



The Mediating Role of Leader-Member Exchange (LMX) in The Structural Relationship Between Organizational Justice and Employee Voice Behaviour – A Conceptual Analysis

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Abstract. This conceptual paper examines the mediating role of leader–member exchange (LMX) in the structural relationship between organizational justice and employee voice behaviour in Indonesian organizations. Drawing on Social Exchange Theory, we argue that employees’ perceptions of procedural and interactional justice shape the quality of their relationships with leaders, which in turn influence their willingness to speak up with ideas, concerns, and suggestions for improvement. A narrative review of recent empirical studies on organizational justice, LMX, and employee voice is conducted to develop an integrated conceptual framework. The framework proposes that fair and transparent procedures, together with respectful and informative interpersonal treatment, foster high-quality LMX characterised by trust, mutual support, and open communication. High-quality LMX then enhances psychological safety and a sense of obligation, which encourage promotive, preventive, and ethical forms of voice behaviour. The model also allows for direct effects of procedural and interactional justice on employee voice, positioning LMX as a partial mediator. Situated in the collectivist and relatively high power-distance context of Indonesia, the framework highlights the importance of leader–follower relationships as a critical transmission mechanism through which justice perceptions are translated into constructive voice. The paper concludes by outlining testable propositions and suggesting avenues for future empirical research, particularly in higher education and other knowledge-intensive sectors, and by offering practical implications for designing fair procedures, strengthening interactional justice, and developing leadership practices that build high-quality exchanges and a more participative work climate. These insights provide guidance for HR policies aimed at enhancing innovation, engagement, and organizational sustainability.

Keywords: organizational justice; procedural justice; interactional justice; leader–member exchange; employee voice; social exchange theory .

1 Introduction

In an era of increasingly complex globalization and digitalization, organizations face a major challenge in creating an innovative and adaptive work environment. One of the important aspects to achieve this is to encourage employee voice behaviour.

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Employee voice behaviour defined as an employee's attempt to convey their ideas, suggestions, or concerns for organizational improvement [1]. This is now significant because companies that harness the voice of their people generally have a competitive edge in terms of greater innovation, effectiveness and engagement. But as I've seen, in practice MANY people are scared to share their opinions. There are several possible reasons for this, including perceptions of fairness by employees within the organization. Organizational injustice phenomena, through opaque or asymmetric practices can be enormous hurdles preventing employees from raising their voices. In such a setting, knowledge of those factors that drive employee voice behaviour is necessary for the success of the firm [2]. A major issue that an organization has to deal with is a failure to comprehend the effect of organizational justice on the leader-employee relationship and therefore employee voice behavior [3]. There are several dimensions of organisational justice, including; procedural (procedural justice) and Interactional Justice (interactional justice). These two dimensions play an important role in shaping the leader-member relationship (leader-member exchange/LMX), which is one of the key determinants employee voice behaviour [4]. Recent empirical research supports the importance of the relationship between organizational justice, LMX, and employee voice behaviour, for example, a study by [5] found that procedural fairness significantly affected the quality of LMX relationships, which in turn drove employee voice behavior. It indicates that employees' perception of Leader Support enhances their speaking up behavior through Interactional Fairness. These problems can only be solved when organizations set an atmosphere where procedural and interactional fairness is enhanced, leader-member relationship builds up. By ensuring that organizational procedures are transparent and that interactions between leaders and employees are based on respect and trust, organizations can encourage more active employee voice behavior.

Although previous research has discussed the relationship between organizational justice and employee voice behaviour, there is still a research gap that needs to be explained further. First, such as research conducted by [1] most research has focused on the direct relationship between organizational fairness and employee voice behavior without considering the mediating role of LMX. Second, certain cultural and organizational contexts, such as in developing countries, are still underexplored. In fact, perceptions of organizational justice and LMX can be greatly influenced by cultural values and organizational structures.

This study seeks to fill this gap by examining the role of LMX mediation in the relationship between procedural and interactional justice towards employee voice behaviour. In addition, this research will be conducted in the context of organizations in Indonesia, which have collectivist and hierarchical cultural characteristics, so that it can provide a new perspective in the related literature. The novelty of this research lies in the integration of the dimensions of organizational justice, LMX, and employee voice behaviour in one comprehensive conceptual model. Additionally, we build this on the bedrock of social exchange theory (SET) as a grand theory that explains the relationship among these attributes. In the context of LMX, social exchange theory predicts that when the relationships between leaders and followers are mutually beneficial they will provoke positive follower behaviour such as voicing behaviours [7]. In this climates organizational justice serves as conduit that facilitates them.

Through application of this theoretical perspective, it is anticipated that this study will contribute both theoretically and practically. Theoretical contributions For academicians, this study advances our current knowledge on the process through which organizational fairness is related to employee voice behavior [8]. In practice, the findings of this study can be a guide for organizations in designing policies and practices that support the creation of a fair and inclusive work environment. This study aims to examine the influence of procedural and interactional justice on employee voice behaviour through LMX mediation. Based on social exchange theory, this research provides an innovative framework for understanding the dynamics of organizational justice and employee voice behavior [9]. In the context of organizations in Indonesia, this research is expected to provide new insights that are relevant to improve organizational effectiveness and sustainability.

2 Literature Review

2.1 Social Exchange Theory

Social Exchange Theory (SET) is a conceptual framework that explains the dynamics of social relations through the principle of resource exchange, both material and symbolic. (Laitinen, S., Vähäjäykkä, J., and Oinas, H. 2023). Developed by George C. Homans in the late 1950s, this theory is rooted in the assumption that individuals act rationally to maximize gains and minimize losses in their social interactions. Homans posits that social behavior can be analyzed as an exchange involving rewards and costs, in which individuals tend to pursue relationships that provide positive net benefits and avoid adverse relationships. In an organizational context, SET provides an in-depth understanding of how the relationship between employees and the organization is formed and evolved. [10] emphasizes that effective

working relationships are based on the principle of reciprocity, in which positive actions from the organization, such as support and recognition, will be reciprocated by employees through constructive behaviors, such as performance enhancement and loyalty. This suggests that social exchanges involve not only economic aspects, but also emotional and psychological aspects that influence the behavior of individuals in the organization. Furthermore, research by [11] apply SET in the context of developing new services in the hospitality industry. The study found that employees' creative self-efficacy increased their involvement in the co-creation process with customers, which in turn contributed to the successful development of new services. These findings highlight the importance of building employee trust and self-confidence as part of social exchanges that support innovation in organizations. Moreover, the SET emphasizes the importance of social norms (e.g., return-norms) to sustain a stable social relationship. Gouldner (1960) proposed that within reciprocate norms individuals are expected to return the favor received; this is a device of social control that favors cooperation and social integration. In organizations, such norms may help establish healthy, cooperative employment relationships and encourage socially cooperative behavior that is aligned to the goals of the organization. Altogether, the social exchange theory provides a comprehensive perspective into how some of the dimensions involved in social relationships at individual-level have implications in organization settings. Stressing on fair and equal exchange, SET contributes to understanding better how social relationships are initiated, maintained, and transformed over time. Utilizing such SET model in the organizational context can enhance a job satisfaction, as well as employee's organization commitment and overall organizational performance [12].

2.2 Procedural Justice

Procedural justice or procedural justice is one of the main dimensions in the theory of organizational justice (organizational justice) which emphasizes on the individual's perception of the fairness of the processes used in decision-making and the distribution of resources in the work environment ([13]. This concept was first introduced by Thibaut and Walker (1975) who highlighted the importance of individual participation in the decision-making process as a determinant of the perception of justice. Leventhal (1980) subsequently identified six key principles that provided the foundation for perceptions of procedural fairness, such as consistency, freedom from bias, accuracy correctability, representativeness and ethics. The implications of procedural fairness on employee behavior and attitudes in organizational settings. Study by [14] suggests that perceived procedural fairness by employees is a substantial predictor of trust in management and organisational commitment. This is because a fair system indicates that your company appreciates the efforts of its employees and believes in what's right.. In addition, procedural fairness also plays a role in increasing work engagement (work engagement), knowledge sharing, and innovative employee behavior. The importance of procedural fairness in the organization is also reflected in its relationship with the organization's civic behavior (organizational citizenship behavior). Research by [15] Discovered that procedural fairness enhances employees' proactivity in service performance with work engagement as a mediator. It suggests that organizational justice does influence not only employees' attitudes towards the organization but also the behaviour. In practice, organizations can enhance procedural

fairness with by making sure the procedures for decision-making are consistent and transparent and that employees have voice in them. Furthermore, management foresight needs to be established for feedback and remedial measures in connection with decisions made, as well as for all procedures implemented to respect ethical standards wherever applicable. Therefore, procedural justice not only enhances the employment relationship between employees and their employing organization but also fosters pleasant and efficient working conditions..

2.3 **Interactional Justice**

Interactional justice is one of the dimensions of the theory of organizational justice (organizational justice) which specifically highlights the importance of the quality of interpersonal relationships in the work environment. This concept was introduced by Bies and Moag (1986), who argued that justice is not only related to the outcome or process, but also to how individuals are treated during the decision-making process. In the context of organizations, interactional justice is an important determinant in shaping employees' perception of justice because it concerns the treatment they receive from their superiors or colleagues in daily work situations [16]. When employees feel treated with respect, appreciation, and with honest and transparent explanations, they tend to have higher levels of commitment and stronger loyalty to the organization. Interactional justice is conceptually broken down into two central sub-dimensions: interpersonal justice and informational justice. Interpersonal justice is based on the extent to which managers or supervisors treat employees with respect, consideration, and empathy. informational fairness is the degree to which management offers reasonable, truthful, and rational reasons behind organizational decisions or actions. The interplay of these two factors is particularly important for employees' perceptions of fair treatment in organizations. Research by [17] concludes that interactional justice significantly improve employees' innovative behavior, by strengthening trust and a sense of security in voicing new ideas. Furthermore, interactional justice have a strong correlation with positive work behaviors such as work engagement, organizational citizenship behavior (OCB), and reduced turnover intent. Study by [18] demonstrate that employees experience fairness in interactions interpersonal will develop a positive perception of the organization's ethics as a whole, which in turn has an impact on improving work ethic and loyalty to [18]. In an era of modern organizations characterized by high complexity and dynamics, the application of interactional justice is crucial, as it helps create an open, inclusive, and trust-oriented work culture.

2.4 **Leader-Member Exchange**

Leader-Member Exchange (LMX) is a leadership theory that emphasizes the dyadic relationship between the leader and his team members [19]. This theory centers around the nature of the relationships between superiors and subordinates as it can impact things such as performance, job satisfaction, and organizational behavior within an organization. In LMX, the leader-team member relation can be classified into two types: in-group and out-group. In the in-group, members feel closer to their leader and they are trusted supported, and given more responsibility. On the other hand, outgroup

members tend to have a more formal and restricted relationship with their leader, holding little opportunity for access to extra resources or support. Several factors determine the quality of LMX relationships that operate at individuals' level characteristics, leader interactions, and the organizational climate. Research by [20] reported that individuals' attributes, including competence, personality and trust, have an impact on the development of high-quality LMX relationship. Furthermore, fair, supportive and communicative leader behaviour also helps to foster good relationships with team members. Successful Application of LMX Consideration must be given to the nature of interpersonal relationships and creating a supportive work climate [21]. Leaders need to actively build positive relationships with all team members, not just in-group groups. This can be done through open communication, team member empowerment, and recognition of individual contributions. In the context of complex and dynamic modern organizations, LMX offers a useful framework for understanding and improving the relationship between leaders and team members. By focusing on the quality of interpersonal relationships, LMX can assist organizations in achieving their strategic goals through improved performance, job satisfaction, and employee retention.

2.5 Employee Voice

The term Employee Voice (EV) refers to the tendency of employees to speak up by sharing an idea, a suggestion, raising concerns or offering opinions which concern the performance and wellbeing their organization [22]. Because of its contribution to innovation generation, the quality of managerial decision-making and employee engagement in the workplace, this idea has increasingly been cast as a central theme in organizational behavior research. In today's turbulent, fast changing organisation's context a good understanding of EVs is essential to adapt the work environment to change[2]. In theory, EVs can be rationalized in a number of different ways. One such approach is social exchange theory, which holds that voice results from employees' perceive of the fairness and support they receive or can expect to receive from their organization [23]. When employees feel valued and supported, they tend to be more open in expressing their opinions. In addition, organizational justice theory also emphasizes the importance of procedural and interactional justice perceptions in encouraging voice behavior. Employees who feel treated fairly tend to be more motivated to contribute through the delivery of ideas and suggestions. In recent research, EVs are classified into several dimensions that reflect different forms of behavior Voice. According to a study by [24] EVs can be divided into Promotional Voice, Preventive Voice and Ethical voice. Promotive Voice refers to the submission of new ideas that are constructive for organizational improvement. Voice preventif includes raising concerns or warnings about potential problems. Meanwhile, voice etis related to the delivery of moral or ethical issues in the organization. These three dimensions show that EVs are not only concerned with innovation, but also with the integrity and sustainability of the organization.

4.1 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [25]. According to [26], a conceptual review allows to pinpoint research gaps and specify framework for forthcoming empirical studies. The related literature is incorporated to address the research questions and facilitate a full linkage of the key constructs. This results in a conceptual model to be tested empirically in future empirical research. This approach is intended to answer a number of critical questions: (1) Does procedural fairness have a positive effect on the leader-member relationship (LMX)? (2) Does interactional justice have a positive effect on the leader-member relationship (LMX)? (3) Does the leader-member relationship (LMX) have a positive effect on employee voice behaviour? (4) Does procedural fairness have a positive effect on employee voice behavior through the leader-member relationship (LMX)? (5) Does interactive fairness affect employee voice behavior through leader-member relationships (LMX)? (6) Do exchange leaders mediate the influence of procedural justice on employee voice behavior? (7) Do exchange leaders mediate the influence of interactive fairness on employee voice behavior?

4. Results & Discussion

4.2 The Influence of *Procedural Justice on Leader Member Exchange (LMX)*

Procedural Justice refers to the perception of individual fairness towards the process or procedure used in decision-making in the organizational environment, the perception of procedural fairness is formed from the employee's evaluation of the process, regardless of the final outcome [27]. Procedural fairness is considered important because it influences employees' attitudes and behaviors towards the organization and its leaders. In the context of leadership, procedural fairness can strengthen the relationship between leaders and team members by providing a sense of value and fair treatment in decision-making. This is in line with the theory of organizational fairness which states that the perception of procedural fairness plays a significant role in building employee trust and commitment to leaders [28]. Leader Member Exchange (LMX) is a concept that describes the quality of the relationship between a leader and a team member, where a high-quality relationship is characterized by mutual trust, support, and reward. The influence of Procedural Justice on LMX is based on the assumption that when employees feel the decision-making process is fair, they tend to build more positive working relationships with leaders. Thus, procedural fairness plays an important role in increasing the intensity and quality of exchanges between leaders and members, which in turn impacts productivity and job satisfaction [1].

The analysis is in line with the findings of other studies, as done by [1] in journals The mediating role of leader-member exchange (LMX) in the structural relationship between organizational justice and employee voice behaviour in higher education they found that the role of LMX mediation in the relationship between organizational justice (including procedural justice) and employee voiced

behavior in a college setting. The findings suggest that organizational fairness, including perceptions of procedural fairness, influences employee speaking behavior, and this relationship is mediated by LMX quality. Further research by [29] in journals *The Influence of Member Exchange Leader Relations on the Perception of Procedural Fairness*, The influence of LMX on the perception of procedural fairness suggests that employees who are in a high LMX condition give a higher rating of procedural fairness. This suggests that strong LMX relationships can shape employees' perceptions of fair procedures. Recent empirical research also supports the positive relationship between Procedural Justice and LMX quality. Study by [30] affirmed that the implementation of procedural fairness consistently improves the quality of LMX, especially in organizations oriented towards employee empowerment. These findings reinforce the argument that fairness in the decision-making process not only creates job satisfaction, but also strengthens strategic interpersonal relationships between leaders and members. Therefore, organizational management needs to pay attention to the aspect of procedural fairness to maximize the effectiveness of LMX relationships in supporting overall organizational goals.

4.3 The Effect of *Interactional Justice on Leader Member Exchange (LMX)*

Interactional Justice refers to the extent to which individuals feel they are treated with respect, courtesy, and consideration by superiors or authorities in the organization. This aspect includes two main dimensions: interpersonal justice, which relates to the treatment of respect and courtesy, and informational justice, which focuses on the clarity and completeness of the information provided to employees. In the context of the relationship between leaders and subordinates, or *Leader-Member Exchange (LMX)*, *Interactional Justice* plays an important role in shaping employees' perceptions of the quality of their relationship with their superiors. When employees feel treated fairly and valued in their day-to-day interactions, they are more likely to develop more positive and productive relationships with their leaders.

Research by [31] This study directly validates the role of LMX mediation. It was found that both organizational fairness and LMX significantly influenced voice behavior. In addition, LMX acts as a mediator, which means that organizational justice also influences voting behavior indirectly through the leader-member relationship. This emphasizes the importance of Interactional Justice in shaping the dynamics of relationships between leaders and team members. Furthermore, research by [30] although it does not explicitly dissect how *difference* The treatment of interactional justice between individuals affects LMX, their findings as a whole are very consistent with the concept. The underlying theories of their research, coupled with empirical results on the mediating role of LMX, strongly imply that the perception of fair interactional justice of leaders is a key driver for the quality of LMX relationships. These findings emphasize that consistency in the fair treatment of all team members is key in building and maintaining strong and healthy LMX relationships. In line with the findings of other studies, as done by [32] in research *Interactional justice model, power distance, and leader-member exchange as a high quality workplace*. Suggests that interactional justice has a significant relationship with LMX. Fair and appreciative interpersonal treatment of leaders helps build strong LMX, especially in cultures where power distances are low.

Overall *Interactional Justice* has a significant influence on quality *Leader-Member Exchange*. A fair, respectful, and consistent treatment of leaders not only increases employees' perception of fairness, but also strengthens interpersonal relationships within the organization. Therefore, organizations and leaders need to ensure that daily interactions with employees reflect the principles of interactional fairness to build positive and productive working relationships.

4.4 The Influence of Leader Member Exchange (LMX) on Employee Voice

Leader-Member Exchange (LMX) is a theory that describes the quality of the relationship between leaders and subordinates in an organization. High-quality relationships are characterized by trust, support, and open communication, which can encourage proactive employee behavior, such as *employee voice*. *Employee voice* refers to the actions of employees in conveying ideas, suggestions, or concerns aimed at improving organizational performance.

Research by [33] indicates that high LMX significantly influences behavior *Voice* employee. In this study, employees who had a good relationship with their boss were more likely to express their opinions and ideas, because they felt supported and valued in the work environment. This shows that the quality of the relationship between leaders and subordinates plays an important role in encouraging employee involvement in organizational decision-making.

In addition, research by [34] found that LMX acts as a mediator between spiritual and behavioral leadership *Voice* employee. This means that leadership that focuses on spiritual values can improve the quality of LMX, which in turn encourages employees to be more active in voicing their ideas and suggestions. However, this effect was more significant in individuals with a low traditionality orientation, suggesting that cultural factors and individual values also influenced this relationship.

4.5 The Influence of Procedural Justice on Employee Voice through Leader Member Exchange (LMX)

Influence *Procedural Justice* against *Employee Voice* through *Leader-Member Exchange (LMX)* is an important topic in the study of organizational behavior, as it reflects how fairness in organizational processes can encourage employees to voice their ideas and opinions constructively. *Procedural Justice* refers to employees' perceptions of fairness in the organization's decision-making process, including consistency, transparency, and involvement in the process. When employees feel that organizational procedures are fair, they tend to build a more positive relationship with their boss, known as *Leader-Member Exchange (LMX)*. A high-quality LMX is characterized by trust, respect, and mutual support between leaders and team members. Research by [35] shows that *Procedural Justice* has a positive and significant influence on LMX, which in turn increases employee job satisfaction. Furthermore, a strong LMX can drive behavior *Employee Voice*, i.e. the tendency of employees to convey ideas, suggestions, or concerns aimed at organizational improvement. Study by BMC [36] found that high LMX increases employee psychological security and empowerment, which is an important factor in encouraging *Employee Voice*. Thus, LMX acts as a mediator in the relationship between *Procedural Justice* and *Employee*

Voice, where procedural fairness improves the quality of leader-member relationships, which further encourages employees to be more active in voicing their opinions.

4.6 The Influence of Interactional Justice on Employee Voice through Leader-Member Exchange (LMX).

Influence *Interactional Justice* against *Employee Voice* through *Leader-Member Exchange (LMX)* is an important topic in the study of organizational behavior. *Interactional Justice* refers to employees' perceptions of the extent to which they are treated with respect, courtesy, and consideration by their superiors or authorities in the organization [17]. When employees feel treated fairly in their day-to-day interactions, they tend to build more positive and productive relationships with their leaders, known as LMX [1]. A high-quality LMX is characterized by trust, respect, and mutual support between leaders and team members [32]. This relationship can drive behavior *Employee Voice*, i.e. the tendency of employees to convey ideas, suggestions, or concerns aimed at organizational improvement.

4.7 Leader-Member Exchange mediates the influence of Procedural Justice on Employee Voice

Procedural Justice It is a form of organizational justice that focuses on an individual's perception of fairness in the decision-making process, including consistency, transparency, and participation opportunities. When organizational procedures are considered fair, employees feel valued and have a place in the decision-making structure [37]. This perception not only increases job satisfaction, but also strengthens the relationship between superiors and subordinates. In that context, *Leader-Member Exchange (LMX)* plays an important role as a social relationship between leaders and members formed through daily interactions, where the quality of LMX reflects the level of trust, loyalty, and respect that each other has [38]. Some studies show that *Procedural Justice* contribute to the formation of high-quality LMX. Leaders who implement fair procedures will be more appreciated by employees, thus strengthening relationships *interpersonal* and improve the quality of the exchange between the two. Research by [1] shows that procedural fairness enhances LMX which in turn mediates effects on a variety of work outcomes, including innovative and participatory behaviors. Employees who feel they have a good relationship with their boss will be more confident and feel psychologically safe to voice their opinions, ideas, and criticism in a constructive manner known as *employee voice* [39]. Furthermore, LMX becomes an important channel that connects perceptions of procedural justice with behavior *employee voice*. With strong LMX relationships, leaders are considered more open to input and criticism, thus creating a work environment that supports the expression of employees' voices [40].

4.8 Leader-Member Exchange Mediating influence Interactional Justice against Employee Voice.

Interactional Justice refers to the extent to which individuals feel they are treated with respect, courtesy, and attentiveness by the authorities in the organization

[41]. This aspect becomes important in the work environment because the daily interactions between leaders and subordinates affect employees' perception of fair treatment. When an employee feels that he or she is treated with respect and is given clear information, they tend to form a positive perception of their leader [42]. This contributes to the formation of *Leader-Member Exchange (LMX)* a form of interpersonal relationships that are based on trust, support, and open communication between leaders and team members. Research shows that interactional fairness plays an important role in shaping the quality of LMX. In a study by [43], it was found that employees' perceptions of fairness in daily treatment were positively correlated with LMX. The relationship between organizational support and performance, this study implicitly reinforces the importance of LMX as a factor influencing employee commitment and performance. Organizational fairness is often a prerequisite for a strong LMX, which then influences commitment [44]. Furthermore, LMX acts as a mediating variable that bridges the relationship between *Interactional Justice* and *Employee Voice*. In this relationship, interactional justice does not necessarily drive behavior *voice* directly, but works through improving the quality of the relationship between leaders and members. Study by [43], reinforcing this argument, showing that fairness in interactions between individuals creates a sense of psychological security and mutual trust that is the foundation for employees to speak openly and proactively for organizational improvement [43]. Therefore, LMX plays a key role in transforming the perception of interactional justice into real action in the form of *employee voice*.

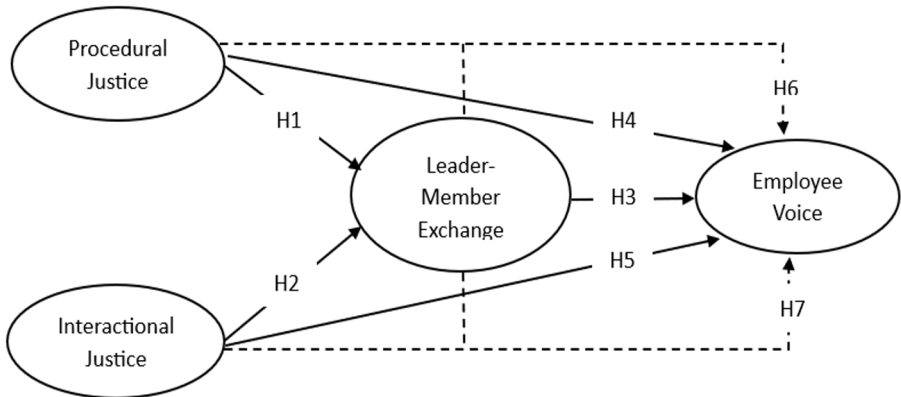


Fig. 1. Conceptual framework

Figure 1. A frame of thought is an outline of the logical flow in a study that is usually expressed in the form of a diagram to describe the researcher's flow of thought and the relationship between variables. Based on the literature review that has been described, in this study the thinking framework of The mediating role of leader-member exchange (LMX) in the structural relationship between organizational justice and employee voice behaviour will be drawn as follows: The frame of mind image shows that procedural justice and interactional justice play an important role in encouraging employee voice behavior, both directly and indirectly through leader-member exchange (LMX). Procedural justice and interactional justice have a positive effect on the quality of the

relationship between leaders and subordinates (LMX), which in turn increases employees' tendency to voice opinions, ideas, or suggestions (employee voice). In addition, these two forms of justice are also assumed to have a direct influence on employee voice without going through LMX. Thus, LMX acts as a mediator that strengthens the relationship between the perception of organizational fairness and employee voice behavior, showing that fairness and quality of relationships with superiors together encourage the creation of an open and participatory work culture

5 Conclusion

This conceptual analysis highlights leader–member exchange (LMX) as a pivotal mechanism that links employees' perceptions of organizational justice with their voice behaviour. By integrating procedural and interactional justice with LMX and employee voice within the lens of Social Exchange Theory, the paper proposes that fair procedures and respectful, informative interpersonal treatment are not only important in their own right, but also serve as foundations for high-quality exchanges between leaders and followers. When employees perceive that decisions are made transparently and consistently, and that they are treated with dignity and provided with adequate explanations, they are more likely to develop trust, psychological safety, and a felt obligation that encourages them to speak up with ideas, concerns, and ethical issues.

In the Indonesian context, characterised by collectivist values and relatively high power distance, the centrality of LMX becomes even more salient because leaders act as key interpreters of organizational intentions and justice. The proposed framework suggests that efforts to strengthen procedural and interactional justice should be accompanied by deliberate investment in leadership practices that build inclusive, high-quality relationships with all employees, not only a privileged in-group. Future empirical studies are needed to test the proposed model and its boundary conditions across sectors such as higher education and public organizations. Practically, the framework offers guidance for designing fair policies, communication routines, and leadership development programs that can foster a more open, participative, and sustainable work climate through enhanced employee voice.

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