A Conceptual Framework Predicting Employee Voice Behaviours

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This paper provides a conceptual framework and propositions for empirical testing of relationships of psychological ownership with four types of employee voice behaviours directed to the supervisor, and the moderating effect of individual power distance orientation on these relationships. This is the first study to theorize relationships of psychological ownership with supportive voice, constructive voice, defensive voice, and destructive voice, and the first study to theorize the moderating effect of individual power distance orientation on these relationships. Through empirical testing of our model, researchers and practitioners may reduce negative voice forms and increase positive voice forms in organizations.

Keywords: Conceptual Framework, Employee Voice Behaviours, Psychological Ownership, Individual Power Distance Orientation, Constructive Voice

1. Introduction

A complex and unpredictable environment makes organizations more dependent on their employees' recommendations and novel ideas for improving procedures (Lam and Mayer, 2014). Extra-role behaviour, such as employee voice, is valued by supervisors because prediction of all desired employee behaviours is not possible in changing organizations (Van Dyne and LePine, 1998). Leaders who solely rely on their own personal knowledge are outperformed by leaders who receive inputs in the form of voice from a collective due to the superiority of possessing a database of information (Detert et al., 2013). There is a greater need for input from below as top managers do not normally have all the information about work procedures (Qin et al., 2014). It is difficult and time-consuming for managers to identify and solve all the problems by themselves, and hence, employees are seen as a valuable reservoir of suggestions and inputs for solving problems and introducing new initiatives (Gaoet al., 2011). Ascertaining how important employee voice to supervisors is, we outline a conceptual framework that identifies psychological ownership (PO) towards job and organization as predictors of employee voice directed to supervisor, and individual power distance orientation(PDO) as a moderator in these PO-employee voice to supervisor relationships (Figure 1).

It is identified that research is needed to examine the effects of culture on the influence of PO (Dawkins et al., 2015). Our model responds to this call in literature by theorizing a framework and propositions on the moderating influence of individual PDO on the effects of PO on voice to supervisor. Future researchers are encouraged to conduct empirical studies that study factors which moderate the influence of PO on various work outcomes (Dawkins et al., 2015). Our model responds to this call in literature by theorizing a framework and propositions on individual PDO as a moderator on the PO-voice to supervisor relationships, which will enable empirical studies on the same.

Additionally, this study responds to the calls in literature for studies to be conducted on supportive voice, defensive voice, and destructive voice (Maynes and Podsakoff, 2014), and calls for conducting research on the expanded voice behaviours of Maynes and Podsakoff (2014) to synchronize organizational behaviour (OB) and human resource management/employment relations (HRM/ER) concepts of voice (Mowbray et al., 2014).

A shortage of research on PO (Liu et al., 2011), and on the influence of culture on voice (Bashshur and Oc, 2014) are observed. Future researchers are directed to conduct more studies on the moderating effect of power distance (Kirkman et al., 2006), and on how PO is related to voice (LePine and Van Dyne, 1998; Liu et al., 2011).

To summarise, our model responds to these calls in literature for research to be conducted on the effects of culture on the influence of PO (Dawkins et al., 2015), on factors which moderate PO's influence on work outcomes (Dawkins et al., 2015), on supportive, defensive, destructive voice (Maynes and Podsakoff, 2014), on Maynes and Podsakoff's (2014) expanded voice behaviours (Mowbray et al., 2014), on PO (Liu et al., 2011), on the influence of culture on voice (Bashshur and Oc, 2014), on the moderating effect of power distance (Kirkman et al., 2006), and on how PO is related to voice (LePine and Van Dyne, 1998; Liu et al., 2011).

2. Conceptual Framework

The conceptual framework is given in Figure 1. We chose PO as the predictor because voice being extra-role behaviour, an employee needs an impetus to voice (Hsiung, 2011), and this driving force may come from PO because the psychological owner feels an internal drive to protect the target (Torp and Nielsen, 2018). Although PO is felt for different foci such as job, organization, and projects (Pierce et al., 2001), we selected only organization and job as foci because being the two most commonly researched foci of PO (Dawkins et al., 2015), we infer two points: one, there exists evidence in literature that employees do feel PO for job and organization, and two, the predictors identified in extant literature show us how to elicit PO

(job and organization), and in turn the voice behaviour (Figure 1). For example, job-based PO can be predicted by job complexity (Brown et al., 2013), emotional intelligence, and spiritual intelligence (Kaur et al., 2013), while organization-based PO can be predicted by distributive justice (Sieger et al., 2011), profit-sharing (Chi and Han, 2008), and employee stock ownership (Torp and Nielsen, 2018).
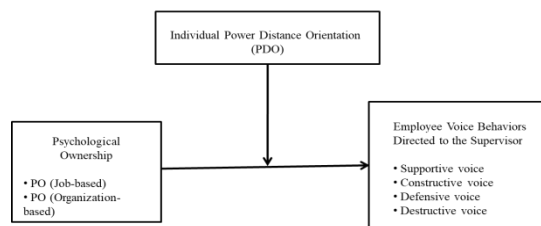
Figure 1*Conceptual Framework of Employee Voice Behaviours (PO = Psychological ownership)*

We chose individual PDO as the moderator. The study of moderating effect of cultural values requires immediate attention (Lin et al., 2013) because the globalization of business led to organizations managing employees with different cultural values and as these cultural values shape employee behaviours in the workplace, it is important to study how these cultural values influence employee behaviours (Hon and Lu, 2016; Lee et al., 2000; Lin et al., 2013).The study of cultural values as moderators is also an "active and meaningful research stream" (Taras et al., 2010, p.31).Among all cultural values, power distance was specifically chosen for three reasons: one, it has the strongest effect on employee voice among all cultural values (Kwon et al., 2016); two, power distance exists in nearly all frameworks of cultural values (Lin et al., 2013); and three, the status differences between voicing employee and supervisor cause the moderating effect of voicing employee's PDO to be relevant to our model. An employee's PDO may affect the degree to which he/she may voice to the supervisor (Botero and Van Dyne, 2009).

We chose the four employee voice behaviours of Maynes and Podsakoff (2014)as the dependent variables for two reasons: One, four different voice types actually occurring in organizations enable us to get a more detailed view of the voice behaviour of employees compared to the dual-voice conceptualization of Liang et al. (2012) or the conceptualization of Van Dyne and LePine (1998); and two, the negative voice forms of Maynes and Podsakoff (2014) occurring in organizations need to be studied to be minimized. The voice behaviours of Maynes and Podsak off (2014) are noted to be "A major conceptual and empirical contribution to the voice literature"(Organ, 2018, p.17.6).Maynes and Podsakoff (2014) conceptualized employee voice to be directed towards individuals within the organization, and in this study we consider employee voice directed specifically at the supervisor of the employee.

Considering voice models of Morrison (2011), Ng and Feldman (2011), Kwon et al. (2016), Van Dyne et al. (2003), and Bashshur and Oc (2014),our model adds to literature as it incorporates both positive and negative forms of employee voice behaviour directed to supervisor[Van dyne et al.'s (2003) defensive voice aims to protect the voicing employee, while the defensive voice in this study expresses opposition to necessary or worthy changes (Maynes and Podsakoff, 2014)].Our model follows the recent trend in literature of breaking voice down into different forms and examining differential relationships with predictors, rather than treating voice behaviour as a single construct (Hsiungand Tsai, 2017). Our model is important now as it may help reduce negative voice forms and increase positive voice forms in organizations identified recently (Maynes and Podsa koff, 2014), and explain how culture influences voice in a time of globalization.

3. Employee Voice Behaviour

Employee voice was introduced by Hirschman (1970) as a consequence of dissatisfaction in his exit-voice-loyalty framework. Van Dyne and LePine (1998) defined employee voice as a promotive, voluntary behaviour intended to make innovative suggestions for change. Employee voice was later split intopromotive voice (ideas for improvement) and prohibitive voice(concern about harmful practices) by Liang et al. (2012). Scholars segregated HRM/ER and OB perspectives of employee voice (Mowbray et al., 2014), direct (Lavelle et al., 2010)and indirect (Kim et al., 2010) voice forms, formal and informal voice forms (Mowbray et al., 2014). Predictors of employee voice such as emotion regulation knowledge (Grant 2013), ethical leadership (Walumbwa and Schaubroeck, 2009), psychological safety (Detert and Burris, 2007), and outcomes such as employee engagement (Rees et al., 2013) were identified.

Among the four voice types of Maynes and Podsakoff (2014), supportive voice is the "voluntary expression of support for worthwhile work-related policies, programs, objectives, procedures, and so on, or speaking out in defense of these same things when they are being unfairly criticized" (Maynes and Podsakoff, 2014, p.91-92), such as "expressing support for organizational procedures or objectives" and "verbally defending organizational policies that other employees are criticizing"(Maynes and Podsakoff, 2014, p.91, Table 2). Constructive voice is the "voluntary expression of ideas, information, or opinions focused on effecting organizationally functional change to the work context" (MaynesandPodsakoff, 2014, p.92), such as "suggesting improvements to standard operating procedures" and "proposing ideas for new or more effective work methods" (Maynes and Podsakoff, 2014, p.91, Table 2). Defensive voice is the "voluntary expression of opposition to changing an organization's policies, procedures, programs, and practices, even when the proposed changes have merit or making changes is necessary" (Maynes and Podsakoff, 2014, p.92), such as "vocally opposing changes to work

policies, even though the changes are necessary" and "speaking out against changing work policies, even when the changes have merit" (Maynes and Podsakoff, 2014, p.91, Table 2). Destructive voice is the "voluntary expression of hurtful, critical, or debasing opinions regarding work policies, practices, procedures, and so on" (Maynes and Podsakoff, 2014, p.92), such as "Bad-mouthing the organization's policies or objectives" and "Making overly critical comments about how things are done in the organization" (Maynes and Podsakoff, 2014, p.91, Table 2).

Maynes and Podsakoff (2014) categorized supportive, constructive voice under promotive voice as they are "encouraging" behavior (p.91) and defensive, destructive voice under prohibitive voice as they are obstructive behavior. Supportive voice and constructive voice are positively-intended behavior as they are the "expression of positive attitudes about opportunities for improvement or about current organizational procedures" (Maynes and Podsakoff, 2014, p.95). Defensive voice is negatively-intended behavior as it is the "expression of a negative attitude about changing work conditions" (Maynes and Podsakoff, 2014, p.94), even when changes are required or have value. Destructive voice is also a negatively-intended behavior as it is the "expression of a negative attitude about how things are currently being done in the organization" (Maynes and Podsakoff, 2014, p.94). Thus, supportive voice and constructive voice are positively-intended behavior while defensive voice and destructive voice are negatively-intended behavior.

4. Predicting the Role of PO in Employee Voice

POis a state of the mind "in which individuals feel as though the target of ownership (material or immaterial in nature) or a piece of it is "theirs" (i.e., "It is MINE!")" (Pierce et al., 2001, p.299). PO is a "psychologically experienced phenomenon in which an employee develops possessive feelings for the target" (Van Dyne and Pierce, 2004, p.439).POis a type of positive organizational behavior (POB) (Avey et al., 2009) and is felt for targets such as organization, job, products created by employees, organizational practices, customers, projects, work teams, assignments, machines (Pierce et al., 2001), ideas, words, tools, space, artistic creations, and other people (Pierce et al., 2003). In this study we consider PO (organization-based) and PO (job-based). PO (organization-based) represents an employee's feeling of possession towards the organization as a whole (Dawkins et al., 2015) and PO (job-based) represents an employee's feeling of possession towards his/her job or role (Dawkins et al., 2015).

Both supportive voice (voice in support of valuable practices) and constructive voice (voice promoting improvement to work practices) are positively-intended voice behavior (Maynes and Podsakoff, 2014). When an employee feels PO for a target, the target of ownership becomes integrated with the employee's identity (Pierce et al., 2001). As per Katz and Kahn (1978), personal identification plays a major role in inspiring internal motivation in an employee that exceeds transactional exchange such as pay for performance (Avey et al., 2009). When the target becomes a part of the owner's personal identity, the feelings of ownership for the target may cause positive behavior not predefined by certain roles (Avey et al., 2009), such as supportive voice and constructive voice to the supervisor. When the basic human needs of having a place to dwell, efficacy and effectance, and self-identity are fulfilled by experiencing PO for job or organization (Pierce et al., 2003), a feeling of responsibility for the job or the organization arises in the employees (Van Dyne and Pierce, 2004), causing an employee to engage in positive behavior (Avey et al., 2009) such as supportive voice to the supervisor and constructive voice to the supervisor. When employees feel PO towards organization or job, they feel responsibility for the organization or job and engage in "protective, stewardship, and other altruistic behaviors toward it" (Pierce et al., 2001, p. 307) and want to continue their relationship with the organization or job and hence will engage in constructive behavior to sustain and improve the organization or job (O'Driscoll et al., 2006).Possessive feelings for job or organization lead to beneficial discretionary behavior by the employees (Van Dyne and Pierce, 2004), cause the employee to protect, nurture and provide for the organization or job (Avey et al., 2012), cause an employee to develop an internal drive to protect the organization or job (Torp and Nielsen, 2018),show care towards and give more attention to the organization or job (Bernhard and O'Driscoll, 2011). Ownership feelings are important for inspiring hitherto unspecified organizational citizenship behavior (OCB) such as voice behavior, because lack of OCB is not punishable by the organization, and the choice of engaging in OCB lies with the employee (Van Dyne and Pierce, 2004).Van Dyne and Pierce (2004) proved the unique role that the sense of possession plays in predicting OCB, when they found that PO (organization-based) predicted OCB, over and above the effects of job satisfaction and organizational commitment. Therefore, we predict that when an employee feels PO for the organization or the job, he/she will engage in positively-intended supportive voice and constructive voice to the supervisor.

Extant research has shown positive links between PO (organization-based) and voice behavior (O'Driscoll et al., 2006; Ramos et al., 2014) and between PO (job-based) and voice behavior (O'Driscoll et al., 2006; Ramos et al., 2014). Hence, we propose that the employee PO (for job or organization) will be positively related to supportive voice to the supervisor and constructive voice to the supervisor.

Proposition 1: Employee PO (organization-based) will be positively related to supportive voice to the supervisor

Proposition 2: Employee PO (job-based) will be positively related to supportive voice to the supervisor

Proposition 3: Employee PO (organization-based) will be positively related to constructive voice to the supervisor

Proposition 4: Employee PO (job-based) will be positively related to constructive voice to the supervisor

Both defensive voice (voice opposing worthwhile or necessary changes) and destructive voice (voice criticizing current practices) are negatively-intended behavior (Maynes and Podsakoff, 2014). As the employee feels PO for the organization or job, he/she will engage in positive behavior due to responsibility (Avey et al., 2009) arising from PO (Van Dyne and Pierce, 2004) developed to satisfy basic human needs (Pierce et al., 2003),altruistic behavior towards the organization or job due to PO (Pierce et al., 2001), positive behavior toward the organization or job due to personal identification (Avey et al., 2009),

beneficial discretionary behavior towards the organization or job (Van dyne and Pierce, 2004), constructive behavior in order to sustain and improve the organization or job to continue relationship with the organization or job (O'Driscoll et al., 2006), and will nurture the organization or job due to a sense of PO (Avey et al., 2012) and is therefore less likely to damage the organization or job by engaging in negatively-intended behavior towards the organization or job such as defensive voice and destructive voice to the supervisor. Hence, we propose that the employee who feels PO for job or organization may not engage in negatively-intended behavior such as defensive voice (voice opposing necessary changes) to the supervisor and destructive voice (voicing negative opinions on current work practices) to the supervisor.

Proposition 5: Employee PO (organization-based) will be negatively related to defensive voice to the supervisor
Proposition 6: Employee PO (job-based) will be negatively related to defensive voice to the supervisor
Proposition 7: Employee PO (organization-based) will be negatively related to destructive voice to the supervisor
Proposition 8: Employee PO (job-based) will be negatively related to destructive voice to the supervisor

5. The Moderating Influence of Individual PDO

Power distance, one of the dimensions of culture (Hofstede, 1980a), was defined as "the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally" (Hofstede, 1980b, p.45).Cultural values differ within countries and between countries (Eylon and Au, 1999; Summereder et al., 2013; Taras et al., 2010). Regions or subcultures of a single country can have significant cultural differences among each other (Kirkman et al., 2006). Not only is there considerable variation in cultural values within a country (Kirkman et al., 2006), but also individual-level variation in cultural values can be larger compared to country-level variation (Kirkman et al., 2009).

There is a huge variation in cultural dimensions such as PDO over individuals in societies (Farh et al., 2007).Although an individual's PDO is related significantly to the country of residence (Lam et al., 2002), individuals differ from one another in the degree to which they absorb the same society's culture (Dorfmanand Howell, 1988). Individual cultural values are influenced by the culture and by the unique personality of each individual (Taras et al., 2010). Power distance was operationalized by Tyler et al. (2000) as a psychological characteristic of an individual, influenced by the culture in which they reside. Power distance was considered by Lam et al. (2002, p.15) as one of the "culturally inspired individual difference variables".

The individual differences in dimensions such as PDOhave direct effects on many outcomes (Farh et al., 2007). In a study of Hong Kong Chinese and American respondents, Lam et al. (2002) found a moderating effect of individual PDO on perceived justice-outcomes (satisfaction, performance, and absenteeism) relationships, but no moderating effect of country on the same relationships. As it is practical to study individual variation in power distance than using a national score for predicting individual outcomes (Lam et al., 2002), we consider individual PDO in our study to predict individual-level outcomes. The trend of treating power distance as an individual-level construct is growing in management research (Hsiungand Tsai, 2017).To indicate an individual-level construct that is different from a country-level construct, Kirkman et al. (2009, p.745) used the term "power distance orientation". Individual PDO is "the extent to which an individual accepts the unequal distribution of power in institutions and organizations" (Clugston et al., 2000, p.9).

PO is identified as a POB, and satisfies the inclusion criteria for POB, as it is state-like and open to change and development (Avey et al., 2009). While PO is dynamic, and changes as per circumstances and situations at the workplace (Dawkins et al., 2015), PDO is comparatively stable as time progresses (Kirkman and Shapiro, 2001), with "trait-like features" (Auh et al., 2015, note 7). Due to the dynamic nature of PO and stable nature of PDO, an employee who feels PO (for job or organization) will engage positively-intended voice behavior(supportive voice or constructive voice) to the supervisor, but the moderating effect of low PDO or high PDO decides *which* positively-intended behavior is voiced to the supervisor: supportive voice or constructive voice. We propose that a high PDO employee who feels PO (for job or organization) will be more likely to engage in supportive voice to the supervisor, while a low PDO employee who feels PO (for job or organization) will be more likely to engage in constructive voice to the supervisor.

Supportive voice expresses support for valuable practices (Maynesand Podsakoff, 2014), and does not introduce anything new, but only supports or defends existing practices. The high PDO employee, being mindful of the hierarchical status of the supervisor and power asymmetry (Lin et al., 2013), being submissive, respectful, and deferential towards supervisor (Kirkman et al., 2009), feeling inferior to supervisor and accepting his/her own limitations in decision-making while believing that supervisor is superior, elite and takes more reliable decisions (Kirkman et al., 2009), will be more likely to support existing work practices to the supervisor (supportive voice)instead of suggesting improvements to the supervisor (constructive voice). Hence, the employee who feels PO (for job or organization) and is high on PDO is more likely to engage in supportive voice to supervisor, which expresses support for "current work practices" (Maynesand Podsakoff, 2014, p.94), and is less likely to engage in constructive voice to supervisor which "initiates change" (Maynesand Podsakoff, 2014, p.95).

In contrast, low PDO employees do not emphasize status differences (Lian et al., 2012), have close connections with the supervisor (Tyler et al., 2000), prefer open communication (Loi et al., 2011) and are comfortable voicing their opinions (Kirkman et al., 2009). So, when an employee feels PO for job and organization, and is at the same time low on PDO, he/she will be less likely to merely engage in supportive voice (which only supports current practices) to supervisor compared to high PDO employees. While the high PDO employee may stop at supportive voice, the low PDO employee may go a step further and suggest improvements to their supervisor (constructive voice). Low PDO employee may also engage in supportive voice, but a high PDO employee is more likely to engage in supportive voice than the low PDO employee. Thus, we propose that the high PDO employee who feels PO (for job or organization) is more likely to engage in supportive voice to the

supervisor, than the low PDO employee who feels PO (for job or organization). Hence, the positive relationship of PO-supportive voice to the supervisor will be stronger for high PDO employees and weaker for low PDO employees.

Proposition 9: Individual PDO will moderate the positive relationship between PO (organization-based) and supportive voice to the supervisor such that the positive relationship will be stronger for high PDOemployees and weaker for low PDO employees.

Proposition 10: Individual PDO will moderate the positive relationship between PO (job-based) and supportive voice to the supervisor such that the positive relationship will be stronger for high PDOemployees and weaker for low PDO employees.

Constructive voice expresses improvements to work practices (MaynesandPodsakoff, 2014). Constructive voice is a challenging behavior, while supportive voice is preserving behavior (Maynes and Podsakoff, 2014). Low PDO employees believe that they are equal in status to their supervisors (Lin et al., 2013), and that organizational hierarchy exists for the sake of convenience, and not because there are status differences in supervisors and subordinates or that the supervisor has a special status (Lian et al., 2012), view supervisors as similar to themselves and maintain strong connections with supervisor (Tyler et al., 2000), view supervisors as approachable (Lian et al., 2012), prefer open communication (Loi et al., 2011), and are less intimidated by formal authority (Botero and Van Dyne, 2009). Hence, instead of only supporting existing work practices to the supervisor (supportive voice), the low PDO employee is more likely to suggest improvements to the supervisor (constructive voice). Hence, the low PDO employee who feels PO (for job or organization) is more likely to engage in constructive voice to supervisor which "initiates change" (MaynesandPodsakoff, 2014, p.95), and is less likely to engage in supportive voice to supervisor, which merely expresses support for "current work practices" (MaynesandPodsakoff, 2014, p.94) than a high PDO employee who feels PO (for job or organization).

As constructive voice may disturb the status quo, and strain interpersonal relationships (Ng and Feldman, 2011), a high PDO employee, who appreciates supervisor's superior status (Lin et al., 2013),accepts his/her own inferior status, is respectful of the supervisor,and is submissive around the supervisor (Kirkman et al., 2009) is less likely to engage in the challenging behavior of voice initiating change to the supervisor (constructive voice) and is more comfortable engaging in the preserving behavior of supporting or defending existing work practices to the supervisor (supportive voice).Two empirical studies by Botero and Van Dyne (2009) and Hsiung and Tsai (2017) showed that higher the PDO, lower was constructive voice[here, the voice construct of Van Dyne & LePine (1998) considered by Botero and Van Dyne (2009) and the promotive voice construct of Liang et al. (2012) considered by Hsiung   and Tsai (2017) are given under "Related constructs" of constructive voice (Maynes and Podsakoff, 2014, table 2, p.91). Hence, we consider Van Dyne and LePine's (1998) voice and Liang et al.'s (2012) promotive voice to be similar to constructive voice of our study]. Lin et al. (2017) showed that employees' PDO moderated the leader humility-employee constructive voice relationship such that this relationship was stronger for low PDO employees compared to high PDO employees. So these three empirical studies show that low PDO employees are more likely to engage in constructive voice than high PDO employees. Thus, we propose that the positive relationship of PO-constructive voice to the supervisor will be stronger for low PDO employees and weaker for high PDO employees.

Proposition 11: Individual PDO will moderate the positive relationship between PO (organization-based) and constructive voice to the supervisor such that the positive relationship will be stronger for low PDO employees and weaker for high PDO employees.

Proposition 12: Individual PDO will moderate the positive relationship between PO (job-based) and constructive voice to the supervisor such that the positive relationship will be stronger for low PDOemployees and weaker for high PDO employees.

We proposed earlier that employees who feel PO for the organization or the job are less likely to engage innegatively-intended defensive and destructive voice to the supervisor. These negative relationshipsare moderated by PDO(as PDO is a relatively stable belief), such that the negative relationships of PO-defensive voice to the supervisor and PO-destructive voice to the supervisor will be stronger for the high PDO employee who feels PO (for job or organization), while being weaker for the low PDO employee who feels PO (for job or organization).

Defensive voice opposes worthwhile or necessary practices (Maynes andPodsakoff, 2014). A high PDO employee who accepts the hierarchical superiority of supervisor (Loi et al., 2011), accepts self's inferiority in decision-making (Kirkman et al., 2009), disapproves disagreements with supervisor (Tyler et al., 2000), tends to not challenge supervisor (Botero and Van Dyne,2009), believes in obedience without question (Hon and Lu 2016; Jeung and Yoon, 2016), expects top-down instruction (Kirkman et al., 2009), and relies on supervisor's decision (Summereder et al., 2013), is less likely to engage in defensive voice to the supervisor. Here, presence of both POand high PDO of an employee contribute in lowering his/her defensive voice to the supervisor.

Low PDO employees engage in more defensive voice as they consider disagreement with supervisor as normal and even required (Tyler et al., 2000), prefer open communication, do not readily submit to their supervisors (Loi et al., 2011), are less intimidated by hierarchy and formal authority (Botero and Van Dyne, 2009), believe that they are equal in status to their supervisors (Lin et al., 2013) and are more comfortable voicing their opinions (Kirkman et al., 2009), even negative ones. Hence, we propose that the low PDO employee who feels PO (for job or organization) is more likely to engage in defensive voice to the supervisor, than the high PDO employee who feels PO (for job or organization). Hence, the negative relationship of PO-defensive voice to the supervisor will be stronger for high PDO employees and weaker for low PDO employees.

Proposition 13: Individual PDO will moderate the negative relationship between PO (organization-based) and defensive voice to the supervisor such that the negative relationship will be stronger for highPDO employees and weaker for lowPDO employees.

Proposition 14: Individual PDO will moderate the negative relationship between PO (job-based) and defensive voice to the supervisor such that the negative relationship will be stronger for highPDO employees and weaker for lowPDO employees.

Destructive voice criticizes current practices (MaynesandPodsakoff, 2014). The negative relationship of PO-destructive voice to supervisor is moderated by PDO, such that the negative relationship is stronger for high PDO employees, and weaker for low PDO employees.

High PDO employees engage in less destructive voice to the supervisor because they accept the superior status of the supervisor (Lin et al., 2013), their own inferior status (Kirkman et al., 2009), and more importantly, they are averse to criticism by subordinates (Tyler et al., 2000).Hence, a high PDO employee is less likely to engage in negatively-intended behavior towards the supervisor such as expressing critical, debasing opinions to the supervisor (destructive voice to the supervisor).So, both PO and high PDO of an employee contribute in lowering his/her destructive voice to the supervisor.

Low PDO employees engage in relatively more destructive voice to the supervisor. Organizational justice matters more to low PDO employees, as Lam et al. (2002) found stronger relationships of distributive and procedural justice with job satisfaction, performance and absenteeism for low PDO employees, and Lee et al. (2000) found stronger relationships of procedural justice-trust in supervisor and distributive justice-psychological contract fulfilment for low PDO employees, compared to high PDO employees. Inequality and injustice are unacceptable to low PDO employees, and they have higher expectations of fair practices (Kim and Leung, 2007). Lian et al. (2012) found that low PDO employees perceive abusive supervision to be more unfair compared to high PDO employees. Lin et al. (2013) found that low PDO were more affected by abusive supervision resulting in more negative effects on their mental health and job satisfaction, compared to high PDO employees. Wang et al. (2012) found that low PDO employees, compared to high PDO employees reacted more negatively to abusive supervision by engaging in deviant behavior targeted towards supervisors. Even if abusive supervision is absent, low PDO employees care more about how their supervisor treats them, compared to high PDO employees because they have strong social connections with their supervisors (Tyler et al., 2000). As per the relational model of authority, when people develop strong personal relationships with authorities, they care more about how they are treated by their authorities (Tyler et al., 2000).Also, Low PDO employees view themselves as equal in status to their supervisor (Lin et al., 2013), are less intimidated by hierarchy and formal authority (Botero and Van Dyne, 2009), and are more comfortable with expressing opinions (Kirkman et al., 2009), compared to high PDO employees. Hence, a low PDO employee, being more affected by organizational justice (Lam et al., 2002; Lee et al., 2000), inequality (Kim and Leung, 2007), abusive supervision (Lin et al., 2013; Wang et al., 2012), supervisory treatment in general (Auh et al., 2015; Tyler et al., 2000) is more likely to be dissatisfied compared to a high PDO employee. So, a dissatisfied low PDO employee being less intimidated by authority (Botero and Van Dyne, 2009), and comfortable voicing opinions (Kirkman et al., 2009) may engage in more destructive voice to the supervisor, compared to a high PDO employee.

Hence, we propose that the low PDO employee who feels PO (for job or organization) is more likely to engage in destructive voice to the supervisor, than the high PDO employee who feels PO (for job or organization). Hence, the negative relationship of PO-destructive voice to the supervisor will be stronger for high PDO employees and weaker for low PDO employees.

Proposition 15: Individual PDO will moderate the negative relationship between PO (organization-based) and destructive voice to the supervisor such that the negative relationship will be stronger for high PDO employees and weaker for low PDO employees.

Proposition 16: Individual PDO will moderate the negative relationship between PO (job-based) and destructive voice to the supervisor such that the negative relationship will be stronger for high PDO employees and weaker for low PDO employees.

While testing relationships predicting defensive and destructive voice to supervisor, researchers need to control for the effect of emotional instability (of the Big Five personality framework) of the voicing employee, because Maynes and Podsakoff (2014) found that emotionally unstable employees have a higher tendency to engage in defensive and destructive voice.

6. Theoretical Contribution

Excepting the original study of Maynes and Podsakoff (2014), this is the first work to conceptualize a framework for the four different voice types of Maynes and Podsakoff (2014) with a predicting role of PO and a moderating effect of PDO to the best of our knowledge. Our model advances voice literature by theorizing a framework and propositions on four different voice types, including negative forms, and by considering the moderating role of PDO on the PO-voice relationships in an era of globalization. Negatively focused voice behaviors identified by Maynes and Podsakoff (2014), which may have negative consequences for employees and organizations are included in this framework, so that empirical testing of this framework may highlight ways of minimizing them. Recently, as researchers have focused more on voice as compared to other dimensions of OCB (Organ, 2018), this model helps researchers continue this increased interest by examining voice behavior in more detail.

7. Conclusion

Supportive voice positively impacts an organization (Maynes and Podsakoff, 2014) as it preserves valuable practices, reduces confusion about how to perform tasks saving time for managers supervising these functions, and helps managers align other subordinates on the team to important issues (Maynes and Podsakoff, 2014). Constructive voice to supervisor impacts an

organization positively as it identifies problems missed by supervisors (Ng and Feldman, 2015), brings in new ideas and improves an organization's or a unit's performance (Maynes and Podsakoff, 2014). Constructive voice is linked to a number of positive outcomes such as sales, profit and lower employee turnover (Mackenzie et al., 2011), organizational service performance (Lam and Mayer, 2014), and employee engagement (Rees et al., 2013). Defensive voice to the supervisor negatively impacts the organization as it delays resolution of problems and implementation of necessary changes (Maynes and Podsakoff, 2014), burdens a manager as he/she has to work more on orienting the defensive subordinate to organizational goals (Maynes and Podsakoff, 2014). Destructive voice to the supervisor negatively impacts the organization as it may threaten the supervisor, resulting in a poor relationship with the supervisor (Maynes and Podsakoff, 2014), which hurts the productivity of employee, supervisor and the organization.

Hence, organizations need to increase positively-intended voice and reduce negatively-intended voice, which may be achieved by empirically testing the framework in this study. We propose a positive relationship between PO (organization or job) and the positively-intended forms of voice to the supervisor: supportive voice and constructive voice, and a negative relationship between PO (organization or job) and the negatively-intended forms of voice to the supervisor: defensive voice and destructive voice. We include the moderating effect of individual PDO, such that positive relationship of PO-supportive voice to the supervisor and the negative relationships of PO-defensive voice to the supervisor, PO-destructive voice to the supervisor are stronger for high PDO employees and weaker for low PDO employees, and the positive relationship of PO-constructive voice to the supervisor is stronger for low PDO employees and weaker for high PDO employees.

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