

# READING REPORT



## Article Summary Sheet

**TITLE** Speak Up or Forever Hold Your Peace (Master's thesis)

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### ABSTRACT

This study explores speak-up culture in a corporate environment.

- It examines how ethical climate, ethical leadership, and whistleblowing frameworks influence employees' willingness to speak up.
- Using qualitative methods, the study analyzes employees' perceptions of psychological safety, trust, and power relations.
- Findings show that leadership behavior and organizational culture strongly shape speak-up practices.

### METHOD

Qualitative ethnographic case study

### RESULTS

- Speak-up culture influenced by:
  - Psychological safety
  - Fear of consequences
  - Trust between colleagues
  - Power dynamics
- Employees showed trust among peers but feared criticism from superiors.
- Cultural differences and individual traits also affect willingness to speak up.

### DISCUSSION AND LIMITS

- Psychological safety is essential for encouraging employee voice.
- Leadership behavior strongly influences the ethical climate.
- Fear of retaliation can silence employees, even when trust exists among colleagues.
- Organizational culture and communication shape whether employees feel safe to report issues.