

February 2024

# Research Fellow Priyanka Joshi

## Presents Her Findings:

Exploring What Influences Employee Voice

Since 2016, think2perform Research Institute has supported the work of fifteen Research Fellows. These scholars conducted applied research to explore inquiries related to emotional intelligence, moral leadership, or purpose.

t2pRI Research Fellows have examined the impact of emotional intelligence training on nurses in India; studied the effects of empathy on inclusion in organizations; and assessed how EI-coaching can help leaders navigating career limbo; along with other topics.



Last month our newest Fellow, Priyanka Joshi, Ph.D., delivered her presentation: **Leader Construal Level and Employee Voice: A Future Temporal Focus Perspective**, to t2pRI's Board of Directors and research community, including Special Research Advisors, former Fellows, and think2perform consultants and coaches.

Construal Level Theory is immediately relevant to longstanding questions at the heart of moral, purposeful, and emotionally intelligent leadership, such as:

- "Why do people make decisions they later regret?"
- "How do people balance tradeoffs between ideals and what is practical?"
- "Why do some people succeed — while others fail — at resisting temptations?"
- "Why do people act altruistically vs. selfishly and why?" (see [source](#))

In her research, Priyanka found that supervisor construal level (i.e., leader communication that focuses on the immediate/concrete versus more abstract ideas), is predictive of employee voice.

"Supervisors who are more abstract, who represent information abstractly rather than concretely, who focus on the broader purpose in fact tend to promote (both) more promotive and prohibitive voice," says Priyanka.

While the term sounds negative, prohibitive voice often refers to speech that delivers constructive critique or points out problems — especially problems that, if left unattended could hinder an organization. Moral, emotionally intelligent leaders understand how encouraging employee prohibitive voice can positively impact the business.

In exploring the relationship between supervisor construal level and employee voice, Priyanka's research shows that supervisor construal level predicts supervisor future-focus. However, supervisor construal level is not significantly related to employee construal level or employee future-focus.

While supervisor future-focus is predictive of employee future focus. "This is quite interesting, it seems to be future-focus that is explaining the relationship between supervisor construal level and employee promotive and prohibitive voice," says Priyanka.

During a robust discussion with audience members, Priyanka expressed her intention to continue her work, begun with support from t2pRI, to explore how and in what ways employees'



voice relates to leaders' communication.

"I think this work, especially around voice and understanding it better in organizations — since it's associated with organizational citizenship behavior — makes it a very timely and important topic," says a Special Advisor to think2perform Research Institute.

You can view Priyanka's research presentation, along the presentations and publications from other Research Fellows, [here](#).

think2perform Research Institute is currently accepting Research Fellow applications until June 1, 2024. Learn more and apply, [here](#).

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