

ORIGINAL CONTRIBUTION

Pathways to Team Performance and Reduction of Silence Behaviour: Exploring The Role of Benevolent Leadership through Moderating Impact of Corporate Social Responsibility

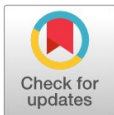
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Abstract— Employee silence is a prevalent organizational phenomenon that has several detrimental effects on businesses. Thus, it's important to know what elements can lessen employee silence. This study examines how team empowerment inhibits silence behavior and team performance, drawing on attribution theory and self-verification theory. In the meantime, we also look at how perceptions of corporate social responsibility moderate. We collected data from 276 employees working in a pharmaceutical company in Athens, Greece. The result indicates that benevolent leadership has a negative influence on team empowerment through team performance and silent behavior. Furthermore, corporate social responsibility moderates the relationship between benevolent leadership and team empowerment. In particular, when workers felt that corporate social responsibility was higher, this indirect effect was more pronounced. Our findings, which combine research on silence behavior and self-verification theory, offer crucial insights into how to regulate employee silence behavior in workplaces.

Index Terms— Benevolent leadership, Corporate social responsibility, Team empowerment, Self-verification theory, Attribution theory, Silence behaviour, Team performance.

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Introduction

However, for a variety of reasons, many workers decide to remain silent and not provide input on the issues they observe (Boadi, He, Boadi, Antwi, & Say, 2020; Hamstra, Schreurs, Jawahar, Laurijssen, & Hünermund, 2021; Morrison, 2023). This conduct is known as Employee Silence (ES), and it could have a serious detrimental impact on the company.

Both academics and professionals are actively looking for methods to improve team performance by concentrating on group-level outcomes (Andika & Darmanto, 2020; Bansal et al., 2021; Meslec, Duel, & Soeters, 2020). In an era where organizations depend more and more on teams to accomplish their goals, team performance is a crucial indicator of effectiveness (Yan, Guo, Zhou, Xie, & Ma, 2023). Studies carried out in somewhat stable, regular organizational situations have shown that teamwork is a significant predictor of team performance (Shaukat & Khurshid, 2022). According to Kluijtmans, Meyfroodt, and Crucke (2024), teamwork is defined as the interactions and interdependent acts of group members that transform inputs into results through verbal, behavioral, and cognitive activities aimed at achieving a shared objective. Teamwork encompasses emergent states like trust and common mental models as well as mechanisms

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like performance monitoring and backup behaviors (H. Kim, Kim, & Koo, 2022). However, empirical data regarding teamwork in harsh environments is fairly limited, in part because of the challenges of studying such teams and their lack of rapid accessibility (M. Kim & Kim, 2021; Ponce-Bordón et al., 2022).

Team empowerment is one element that is receiving a lot of attention, even though there are many other characteristics and elements that might affect team effectiveness. The degree to which teams feel inspired by their collectively favourable evaluation of organisational tasks and responsibilities is known as team empowerment (Kluijtmans et al., 2024). It is well known to improve team performance (Andika & Darmanto, 2020; Murray & Holmes, 2021). The ability to make decisions in a certain area of operations without needing permission from others is known as empowerment. People can be empowered by being transferred from roles that typically simply need them to follow instructions to roles that offer greater authority. Employee empowerment has the potential to hold workers entirely accountable for their actions, forcing leaders to learn to give up control and forcing workers to take ownership of their job and make moral decisions (Jam, Akhtar, Haq, Ahmad-U-Rehman, & Hijazi, 2010; Kanjanakan, Wang, & Kim, 2023). When leadership empowers their staff, they will feel appreciated for their independence, which will boost productivity. This is in line with research findings that empowerment has an impact on employee performance (Qatawneh, 2023).

Both Western and non-Western cultures exhibit benevolent leadership Nguyen, Khoi, Le, and Ho (2023) and Ye, Chen, and Qu (2024), which benefits employees' positive attitudes X. Shen et al. (2023), happy emotions Khairy et al. (2023), and performance (Nguyen et al., 2023). Recent research has exposed the negative aspects of benevolent leadership, however, and discovered that these managers focus too much on teamwork rather than members' personal issues, which impairs team performance (Ho & Le, 2023). Individualised, comprehensive concern for the personal and family well-being of staff members is a component of benevolent leadership (Bagum, Sajjad, & Naz, 2024; Chen & Weng, 2023). Leaders can treat staff members kindly and assist them in enhancing their performance since people prioritise the rule of man over the rule of law (Grego-Planer, 2022; Huang, 2022; Y. Shen, Chou, Schaubroeck, & Liu, 2023; Ye et al., 2024). Benevolent leaders show concern for their staff members both at work and in their personal lives, including family difficulties. Therefore, benevolent leadership is conceptually different from other value-based leaderships in that it emphasises fostering positive change, particularly in human values, by providing for the professional and personal needs of its employees (Chen & Weng, 2023).

According to Kluijtmans et al. (2024), an organization's specific CSR initiatives and actions are directed by moral standards and ideals. Such ethically laden actions, meant to advance social and environmental responsibility, contribute to good moral capital and can help form a favorable image and reputation for the organization (H. Kim et al., 2022). "Context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" is how Corporate Social Responsibility (CSR) is defined (Latif et al., 2020). It is regarded as an organizational strategy for ethics (M. Kim & Kim, 2021). CSR, or corporate social responsibility, has emerged as a crucial business requirement. Operating a firm in a way that satisfies or beyond the ethical, legal, commercial, and public expectations that society has of business is what the firm for social responsibility as CSR. Every choice taken and every aspect of a business is guided by the notion of social responsibility (Yan et al., 2023).

As an outcome, this study offers contributions to the body of literature. First, we expand on this study by looking at how team empowerment and corporate social responsibility initiatives enhance their silent conduct and team performance. This study specifically aims to objectively establish three stages of teamwork development with colleagues and the benefits that accrue to the organization as a whole from businesses' social responsibilities. Second, we contribute to the literature on benevolent leadership, which is promoted by fusing positive organisational behaviour with positive psychology. There are several methods that leaders might improve the performance of their employees. For instance, supervisors can help staff members feel more confident in their skills, provide them concrete tools that boost productivity, and demonstrate clearer routes to desired job objectives (Ye et al., 2024). Lastly, this study advances both attribution theory and self-verification theory. This study specifically examines how team perceptions of CSR and the level of agreement regarding employees' CSR authenticity affect work-related outcomes, with attribution theory primarily utilized at the individual level. Furthermore, morally infused social contexts will reinforce the moral self-verification process, per the self-verification theory (Swann Jr, 2012). According to M. Kim and Kim (2021), corporate social responsibility refers to an organization's optional actions focused on the welfare and well-being of different stakeholders.

Theory and Hypotheses Development

According to attribution theory, individuals use evaluative cognitive processes in order to effectively react to a signal (Kelley & Michela, 1980). Attributions are the results of these evaluative cognitive processes (Kelley & Michela, 1980). When perceptions and attributions of a signal meant to enhance a circumstance are positive, this belief system is correlated with positive work-related beliefs (Andika & Darmanto, 2020). According to (Wang et al., 2023), an organization can create and carry out CSR projects if it wants to follow a more socially conscious course. Following that, staff members will obtain and analyze information on these CSR initiatives from their company and evaluate the motivations behind these actions (Yan et al., 2023). CSR is a result of how a team perceives the organization's commitment to CSR and the specific actions made to follow that path. In the meantime, corporate social responsibility is shaped by internal

group agreement about CSR authenticity. Self-verification theory's central claim is that people are driven to uphold and confirm their perception of themselves and impulsively work to balance those perceptions with those of others (Swann Jr, 2012). When one's self is supported or at risk, people typically verify oneself in a particular setting (Boadi et al., 2020; Nouri & Mousavi, 2020). In these situations, people frequently make snap decisions about whether and how to verify oneself (Swann Jr, 2012). When self-verification is successful, people maintain their integrity and stability, foster enduring social relationships, and benefit personally (Swann Jr, 2012). An integrated theoretical framework for comprehending the impact and mechanism of moral identity on silent behaviour is offered by self-verification theory. Employees may behave very differently when confronted with organisational issues or wrongdoings; some may choose to keep quiet while others are brave enough to speak up. Self-verification theory, in our opinion, may be able to explain this phenomena (Swann Jr, 2012). Fig. 1 shows the expected connections between team empowerment, CSR, benevolent leadership, and team performance.

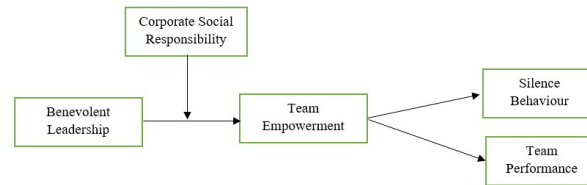


Fig. 1 Conceptual model with Mediation Moderation

Benevolent leadership and team empowerment

Leaders that exhibit concern, care, and support for the welfare and development of their employees are said to exhibit benevolent leadership (Grego-Planer, 2022). It places a strong emphasis on building supportive work environments and cultivating positive relationships, going beyond standard leadership techniques that mostly concentrate on job completion and performance (Ye et al., 2024). Benevolent leaders offer resources, counsel, and support to help staff members overcome obstacles and accomplish their objectives. They also mentor and guide their employees. Their employee's professional and personal growth is given top priority. Building strong bonds, encouraging trust, and establishing a favorable work atmosphere are all crucial components of benevolent leadership, which is frequently classified as a relationship-oriented or people-oriented leadership style (Huang, 2022). Empowerment can be regarded from a structural or psychological perspective (Kanjanakan et al., 2023) and acknowledges the power that people already possess in their own richness of valued expertise and internal motivation (Qatawneh, 2023). From a structural standpoint, empowerment is the act of a management delegating authority to staff members (Andika & Darmanto, 2020), a function (Nouri & Mousavi, 2020), or a behaviour (Murray & Holmes, 2021). Employee motivation (Kanjanakan et al., 2023), psychological state (Qatawneh, 2023), or experience of empowerment, as well as the ensuing increased sense of self-efficacy (Kluijtmans et al., 2024), are all considered forms of empowerment from a psychological standpoint. Leaders that use a benevolent leadership style prioritise their employees' interests and concerns and make an effort to build trusting relationships with them (Chen & Weng, 2023). Benevolent leadership is linked to many positive results for both people and organizations. Positive work environments, increased team empowerment and corporate social responsibility, and improved team performance are all facilitated by benevolent leadership (Ho & Le, 2023). Benevolent leaders create a helpful and fulfilling work environment that brings out the best in their employees by putting their employees' needs first, showing empathy, and cultivating positive relationships (Khairy et al., 2023). In the workplace, kind leaders are concerned about the professional development of their employees, look for the reasons behind poor performance, offer coaching and mentoring, and provide a chance for employees to make corrections at work (Grego-Planer, 2022; Y. Shen et al., 2023; Wang et al., 2023). Benevolent leaders in the non-work sphere care for their employees' families, treat them like family, assist them in personal crises, and steer clear of embarrassing others (Ho & Le, 2023; Khairy et al., 2023). Consequently, we speculate:

H1: Benevolent leadership has direct impact on team empowerment.

Team empowerment and silence behaviour

Individual distinctions that individuals bring to the workplace can impact their sense of empowerment because no two persons are alike (Andika & Darmanto, 2020). Relationships within a team's dynamics can also affect a person's sense of empowerment, according to Nouri and Mousavi (2020). According to Murray and Holmes (2021), empowerment is a multifaceted concept that encompasses interactions both within and between individuals and groups or organizations. According to Kanjantikan et al. (2023), empowerment is multifaceted and has to do with how people respond, how leaders lead, how peers engage, and how work-related procedures are set up. From a different angle, promoting open channels of communication between staff members, supervisors, and other leaders is what is meant by employee empowerment. It is more about fostering an environment of empowerment that encourages integrity and decency (Qatawneh,

2023). In addition to praising and rewarding staff members for their diligence and drive, it entails teaching them problem-solving skills so they can independently come up with answers (Kluijtmans et al., 2024). Employee empowerment, according to Andika and Darmanto (2020) and Qatawneh (2023), essentially entails providing flexibility, such as letting workers choose their own schedules, take breaks, and express their ideas. According to Boadi et al. (2020), it involves asking staff members for their opinions on policies and decision-making procedures. Accordingly, our study suggests that employees can use silence-breaking behavior to confirm their moral identity. According to Chou and Chang (2020), silence behaviour is a behavioural result of employees' conscious and intentional choices, as opposed to remaining silent when they have no pertinent thoughts, recommendations, or opinions. According to the self-verification theory Swann Jr (2012), everyone has an innate desire to confirm their own opinions. Employees with higher moral identities therefore have a fundamental need to validate their moral selves through specific behavioural strategies when dealing with organisational issues or wrongdoings. Silence among employees is common in workplaces (Liu, Yang, & Yao, 2020; Roy & Behera, 2025). According to Hamstra et al. (2021), silence has the potential to spread from person to person and to become a collective phenomenon. Due to a lack of important information, organisations regrettably struggle to identify wrongdoing and mistakes and to make the right decisions (Morrison, 2023; Shaukat & Khurshid, 2022). Additionally, because silence is covert (Yan et al., 2023), it necessitates closer attention because it is likely to produce negative attitudes and behaviours that can negatively affect both the individual and the organisation. Employee quiet has been empirically linked in studies to outcomes including team empowerment and silence behaviour (H. Kim et al., 2022; Shaukat & Khurshid, 2022). Consequently, we speculate:

H2: Team empowerment has direct impact on silence behaviour.

Team empowerment and team performance

Accordingly, team members are expected to participate in productive interactions and teamwork procedures more frequently, demonstrate greater initiative, feel more capable of coordinating team interests with organizational goals, feel more capable of making better decisions, and be more motivated to meet team performance standards when team empowerment is high (H. Kim et al., 2022; Kluijtmans et al., 2024; Ponce-Bordón et al., 2022). The human factor is one of the most important instruments for organizational development, survival, and accomplishing goals and missions in today's cutthroat environment (Kanjanakan et al., 2023). Employing more productive workers is one of the best strategies to gain a competitive edge in the current environment since human resources are the most valuable source of capital and production, as well as the source of competitive advantage and the development of fundamental capabilities in every organization (Lin, Yang, Quade, & Chen, 2022; Nouri & Mousavi, 2020). In any organization, productivity and human capital are directly correlated. The educated and competent human capital that has the ability to transform the organization is one of the main concerns of successful firms worldwide. According to Andika and Darmanto (2020) and Qatawneh (2023), a successful organisation is made up of people who share its values, goals, and culture and who can influence its advancement by applying their expertise, experience, and teamwork. Empowerment is frequently studied as intrinsic task motivation or motivation that reflects the match between an individual and their environment (Bansal et al., 2021; Kluijtmans et al., 2024). Empowerment has been described as commitment-based designs and attitudes in other studies. Employee empowerment entails building up the necessary human resource capacity to allow employees to contribute value to the organization, perform roles, and carry out their obligations with effectiveness and efficiency (Andika & Darmanto, 2020). Employee empowerment, according to Meslec et al. (2020), is empowering staff people to be self-directed and accountable for their work while also recognizing their accomplishments and contributions to foster a positive team environment. Consequently, we speculate:

H3: Team empowerment has direct impact on team performance. The moderating of corporate social responsibility

CSR's financial and social benefits can be maximized by incorporating it into company operations (Latif et al., 2020). As a result, numerous research have looked for a worldwide connection between team empowerment and CSR (M. Kim & Kim, 2021). Yan et al. (2023) examined every previous study on the connection between CSR and team empowerment, demonstrating that businesses with higher levels of social responsibility produced better financial outcomes. Other studies on the connection between CSR and team empowerment (Andika & Darmanto, 2020). CSR communicates a company's hidden strengths, such as its superior resources and capabilities (Nouri & Mousavi, 2020). According to (Murray & Holmes, 2021), Corporate Social Responsibility (CSR) is a vital firm resource that helps businesses maintain a competitive edge. CSR initiatives can give companies a clear point of uniqueness, and they can serve as the main source of information for revealing performance results or competitive advantage (Qatawneh, 2023). Firms with more CSR initiatives have better capacities than those with fewer such procedure, and there may be a stronger appreciation for firms with more CSR practices (Kanjanakan et al., 2023). Due to the global operations of businesses, advancements in technology, fierce competition, and the ensuing unbridled corporate avarice, employees now have slightly different expectations of their leaders. Traditional models and styles of leadership must be rethought and reconstructed in order to more successfully adapt to present difficulties, as a result of the crisis of trust in leadership and the uncertainty Grego-Planer (2022) that many employees have come to function under. Leaders using an interdisciplinary approach must use models from fields such as corporate social responsibility, business ethics, workplace spirituality, positive psychology, and ap-

preciative inquiry (Ho & Le, 2023). According to Nguyen et al. (2023), empowerment is the trust of employees at the level where they have an impact on the workplace, their competence, the purpose of their job, and the autonomy that is respected. Team empowerment has the potential to hold workers entirely accountable for their actions, forcing managers to relinquish control while forcing workers to take ownership of their work and make moral decisions (X. Shen et al., 2023). According to Y. Shen et al. (2023), empowerment entails having personal control over one's work process and confidence in one's own talents, which shows as team performance. This is in line with studies by Grego-Planer (2022), Khairy et al. (2023), Wang et al. (2023) and Ye et al. (2024) that demonstrate how improved performance is mediated by corporate social responsibility between benevolent leadership and empowerment. These descriptions serve as the basis for the following hypotheses in this study:

H4: Corporate social responsibility has a moderating impact on benevolent leadership and team empowerment.

The mediating role of team empowerment

According to team empowerment and the attributions made have an impact on work-related outcomes (Latif et al., 2020). Thus, it is maintained that quiet behavior and team performance are also impacted by team empowerment. This is due to the fact that team activities and conduct are influenced by the level of within-group consensus regarding team empowerment that arises from an evaluation process that involves team members (Bansal et al., 2021; Van der Lippe & Lippényi, 2020). Leaders who exhibit personalized, comprehensive concern and care for their employees' welfare in both their personal and professional life are said to exhibit benevolent leadership (O'Donovan et al., 2021). In the workplace, kind leaders typically foster a compassionate atmosphere, care about staff members' professional growth, and offer coaching and mentoring for on-the-job concerns including responsibilities centred on teaching and research (H. Kim et al., 2022; Ponce-Bordón et al., 2022; Roy & Behera, 2025). According to Ryu, Neubert, and Gonzalez-Mulé (2022), silence taints social relationships and reduces prosocial activity, which leads to indifferent behavior towards others. According to Yan et al. (2023), silence erodes the social fabric that holds people together and undermines their social relationships, making them less considerate. It hinders knowledge, communication, and cooperation (Hamstra et al., 2021; Morrison, 2023), all of which are characteristics of team performance (Lin et al., 2022; Meslec et al., 2020). Individuals may be deprived of crucial work-related knowledge from their colleagues, which could have detrimental effects on their team performance as employees. For instance, it has been demonstrated that team goal setting is influenced by the humility of the leader (Liu et al., 2020). Essentially, through interactions with the supervisor and one another, team members will modify their attitudes and behaviors accordingly, so collectively impacting team outcomes (Hamstra et al., 2021). Leaders who create observable advantages, acts, or results for the common good are considered benevolent. In this sense, the benefit of all or the majority of a community's members is the common good (Khairy et al., 2023). Leaders that are benevolent demonstrate sincere and truthful behaviour at work that benefits others around them. Benevolence is described as a faith in human goodness and the accompanying belief that people have a duty to employ their innate impulses and the maturing attitudes of love and mercy that is, that they have a propensity to act kindly, charitably, and with goodness (Nguyen et al., 2023). The attribution theory states that people are inclined to look into the reasons behind the specific actions of others (X. Shen et al., 2023; Y. Shen et al., 2023). Accordingly, how an employee views the principles and objectives of team empowerment influences their present and future actions, which in turn causes them to customize the company and its CSR initiatives (H. Kim et al., 2022; Kluijtmans et al., 2024). Accordingly, based on the idea of the attribution theory, employees' reactions to the organisation and its members are significantly influenced by their view of how the organisation and its management methods treat them (Ponce-Bordón et al., 2022; Van der Lippe & Lippényi, 2020). These descriptions serve as the basis for the following hypotheses in this study:

H5: Team empowerment has mediating impact between benevolent leadership and silence behaviour.

H6: Team empowerment has mediating impact between benevolent leadership and team performance.

Methods

Research setting and sample

The purpose of this research is to examine innovative leadership, team empowerment factors, and the perceived outcomes of employee and organizational participation in multinational corporations with a pharmaceutical subsidiary in Athens, Greece. The combination of long-standing local businesses and subsidiaries of global conglomerates the pharmaceutical scene in Athens, Greece. With roots dating back to the early 20th century, businesses have developed into important national actors with a global presence (Triantafillidou & Koutroukis, 2022b). As an illustration of the expansion of the Greek pharmaceutical industry has a lengthy history that encompasses its transformation from a small family pharmacy to a significant pharmaceutical manufacturing. Additionally, businesses which have a lengthy history dating back to the early 20th century, have become significant players in the Greek pharmaceutical industry.

These businesses are essential to the Greek healthcare system because they support pharmaceutical industry, production, and distribution. Businesses must, however, combine maintaining price competitiveness with minimizing the environmental impact of their operations (Galani et al., 2021), which raises CSR concerns. This creates a conflict between the tendency of putting CSR activities into practice while being aware of their effects on customers and the requirement to offer reasonable, frequently reduced rates. The pharmaceutical industry is an intriguing one given its position as a major economic force and its special function as a conduit to the final customers of products offered (Triantafillidou & Koutroukis, 2022b). We used data gathered from the pharmaceutical industry in Athens, Greece, to test the proposed theoretical model. The pharmaceutical industry is regarded as significant and economically important in Greece. More than 5% of Greece's workforce is employed there (Galani et al., 2021; Triantafillidou & Koutroukis, 2022a). Each team is made up of the employees of a particular physical store, along with the team leader in charge of the establishment. The physical stores must be a part of a pharmaceutical firm that practices corporate social responsibility, as demonstrated by accessible team performance, in order to be included in the sample.

We sent out seven research assistants to gather data from a minimum of 59 teams via combined efforts. This sample size was determined by applying the inverse square root approach to a prospective power analysis. A final viable sample of 55 teams from 27 pharmaceutical companies, involving 276 team members, was produced as a result of our methodology. There were at least five team members on each squad. 276 workers at a pharmaceutical company in Athens, Greece, provided the data. Each participant was given a unique identification number prior to the study questionnaires being sent in order to correlate their responses across time. We investigated further steps to improve the response rate and data quality, in accordance with procedures used in earlier research (Triantafillidou & Koutroukis, 2022a). Specifically, we delivered paper-and-pencil questionnaires directly to the organizations. Participants were assembled in the conference room to complete on-site surveys with the assistance of managers. The average team member is between the ages of 32 and 42, and 77% of them are men. The team members have an average stay of four to six years. While 55% of the teams have an average tenure of at least three years, only about 18% have an average tenure of less than a year. Of those surveyed, 59% have a permanent contract and 41% have a full-time one. The majority of respondents (77%) stated that their greatest level of education was undergraduate.

Measures

All of the constructs in our study were defined as being at the team level. This is consistent with Luria's (2019) suggestions and our goal of better understanding how team members' shared views on CSR influence the attitudes and performance of the team in the future. However, we adopted an attribution theory and a self-verification theory because our data was gathered at the individual level using 5-point Likert scales. To evaluate team empowerment and performance, we use team leaders' survey replies. Team leaders are ideal for assessing results at the team level (Hu et al., 2021). Appendix A, the supplementary material, has comprehensive measurement data.

Benevolent leadership

An 8-item scale based on Karakas and Sarigollu (2012), was used to measure benevolent leadership ($\alpha = 0.913$, $CR = 0.930$). Example of scale item "when I make a managerial decision at work, I reflect on the ethical consequences of my decision" and "I challenge my colleagues when they depart from ethical values at work".

Team empowerment

An 8-item scale based on Kirkman, Rosen, Tesluk, and Gibson (2004) was used to measure team empowerment ($\alpha = 0.888$, $CR = 0.911$). Example of scale item "my team feels that its work is meaningful", "my team can select different ways to do the team's work" and "my team determines as a team how things are done in the team".

Corporate social responsibility

Corporate social responsibility measured 6-item scale adopted by Martínez, Pérez, and Rodríguez del Bosque (2013), ($\alpha = 0.849$, $CR = 0.890$). Items included "I think that this company ensures its survival and success in the long run", "I think that this company improves its economic performance" and "I think that this company tries to achieve long-term success".

Silence behaviour

Based on Tangirala and Ramanujam (2008), a five-item scale ($\alpha = 0.892$, composite reliability = 0.921) was used to survey team leaders in charge of the various pharmaceutical in order to gauge silence behaviour. Items included "you remained silent when you had information that might have helped prevent an incident in your [workgroup]" and "you kept quiet instead of asking questions when you wanted to get more information about patient safety in your job".

Team performance

Based on Tsui, Pearce, Porter, and Tripoli (1997), a seven-item scale ($\alpha = 0.874$, composite reliability = 0.903) was used to survey team leaders in charge of the various pharmaceutical in order to gauge team performance. Items included "employee strives for higher quality work than required", "employee upholds highest professional standards" and "employee's job knowledge with reference to core task job".

Data analysis

For the data analysis, we employ SEM (Hair, Sharma, Sarstedt, Ringle, & Liengaard, 2024), an R-package made specifically for PLS-SEM (Hair et al., 2021). At the nexus of multiple table analysis, regression models, and structural equation models, PLS-SEM is a data analysis technique "that can produce estimates for very small sample sizes" (Hair et al., 2024). PLS-SEM does not assume that the data is normally distributed (Hair et al., 2024) and integrates explanatory and prediction perspectives to the model estimation. Additionally, several endogenous constructs can be modeled in a single model using PLS-SEM (Hair et al., 2020). The significance of the computed path coefficients is tested using a nonparametric bootstrap approach (Hair et al., 2024).

Results

The present study analysed in two steps, which is in line with the technique outlined by Hair et al. (2024). We evaluate the measurement model in the first stage. This entails determining that the latent constructs' indicators are unidimensional or multidimensional, the variation in the indicators can be accounted for by their latent variables (convergent validity), and the unique each construct is in respect to the other constructs in the study (discriminant validity). The quality of the structural model is then assessed, with particular attention paid to the extent to which the independent variables explain the variance in the endogenous latent variables, the latent independent variables' capacity for prediction, and an evaluation of the regression weights.

Measurement model

The findings of the evaluation of dimensionality and convergent validity for team empowerment and team performance are shown in table 1. We use the thresholds that Hair et al. (2024) recommended. However, the impact dimension is kept since its underlying factor loadings are higher than 0.6 (Hair et al., 2024). The team empowerment Average Variance Extracted (AVE) score is higher than the cutoff point of 0.5. Second, both the composite dependability score and the Cronbach's alpha score are over their respective levels in relation to team performance. Each of the measurement loadings for the team performance construct's indicators are greater than the 0.7 limit when operationalized as a unidimensional construct. Additionally, the construct's AVE score is higher than 0.5.

Table I
Assessment of constructs validity and reliability

Constructs	Items	Factor Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Benevolent Leadership	BL1	0.796	0.913	0.930	0.624
	BL2	0.804			
	BL3	0.760			
	BL4	0.796			
	BL5	0.804			
	BL6	0.821			
	BL7	0.822			
	BL8	0.708			
Corporate Social Responsibility	CSR1	0.730	0.849	0.890	0.578
	CSR2	0.810			
	CSR3	0.858			
	CSR4	0.775			
	CSR5	0.811			
	CSR6	0.634			
Silence Behaviour	SB1	0.756	0.892	0.921	0.701

Cont...

Constructs	Items	Factor Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Team Empowerment	SB2	0.859	0.888	0.911	0.564
	SB3	0.886			
	SB4	0.832			
	SB5	0.846			
	TE1	0.784			
	TE2	0.838			
	TE3	0.821			
	TE4	0.745			
	TE5	0.696			
	TE6	0.766			
Team Performance	TE7	0.641	0.874	0.903	0.571
	TE8	0.694			
	TP1	0.777			
	TP2	0.818			
	TP3	0.795			
	TP4	0.723			
	TP5	0.678			
	TP6	0.744			
	TP7	0.748			

Then, using the cross loadings, the Heterotrait-Monotrait criterion (HTMT) values Hair et al. (2024), and the Fornell-Larcker criterion values (Fornell & Larcker, 1981), we assess discriminant validity. Three factors set the examined structures apart from one another. The indications linked to a construct have larger loadings than those on any other construct, to start. Second, every construct in the study had an AVE score higher than its highest squared correlation with every other construct. Third, each tuple's HTMT value (see table 2) does not exceed 0.85 (Hair et al., 2024).

Table II

Assessment Heterotrait-Monotrait criterion

	1	2	3	4	5
Benevolent Leadership	0.790				
Corporate Social Responsibility	0.633	0.761			
Silence Behaviour	0.768	0.677	0.837		
Team Empowerment	0.708	0.755	0.809	0.751	
Team Performance	0.696	0.745	0.740	0.620	0.756

Structural model

Hair et al. (2024), evaluated a structural model that included the direct effects, the hypothesized mediations, and the moderation because the conceptual model included mediation moderation. The following metrics are used to evaluate the quality of the structural model: the standardized path coefficients, the redundancy (i.e., predictive capability), and the coefficient of determination (R^2) of team empowerment and team performance. Ten thousand bootstrap samples are used in two hierarchical steps of testing the structural model. All of the study's variables required to evaluate direct hypotheses are included in the first stage. The relationship between corporate social responsibility and its moderating influence will be addressed in the second stage. The third stage to evaluate the role that team empowerment plays as a mediator.

First stage

Firstly, regarding the coefficient of determination R^2 , team empowerment having 65% variance, silence behaviour having 66% variance and explain 85% variance of team performance. Additionally, the mean of benevolent leadership (0.388), the mean of team empowerment (0.811) and team performance (0.922), respectively. Specifically, there is a significant negative relationship between benevolent leadership and team empowerment ($\beta=-0.385$, T -value= 7.377, P -value=0.000). Moreover, there is significant positive relationship between team empowerment and silence behaviour ($\beta=0.809$, T -value= 41.168, P -value=0.000). However, there is significant positive relationship between team empowerment and team performance ($\beta=0.920$, T -value= 39.558, P -value=0.000).

Table III
Direct analysis result

	Path Coefficient (β)	T-Value	P-Values	R-Square
Benevolent Leadership -> Team Empowerment	-0.385	7.377	0.000	0.65
Team Empowerment -> Silence Behaviour	0.809	41.168	0.000	0.66
Team Empowerment -> Team Performance	0.920	39.558	0.000	0.84

Second stage

The goal of the path coefficient is to improve the correlation between the constructs in each hypothesis. The *P*-values of the independent variable on the dependent variable were examined in order to test the path coefficient using PLS Bootstrapping. The general rule of thumb in research is *T*-Statistic > 1.64 with a significance level of *P*-Values or probability value < 0.05 and is positive, claim Hair et al. (2024). In second stage, corporate social responsibility moderating effect on benevolent leadership and team empowerment ($\beta=0.674$, *T*-value= 41.169, *P*-value=0.000).

Table IV
Moderation analysis result

	Path Coefficient (β)	T-Value	P-Values
Benevolent leadership *Corporate Social Responsibility -> Team Empowerment	0.674	41.169	0.000

Third stage

In third stage, team empowerment mediating effect among benevolent leadership and silence behaviour ($\beta=-0.312$, *T*-value= 7.536, *P*-value=0.000). Team empowerment mediating effect among benevolent leadership and team performance ($\beta=-0.354$, *T*-value= 6.898, *P*-value=0.000).

Table V
Mediation analysis result

	Path Coefficient (β)	T-Value	P-Values
Benevolent leadership -> Team Empowerment -> Silence Behaviour	-0.312	7.536	0.000
Benevolent leadership -> Team Empowerment -> Team Performance	-0.354	6.898	0.000

Discussion

Researchers are becoming increasingly interested in employee silence behavior (Morrison, 2023; Yan et al., 2023). In addition to examining how team members collectively perceive and assess corporate social responsibility, this study aims to determine how benevolent leadership affects team empowerment through silence behaviour and team performance. To demonstrate the importance of corporate social responsibility for team empowerment and performance, we integrate ideas from self-verification theory and attribution theory (Kelley & Michela, 1980; Swann Jr, 2012). In particular, we believe that having enough corporate social responsibility and benevolent leadership is good for team empowerment. Additionally, we postulate that the relationship between team empowerment and benevolent leadership is moderated by CSR. The concept that both CSR are extremely significant determinants of team empowerment is supported by the findings of our data analysis. All things considered, these results showed that self-verification motivations can prevent employee silence and aid in the development of mutually beneficial situations for both organisations and workers. This emphasizes the significance of the idea of benevolent leadership, which is founded on pursuing the common good. Ye et al. (2024) makes it clearly apparent that employees who experience benevolent leadership exhibit a variety of good attitudes and behaviours. The results of this study are consistent with earlier studies by (Chen & Weng, 2023; Ho & Le, 2023; Nguyen et al., 2023; Wang et al., 2023). Additionally, this study supports Chou and Chang (2020), Kanjanakan et al. (2023), Khairy et al. (2023) and Morrison (2023). Examining how and to what degree employee engagement techniques are implemented in multinational corporations having a subsidiary in the Greek pharmaceutical industry is the goal of the study (Triantafillidou & Koutroukis, 2022a).

Implications

This study has a number of important theoretical implications. Initially by providing more in-depth understanding of the significance of team performance and silent behaviour, we contribute to the scant empirical data about the function of corporate social responsibility (Yan et al., 2023). The strategic viewpoint on this issue is supported by the positive correlations between team empowerment and benevolent

leadership as well as team performance. Given the importance of teams in organizations, we must concentrate on them (Latif et al., 2020). Understanding what occurs at the team level requires knowledge of team-level results (H. Kim et al., 2022; Meslec et al., 2020; Ryu et al., 2022). The findings support the applicability of our team-level research paradigm. We find evidence in favor of the proposed beneficial relationship between team empowerment and CSR on the one hand and team performance through team empowerment on the other. Our results are constantly in line with studies on virtue ethics in teams, such as honesty, integrity, and diligence.

Specifically, this line of inquiry suggests that fostering empowerment involves coordinating ethical incentives with organizational objectives (O'Donovan et al., 2021). By fostering the idea that team members are not only empowered to self-manage but also encouraged to confront difficulties, work independently, and collectively reflect on and discuss their work experiences, this alignment eventually shapes team performance (Van der Lippe & Lippényi, 2020). Despite the fact that previous conceptual and empirical research on employee silence has offered a number of critical conceptualizations of the phenomenon, little is known about how employee silence could manifest itself (Boadi et al., 2020). While some earlier research has focused on this specific gap (Kluijtmans et al., 2024; Wang et al., 2023; Yan et al., 2023; Ye et al., 2024), these earlier studies have mostly examined employee silence from the employee's point of view. In this case, we think that the goal may have some influence over the demonstration of employee silence since it shows that the employee is purposefully keeping crucial information from others (Shaukat & Khurshid, 2022). According to Morrison (2023), an employee's silence can vary depending on the goal. According to Qatawneh (2023), there are a variety of reasons why workers could decide to keep quiet. Therefore, distinguishing between different types of employee silence may help us better understand why workers purposefully decide not to voice their problems, ideas, and opinions (Kanjakanan et al., 2023). Numerous earlier studies have tried to comprehend the causes of employee silence by applying various theoretical stances and theories regarding the reasons why employees intentionally choose to keep quiet, but some of these theoretical stances appear to be at odds with one another (Chen & Weng, 2023; M. Kim & Kim, 2021; Murray & Holmes, 2021; Ponce-Bordón et al., 2022; Shaukat & Khurshid, 2022). More significantly, we show that taking into consideration the style of employee silence helps to better explain its antecedents.

Our research has significant ramifications for Greek management practices. Subsequently our research alerts organisations to the limitations of benevolent leadership. We recommend that organisations define job responsibilities, provide clear job descriptions, and clarify standardised work flow rather than blindly encouraging benevolent leadership. As a result, managers shouldn't assign tasks to subordinates that are outside the scope of their job descriptions. These methods are particularly suitable given that younger subordinates belong to a new generation that rejects previous forms work standards (Ho & Le, 2023; Roy & Behera, 2025). They will esteem bosses who are kind but nonetheless impose restrictions on how their subordinates might return the favors and care. Our study provides useful suggestions for companies looking to improve team empowerment and performance by developing a CSR as a moderator, drawing on self-verification theory and attribution theory. However, businesses should understand that having CSR alone is insufficient. Teams' attitudes can be significantly influenced by their assessment of the actual goal behind CSR M. Kim and Kim (2021). As a result, it is crucial to comprehend how supervisors perceive employee quiet. According to some academics, managers desire more than only their staff members to be vocal (Bansal et al., 2021; Van der Lippe & Lippényi, 2020). Although some earlier research on employee silence has provided managerial implications under the presumption that the leaders is the primary target of employee silence Chou and Chang (2020), Grego-Planer (2022) and Liu et al. (2020), employee silence can also be directed towards coworkers and customers who do not hold managerial positions. Lastly, the results also show that employees who perceive corporate social responsibility as being more important have a moral identity that tends to prevent them from acting silently because they feel more obligated to the company. These results highlight the need of developing a business image that is socially conscious. Corporate social responsibility investments and initiatives can directly benefit businesses by enhancing employees' perceptions of CSR. Additionally, it is recommended that businesses focus more on corporate social responsibility communication channels and educate their staff on CSR practices via website, staff meetings, or emails.

Limitations and future research recommendations

This study has limits, of course. First, despite the fact that the study's data was gathered from a number of informants and that causal hypotheses were examined, the data's cross-sectional design makes it impossible to establish causality or evaluate how CSR affects team empowerment as measured by team performance and silence behavior. A meta-analysis of the latter reveals compelling evidence of the positive effect of team empowerment on team performance. Furthermore, the study unavoidably had to lower its sample size because we are dedicated to offering team-level insights into the CSR's results.

The results of a power analysis and the fact that this study is based on theoretical ideas make our findings reliable, even though excessively small sample sizes can be problematic when analysing path models. However, in order to confirm our findings and retest the strength of the proposed associations, it is worthwhile to repeat our study in several scenarios.

Additionally, we hypothesised and investigated the inhibiting influence of team performance on silent behaviour, drawing on the theories of self-verification and attribution.

To investigate a possible reciprocal relationship between team empowerment and quiet behaviour within a suitable theoretical framework, we advise future study to employ panel design. Future research can also use longitudinal study designs to find causal relationships between variables. To find out if alternative results may be achieved, more research can be done in a different developing nation.

Concluding Remarks

Our study provides a distinct team-level viewpoint on workers in a pharmaceutical company in Athens, Greece. Based on attribution theory and self-verification theory, this study examines the consequences of benevolent leadership in the context of Greece. Our study demonstrate the corporate social responsibility as moderates on benevolent leadership and team empowerment. Therefore, we expect that our proposed method of assessing relationships encourages the investigation of new research routes in CSR, as relying only on aggregated data and mean scores without taking consensus metrics into account fails to provide a thorough view. Team performance improves under benevolent leadership. Its main goal is to benefit the larger community.

Therefore, organisations should prioritise cultivating kindness among employees, particularly those who have the potential to become future leaders, in light of the significance of benevolent leadership. Therefore, it is proposed that more extensive research be done in a variety of cultural contexts. The benevolent leadership still has a lot of unexplored territory. Nonetheless, this study has expanded the body of knowledge in this field by showing a favorable correlation between team empowerment and benevolent leadership.

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