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(Abstract Only)

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ABSTRACT

This research proposal will explore the coworker-related outcomes of perceived employee speaking up which can be viewed as a stressor for coworkers in workplace. Within a team, voice behavior can make changes for the status quo and even upset others (LePine & Van Dyne, 1998). We want to examine how voicing may influence coworkers' job attitude and behavior in a social network context. Specifically, this study introduces the dual process model of coping theory to employee voice behavior literature to construct longitudinal mediational mechanism underlying the relationship between perceived speaking up toward supervisor and coworker outcomes like job performance and satisfaction. Integrating with social exchange theory, this study adds coworker exchange as a moderator for the mediating effects. This quality of coworker exchange may influence coworkers to adopt different coping strategies (problem solving focused coping vs. emotion focused coping) to respond perceived speaking up toward supervisor.

Keywords: Perceived speaking up, voice behavior, social network and influence, stress.

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INTRODUCTION

Research questions

Voice behavior or speaking up is defined as the verbal communication of suggestions, problems, or concerns about work-related issues intended to improve organizational procedures or unit effectiveness (LePine & Van Dyne, 1998; Morrison, 2011). Even though voice behavior is a kind of discretionary behavior that highlights expression of promotive and constructive intentions to obtain the improvement in organizational functioning, it is logical to suppose that speaking up toward supervisor is likely to upset interpersonal relationships and indeed create coworker great workplace stress. Voicing a challenging suggestion can send a ripple of implicit or explicit change across a whole team or unit just like stone dropping in the water.

The main research question is about when and why speaking up toward supervisor influence coworkers' outcomes. The specific research questions are as follows.

Research question 1: In a team interactional process, do employees' speaking up toward supervisor positively or negatively affect coworkers' job performance and satisfaction.

Research question 2: If the answer to RQ 1 is yes, then is such a positive effect explained by a problem-solving focused coping process (i.e., via coworkers' personal control)?

Research question 3: If the answer to RQ 2 is yes, then is such a negative effect explained by an emotion focused coping process (i.e., via coworkers' role overload)?

Research question 4: If the answer to RQ 2 is yes, then is such a dual-process coping mechanism moderated by coworker exchange.

Constructs and theoretical framework

Voice behavior in our study refers to speaking up toward supervisors or upward voice that emphasizes focal employees' expression of constructive suggestions to team leaders (Liang, Farh, & Farh, 2012; Liu, Song, Li, & Liao, 2017).

This study proposes a dual-process model of coping as a theoretical framework to describe coworkers' response process toward focal employee's upward voice. This model consists of problem solving focused and emotion focused coping strategies (Folkman & Moskowitz, 2004). Problem solving focused coping refers to "attempts to identify a stressor and taking action to eliminate or circumvent the source of the stress", and personal control is used to represent such coping process; whereas emotion focused coping refers to "attempts to reduce or eliminate the emotional distress associated with a stressful situation", and role overload is used here to outline the emotion focused coping process.

We use coworker exchange relationship as the moderator of the first stage of the dual-process mediating effect of personal control and role overload. Coworker exchange is defined as the exchange relationship among coworkers who are supervised by a same leader (Sherony & Green, 2002). We believe that coworker exchange influences the way that coworkers think about focal employees' upward voice. Coworkers' outcomes as dependent variables are expressed by job performance and job satisfaction.
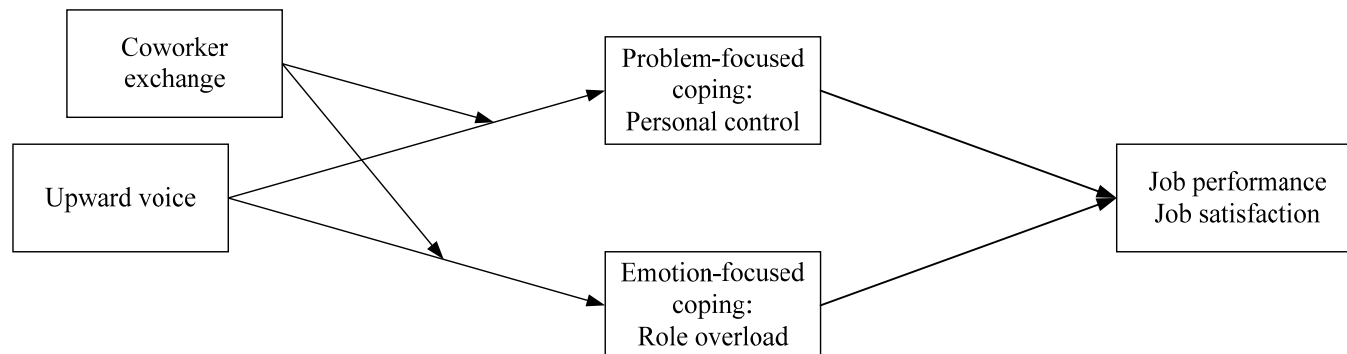

Figure 1 Theoretical Framework

Research design
We will adopt longitudinal field research design to explore the coping process mechanism of the interactive effect of upward voice and coworker exchange on coworkers' job performance and satisfaction. All the measurements of the variables can be obtained in the previous research that has been published in top-tier journals. Upward voice can be measured with the scale developed by Liang et al. (2012) and Liu et al. (2017). The scale of coworker exchange is obtained from Sherony and Green (2002). Personal control and role overload can be measured by the scales from (Aryee, Walumbwa, Mondejar, & Chu, 2014) and (Eissa & Lester, 2017), respectively. The scales of coworkers' and job satisfaction comes from the research of Wyland, Lester, Ehrhardt, and Standifer (2016).

Data collection
We will collect data from some corporates with three-wave survey methodology in China. The predictors, mediators and outcome variables all will be measured separately at three-time point. And they will be reported by a multisource way.

Analytical strategy
First of all, a descriptive statistic method will be used to analyze the central tendency and correlation coefficients of all variables. And then we will employ latent growth modeling analysis to testify the hypothesized relationships in our model.

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