Employee Voice Behavior in Organizations: An Evidence from Pakistan

Masood ul Hassan

PhD, Associate Professor,Chairman Department of Commerce,Bahauddin Zakariya University, Multan-Pakistan

Ibn-e-hassan*

PhD, Assistant Professor, Department of Commerce,Bahauddin Zakariya University, Multan-Pakistan

Faryal Batool

MPhil Scholar,Department of Commerce,Bahauddin Zakariya UniversityMultan-Pakistan

Abstract

To remain competitive, organizations seek innovative ideas and solutions from employees. Since employees can give more practical views they often participate by sharing their ideas and by giving opinions often termed as voice. Current study contributes the literature by examining the effect of big five personality traits combined with the psychological antecedents on employees' voice behavior in Pakistani service sector context. Four independent variables organizational based self-esteem, felt obligation, motivational factors and personality traits were proposed to have a positive relation with dependent variables, promotive and prohibitive voices in the presence of a moderator, psychological safety. Data was collected from 200 employees of the leading insurance sector organization of Pakistan through a survey questionnaire. The results confirmed the hypotheses.

Keywords: Voice behavior, self-esteem, motivation, personality traits

Introduction

In this era of globalization, firms encounter worldwide rivalry competition. To achieve the fundamental purpose of profitability, firms quest for adopting measures which provide them competitive advantage. Employees are key players of an organization. They can contribute in organization in many ways, of which one is through their "voice". Voice is speaking about one's ideas, suggestions and opinions about the operations running in the business (Van Dyne, Ang and Botero, 2003).It brings various positive and effective outcomes like enhanced opserational procedures that bring innovation (Argyris and Schon, 1978), group learning (Edmondson, 1999), and preventing crucial issues (Schwartz and Wald, 2003). In today's highly dynamic, competitive and unpredictable economy, organizations seek ideas from their employees (Morrison, 2011).

Recognition of importance of voice for any organization has persuaded researchers to pay attention to its theoretical background. Van Dyne and LePine (1998) first presented the concept of voice and this concept is further extended by many scholarships (e.g. Morrison and Milliken, 2000; Van Dyne et al., 2003, Kish-Gephart, Detert, Treviño and Edmondson, 2009). They provided personal, motivational and contextual factors that stir employees to speak. Empirical evidences aboutthe positive and negative effects of motivational and contextual factors upon voice were provided by LePine and Van Dyne (2001); Fuller, Marler and Hester(2006); Detert and Burris(2007); Burris, Detert and Chiaburu (2008); Tangirala and Ramanujam(2008); Venkataramani and Tangirala, (2010) and Morrison, Wheeler-Smith and Kamdar(2011).

Past researches on voice examined the antecedents of voice related to individual differences and context. The recent trend has a tendency towards the psychological factors behind the voice behavior(Fuller et al., (2006), Detert Burris, (2007). Van Dyne et al.,(2003) extendedvoice conceptand divided it into two distinct aspects of "promotive" and "prohibitive" voice. Where, the promotive voice represents employees' concern for improvement of work processes and their constructive opinions and ideas to help the organization in achieving performance target (Van Dyne and LePine, 1998).The prohibitive voice on the other hand represents the suggestions of employees to prohibit some practices that may cause any harm and may create critical issues in organization (Rusbultet al.,(1988); Withey and Cooper, 1989).

Majority research studies on voice havefocused mainly "promotive" aspect of voice. Comparatively "prohibitive" aspect of voice has been lessfocused due to potential risk involved in it to be misperceived by peers (Liang, Farh and Farh, 2012). Prohibitive voice includes suggestions to cease some work practices in organizations. Hence it challenges the status quo and policies of the organization (Burris, 2012). However, itis more significant because raising the opinions about some inherently risky work processes can save the organization from a future loss. Van Dyne et al (2003) widened the voiceconcept by describing that both are productive and beneficial for the organization. We are intending to find the psychological and individual factors (antecedents) that provide a base for the decision to speak up with such challenging ideas.

However, researches in this domain has been limited to its certain isolated aspects.

Prior researches have not addressed various factors affecting the employee's decision of voice making

and its two distinct aspects promotive and prohibitive voices. In this way, the focusof the current study is upon the prohibitive and promotive trends of voice and to analyze the key factors behind this proactive role of employees. Furthermore, both promotive and prohibitive voice is a proactive behavior of employees. While promotive voice is of constructive nature as it is suggestive. On the other hand prohibitive voice is protective in nature that suggests cessation of any harmful practice at the workplace.

Many scholarships proved the existence of the relationshipbetween organizational culture and employees' behaviors. Organizational culture has a significant influence on theorganization (Schein 1990). Egan, Yang and Bartlett(2004) argued that organizational culture has impact on employees' motivation. Johns (2006) provided an empirical basis for the significant role of organizational context in building employees' positive behavior in an organization. Hence an organization's culture must be flexible for learning in ordr to adapt itself to the external dynamic environment. As Barratt(1992) described the characteristic of the organization that "it must consist of the workforce that is highly passionate, hardworking, reliable, dominating, powerful, responsible and well-motivated". According to this fact, organizations nowfostering to radically change the set up and the strong hierarchies what they already have and at present there is a trend towards adoption of more democratic style environment in organization through empowermentand by demanding participation from their employees at all levels (T. Hussain and I. Yousaf, 2011).

As stated earlier voice behavior is a helping activity by which employees contribute into their organizations. There is need to focus the time lagged research on contextual factors that influence voice making decision. This study contributes literature by evaluating how psychological and individual factors influence voice making decision in Pakistani organizational context. Many studies help us to understand participation by employees for well-being of organization. Additionally, the study contributes to generalize the theory about voice behavior by following "cross-indigenization geocentric approach" in which western tested constructs and models are indigenously tested to enrich and supplement the existing theory with the purpose to make it "universal theory" (Leung, Li, Chen and Luo, 2009, p. 432) as it aims to examine whether it exists in Pakistani organization or not. We hypothesize in our model the distinct relationship of psychological factors with both promotive and prohibitive voice behaviors.

Theoretical background and Hypothesis

Voice is defined as an "extra-role" of employees in addition to their obligations(Liang, Farh and Farh, 2012). Studies have proved the employees' voiceis related positivelywith quality decision making(Nemeth, 1997), group outcome (Dooley and Fryxell, 1999), and ultimateorganizational outcome(Argote and Ingram, 2000).

Voice behavior in both perspectives, promotive and prohibitive, is positively intended for the betterment of an organization, but it is challenging in nature (Van Dyne, Cummings and McLean Parks, 1995). It has potential risk that it could be misinterpreted by peers (Burris, 2012). Due to this risk of being misinterpreted related to voice, employees do cost benefit analysis before speaking up (Dutton *et al*., 1997; Milliken, Morrison and Hewlin, (2003); Kish-Gephart *et al*., 2009). Moreover, organizational culture play very important role to make up the mind set of employees that they can share their opinions freely without any threat.

Ajzen's (1991) "The theory of planned behavior" guides us about three main psychological factors that affect voice making decision. *Psychologicalsafety* is defined as "the belief that one is able to express one's opinions without fear of negative consequences" Kahn, 1990), *felt obligation for constructivechange* is described as "the belief that one is personally obligated to the organization to bring constructive change" (Fuller et al., 2006), and *organization-based self-esteem* is stated as "the belief that one is a capable, significant, and worthy member of the organization"(Pierce, Gardner, Cummings and Dunham, 1989).For the current study two additional characteristics are perceived to contribute to the decision to speak. *Motivational factors* energize employees to perform for the organization. While *personality traits* are measures to judge the personality of the individuals who take active part in the well-being of the organization. This study analyzes the impacts put forth by these personal and psychological factors upon voice making decision.

Organizational culture and voice behavior

Employees behavior is influenced by the organizational cultural (Deal and Kennedy,1982; Peters and Waterman, 1982;Hofstede, (1991) and Tayeb, 1995).Organizational culture affectsconscious and subconscious decision making, perception, feelings and actions of an individual (Schein, 1990, Hansen and Wernerfelt, 1989).Accordingly, it will affectthe employees' decision to express voice behavior or to refrain from performing this behavior.

Organization-based self-esteem

Generally, it isdescribed as one's faith upon one's abilities and worthiness in the organization(Pierce et al.,1989). It impacts on the individual's behavior at workplace, particularly to perform any challenging task like voicing(LePine and Van Dyne, 1998). To be taken effectively by the management and other stakeholders,

employees with high organization based self-esteem, perform voice behavior because they consider themselves valued members of the organization. Individuals with the confidence of having more of resources about both aspects; external resources, i.e. opportunities, depending onthers, and barriers: and internal resources, i.e. information, personal skills, abilities, and emotions(Conner and Armitage, 1998).On the other hand, lack of self-esteemresults in avoiding speaking up (Liang and colleagues, 2012). It can be stated as the organizational based self-esteem is the belief of an employee about his or her perceived control over the workplace situations. It triggers him or her to perform voice behavior having the belief that he or she has high value among other employees in organization. In past research,Van Dyne and colleagues (1995) also hypothesized a positive relationship of self-esteem with voice. LePine andVan Dyne (1998) argued that "Individuals with high level of self-esteem are more likelyto engage in their workplace". Moreover, evidence ofpositive impact of personal influenceson voice behavior is provided by Venkataramani and Tangirala (2010). This study is unique in a way it intends to analyze the same relationship specifically in local organizational context of Pakistan's service sector. It hypothesizes;

Hypothesis 1: Organizational based self-esteem has positive relation with both promotive and prohibitive voice.

Felt obligation for constructive participation
It is the felt responsibility by employees of the organization to participate by expressing their positive concerns (Fuller et al., 2006; Morrison and Phelps, 1999). With this sense of responsibility employees feel ethical pressure to participate with constructive opinions. Employees are influenced by normative principles which lead them to speak for constructive concerns about organization (Liang, Farh and Farh, 2012). Individuals with high felt obligation are more likely to make voice for the betterment of the workplace. They feel a greater sense of responsibility (Liang and colleagues, 2012). In comparison, employees with lower felt obligation are less likely to participate through voice. Previous researches have described the felt obligation relation to the voice as a supporting psychological factor (Withey and Cooper, (1989); Morrison and Phelps, 1999; Fuller et al., 2006). This study proposes its relation to both promotive and prohibitive aspects of voice in particular service sector organizational context of Pakistan. In this way, study hypothesizes;

Hypothesis 2: Felt obligation has positive relation with both promotive and prohibitive voice.

Motivational factor:
Motivational factors energize employees to outperform at workplace (James and Lyman, 1982). A number of researches have shown the positive impacts of employee motivation on retention (Brenda and Sockel, 2001), improved performance and loyalty. Hackman and Oldham (1976) tested a theory "employees' motivation through work design". They proposed in their study of employees' motivation that specific conditions at workplace motivate employees internally to work effectively. They gave the conceptual model consisted of three categories of variables: a) psychological states of employees b) job characteristics c)individual attributes. Bartol and Martin (1998) described motivation as a power that strengthens behaviors performed by employees at the workplace. Porter and miles (1974) proved thatthe motivation encourages employees to express. High motivation leads them to think about the betterment of the organization and to share their ideas regarding the growth and stability of the organization. Previous researches have not addressed direct relationship of motivation with employees' voice behavior. This study aims to analyze this relationship in the service sector organizations of Pakistan.

Hypothesis 3: Motivational factors are positively related to both promotive and prohibitive voice.

Personality traits:
The personality traits matrix identifies five major categories into which human personalities can be classified. The five major domains suggested by psychological researchers are: "cognitive abilities, personality, social attitudes, psychological interests, and psychopathology"(Bouchard and McGue, 2003).Shiota, John and Keltner (2006) stated that "the positive emotion dispositions are associated with self- and peer-rated Extraversion, Agreeableness, Openness to Experience, Conscientiousnessand Neuroticism".On the basis of these evidences, this study hypothesizes the same in the local cultural context of country. Avery (2003) explored the link between personality and voice behavior. He found four basic constructs of self which influence personality,e.g. self-esteem, self-efficacy, locus of control and neuroticism (Avery, 2003). On the basis of these evidences of association between strong personality traits and positive emotions of individuals, this study included five commonly reported dimensions of personality.These traits shape the behavior of employees who perform extra role in the organization. Current study intends to analyze the personality traits employees having, who speak for organization in the public service organizations nonetheless. Hence this research hypothesizes;

Hypothesis 4a: Extraversion is positively related to both promotive and prohibitive voice.
Hypothesis 4b: Conscientious is positively related to both promotive and prohibitive voice.
Hypothesis 4c: Agreeableness is positively related to both promotive and prohibitive voice.
Hypothesis 4d: Neuroticism is positively related to both promotive and prohibitive voice.
Hypothesis 4e: Openness is positively related to both promotive and prohibitive voice.

Psychological safety:
Another vital factor that impacts on voice behavior significantly is psychological safety. It is when employees do not feel it harmful for one's job to express one's true feelings and honest opinions. When a person takes initiative at workplace by giving constructive opinions it may bring positive consequences like goodwill and consideration and at the same time it may be negative as to be misinterpreted in case of preventive opinion about any ongoing practice that is perceived harmful in future. To predict and behave accordingly, employees analyze their peers' attitude towards their proactive behavior and then they determine to speak up (Dutton et al., (1997); Milliken et al., 2003). When psychological safety exists, employees openly share their views and reservations if they have any. In this way risk of being misinterpreted gets reduced and it brings positive outcomes for the organization. When psychological safety is not assured, in that situation employees do not unveil their thoughts and they refrain from speaking (Zhao and Olivera, 2006).Accordingly the psychological safety factor is related to the voice behavior that it makes employees more confident and less feared (Kahn, (1990); Ashford et al., (1998); Edmondson, 1999). Detert and Burris (2007) provided empirical evidence about the mediating relationship of voice with managerial openness in food chains; and Walumbwa and Schaubroeck (2009) studied the partially mediating relationship of psychological safety upon ethical leadership towards voice. More recent study of Liang, Farh and Farh (2012) provided evidence about moderating role of psychological safety. Present study replicates the study by examining the relationship in Pakistan where power distance is high, similar to Japan (Liang, Farh and Farh, 2012). Given that national culture impacts upon the psychology of individuals; the present research intends to find impact put forth by psychological safety upon employees' voicing in organization in local context. It hypothesizes following;

Hypothesis 5: Psychological safety moderates the relationship of individual characteristics and employees promotive and prohibitive voice behavior.

Promotive and Prohibitive Voice:
Van Dyne (2003) defined "voice" as speaking up of employees with their opinions about workplace. This conception is widely in practice now. Eventually scholars have categorized voice into further two aspects, i.e. Promotive and Prohibitive (Jian, Crystal and Farh, 2012). As defined by Van Dyne and Lepine (1998) "voice has challenging nature", as promotive voice is employees' participation with constructive opinions and ideas for the workplace and operations running in an organization. It is innovative in this sense that it suggests some improvement and structure build up for making the organization an ideal workplace. While, prohibitive voice plays a vital role; by alarming the management about perceived future harm to the organization. It may highlight an undetected problem that may influence current or future work processes at work unit. It is more considerable and effective due to the fact that promotive ideas require resources incurring costs to the organization. While prohibitive suggestions are about the stoppage of harmful activities that do not require monetary resources rather saves organization from expected loss.

There is a conceptual difference between the two aspects of voice. One is about idealized state by opting alternatives and other one is about prevention. Content of time matters, that promotive voice carry future directions while prohibitive focuses on both past and future (Jian, Crystal and Farh, 2012). Promotive voice is suggestion for effective functioning of the organization while prohibitive voice identifies factors that could harm organization status quo. They are different by their implication in a way that constructive suggestions may bring forth temporary changes but ultimately are beneficial in the long term for whole community. Oppositely, opinions about stopping any work practices indicate failure of the policies made by management. It may create conflictions and spoil relationship among top management and subordinates within an organization. Though, prohibitive voice is helpful for organization. Due to these differences reactions by stakeholders to these voice behaviors also differ.

Conceptual framework:
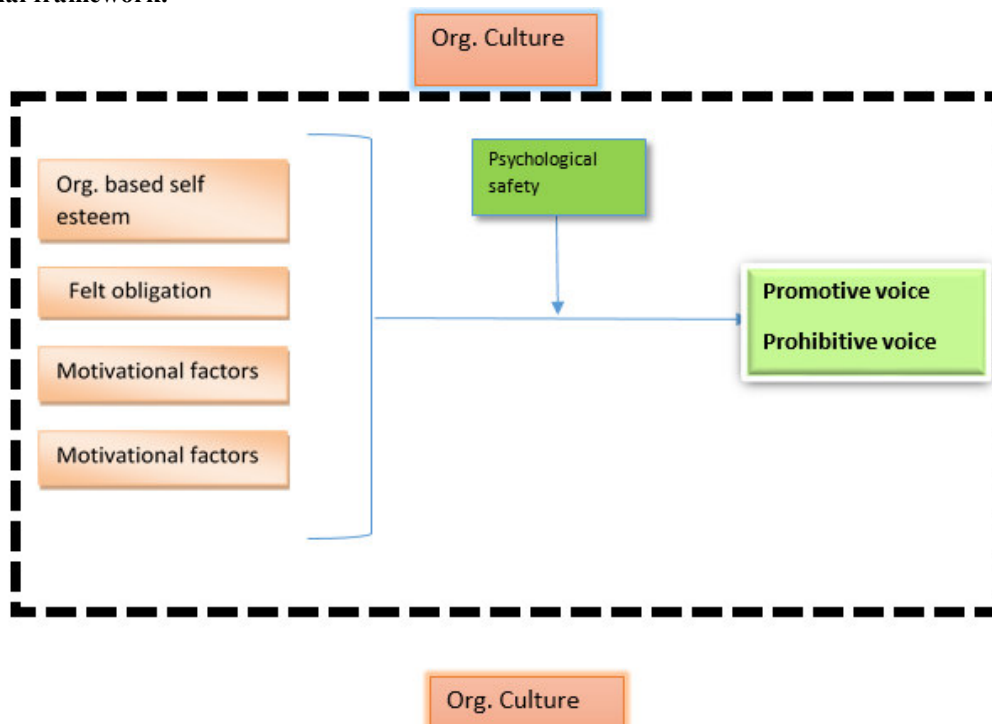
Methods

Data collection:

We adopted questionnaire based on the seven constructs including five independent factors i.e. organizational based self-esteem, felt obligation, motivational factors, personality traits and psychological safety ultimately leading toward promotive and prohibitive voice behaviors. We used scales ranging from 1 ("strongly disagree") to 5 ("strongly agree") for all substantive variables. Data for the present study was gatheredfrom 200 employees working in insurance sector organizations. The average age of respondents was between 25 to 45 years, 98% were male and majority of respondents were graduates. At first we distributed questionnaire in English but failed to get response due to low education level of most of the employees working there. Then with the help of language expert we used the technique of translation and back-translation (Brislin, 1986) to translate all items from English to Urdu. Questionnaires were redistributed among employees and after collection of data we used SPSS (Statistical package for social science) software for data analysis.

Promotive and Prohibitive voice: In current study ten items scale is used to measure promotive and prohibitive voice (5 items for each). This scale is adopted from the study of Liang, Farh and Farh (2012), who followed that scale of Van Dyne andLePine(1998); Van Dyne et al.(2003); Premeaux and Bedeian(2003); and of Farh and colleagues (2002, 2004).One item from subscale of prohibitive voice eliminated due to heavy cross loading.

Organizational based self-esteem: Scale used to measure organizational based self-esteem has seven items as adopted by Jian, Crystal and Farh (2012) in their study. The scale was originally developed by Pierce and colleagues (1989) and empirically tested by Chen and Aryee (2007) in Chinese context. It used to measure the extent of employees' belief about his or her value and significance in the organization.

Felt obligation: Scale having five items used to measure employees felt obligation. This scale also adopted from the followed study of Liang, Farh and Farh (2012). They adapted the scale for felt obligation from the study of Eisenbergeret al., (2001). The particular scale measures the extent of felt obligation that employees feel for their organization and participate through voice.

Motivational factors: Motivational factors measured by using the scale adopted from the study of Mak and Sockel (2001). Items selected which are most suitable to this study while other eliminated. Eight items were chosen which are related to our research work.

Personality traits: To identify the personality traits of the employees who perform voice behavior, this study adopted big-five inventory traits (Goldberg, 1992).It has five dimensions "Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness". The original scale had forty four items (John and Srivastava 1999). In current study items with heavy cross loadings and with very low loadings were excluded.

Psychological safety: The scale including five items to measure psychological safety is adopted from the study of Jian, Crystal and Farh (2012). While they reformed the scale basically used in the study of (Brown andLeigh,

1996; May, Gilson, and Harter, 2004). This measures the level of perceived safety that employees can share their true feelings and opinions about workplace without any fear.

Results

Following Tables show the factor analysis of independent and dependent variables.

Table1. Organizational based self-esteem

Constructs	Measures		
OBE1:I believe there is faith in me around here.	.843		
OBE2:I feel myself valuable around here.	.839		
OBE3:I am taken count around here.			.834
OBE4:I am trusted around here.			.803
OBE5:I feel myself efficient around here.		.723	
OBE6:I am taken seriously around here.			.693
OBE7:I feel myself helpful around here.	.463		

Table1 showing factor loadings for the first independent variable organizational based self-esteem. This variable contained 7 items. These items analyzed through validity and reliability check. The value of KMO for organizational based self-esteem is .86 which is strongly significant. The value of Cronbach alpha is .74 that is also significant according to George and Mallery (2003). Total variance explained is 56%.

Table2.Felt obligation

Constructs		Measures
FO1:I owe it to the organization to do what I can to come up with brilliant ideas, to ensure that our customers are.		.733
FO2:I owe it to the organization to do whatever I can to come up with ideas/solutions to achieve its goal.		.729
FO3:I feel a personal obligation to produce constructive suggestions to help the organization achieve its goals.		.714
FO4:I would feel an obligation to take time from my personal schedule to generate ideas/solutions for the organization if needed.		.655
FO5:I have an obligation to the organization to voice out my own opinions.		.638
FO6:I am well served and satisfied.	.563	

Thesecond independent variable of felt obligation has 6 items in total. Factor loading depicts significance of the items. KMO value for this particular variable is .74 that shows strong significance. The value of Cronbach alpha is .58 that is acceptable. Total variance explained is 45%, it lies on the boundary of acceptance.

Table3. Personality traits

Constructs	Measures
1. Extraversion	
PT1:Energetic.747	
PT2:Forceful.710	
PT3:Excitement seeking.645	
2. Agreeableness	
PT4:Having Positive emotions.287	
PT5:Sympathetic.770	
PT6:Not show-off.760	
PT7:Forgiving.725	
PT8:Not demanding.656	
PT9:Compliance.547	
3. Conscientiousness	
PT10:Efficient.499	
PT11:Organized	.809
PT12:Not careless	.775
PT13:Self-disciplined	.763
PT14:Achievement striving	.755
4. Neuroticism	
PT15:Anger and hostility	.799
PT16:shyness	.787
PT17:Depression	.724
PT18:Moody attitude	.497
5. Openness	
PT19:Ideas	.841
PT20:Vulnerability	.823
PT21:Fantasy and imagination	.715

Given by Table3; the values of factor analysis of the third independent variable; personality traits having 21 items within 5 constructs of extraversion, agreeableness, conscientiousness, neuroticism and openness. Some items excluded due to heavy cross loadings. KMO value for personality traits is .706 that is considerable. The value of total variance explained is 61%. Cronbach alpha's value is .724 which is also significant.

Table4. Motivational factors

Constructs	Measures
MF1:I am really glad that I work for this organization.	.841
MF2:This organization inspires the best in me in the way of job performance.	.821
MF3:I seldom think about quitting.	.779
MF4:In general, I like working here	.732
MF5:I will probably not be looking for a job outside of this organization	.730
MF6:I can detect a clear relationship between job performance and rewards.	.691
MF7:organization makes a real effort to develop the employee's skills.	.650
MF8:All in all, I am satisfied with my job.	.589

Table4 shows the factor loadings for the fourthindependent variable motivational factors. All 8 items are considerably significant. The value of KMO for this particular variable is .834 which is highly significant. Total variance explained value is 53%. Cronbach alpha is .724 which is also considerable.

Table5. Promotive and Prohibitive voice

Constructs	Measures
PM1:I actively voice out constructive suggestions that help the unit reach its goals.	.812
PM2:I use to make constructive suggestions to improve the unit's operation.	.742
PM3:I raise suggestions to improve the unit's working procedure.	.741
PM4:I proactively suggest new projects which are beneficial to the work unit.	.658
PH1:I am daring to point out problems in the unit, even if that would hamper relationships with other colleagues.	.801
PH2:I am daring to voice out opinions on things that affect efficiency in the work unit, even that embarrass others.	.766
PH3:I advise other colleagues against undesirable behaviors that would hamper job performance.	.671
PH4:I speak up honestly with problems that might cause serious loss to the work unit; even when/though discouraging opinions exist.	.526

Table5 describes factor values for dependent variable i.e. promotive and prohibitive voice. Each of them has 4 items. As shown in table all values are significant. KMO value for promotive and prohibitive variables is .712. Total variance explained is 53%. Cronbach alpha's value is .866.

Table6. Correlations between Dependent and Independent variables

		FO	OBE	MF	PT	PM	PH
FO	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	201					
OBE	Pearson Correlation	.602**	1				
	Sig. (2-tailed)	.000					
	N	201	201				
MF	Pearson Correlation	.490**	.484**	1			
	Sig. (2-tailed)	.000	.000				
	N	201	201	201			
PT	Pearson Correlation	.517**	.427**	.354**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	201	201	201	201		
PM	Pearson Correlation	.287**	.295**	.250**	.375**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	201	201	201	201	201	
PH	Pearson Correlation	.593**	.403**	.343**	.387**	.297**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	201	201	201	201	201	201

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis measures the association between variables. Table6 shows the correlation matrix of independent variables organizational based self-esteem, felt obligation, motivational factors, personality traits and dependent variables promotive and prohibitive voice behaviors. According to table values there is significant relationship between variables ($p < .01$). It implies all independent variables are highly associated with dependent variables promotive and prohibitive voice. It confirms all four hypotheses H1, H2, H3, H4 of positive relationship between independent and dependent variables.

Regression Analysis

Table 7(a) Regression for Promotive voice as a dependent variable:

Steps	Dependent variable	Independent variable	Standardized regression coefficients B	F	T	Sig.	Adjusted R^2	Results
1	PM	OBE	.295	18.975	4.356	.000	.085	
2	PM	MF	.250	13.228	5.156	.000	.058	
3	PM	PT	.375	32.632	5.712	.000	.137	
4	PM	FO	.287	17.875	10.385	.000	.078	

Table 7(b) Regression for Prohibitive voice as a dependent variable:

Steps	Dependent variable	Independent variable	Standardized regression coefficients B	F	T	Sig.	Adjusted R^2	Results
1	PH	OBE	.403	38.67	6.219	.000	.159	
2	PH	MF	.343	26.28	5.156	.000	.113	
3	PH	PT	.387	35.00	5.916	.000	.145	
4	PH	FO	.593	107.8	10.385	.000	.348	

Regression analysis identifies the effectiveness of model. It describes the efficiency of a model that how precisely it predicts the values of dependent variables due to independent variables. To analyze the impact of psychological and individual factors on the voice behavior of employees this study regressed four independent factors organizational based self-esteem, felt obligation, motivational factors and personality traits upon two dependent variables promotive and prohibitive voice. Table 7(a) and 7(b) show the regression of all four independent factors upon two dependent factors promotive and prohibitive voice.

In table 7(a), F-stat values and β values are positive that shows all independent factors are positively related to dependent variable promotive voice. Moreover, t-stat also has all positive values that indicate independent variables are positively related to dependent variable. Personality traits are significantly related to voice behavior (β=.375, t=5.716, p<.001). It has positive relationship with promotive voice behavior. Motivational factors (β=.250, t=2.044, p<.001) is slightly less significant. Although beta value and t-stat are positive that depicts its positive relation with both types of voice. Significance value is less reliable. Felt obligation has vital positive relation with promotive voice behavior (β=.287, t=10.385, p<.001). Beta and t-stat values are positive and highly significant. It reflects highly positive influence of felt obligation on promotive voice behavior.

Table 7(b) shows the regression of four independent factors upon the dependent variable prohibitive voice. Beta values, F-stat and T-stat values are positive suggesting positive relationship exists between independent and dependent variable. Felt obligation is significantly and positively related to prohibitive voice (β=.593, t=10.385, p<.001). Motivational factors are slightly less significant (β=.343, t=5.156, p<.001). By combining results of regression tables, it confirms hypotheses H1, H2, H3 and H4.

Table 8(a) Moderating impact of Psychological safety on Organizational Based Self-esteem by keeping Prohibitive voice as dependent variable

Step	Variables Entered	R^2	R^2 Change	F Change	Beta[a]	Beta[b]
1	PS	.230	.230	29.507	.189	.235
	OBE				.263	.309
2	PS*OBE	.244	.015	3.818	.135	1.112

As seen in Table 8 (a), the moderating variable psychological safety accounted for 23% of the variance in an employee's organizational based self-esteem. After controlling for these effects, the interaction between psychological safety and organizational based self-esteemcontributed an additional 1.5% (p < .05), suggesting a significant moderator effect. Further, the beta weight of the interaction (β = 1.112, P < .05) was positive and significant; suggesting that the psychological safety moderated the effect of organizational based self-esteem on employee's prohibitive voice.

Table 8(b) Moderating impact of Psychological safety on Motivational Factors by keeping Prohibitive voice as dependent variable

Step	Variables Entered	R^2	R^2 Change	F Change	Beta[a]	Beta[b]
1	PS	.213	.213	26.436	.302	.354
	MF				.114	.169
2	PS*MF	.229	.016	4.198	.143	1.146

As Table 8(b) shows, psychological safety and motivational factors accounted for 22.9% of the variance in employees' voice behavior. Analysis for this effect shows that the interaction between psychological safety and motivational factors contributed an additional 1.6% (p < .05), suggesting a significant moderator effect. The beta weight of this interaction (β = 1.146. P < .05) is positive and significant that suggests the psychological safety moderates the effect of motivational factors on an employee's voice in a positive way.

Table 8(c) Moderating impact of Psychological safety on Personality Traits by keeping Prohibitive voice as dependent variable

Step	Variables Entered	R^2	R^2 Change	F Change	Beta[a]	Beta[b]
1	PS	.248	.248	32.659	.289	.339
	PT				.387	.258
2	PS*PT	.248	.000	.080	.044	.268

Table 8(c) depicts the moderating effect of psychological safety on the relationship of personality traits of employees and their voicing behavior. This is accounted for 28.9% of the variance in an employee's performing voice behavior. The interaction between psychological safety and personality traits contributed an additional 0% (p < .05), suggesting a non-significant moderator effect. Moreover the beta weight of the interaction (β = .268, P < .05) is positive andsignificant; suggesting that the psychological safety has weak moderating impact on the relationship of personality traits of employees and their voice behavior.

Table 8(d) Moderating impact of Psychological safety on Felt Obligation by keeping Prohibitive voice as dependent variable

Step	Variables Entered	R^2	R^2 Change	F Change	Beta[a]	Beta[b]
1	PS	.365	.365	56.924	.122	.143
	FO				.594	.511
2	PS*FO	.367	.002	.565	.062	.450

As shown in Table 8(d), psychological safety and felt obligation accounted for 28.9% of the variance in an employee's voice behavior. The interaction between psychological safety and felt obligation contributed an additional 1.2% (p < .05), suggesting a significant moderator effect. Further, the beta weight of the interaction (β = .450,P < .05) is positive and significant; suggesting that the psychological safety positively moderated the effect of felt obligation on employee's voice behavior.

By combining the results from table 8(a) to table 8(d), it confirms our hypothesis 5, that psychological safety moderates the relationship of all four independent factors and voice behavior.

Discussions

The vitality of employees' voice behavior is well recognized. Both aspects of voice; promotive and prohibitive are determined by certain factors. This research intended to explore those factors and their influence on voice behavior in Pakistani service sector organizational context. Analysis confirmed framework that four independent factors organizational based self-esteem, felt obligation, motivational factors and personality traits are the antecedents and positively influencing factors upon employees' voice behavior. While psychological safety moderates this relationship. Of all four independent factors, motivational factor (α=.074) is found to be more sensitive to the psychological safety. This implies that employees do not feel safe to speak, they become passive andabstain to share constructive ideas and preventive suggestions. However, personality traits (α=.724)and organizational based self-esteem (α=.74)are strongly related to voice behavior. It reflects, employees who perform some "extra-role" at their workplace, they possess high score on personality traits and have high perceived value. More extrovert and agreeable employees are likely to speak more for the benefit of the organization. Moreover, employees have high felt obligation for sharing their views for the betterment of organization. This study also found that in particularly Pakistani locale, employees feel more responsibility for prohibitive voice than promotive. They are more concerned to stop the activities and process that can harm organization. Although both types of voice need courage and confidence to mention concerns and reservations about the status quo and policies, but employees speak more for prevention of perceived losses in form of prohibitive voice behavior. Consequently, our study results depict a tendency toward prohibitive voice significantly more than the promotive voice. Due to the fact that psychological safety influences the voice behavior of employees, management must reflect openness to employee to ensure psychological safety (Burris, 2007). It will urge them to express their ideas and innovative solutions to various problems.

Conclusion

Positive and responsible behavior of employees is important for organization in all aspects. Along with operational obligations, they can perform their moral role by participating for the well-being of organization. Highly motivating and psychologically safe organizational environment encourages employees to think about and speak for growth and prosperity of their organization. Management plays significant role to shape employees

behavior. A flexible environment and neutral response from management can enhance their participation in form of both promotive voice for constructive changes and prohibitive voice for losses prevention.

The study implicates in a way that it suggests managers to provide employees such environment that may stimulate positivity in their attitudes. This may result in their constructive participation in the issues at organization. Further, it suggests positive attitude of managers will motivate employees to participate frequently without any fear of being misperceived. As the present study found the prohibitive voicing trend as more common practice than the promotive one. Positive response of manager towards employees' participation can urge them to raise promotive voice.

This study focused service sector of Pakistan. Future research can be done by taking other sectors. A comparison can be done between private and public sector employees' voice behavior. Also, eastern and western trends of employees' voice behavior can be compared by comparing the findings of two studies contextualized in US culture and in Asian culture. Study used self-reported scales. Hence data may be affected by common method bias. Moreover, managerial influence as a moderator can be incorporated. Management openness encourages employees to be involved. It influences employees' participation in issues of organization. Future study can take this factor into account while measuring voice trends. By collecting data from wide range of dyads of organizations more robust results can be concluded.

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