The Effect of Employee Voice Behaviors on the Managerial Responsiveness: An Applied Study on Assiut University Employees

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Abstract: This research tries to explore the effect of employee voice behaviors on managerial responsiveness. Using exploratory lists and scales distributed among a sample of 367 Assiut University employees, the paper chooses a descriptive study. The findings show a statistically significant association between managerial responsiveness and employee voice behaviors. The paper includes implications for improving working life by enhancing the intellectual arousal of the leader as a motive for developing managerial responsiveness to the resource as well as understanding the behaviors of employee voices in managerial responsiveness.

Keywords: Behaviors of the employees' voices, managerial responsiveness, worker silence, worker participation in change, employee participation in decisions, employee inclusion.

1. INTRODUCTION

The human element is the first pillar in any administrative and knowledge process, as well as the most valuable resource in the life of organizations. Change is considered one of the fundamental axioms of all organizations alike, and this reflects the management's continuous need to bring about flexible and effective changes capable of facing internal or external challenges. Because it is inevitable that these changes will primarily affect how individuals behave within the organization, organizations urgently require logical human resources who meet a set of requirements and exhibit a variety of qualities that enable them to guide their organizations toward development and change (Storey et al., 2019; Vu et al., 2019).

One of the key factors determining an organization's administrative and creative success is its administrative leadership. Because it plays a key role that covers all aspects of the administrative process, making the administration more effective and more creative, and acting as a driving tool to achieve its goals. Empathizing with others and listening to their ideas and suggestions, the leader plays an important role in motivating workers to find creative solutions (Goodwin et al., 2011).

Employee feedback and ideas that attempt to boost organizational performance are now essential in the setting of competitive work. Although most employees are willing to voice their opinions about their jobs, some still believe it is safer to keep quiet and not offer any suggestions, which is a worrying development. This is because an employee's voice represents their right to choose whether to share information that will help the organization perform better (Detert and Burris,

2007). Previous studies approached different methods in studying the behaviors of employees' voices, some studies attributed that hearing the employee's voice is mainly due to individual differences in personality, others attributed the behaviors of employees' voices to the unsatisfactory state they face in some aspects of organizational performance, and a third track focused on studying aspects of organizational context that may affect employees willingness to Talk (Benson and Brown, 2010; Detert and Burris, 2007; Greenwell et al., 2008; Park and Kim. 2016; Torrington et al., 2011).

According to some, managerial responsiveness- which is defined as the degree to which management responds to employees' wants and concerns in an effective and efficient manner—is the crucial component lacking from successful employee development (Bryson et al., 2006). Most of the literature on management responsiveness has concentrated on the connections between managerial responsiveness and organizational performance, climate, commitment, employee satisfaction, organizational citizenship behavior, and high-performance work systems (Dundon et al., 2004; Boxall and Purcell 2011). So far, no research has been done examining the potential relationship between management response and the intrinsic capabilities of human resources.

Hearing the worker's voice is crucial to profit from their thoughts and suggestions, even while the information that comes from doing so may challenge and destabilize the status of the organization and those in control. The main problem of the study lies in the existence of a deficiency in the organizations' awareness of the importance of employees' voices and its impact on the core capabilities of employees. On the other hand, the results of several recent studies (Su et al., 2017)) showed a clear discrepancy in the managements of many organizations in the degree of their interest in workers and their opinions on decisions that affect their work, and the current study seeks to bridge the gap in the Egyptian environment.

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The remainder of this research is structured as follows: The study starts with a brief review of the literature on managerial responsiveness to employee voice behaviors, followed by a description of the research process and findings.

2. REVIEW OF THE LITERATURE AND CREATION OF HYPOTHESES

2.1. Behaviors of the Employees' Voices

The idea of employees' voices dates to the start of the industrial revolution, and as economies developed, the idea of capitalism became more firmly established in cultures, and managerial theories and management thought advanced, a more complex idea of workers' voices' behavior emerged. This idea has drawn the attention of scholars working in the domains of organizational behavior and human resources, and it is now a crucial factor in management and organizational studies. Given how crucial it is to an organization's growth and greatness (Mowbray et al., 2015).

There is no specific agreement between writers and researchers about the concept of the behavior of employees' voices. This concept witnessed a great deal of controversy among them due to this concept being dealt with in more than one field of knowledge. their opinions and the freedom to express them (Anyango et al., 2015). Dundon et al (2004) explained that the employees' voices have competing meanings, the voice of the worker covers all kinds of opportunities that the worker can influence, and the decisions related to them. In a different definition of employees' voices, Boxall, and Purcell (2011) defined it as the exercise of workers' influence on decisions about their work in the organization, while Dyne et al. (2003) viewed employees' voices as speaking about issues and problems in the organization.

In an effort to come up with a clearer definition of what employees' voices are, McCabe and Lwin (1992) outlined two components that make up the voice of workers: the first component is the representation of complaints and grievances made by employees to management in the workplace, and the second component is the involvement of employees in the process of making and taking decisions or communications, where employees and managers have the chance to discuss various issues. Employees follow the upward voice when they willingly share suggestions, worries, or information about difficulties at work and opinions with upper management. When they keep mute, however, they withhold this, depriving their company of potentially helpful information (Dundon and Gollan, 2007; Morrison, 2014).

Dundon et al. (2004) examined the voices of workers from the following four angles: First, there is the individual expression of dissatisfaction that takes place during grievance procedures between employees and executives, second, there is the expression of collective dissatisfaction brought up by trade unions, and third, there is the contribution of emerging communication and problem-solving techniques to the administrative decision-making process. Fourth: Commitments to mutual partnership, advisory boards, and work councils. The impact of employees' voice on trust in management and the behaviors of direct employees' voices have been proven by a study by Holland et al. (2012) that was done on (1022) employees enrolled in trade unions. The level of employee voice is influenced by the level of their expectations and the amount of feedback leaders take in. (Duan et al., 2017).

There are several theories that explain employees' voices, the first of which is: Unitary Theory, where this theory emphasized the need to divide goals and interests between workers and owners of organizations, so that these organizations can know ways of cooperation and participation in decisions, conflict resolution, and prevent the emergence of dissatisfaction among workers (Abbott, 2006; Chidi and Okpala, 2012; Johnstone and Akers, 2015). Second: The pluralist theory, which recognizes the inevitability of conflicts and disputes in the workplace, and the emergence of the voices of workers in this case to resolve these conflicts, and to reach a state of agreement and balance between the voices of workers and management, until consensual solutions are reached between both parties (Abbott, 2006; Rose, 2008; Chidi and Okpala, 2012). The third is the Critical Theory. This theory focuses on the Marxist or capitalist viewpoint, in the sense that the interests of employers and shareholders are given priority over the interests of workers and does not allow the voices of workers to be heard (Budd, 2004; Johnstone and Ackers, 2015).

Employees Silence is the most common phenomenon in most organizations (Tabatabei et al., 2014). In addition, the silence of the workers is not a concept that contradicts the voice of the workers. The difference between them lies in the motive in terms of the workers' refusal to submit proposals and ideas for their work within the organization (Mirmohhamdi and Marefat, 2014; Sholekar and Shoghi, 2017). This concept is most indicative of bad relations or the organizational climate in which the policy of intimidation and intimidation prevails (Ozcinar et al., 2014). The silence of the workers is considered an unfamiliar concept, as some refer to the silence as the failure of the workers to talk about problems for fear of the spread of information about those problems (Morison and Millliken, 2000). On the other hand, it can be referred to the workers' silence as the workers' reluctance to provide solutions about their work problems (Nafie, 2016). Hence Nikmaram et al. (2012) the silence of workers as ineffective behavior that causes the loss of organizational efforts and represents the most dangerous behavior for organizations because it leads to a state of indifference among workers during work periods. From another point of view, Amirkhani and Oliaei (2015) defined the workers' silence as the workers' reticence in expressing their intellectual and innovative opinions about the organization's conditions. Workers' silence is the willful withholding of information, ideas, and suggestions and the refusal to convey them in writing or vocally, according to Radmard and Adrdakani's (2014) definition.

The phenomenon of workers' silence expresses the fear of negative reactions if opinions and suggestions are expressed towards the problems facing their organizations (Nafie, 2016). There are organizational reasons for the silence of the employees: The first is the administrative reasons. The continuous negative feedback from the bosses makes some employees prefer silence, in addition to the actual failure to address the problems facing the organization (Shojaie et al., 2011). Second: Personal reasons: Fear of reprimand and loss of rewards comes from the first personal reasons that lead to

silence (Akbarian et al., 2015). There are people who prefer solitude for fear that their ideas will be rejected (Gulluce and Erkilic, 2016). And the third: organizational reasons: one of the most organizational reasons leading to the silence of employees is the complexity of decision-making procedures, the spread of administrative corruption, and the low organizational efficiency (Slade, 2008).

Participation of employees is a form of employees' voices, but it is not synonymous with it. Real participation leads to all parties identifying the results of decisions that affect them, as well as their support for the decisions they participated in making, as well as giving correct and actual information about the work, which usually may not be available. For managers and consultants, employee participation may be seen as representing the democracy of management, in the sense of the space of freedom given to individuals in their field of work and decision-making (Anyango et al., 2015). If the participation is done correctly, this will reduce organizational conflict, and raise the efficiency and effectiveness of organizational communication (Prabhakar, 2015). Involvement is one of the main elements of employees' voices, but the least powerful form of employees' voices. Inclusion is a strategy that organizations follow to push workers and work teams to participate in all the work and activities of the organization, by giving them more delegation, and making them responsible for the organizational performance of their organizations (Rollinson and Dundon, 2007).

The administrative response variable serves as a mediator between the voice of employees and the performance of human resources, and the administrative response to the voice of employees leads to high productivity. The study by Bryson et al. (2006) exploring the role of the administrative response in the relationship between the practices of the voices of employees and the productivity of work came to the conclusion that there is no relationship between the of Hence, management that is more receptive to employee feedback has high productivity, so it's important to concentrate on finding ways to inspire managers to do the same.The study of Park and Kim (2016) provided strong empirical evidence for the impact of culture on the behaviors resulting from taking the employee's voice into account through its application on (198) individuals working in the auto industry, and concluded that cultural values such as (avoid conflict) guide and predict The employee's behavior when his or her voice is taken into account.

2.2. Managerial Responsiveness

A manager's awareness of the significance of administrative response to voice results in maximizing benefits to the organization. Freeman and Medoff (1984) highlighted the significance of administrative response in determining the consequences of employees' voice, as well as the importance of administrative response in shaping sound effects. The management's attitude toward the workers' voice greatly affects the quality of interactions between the company and its personnel. The administration that is strict in hearing the voices of the workers causes tension in relations with them, in contrast to the administration that shows its administrative response to the voice of the workers, which generates moderate and cooperative behaviors (Bryson et al., 2006).

The management's capacity to manage the information it utilizes to make choices decreases as a result of inadequate and insufficient managerial responsiveness. Thus, managers should choose the best administrative response methods, which will lead to the process of balancing and integrating workers and management (Charlwood, 2006; Pedersen and Stritch, 2018). Managerial responsiveness is expected to be more important than any voice practice, and it is crucial to identify the voice practices in work systems through a survey of managers to determine managerial responsiveness on occasion. When managers encounter inappropriate voice systems, they are likely to stop responding (Bryson et al., 2006).

The study by Holland et al. (2013) The importance of the employee's voice and the administrative response in reducing the levels of burnout experienced by nurses found that both the employee's voice and their administrative response have a negative relationship to burnout. It was also discovered that the administrative response mediates the relationship between the employee's voice and fatigue.

Hence, we propose that managerial responsiveness and employee voice behaviors (silence, participation in change and decision-making, inclusion) have a positive and significant relationship (hypothesis 1).

3. METHODS:

3.1. Methodology

In order to cope with the paper variables, the current paper depended on the descriptive and analytical approach as well as the survey paper. One of the measuring techniques used to gather data was creating a questionnaire that was used to assess the paper variables and test their hypotheses.

3.2. Research Model

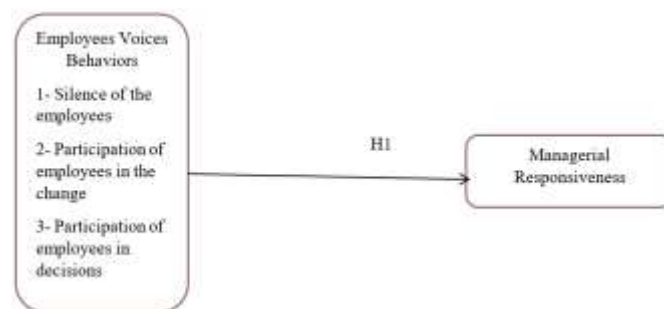We build the model with the presumption that EVB and MR have a direct and favorable relationship, as illustrated in Fig. (**1**):

Fig. (1). Conceptual model and hypotheses.

3.3. Participants

All the Assiut University's (6665) employees made up the study's population. Data for the study were gathered from a sample of Assiut University workers. Given the challenges of gathering primary data in Egypt, a convenience sample was chosen (Gould-Williams et al., 2015). But as a result, the study's findings will be less indicative than those based on a random sample. The employees were approached directly rather than through their employers in order to reduce the

Table 1. The reliability and Validity Coefficients.

	Variables	Reliability	Validity
1	Independent variables: (The dimensions of EVB) silence of the employees	0.872	0.949
2	Participation of employees in the change	0.862	0.943
3	Participation of employees in decisions	0.873	0.928
4	containment of employees	0.945	0.926
5	dependent variable Managerial Responsiveness	0.861	0.913

It took 10 minutes or less to complete the questionnaire. For statistical analysis utilizing descriptive statistics, we used SPSS 26.

possibility of social desirability bias, and they were assured that their responses would be kept confidential. For the aim of face-to-face data collection during working hours, the research contacted the participants and gave them printed copies and an electronic link to the questionnaire.

According to the statistical tables used to calculate the sample size from a study community of 6665 (2022 AD), 367 people appear to be included in the sample (Sekaran and Bougie, 2016). 317 of the 367 questionnaires that were sent and used for data collection between 4 August and 15 November 2021 were returned, giving a response rate of%. Male respondents made up 77% of the sample. In total, 58% of the population was under the age of 30, 29% was between the ages of 31 and 40, and the remaining 41% were over 40. In addition, 22% of respondents had worked for their company for between 10 and 15 years, 40% had worked there for more than 15, and the remaining 40% had been there for less than 10.

3.4. Data Collection Instrument

The writers used the literature on the subject to create a questionnaire for this paper and to test its hypotheses. Two sections made up the questionnaire: a scale for self-reporting: the measurements section, first the researcher used the scale developed by Zubair et al. (2015), which consists of (24 items) divided into four primary dimensions. The first dimension (consisting of 7 items) assesses employees' quiet (e.g., Fear of losing my current job or position prevents me from speaking), and the second dimension (6 items) measures *Participation of employees in the change* (e.g., your boss raises problems at work, calls for changes, and invites employees to participate in finding solutions), and the third dimension (4 items) measures *Participation of employees in decisions* (e.g., Being at the helm of my current job is a good and loyal investment for me), and the fourth dimension (6 items) measures *containment of employees* (e.g., want to be in a place that requires great efforts and contributes to the success of the university). And the paragraphs that measure *MR*, as these paragraphs have been excerpted from the scale developed by Bryson (2004), consist of (4) items (e.g., There is a specialized committee within the organization to study complaints and suggestions for work).

 Every question on the survey was scored on a 5-point Likert scale, with 1 being strongly disagree and 5 being strongly agree (5). The demographic information is included in the second part (gender, age groups, nature of the job, and the period of work the company). The stability factor was ex-

tracted in accordance with the Cronbach alpha test to guarantee the internal consistency of every paragraph of the questionnaire and every paragraph of each research variable in order to determine the validity and reliability of the research tool. All the research variables had reliability and validity values that were above the permissible limits (60%) as shown in Table **1** (Sekaran and Bougie, 2016).

3.5. Common Method Bias

I took many safeguards, such as lowering item ambiguity and preserving respondent anonymity, to lessen the impact of common technique bias (Podsakoff et al., 2012). In order to balance out the question order and lessen the effects of priming brought on by the question context or item embeddedness, the items within each scale were also randomly ordered for each responder. To reduce socially acceptable responses and encourage respondent candor, I provided in-depth information regarding the measures used to preserve the confidentiality of you respondents. To reduce respondents' anxiety about the evaluation process, I reminded you that there were no right or wrong responses to the survey's questions. Hence, common procedure bias did not seem to be a concern.

4. RESULTS

4.1. Outcomes of the Study's Preliminary Indicators

Table **2** shows the bilateral linear correlation coefficients between the study variables as well as descriptive data for each variable.

All correlation coefficients are high, and there is a positive, significant, and strong link between the variables.

4.2. The outcomes of the (SEM) Hypothesis Test were as Follows

A quantitative investigation was prepared and carried out. The necessary variables' measurements were taken from published sources.

4.2.1. Measurement Model

Prior to using the structural model, a test of confirmatory factor analysis was conducted on the measurement model to make sure it made logical sense. It also described acceptable degrees of reliability and validity (Anderson and Gerbing, 1988). The CFA findings, which define compatibility quality indicators for the measurement model, are shown in Table **3**:

Table 2. The bilateral linear Correlation Coefficients.

Variables	Silence of the Employees	Participation of Employees in the Change	Participation of Employees in Decisions	Containment of Employees	Managerial Responsiveness
Silence of the employees	1				
Participation of employees in the change	0.708**	1			
Participation of employees in decisions	0.635**	0.740**	1		
Containment of employees	0.544**	0.638**	0.671**	1	
Managerial Responsiveness	0.294**	0.385**	0.502**	0.483**	1

Note: N= 317 and P < 0. 01**

Table 3. **Model Fit** Statistics.

Model	X²/df	P	IFI	NFI	TLI	CFI	RFI	RMSEA
Initial	3.896	0.000	0.849	0.868	0.902	0.910	0.925	0.100
Structure	2.549	0.000	0.908	0.913	0.939	0.952	0.962	0.073

Source: data analysis by AMOS.
N = (317)
***P< 0.001

Table 4. Structural Model Test.

RMSEA	RFI	CFI	TLI	NFI	IFI	P	X²/df
0.032	0.002	0.981	0.917	0.991	0.965	0.000	2.613

Source: data analysis by AMOS.
N = (317)
***P< 0.001

Table **3's** findings list compatibility quality indicators for the fundamental measurement methodology. With a set of adjustments suggested by the adjustment indicators, results have improved. After the changes, it is seen that the model has much improved. Also, the measurement model's compatibility quality indicators are in line with approved norms, and the chi-square test result fell by score (2.549), which is less than (5.00). Finally, there is a rise in the values of additional compliance quality indicators, with the CFI value rising above (0.90), the RMSEA value falling below (0.73), and the NFI value rising above (0.90). (Hu and Bentler, 1999).

4.2.2. Examine a Structural Model

The main stage of analysis is the structural model test phase when the model's goal is to test the hypotheses. The compatibility of the structural model was assessed in order to identify whether or not the assumed model corresponds to the data. Test results are displayed in a Table (**4**).

The information in Table 4 clearly shows that the model satisfies the requirements for compliance quality (Hair et al., 2009). As a result of dividing (chai-square / degrees of freedom), the table shows a drop that results in (2.613), which is less than (5.00). The value of (TLI) was (0.917) which exceeds the minimum acceptance of the model; (0.90), which confirms the quality of conformity of the structural model, and the value of (CFI) was (0.981) which higher than (0.90),

and (RMSEA) scored (0.032) was less than (0.08). The table also shows an increase in the value of other indicators of conformity quality.

4.2.3. Outcomes of Testing Hypotheses

There are four hypotheses in the study. Table **5** lists the structural model's hypotheses.:

Table **5** discussion results:

Regarding the initial hypothesis, EVB and MR were accepted as part of the solution. Table 5 shows the values of the path factor and its level of significance for the relationship between employee participation in change and MR (= 0.190, t = 3.268), as well as the values of the path factor and its level of significance for the relationship between employee participation in decision-making and MR (= 0.189, t = 1.652). A path factor's values and level of significance between employee containment and MR are also shown (= 0,295, t = 2,967).

5. DISCUSSION

In this study, a mediation model was developed to examine the mechanism underlying the association between managerial and employee behavior.

Table 5. Path Coefficients' Values.

Path	Path Coefficients	Standard Error	T-value	Sig.
First Hypothesis:				
Silence of the employees→ MR	0.190	0.050	3.268	***
Participation of employees in the change→ MR	0.153	0.066	1.476	*
Participation of employees in decisions→ MR	0.189	0.062	1.652	*
Containment of employees→ MR	0,295	0,117	2,967	**

Source: data analysis by AMOS.

N = (317)

* P <0.05

** <0.001

***P <0.001

According to our hypothesis, the current study discovered that employee engagement, involvement in decisions, and participation in change all have a favorable impact on the management responsiveness of university employees. This suggests that there is a favorable, statistically significant association between the employees' opinion of their ability to influence change and make decisions and their perception of the administration's response at the university. We discovered that employee participation in change and decision-making was necessary for the relationship between employee voice behaviors and managerial responsiveness to exist. Accordingly, the association was stronger for those who believed that the university encouraged high levels of participation, and workers believe that inclusion at work raises their awareness of managerial responsiveness in the workplace. at their place of work. Given the theoretical justification and outcomes of earlier empirical investigations that looked at the association between employee voice practices and other organizational characteristics, these findings are not unexpected. Based on these study findings, it can be assumed that employee involvement in change and decision-making is necessary to create a workplace with a high degree of managerial responsiveness; in other words, it's essential to be aware of the behaviors of employees' voices to create good management responses in the workplace. On the other side, the findings supported the employees' voice dimension, demonstrating a connection between how employees perceive their voice and how managerial responsiveness.

6. STUDY'S CONTRIBUTIONS

The current study sheds light on managerial responsiveness, cerebral arousal of the leader, and employee voice habits. First: The current study is the first effort to investigate the relationship between an employee sample from a university and the administrative response to that conduct in an Arab context. Second, data collected from a sample of Arab participants shows that employee speech behaviors are a reliable predictor of managerial response on the outside. Third: It is possible to view the actions of university personnel as a good source for improving the caliber of the administrative response. To put it another way, managerial responsiveness to leaders is promoted by high levels of managerial responsiveness, which is facilitated by employee voice behaviors. Fourth: The findings of the current study contributed to the

growing body of research on the impact of employee voice behaviors on management responsiveness. They also helped to advance research on the reliability of the employee voice behaviors theory and the stability of the study's tool. Fifth: The findings of this research also offered further recommendations for successful management response quality practices and leadership recruiting and development initiatives that raise staff understanding of management response quality (Jackson and Parry, 2011).

Administrators and institutions can benefit from this study's application to management and practice. First of all, this study exhorts leaders to be mindful of how they deal with their staff on a regular basis. In this aspect, team leaders need to assume accountability and cultivate positive working relationships. Second, by taking into account applicants' capacity to establish mature connections with current team leaders during the hiring process, colleges can lessen threats to the quality of relationships between leaders and employees (Schermuly and Meyer, 2016). Fourth: As a result of the study's findings, which showed a favorable correlation between employees' perceptions of some employee behaviors and human engineering, executives of businesses facing difficulties in the quality of administrative response have benefited greatly. Sixth: These findings make it clearer to corporate leaders the value of comprehending and putting into practice intellectual arousal as well as fostering the actions of employees' voices. Seventh: Implement the opinions of university employees through practical actions, and take part in choices and change.

7. CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to comprehend the connection between managerial responsiveness and employee voice behaviors. From the unique perspective of subordinates' perceptions, the insights offered by this study provided a greater knowledge of the relationship between the aspects of employee voice behaviors and individual behavior. This method advanced the development and analysis of the notion of employee voice behaviors and provided a noteworthy scientific addition to the still small corpus of subordinate-centered research. Based on our findings, employee voice activities may need to concentrate on assisting participants in identifying their perception of managerial responsiveness. This study

clarifies the significance of employee decisions and participation in change as a key requirement for the efficacy of employee voices in actions. Programs for management response training are likely to increase employee voice behaviors that emphasize inclusion, involvement in decisions, and engagement in change. Implementing university employee voices behaviors can impact the climate at work where leaders develop and uphold university values, particularly participation in change that doesn't put personal interests first and provides employees with a moral compass through care, justice, trust, and appreciation. Theoretical knowledge gleaned from this endeavor, we hope, will inspire scholars to investigate how and when to reinforce employee voice practices. In order to promote positive workplace outcomes, which may affect how employees perceive management's response, university leaders must create work that is worthwhile, link corporate goals with individual aspirations, and support employee learning, development, and participation. Then, the university can expect the best results, including increased managerial response, through raising intellectual arousal in the workplace.

Furthermore, because research on management reaction in the workplace is still in its early stages, it is important to look at its organizational and individual mechanisms as well as its effects.

8. LIMITATIONS AND FUTURE RESEARCH

Several restrictions on the current study point to crucial directions for future investigation. First off: Although there are other kinds of employee voice practices, the current study only looked at four of them. Future research may examine how modifying employee speech practices may affect the mediating impact of a leader's intellectual arousal. It is advised that future research repeat this model in various regulatory institutions in order to boost the generalizability of the results because the participants in this study were all from one university, making it important to be cautious about generalizing these findings. Third: Because of the cross-sectional design of this study, establishing a causal link was not its primary goal. Future research may try to undertake longitudinal or experimental studies to investigate the mediation model rather than simply revealing a relationship between the variables under study. Fourth, the leader's arousal data was also gathered from the same source concurrently, which raises questions about the potential effects of shared source diversity. As a result, future studies must confirm the simultaneous data collection of employees and leaders. Fifth: While this study did not find a connection between employees' perception of managerial responsiveness and their age, gender, educational level, or length of experience, it can be assumed that these factors may affect how they perceive values and behaviors in addition to how responsive managers are to their needs. individuals' spirituality.

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