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My manager endorsed my coworkers' voice: Understanding observers' positive and negative reactions to managerial endorsement of coworker voice.

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My Manager Endorsed my Coworkers' Voice: Understanding Observers' Positive and Negative Reactions to Managerial Endorsement of Coworker Voice

Abstract

Research on managerial voice endorsement has primarily focused on the processes and conditions through which voicers receive their managers' endorsement. We shift this focus away from the voicers, focusing instead on the dual reactions that endorsement generates for observing employees. Drawing from an approach-avoidance framework, we propose that managerial endorsement of coworker voice could be perceived as a positive and negative stimulus for observers, prompting them to approach opportunities and avoid threats, respectively. Results from a pre-registered experiment and a multi-wave, multi-source field study revealed that managerial endorsement of coworker voice was positively related to observers' voice instrumentality, thus prompting them to engage in approach behaviors (i.e., voice). We also found that managerial endorsement of coworker voice was positively related to observers' voice threat, triggering avoidant behaviors (i.e., avoidance-oriented counterproductive work behaviors) as a result. Further, we found that the avoidant reactions more pronounced for observers with higher (vs. lower) neuroticism. Overall, our research extends theory by demonstrating the rippling effects that voice endorsement can ignite throughout the workgroup.

Keywords: Voice; Voice endorsement; Third-party reactions; Voice instrumentality; Voice threat; Approach-avoidance framework

Voice—the extent to which employees express constructive suggestions or ideas—is a critical driver of organizational effectiveness, with benefits for decision-making quality, team learning, and team and firm performance (Argote & Ingram, 2000; Dooley & Fryxell, 1999; Edmondson, 1999; Liang et al., 2012; Morrison, 2011; Nemeth, 1997; Van Dyne & LePine, 1998). These potential benefits of voice rely on receiving a favorable endorsement by a manager (Fast et al., 2014; McClean et al., 2013), with endorsement being more likely when managers perceive the voice as less threatening (Burris, 2012; Isaakyan et al., 2021), when the voicer is credible, polite, and loyal to the organization (Burris, 2012; Lam et al., 2019), and when managers are depleted at work (Li et al., 2019). Having one's voice endorsed by their manager is particularly beneficial for voicers. Studies have shown that voice endorsement indicates voicers' trustworthiness (Whiting et al., 2012) and status (Howell et al., 2015) and may also lead to higher performance appraisals for voicers (Burris, 2012). Taken as a whole, the research to date generally suggests that managers should wholeheartedly endorse their employees' voice, since it benefits the organization and the individual voicers.

Largely left out of these conversations, however, is an important group of stakeholders: the voicers' coworkers. As workplaces have become more and more interdependent and competitive (Kay et al., 2004), employees are increasingly likely to observe the actions and behaviors of their coworkers (Baron & Neuman, 1996). Such social observations provide crucial and self-relevant information to observers, such as what to expect and how to behave (Salancik & Pfeffer, 1978). These observations are particularly salient when they involve someone else taking a risk, such as a coworker engaging in voice behaviors. Observers can use what they learn from seeing the response to others' risky behaviors to inform their own next move. Importantly, observers may or may not be so eager to see managers endorse their colleagues' voice. While a

manager's endorsement might highlight the coworker's voice behavior as a pathway to success and something to emulate, it may also reveal the voicing coworker as a threat and someone to avoid. Unfortunately, the extant literature does not clarify how observers react to managerial endorsement of coworker voice, including whether these reactions are positive or negative and how such reactions elicit subsequent behaviors that impact the organization.

We therefore strive to understand observers' reactions through the following research questions: 1) Does managerial endorsement of coworker voice bring both benefits and detriments to organizations as a result of observer reactions?; and 2) If so, then under what conditions are those benefits (detriments) more likely to occur? To answer these questions, we draw from an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002), which stipulates that situations can involve either the presence/absence of positive stimuli (or opportunities) or the presence/absence of negative stimuli (or threats), all of which have implications for individuals' downstream cognitive and behavioral reactions. Applying this framework to managerial endorsement of coworker voice, we posit that witnessing managerial endorsement of coworker voice could be perceived as both an opportunity and a threat, thereby triggering different observer reactions. Given that managerial endorsement can be a signal of the voicer's credibility and competence and create a sense of reward salience, managerial endorsement of coworker voice may be perceived as a positive stimulus for observers, triggering their perception of voice as an opportunity for advancement (i.e., voice instrumentality), and prompting them to engage in their own voice behaviors. Conversely, managerial endorsement of coworker voice may be perceived as a negative stimulus for observers because of the perceived lack of benefits and recognition relative to the voicer, thus triggering perceptions of threat and subsequent avoidance-oriented counterproductive work behavior (CWB) as a result.

Given our interest in understanding when beneficial and detrimental reactions are more likely to occur, we also examine potential boundary conditions that influence the extent to which managerial endorsement of coworker voice is perceived as more of a positive or negative stimulus by observers. Drawing on an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002), personality traits impact ones' sensitivity to opportunities and threats. We focus specifically on extraversion and neuroticism because they are indicators of chronic approach and avoidance temperaments, respectively (Elliot & Thrash, 2010; Johnson et al., 2013). We posit that the impact of managerial endorsement of coworker voice on voice instrumentality is likely exacerbated by the strength of observers' extraversion, given that those higher in extraversion are chronically sensitive to the presence of positive information and reward salience. Moreover, we propose that the impact of managerial endorsement of coworker voice on observers' voice threat is likely exacerbated by the strength of observers' neuroticism, given that those higher in neuroticism are chronically sensitive to the presence of negative information. Our proposed model is illustrated in Figure 1.

Our research makes several contributions. First, we advance the voice literature by theorizing how individuals beyond the voicer respond to managerial endorsement. Most voice research to date has positioned managerial endorsement as a desirable ending point for the voicer (Burris, 2012; Isaakyan et al., 2021; Lam et al., 2019), ignoring the fact that the effects of voice do not stop at endorsement. By treating managerial endorsement of coworker voice as a starting point, we expand this literature by illuminating the ripple effects (i.e., observer reactions and organizational consequences) associated with these events. Second, we extend theory by challenging the current assumption that managerial voice endorsement is always beneficial. Indeed, while receiving voice endorsement has indisputable benefits for the voicer (Burris, 2012;

Howell et al., 2015; Whiting et al., 2012), the same event witnessed from an observers' perspective may not be uniformly positive. Our approach-avoidance framework provides guidance for unpacking observers' positive and negative responses to managerial endorsement of coworker voice, outlining *why* these observations may trigger approach and avoidant reactions (Whetten, 1989). By scrutinizing the rose-colored lens through which managerial endorsement is currently viewed, we provide a richer understanding of the outcomes associated with managerial endorsement of coworker voice. Finally, we extend the voice literature by clarifying *for whom* managerial endorsement of coworker voice is more or less likely to be perceived as a positive and/or negative stimulus. Specifically, we suggest that extraversion and neuroticism shape the extent to which managerial endorsement of coworker voice is perceived as an opportunity or threat by observers, ultimately impacting the strength of observers' subsequent motivational pursuits.

Managerial Endorsement of Coworker Voice

Employees pay careful attention to their social environments, gathering insights through observations of key organizational figures (such as managers) to inform their perceptions and behaviors (Grant, 2013; Liu et al., 2017). When employees engage in voice behaviors, managers have an opportunity to respond favorably by recognizing and endorsing their ideas. Managerial voice endorsement—the extent to which a manager values, supports, or agrees with suggestions or concerns that are raised by employees (Li et al., 2019)—can thus serve as a powerful signal to employees within the work environment. As such, researchers have spent considerable effort investigating the ways though which voicers can achieve managerial voice endorsement. For example, researchers have found that the characteristics of the voice setting (e.g., Isaakyan et al., 2021), the manager (e.g., Li et al., 2019), the voicer (e.g., Lam et al., 2019), and the voice

message itself (e.g., Xu et al., 2020) can all shape whether a voicer receives endorsement from their manager.

While the majority of research to date has focused on managerial voice endorsement as a beneficial outcome for the voicer (e.g., Burris, 2012; Lam et al., 2019; Li et al., 2019), it is unclear whether these positive implications extend to those beyond the voicer. Specifically, reactions to managerial endorsement of coworker voice may be more complicated for observing employees, in that they could construe the endorsement as having positive or negative implications for themselves. Accordingly, we adopt the perspective of observers (as opposed to the oft-examined perspective of voicers or managers) and draw on an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002) to help us illuminate the potential approach- and avoidance-oriented reactions towards managerial endorsement of coworker voice.

According to an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002), the presence and absence of positive and negative stimuli hold distinct consequences for how individuals interpret and react to situations. In particular, the presence of positive stimuli is likely to prompt individuals to approach opportunities toward achieving their goals, while the presence of negative stimuli is likely to prompt individuals to avoid threats or potential loss. For example, Shah et al. (1998) showed that presence of a positive incentive system may encourage individuals to approach opportunities for potential rewards, while the presence of a negative incentive system may encourage individuals to avoid potential mistakes. Similarly, Johnson et al. (2017) showed that communicating ideals and hopes to followers likely motivates them to achieve desirable goals and opportunities while communicating mistakes and problems to followers likely motivates them to avoid potential loss. As Elliot (2006, p. 111) describes, an

approach-avoidant framework suggests that the energization and direction of human action can be summarized as the "pursuit of pleasure and avoidance of pain."

In the workplace, employees are influenced by various stimuli. For example, employees constantly observe how coworkers are being treated by their managers, and such stimuli shapes their perceptions and appraisals (Skarlicki & Kulik, 2005). Indeed, employees pay attention to managers' treatment of and responses toward their coworkers because these observations provide them with valuable information about what they can expect for themselves in the future (Skarlicki & Kulik, 2005). In the current research, we integrate the voice literature with an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002) and theorize the reasons why managerial endorsement of coworker voice could present as both a positive and negative stimulus for observers.

Managerial Endorsement of Coworker Voice as a Positive Stimulus

To begin, we first discuss how managerial endorsement of coworker voice can represent a positive stimulus for observers, triggering an approach-oriented reaction. Managerial voice endorsement is desirable because it indicates that the manager perceives the voicer as credible and competent (Lam et al., 2019; McClean et al., 2022; Perry-Smith & Mannucci, 2017) and highlights voice behavior as a way through which employees can receive higher performance appraisals at work (Burris, 2012). As such, observers likely pay close attention to instances of managerial voice endorsement, recognizing the receipt of such endorsement as an opportunity that can help them move towards obtaining their own gains or desirable outcomes.

In particular, we posit that managerial endorsement of coworker voice is likely to foster observers' voice instrumentality (i.e., the belief that voicing suggestions or concerns will aid in achieving or obtaining desired outcomes, such as goals or resources; Ng et al., 2021). Given that

endorsement of voice can be witnessed apart from the voice itself, we suggest that an observer's reaction to managerial endorsement has less to do with the voiced idea (or the potential impact of the voiced idea) and more to do with the manager's acknowledgment and evaluation of the voicing employee. Though coworker voice may trigger more prosocial- or change-oriented cognitions, we focus on a more self-focused cognition (i.e., voice instrumentality) as the consequence of managerial endorsement of coworker voice for several reasons.

To begin, managerial endorsement of voice indicates that managers are in the process of or are at least willing to allocate their attention and resources toward the ideas that employees provide (Dutton & Ashford, 1993). It also represents a positive managerial evaluation of the voicer (Burris, 2012) and has been shown to affirm a voicer's status (Howell et al., 2015) and reputation (Milliken et al., 2003). As such, managerial endorsement of coworker voice conveys praise or positive feedback to the coworker, providing a positive evaluation of their voice and conveying that the voicer is credible and competent (Burris, 2012; Dutton & Ashford, 1993; Lam et al., 2019; McClean et al., 2022). Not only are employees generally motivated to look and feel competent in the workplace (Monni et al., 2020), they are particularly eager to be viewed as a credible and competent employee by their manager because of managers' control over important financial resources and career advancement opportunities. Accordingly, this favorable response from one's manager can be perceived as a positive stimulus for observing employees, highlighting voice as a useful means for obtaining favorable evaluations and potentially other rewards from managers.

Additionally, given that managers are more likely to rate those who speak up as top performers (Whiting et al., 2008), a positive endorsement of a coworker's voice may remind observers about this opportunity, enhancing the reward salience associated with speaking up.

Observers are thus likely to view voice as an instrumental way to make a favorable impression on their manager, thereby enhancing their opportunity to receive future benefits and reach their goals as a result. Taken together and given that managerial endorsement enhances the reward salience regarding the resources and opportunities that may accompany voice, we suggest that managerial endorsement of coworker voice can present as a positive stimulus for observers, enhancing their perception of voice instrumentality.

Hypothesis 1: Managerial endorsement of coworker voice is positively related to observer voice instrumentality.

Observers who believe that voice behaviors can serve instrumental purposes, such as helping them advance or make a good impression, are more likely to engage in voice behaviors. Change-oriented behaviors, such as voice, are risky and often require careful consideration by individuals before they are enacted (Grant & Ashford, 2008). As part of this consideration, employees may think about "how [voice] could potentially advance their own interests" (Morrison, 2014, p. 184). Indeed, Ng and Feldman (2012, p. 219) theorize and empirically demonstrate that employees sometimes "use voice strategically" to acquire resources. Further, research on voice behaviors has also shown that voice instrumentality is pivotal to an employee's engagement in voice behaviors (Detert & Trevino, 2010; Milliken et al., 2003), such that employees are more likely to voice if they believe that it is important and useful to do so (Ng et al., 2021). As such, we propose that when observers believe their suggestions will be successful at helping them obtain beneficial outcomes (i.e., voice instrumentality), they are more likely to engage in voice behaviors.

Taken together, given that managerial endorsement of coworker voice can be perceived as a positive stimulus, which carries favorable benefits and opportunities for the voicer,

observers of managerial endorsement of coworker voice are more likely to perceive voice as instrumental, prompting them to engage in voice behaviors as a result.

> *Hypothesis 2: There is an indirect relation of managerial endorsement of coworker voice with observer voice via observer voice instrumentality.*

Managerial Endorsement of Coworker Voice as a Negative Stimulus

Although we theorize that managerial endorsement of coworker voice may be perceived as a positive stimulus in the previous section, we posit that such endorsement can also be perceived in a less favorable light. This is because managerial endorsement of coworker voice may imply to the observer that managers are providing "preferential treatment" to their voicing coworkers (Burris, 2012, p. 855). This preferential treatment may indicate that these coworkers are outperforming the observers or, at a minimum, receiving more positive affirmation and feedback from their manager (Isaakyan et al., 2021), which may lead to more favorable performance appraisals and other career outcomes as a result (Burris, 2012). Indeed, employees use their coworkers' achievements and acknowledgments as referents to understand their current and future organizational standing (Reh et al., 2018). As such, observers may characterize their coworkers' achievements (as inferred by managerial endorsement of coworker voice) as a negative stimulus. According to an approach and avoidance framework (Elliot, 2006), negative stimuli activate one's avoidance system, with threat perceptions playing a central role in that process. As Elliott and Sheldon (1997, p. 173) note, perceived negative events "evoke threat appraisals … as individuals are incessantly reminded of negative possibilities."

Consistent with this framework, we suggest that managerial endorsement of coworker voice is likely to induce voice threat for observers, defined as the extent to which an individual believes that their benefits or goals will be negatively impacted by a coworker's voiced idea or suggestion. Managerial endorsement of coworker voice is a signal that one's coworker has made

a favorable impression on their manager (Burris, 2012). Observers are thus likely to believe that their coworker will receive more benefits from their manager in the future, such as more resources or higher performance evaluations. Empirical evidence provides support for this idea, demonstrating that coworkers can pose significant threats to employees when employees feel that their coworker has obtained benefits, such as more relative status (Menon et al., 2006), as would be the case when a manager endorses coworker voice. Further, research has shown that employees view high-performing peers, or those who receive favorable voice endorsement from their manager, as a direct threat to their resources (Campbell et al., 2017; Hendricks et al., 2022). Even if the coworker does not receive such benefits immediately, research has shown that anticipated future benefits for coworkers, as foreshadowed by their receipt of managerial endorsement, can trigger employees to feel threatened (Reh et al., 2018). Thus, the negative aspects of managerial endorsement of coworker voice may be interpreted as a cue of one's loss of current or future benefits. In this respect, we suggest that managerial endorsement of coworker voice may signal potential loss for observers, enhancing their perception of voice threat.

Hypothesis 3: Managerial endorsement of coworker voice is positively related to observer voice threat.

According to an approach-avoidance framework, negative stimuli (such as managerial endorsement of coworker voice) ignite the avoidance system, which is "triggered by threat and directs individuals to avoidance behaviors" (Van Dijk et al., 2012, p. 217). Thus, we suggest that observers experiencing voice threat are motivated to avoid such threat by engaging in avoidance-oriented CWB, which are disruptive behaviors that remove an individual from situations or move them away from others (Ferris et al., 2016). Avoidance-oriented CWB include avoiding a coworker at work, refusing to talk to a coworker, and keeping a distance from a coworker. We focus on avoidance-oriented CWB directed at the voicer, specifically, for a number of reasons.

First, removing or distancing oneself from the source of the threat is a coping strategy enacted in response to negative stimuli (Jahanzeb & Fatima, 2017). Indeed, threatening situations exude unpleasant and inferiority-provoking sensations (Spector & Fox, 2005), which individuals typically try to avoid or neutralize (Jahanzeb & Fatima, 2017; Menon et al., 2006). From an affective perspective, threat perceptions can elicit fear or anxiety within the individual—two emotions that also prompt self-protective mechanisms of avoidance to help dispel the unpleasantness (e.g., Ferris et al., 2016). Second, we focus on avoidant-oriented CWB because these behaviors are not only effective for escaping the unpleasant feelings, but also more easily "fly under the radar" of social norms and workplace expectations, while still playing a "leveling-down" role for the observer (Cohen-Charash & Mueller, 2007). As such, individuals respond defensively when they perceive threats (Fein & Spencer, 1997), and may engage in behaviors like avoidance-oriented CWB that not only remove themselves from the situation, but also help them to regain some semblance of control. Finally, threat perceptions can also prompt an individual to engage in a threat-suppression coping strategy, which could consume one's resources and lead to social withdrawal (Leigh & Melwani, 2022).

If managerial endorsement of coworker voice is perceived as a negative stimulus, then it will likely induce voice threat for observers. To avoid further losses and the potential threats elicited by managerial endorsement of coworker voice, observers may engage in avoidance-oriented CWB to distance themselves from the voicer. Indeed, such a response is consistent with empirical findings which show that employees who feel threatened often engage in avoidant behavior as a result, such as ignoring, avoiding, or excluding the source of the threat (Cortina & Magley, 2009; Ferris et al., 2016; Hershcovis et al., 2018; Hogh & Dofradottir, 2001; Salin et al., 2014). Taken together, we hypothesize that observers' voice threat will mediate the positive

effect of managerial endorsement of coworker voice on observers' avoidance-oriented CWB toward the voicer.

> *Hypothesis 4: There is an indirect relation of managerial endorsement of coworker voice with observer avoidance-oriented CWB via observer perceived threat.*

The Moderating Roles of Extraversion and Neuroticism

Given that managerial endorsement of coworker voice can be interpreted as both positive and negative, we once again turn to the approach-avoidance framework to determine for whom the positive versus negative implications will be more salient. Drawing from an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002), individuals' chronic temperaments help shape the interpretation of such stimuli—individuals with approach temperaments are prone to focus on positive stimuli, whereas individuals with avoidance temperaments are prone to focus on negative stimuli. Importantly, scholars have suggested that extraversion and neuroticism are the phenotypic expressions of these approach and avoidance temperaments (e.g., Elliot & Thrash, 2010; Lanaj et al., 2012). That is, extraversion is an observable manifestation of one's approach-oriented temperament, while neuroticism is an observable manifestation of one's avoidance-oriented temperament (Carver et al., 2000; Elliot & Thrash, 2010). Extraversion—the dispositional tendency of being "outgoing, assertive, active, and excitement seeking" (Judge & Bono, 2000, p. 752)—helps individuals pursue their goals by drawing their attention to information that signals opportunities for gains, whereas neuroticism—the dispositional tendency of being fearful, anxious, and moody (Judge & Bono, 2000)—helps individuals avoid loss by drawing their attention to information that signals threat (Carver et al., 2000; Elliot & Thrash, 2002). As such, we position observers' extraversion and neuroticism as critical boundary conditions that are likely to impact observers' overall sensitivity to the positive and negative stimuli triggered by managerial endorsement of coworker voice.

Extraversion is an indicator of one's approach-oriented temperament (Carver et al., 2000; Elliot & Thrash, 2002). Individuals with higher (vs. lower) extraversion are assertive and active (Costa & McCrae, 1995; McCrae & Costa, 1987), are sensitive to rewards (Depue & Collins, 1999), and are constantly moving toward opportunities and striving for gains. As such, they are especially sensitive to positive stimuli (Larsen & Ketelaar, 1989). Indeed, previous research has supported this notion that positive stimuli, such as praise, attention, status, and rewards, are especially salient for those with higher extraversion (Gray, 1972; Hogan et al., 1992). When facing those positive stimuli, highly extraverted individuals are more likely to approach these desirable outcomes (Lucas & Diener, 2001; Stewart, 1996). Given that managerial endorsement of coworker voice presents a positive stimulus to observers—by signaling potential benefits associated with voice and illuminating ways for individuals to obtain gains and rewards—those with higher (vs. lower) extraversion are more likely to pay attention and respond to this opportune information, thereby amplifying the effect of observers' responses to managerial endorsement of coworker voice. As such, we hypothesize:

> *Hypothesis 5: Observer extraversion moderates the relation between managerial endorsement of coworker voice with observer voice instrumentality, such that this relation is stronger for observers with higher (vs. lower) extraversion.*

> *Hypothesis 6: Observer extraversion moderates the indirect effect of managerial endorsement of coworker voice with observer voice via observer voice instrumentality, such that the indirect effect is stronger for observers with higher (vs. lower) extraversion.*

Neuroticism, on the other hand, is an indicator of one's avoidance-oriented temperament (Carver et al., 2000; Elliot & Thrash, 2002). Individuals with higher (vs. lower) neuroticism are sensitive to potential losses and threats (Elliot & Thrash, 2002) and are quick to respond to problems and threats in the environment (Mathews et al., 1997; Nettle, 2006; Tamir et al., 2006). As such, neurotic individuals are especially sensitive to negative stimuli. Indeed, previous research has shown that negative stimuli, such as daily stressors, are especially salient to

individuals with higher (vs. lower) neuroticism (Bolger & Schilling, 1991; Suls & Martin, 2005). Higher neuroticism acts as a "general amplifier of reactivity" (Depue & Collins, 1999, p. 497), in that it heightens individuals' reactions to the detection of negative stimuli (Larsen & Ketelaar, 1991). Given that managerial endorsement of coworker voice implies that managers provide "preferential treatment" to coworkers (Burris, 2012, p. 855), observers may perceive it as a negative stimulus. Those with higher (vs. lower) neuroticism, then, are more likely to respond to such negative stimuli, amplifying the threatening effect of managerial endorsement of coworker voice. As such, we hypothesize:

> *Hypothesis 7: Observer neuroticism moderates the relation of managerial endorsement of coworker voice with observer voice threat, such that this relation is stronger for observers with higher (vs. lower) neuroticism.*
>
> *Hypothesis 8: Observer neuroticism moderates the indirect effect of managerial endorsement of coworker voice with observer avoidance-oriented CWB via observer voice threat, such that this indirect effect is stronger for observers with higher (vs. lower) neuroticism.*

Transparency and Openness

In what follows, we outline our sampling plan, exclusion choices, manipulations, and measures used in both studies. In doing so, we adhered to the *Journal of Applied Psychology*'s methodological checklist. All data and syntax are available upon request from the author team. Across both studies, we analyzed our data using Mplus version 8.1 (Muthén & Muthén, 2017). The preregistration for Study 1 along with measurement validation evidence are in additional online materials: https://osf.io/n2v7h/?view_only=36245a51748d47be8a790c20cb7ef399. Both studies were approved and determined exempt by institutional review board (IRB) of the University of Georgia (Study 1: IRB Project 4624 "Witnessing Managerial Endorsement; Study 2: IRB Project 5534 "Effects of Manager Endorsement").

Overview of Studies

To test our hypotheses, we conducted two studies. In Study 1, we conducted a preregistered experiment to test the causal effects of witnessing managerial endorsement of coworker voice on observers' voice instrumentality and voice threat (Hypotheses 1 and 3), the indirect effect of managerial endorsement of coworker voice on observers' voice behaviors via observers' voice instrumentality (Hypothesis 2), and the indirect effect of managerial endorsement of coworker voice on observers' avoidance-oriented CWB via observers' voice threat (Hypothesis 4). Study 2 replicates and extends our findings from Study 1 by using a multi-source multi-wave field study. Specifically, in Study 2, we again test Hypotheses 1 through 4, but we also test the moderating effect of extraversion on the relationship between managerial endorsement of coworker voice and observers' voice instrumentality (Hypothesis 5), the moderating effect of neuroticism on the relationship between managerial endorsement of coworker voice and observers' voice threat (Hypothesis 7), and both moderated mediation hypotheses (Hypotheses 6 and 8). Conducting an experiment and a multi-wave, multi-source field study enables us to evaluate both the internal and external validity of our findings.

Study 1

Sample and Procedure

We recruited 200 employees from Prolific, an online subject pool (Palan & Schitter, 2018). Out of the 200 employees we recruited, three participants failed our attention check item and were removed from our sample, leaving us with a final sample of 197 participants. Within our final sample, 50.3% of participants were female, and their average age was 38.8 (*SD* = 12.2). Participants identified as being Caucasian (75.1%), Asian (8.1%), Multiracial (6.6%), Black (5.6%), and other races (4.1%). Their average tenure in their current organization was 7.5 years (*SD* = 7.1), they worked an average of 39.4 hours per week (*SD* = 6.5), and they interacted with

their coworkers and supervisors 21.7 (*SD* = 11.5) and 10.4 (*SD* = 9.9) hours per week, respectively. Participants worked across a variety of industries, including retail (14.2%), education (13.7%), healthcare (12.2%), banking or finance (10.2%), government (6.1%), and manufacturing (6.1%).

Upon agreeing to the consent form, participants were randomly assigned to either the high or low managerial endorsement of coworker voice condition. To manipulate managerial endorsement of coworker voice, participants were presented with a scenario and asked to imagine themselves in that employment situation. The scenario began with background information about their employer and office layout, followed by information about one of their coworker's recent voice behaviors. The scenario ends with a transcription of a short conversation that they overheard between their manager, Emerson, and their coworker, C.J., which included our manipulation of managerial endorsement of coworker voice (see Appendix A for the full scenario). Participants in the high managerial endorsement of coworker voice condition (*n* = 97) overheard Emerson say to C.J., "I appreciate your insights, and I am considering implementing the changes you suggested. I agree with what you proposed, so let's talk more about your suggestions when we meet to go over your performance review." Participants in the low managerial endorsement of coworker voice condition (*n* = 99) overheard Emerson say to C.J., "I appreciate your insights, but I can't consider implementing the changes you suggested. I don't necessarily agree with what you proposed, so let's just focus on what we're currently doing when we meet to go over your performance review." Following the managerial endorsement of coworker voice manipulation, participants completed measures of voice instrumentality, voice threat, voice behavior, and avoidance-oriented CWB, in addition to the manipulation check and demographic questions.

Measures

Observer Voice Instrumentality. To measure observer voice instrumentality (ω = .95), we used an adapted version of Ng et al.'s (2021) 5-item scale. To align with our definition of voice, we changed the words "constructive suggestions" to "suggestions and concerns" in each item. Before responding to these statements, participants read the following prompt: "Based on the scenario you just read, please rate the extent to which you agree with each statement below." An example item is: "I feel that employees who speak up with more suggestions and concerns would eventually get better performance appraisal scores." Participants used a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*) to indicate their agreement with each item.

Observer Voice Threat. Observer voice threat (ω = .90) was measured using an adapted version of the four-item scale from Burris' (2012) Study 3. In particular, we changed the referents from "this person's" to "C.J.'s" where applicable to reflect our specific scenario. We also changed one of the four items to be more appropriate for our study context. Specifically, instead of using "others will judge my plan to be faulty if my superiors heard this person's comments," we adapted it to read, "others would have questioned my ability to be an effective employee because my supervisor heard C.J.'s comments." Before responding to these statements, participants read the following prompt: "Based on the scenario you just read, please rate the extent to which you agree with each statement below." Participants responded to each item using a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*).

Observer Voice Behavior. Observer voice behavior (ω = .97) was measured using five items from Liang et al. (2012). Before responding to these statements, participants read the following prompt: "Given that your performance review is later this week, please rate the extent to which you plan on engaging in each of the following behaviors during your review with

Emerson. How much do you intend to…" An example item is: "Raise suggestions to improve the unit's working procedure." Participants indicated the extent to which they planned to engage in each behavior using a five-point scale (from 1 = *not at all* to 5 = *a great deal*).

Observer Avoidance-Oriented CWB. Observer avoidance-oriented CWB (ω = .92) was measured using the four-item scale created and validated by Ferris et al. (2016). Before responding to these statements, participants read the following prompt: "Over the next few days, you may have opportunities to interact with C.J. around the office. Please rate the extent to which you plan on engaging in each of the following behaviors toward C.J." An example item is: "Avoid C.J." Participants indicated the extent to which they planned to engage in each statement using a five-point scale (from 1 = *not at all* to 5 = *a great deal*).

Manipulation Check. For our manipulation check, we measured managerial endorsement of coworker voice (ω = .96) using five items adapted from Burris (2012) and used by Isaakyan et al. (2021). An example item is: "Emerson agreed with C.J.'s ideas." Participants rated their agreement using a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*).

Realism check. To ensure that the participants perceived the scenario as realistic, we included the three-item scenario realism check by Chen et al. (2011). Participants rated their agreement with the following items via a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*): "It is realistic that I might experience a supervisor like this," "It is realistic that I might experience a situation like this," and "At some point during my career, I will probably encounter a situation like the one described above" (ω = .86). All three items had a high mean (ranging from 4.08 to 4.21), offering initial evidence of perceived realism. Further, an analysis of variance (ANOVA) indicated that scenario realism did not differ across conditions: $F(1) = 1.22$, $p = .270$. See Baer et al. (2021) for a similar approach to assessing scenario realism.

Study 1 Results

Means, standard deviations, and correlations are reported in Table 1. Before testing our hypotheses, we first assessed model fit by conducting a series of confirmatory factor analyses. Our four-factor model demonstrated acceptable fit to the data (χ^2 (129) = 269.05; CFI = .96; SRMR = .04; RMSEA = .07), and all loadings were significant ($p < .05$). In support of the discriminant validity of this model, the model fit the data significantly better than six three-factor models in which any two of the four factors were combined ($495.87 \leq \Delta \chi^2 (\Delta df = 3) \leq 648.48$).

Next, we conducted an independent samples *t*-test to examine the mean comparisons between the high versus low managerial endorsement of coworker voice conditions on the manipulation check. Our results showed that participants reported more managerial endorsement of coworker voice in the high condition ($M = 4.29$, $SD = .74$) than in the low condition ($M = 2.01$, $SD = .74$), $t(194) = 21.50$, $p < .001$, indicating that our experimental manipulation was successful.

Hypothesis Testing

We tested our hypotheses using path analysis. Our independent variable, managerial endorsement of coworker voice, was modeled as a dichotomous variable (1 = high managerial endorsement of coworker voice condition, 0 = low managerial endorsement of coworker voice condition). In our path analysis, we controlled for the covariations between voice instrumentality and voice threat, and between voice behavior and avoidance-oriented CWB.

Hypothesis 1 predicted that managerial endorsement of coworker voice is positively related to observer voice instrumentality. Our results showed that managerial endorsement of coworker voice positively predicted observer voice instrumentality (B = 1.11, se = .11, $p < .001$). Thus, our results support Hypothesis 1. Hypothesis 2 predicted that managerial endorsement of

coworker voice has a positive indirect relation with observer voice behaviors via voice instrumentality. Our results showed that voice instrumentality was positively related to observer voice behaviors (B = .69, se = .10, $p < .001$). To test the indirect effect, we used case bootstrapping with 20,000 replications and evaluated the 95% bias corrected confidence intervals around the estimates.[1] In support of Hypothesis 2, our results showed that the indirect effect of managerial endorsement of coworker voice on observer voice behaviors via observer voice instrumentality was positive and significant (estimate = .77, 95% bias corrected CI = [.506, 1.064]). Hypothesis 3 predicted that managerial endorsement of coworker voice is positively related to observer voice threat. Our results showed that managerial endorsement of coworker voice had a positive and significant relationship with observer voice threat (B = .29, se = .13, $p = .029$). Thus, our Hypothesis 3 was supported. Hypothesis 4 predicted that managerial endorsement of coworker voice has a positive indirect effect on observer avoidance-oriented CWB via voice threat. Our results showed observer voice threat was positively related to observer avoidance-oriented CWB (B = .30, se = .05, $p < .001$). Supporting Hypothesis 4, our results showed that the indirect effect between managerial endorsement of coworker voice and observer avoidance-oriented CWB via observer voice threat was also positive and significant (estimate = .09, 95% bias corrected CI = [.013, .182]). See Table 2 for the results of our analyses.

Supplementary Analysis

As a robustness check, we examined the relationship of voice instrumentality with avoidance-oriented CWB. Voice instrumentality was not related to avoidance-oriented CWB (B = -.14, se = .08, $p = .058$). We also examined the relationship of voice threat with voice

[1] To provide a conservative estimate of our indirect effects, we also modeled the direct effects in our analyses, testing partial mediation. As shown in Table 2, our results did not indicate significant direct effects of the managerial endorsement of coworker voice condition on voice behaviors (B = .28, se = .18, $p = .116$) nor on avoidance-oriented CWB (B = -.02, se = .14, $p = .900$).

behaviors. Results indicated a non-significant relationship between voice threat and voice behaviors (B = .01, se = .07, p = .946).

Study 1 Discussion

Study 1 demonstrated that managerial endorsement of coworker voice is related to observers' voice instrumentality and voice threat. Additionally, our results indicated that (a) voice instrumentality serves as a mechanism between the indirect effect of managerial endorsement of coworker voice on observer voice behaviors, and (b) voice threat serves as a mechanism between the indirect effect of managerial endorsement of coworker voice on observer avoidance-oriented CWB. Thus, our results provide preliminary evidence that managerial voice endorsement can be perceived as both a positive and negative stimulus, triggering both approach- and avoidance-oriented responses from an observer.

Although Study 1 provided support for our proposed approach- and avoidant-oriented responses to observing managerial endorsement of coworker voice, this study is limited in some respects. First, Study 1 used a scenario-based experiment where we asked participants to consider a specific, hypothetical instance of managerial voice endorsement. Although manipulating managerial endorsement of coworker voice can be helpful for making causal inferences, the external validity of this method is restricted, and demand effects may be present. Second, our outcome variables reflected employees' *intention* to voice and engage in avoidance-oriented CWB rather than their engagement in actual behaviors. In addition, our mediator and outcome variables were measured at the same time and from the same source, raising concerns of common method bias (Podsakoff et al., 2012). Finally, we did not test our proposed moderating effects in Study 1. We therefore conducted a second study to address these limitations.

Study 2

Sample and Procedure

We conducted a multi-wave, multi-source field study with 180 full-time employees working in the United States. We recruited participants from several sources, including employees at a large organization and through MBA alumni networks. Each employee was asked to recruit a coworker from their workgroup whose behavior they could easily observe and who was available and qualified to participate in this study with them. We encouraged participants to not just pick their favorite coworker among those in their workgroup, but rather to randomly select a coworker by choosing the person whose name comes before theirs alphabetically. Having a sample of coworker dyads is an instrumental part of our design as it kept the observation referent consistent throughout the duration of the study and allowed us to measure the employee's behaviors using coworker-ratings in the third survey.

We sent out surveys in three waves, separated by two-week intervals. In the first wave, employees rated their manager's endorsement of their recruited coworker's voice behaviors, as well as their personality traits (extraversion and neuroticism) and demographic information. In the second wave, employees rated their own voice instrumentality and voice threat. Finally, in the third wave, coworkers rated the employees' voice behavior and avoidance-oriented CWB.

In total, 222 employees (111 dyads) signed up to participate in our study by completing the first survey, 212 completed the second survey, and 209 completed the third survey. Of the 194 employees with complete data at all three time periods (including coworker ratings at Time 3), we excluded 14 additional participants for data quality reasons. Specifically, we removed careless respondents (Meade & Craig, 2012)—those who completed surveys in a very brief amount of time (less than 3 minutes; Mitchell et al., 2015)—and those who failed one or more attention checks. We also excluded participants who indicated that we should not use their data

in our analysis due to their work context or environment.[2] After removing these 14 participants, our final sample size comprised 180 employees from 92 dyads.[3]

Our final sample was 52.0% female, and 69.8% Caucasian, 15.6% Black, 7.2% Hispanic, 5.6% Asian, and 1.8% multiracial. Participant's average age was 34.6 (*SD* = 8.8), their average tenure in their organization was 6.3 years (*SD* = 5.6), they worked an average of 38.7 hours per week (*SD* = 5.2), and they interacted an average of 25.5 hours per week (SD = 11.2) with the coworker they recruited to participate in this study. Participants were employed in a variety of industries, including manufacturing (17.2%), education (14.4%), banking or finance (13.9%), healthcare (7.8%), and retail (6.7%).

Measures

Before responding to each scale item, participants were asked to think about their observations, thoughts, and behaviors over the past two work weeks when answering each question. To ensure that participants were observing the same coworker throughout the duration of the survey, we inserted their coworker's name into all survey items that referenced their coworker.

Managerial Endorsement of Coworker Voice. Managerial endorsement of coworker voice (ω = .93) was measured using the same scale we used as the manipulation check in Study 1. In this study, items referenced their actual supervisor and coworker, rather than the

[2] In the third survey, we asked participants whether we should include their data in our analysis and provided a text box for participants to describe anything that may have prevented them from providing quality or useful data. For example, one participant noted that their responses should be excluded from the study because employees in their organization "work independently on [their] caseloads and stay in [their] individual offices for the most part."

[3] Four coworkers provided data in the third survey about their coworker's voice behavior and avoidance-oriented CWB but did not provide sufficient data in the first and second surveys about their own perceptions of managerial endorsement of coworker voice, voice instrumentality, and voice threat. Consequently, these four coworkers were not considered as focal employees in our final analysis. However, their assessments of their coworker's voice behavior and avoidance-oriented CWB were retained as other-reported measures in their coworker's analysis. This explains the unequal ratio of employees to dyads.

hypothetical supervisor and coworker provided in Study 1. As in Study 1, participants rated their agreement for each item using a five-point scale (from 1 = *not at all* to 5 = *very much*).

Observer Voice Instrumentality. As in Study 1, we measured observer voice instrumentality (ω = .93) with an adapted version of Ng et al.'s (2021) five-item scale. Participants used a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*) to indicate their agreement with each item.

Observer Voice Threat. Observer voice threat (ω = .96) was measured using the same scale as in Study 1. Participants rated their agreement with each item using a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*). Once again, these items referenced the employee's coworker directly by name.

Observer Voice Behavior. Observer voice behavior (ω = .91) was measured by the observer's coworker using the same scale as Study 1. Coworkers indicated the extent to which the observer engaged in each behavior using a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*).

Observer Avoidance-Oriented CWB. Observer avoidance-oriented CWB (ω = .96) was measured by the observer's coworker using the same scale as in Study 1. Coworkers indicated the extent to which the observer engaged in each behavior toward them using a five-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*).

Observer Personality. Observer extraversion (ω = .87) and neuroticism (ω = .88) were measured using six items each from the assertiveness facet of extraversion and withdrawal facet of neuroticism scales from DeYoung et al. (2007). Example items include "I take charge" for extraversion and "I worry about things" for neuroticism. Participants indicated the extent to

which each statement described how their general tendencies using a five-point scale (from 1 = *very slightly or not at all* to 5 = *extremely*).

Although extraversion encompasses both assertiveness and enthusiasm facets, the former drives one's approach tendency. Assertiveness refers to one's "wanting" – a motivational aspect prompting approach towards reward and goal achievement. In contrast, enthusiasm mirrors the positive hedonic reaction to a reward (Kirkland et al., 2015). Regarding volatility and withdrawal as the two facets of neuroticism, volatility indicates poor emotional control and the tendency to become easily angered and irritated, whereas withdrawal involves a predisposition of avoidance that promotes a passive, withdrawal tendency (Kirkland et al., 2015). Thus, we chose these facets because they drive the approach and avoidance tendencies within ones' personality traits (e.g., Corr et al., 2013; Quilty et al., 2014; Xu et al., 2021), and provide a more appropriate test of the proposed personaity traits' moderating effects. We also shortened the original scales from 10 items to six items each by removing the reverse-coded items to reduce the method bias that occurs when measures balance positively- and negatively-worded items (Podsakoff et al., 2003) (for evidence of validity, see our online supplemental materials).

Analytic Strategy

We tested our hypothesized model using path analysis. Given that employees recruited a coworker to participate in this study with them, our data were nested within dyads. To account for this nesting, we used the complex modeling command in Mplus, which employs a sandwich estimator to calculate robust standard errors (Muthén & Satorra, 1995). For similar applications of this procedure, see Tang et al. (2022) and Yoon et al. (2021). We grand-mean centered all exogenous variables (i.e., managerial endorsement of coworker voice, extraversion, and neuroticism). We also included the covariation between voice instrumentality and voice threat, as

well as voice behavior and avoidance-oriented CWB, and we modeled the direct paths in our analyses. The mediation and moderated mediation hypotheses employed parametric bootstrapping with 20,000 replications, examining the bias corrected confidence intervals around the estimate (Preacher et al., 2010).

Study 2 Results

Reported in Table 3 are the descriptive statistics and correlations. Before testing our hypotheses, we first conducted a confirmatory factor analysis on our focal variables (managerial endorsement of coworker voice, observer voice instrumentality, observer voice threat, observer voice behaviors, observer avoidance-oriented CWB, and observer extraversion and neuroticism) to assess the fit of the measurement model. The hypothesized model demonstrated good fit to the data: $\chi^2(539) = 980.31$; CFI = .90; RMSEA = .07; SRMR = .06, and all loadings were significant ($p < .05$). This seven-factor model fit the data significantly better than all other constrained models in which any two of the seven factors were combined ($188.37 \leq \Delta \chi^2\text{s} (\Delta df = 6) \leq 850.26$). These findings support the discriminant validity of the measures of our focal constructs.

Table 4 and Figure 2 show the results of our analyses. Hypothesis 1 predicted that managerial endorsement of coworker voice is positively associated with observer voice instrumentality. Our results showed that managerial endorsement of coworker voice was positively related to observer voice instrumentality (B = .29, se = .10, $p = .002$), supporting Hypothesis 1. Hypothesis 2 predicted an indirect relation of managerial endorsement of coworker voice with observer voice behaviors via observer voice instrumentality. Our results showed that observer voice instrumentality was positively related to observer voice behaviors (B = .21, se = .08, $p = .005$), and the indirect relation of managerial endorsement on observer voice

behaviors through observer voice instrumentality was positive and significant (indirect effect = .06, 95% bias corrected CI = [.016, .166]). Thus, Hypothesis 2 was supported.

Hypothesis 3 predicted that managerial endorsement of coworker voice is positively related to observer voice threat. Our results showed that managerial endorsement of coworker voice was significantly related to observer voice threat (B = .16, se = .08, p = .041), supporting Hypothesis 3. Hypothesis 4 predicted an indirect relation of managerial endorsement of coworker voice with observer avoidance-oriented CWB via observer voice threat. Consistent with this prediction, our results showed that observer voice threat had a positive and significant relationship with observer avoidance-oriented CWB (B = .59, se = .09, p < .001), and the indirect relation of managerial endorsement with observer avoidance-oriented CWB via observer voice threat was positive and significant (indirect effect = .10, 95% bias corrected CI = [.006, .196]).

Hypothesis 5 predicted that observer extraversion moderates the relation of managerial endorsement of coworker voice with observer voice instrumentality. However, this hypothesis was not supported because we did not observe a significant interaction between manager endorsement of coworker voice and observer extraversion (B = .04, se = .09, p = .683) on observer voice instrumentality. As a result, the moderated mediation relationship proposed by Hypothesis 6 was also not supported.

Hypothesis 7 predicted that observer neuroticism moderates the relation of managerial endorsement of coworker voice with observer voice threat. Our results showed that observer neuroticism moderated the relation between managerial endorsement of coworker voice with observer voice threat (B = .17, se = .08, p = .044). As shown in Figure 3, this relation was stronger for those with higher neuroticism (B = .30, se = .12, p = .011) than those with lower neuroticism (B = .02, se = .09, p = .791). Thus, Hypothesis 7 was supported.

Hypothesis 8 posited that observer neuroticism moderates the indirect relation of managerial endorsement of coworker voice with observer avoidance-oriented CWB via observer voice threat. Our results revealed that this indirect relation was stronger for observers with higher neuroticism (indirect effect = .18, 95% bias corrected CI = [.050, .318]) than those with lower neuroticism (indirect effect = .01, 95% bias corrected CI = [-.082, .134]). The difference between these indirect effects was significant (estimate = .16, 95% bias corrected CI = [.009, .185]). Thus, Hypothesis 8 was supported.

Supplementary Analyses

We checked the robustness of our findings by running several supplementary analyses. To begin, we examined the relationship of observer voice instrumentality with observer avoidance-oriented CWB. Observer voice instrumentality was not related to observer avoidance-oriented CWB (B = -.05, se = .07, *p* = .496). We also examined the relationship of observers' voice threat with voice behavior, which was non-significant (B = -.11, se = .07, *p* = .153).

Second, we conducted supplementary analyses on the moderating effects of extraversion and neuroticism. Specifically, we tested the possibility of a) three-way interactions among extraversion, neuroticism, and managerial endorsement of coworker voice predicting voice instrumentality and voice threat, and b) second stage moderating effects of extraversion and neuroticism. Regarding the three-way interactions, our results showed that the combined interaction of extraversion and neuroticism did not moderate the relations of managerial endorsement of coworker voice with voice instrumentality (B = -.10, se = .06, *p* = .102) nor voice threat (B = -.01, se = .07, *p* = .912). Regarding the second stage interactions, extraversion did not moderate the relation of voice instrumentality with voice behavior (B = .12, se = .08, *p* =

.143), nor did neuroticism moderate the relation of voice threat with avoidance-oriented CWB (B = -.09, se = .07, p = .220).

As another robustness check, we added four control variables on our mediators and dependent variables.[4] First, we added managerial endorsement of the observer's own voice as a control to rule out the possibility that the effects were driven by differential endorsement practices by the leader. Second, we controlled for interpersonal liking, given that it has been shown to obstruct the accuracy of one's observations and reporting of the other person's behaviors (Tsui & Barry, 1986). Third, we controlled for perceived managers' openness to voice to demonstrate that actively endorsing coworker voice has effects for the observer that go above and beyond employees' perceptions that their manager is generally open to suggestions. Lastly, we added psychological safety as a control, given its widely acknowledged effects on voice behavior (for a review, see Edmondson & Lei, 2014). After adding the four control variables, our results remained consistent, demonstrating the strength of our results (see Table 5).

We also tested two alternative mechanisms alongside voice instrumentality to check whether voice instrumentality is the most appropriate approach-oriented cognition triggered by managerial endorsement of coworker voice. Specifically, we included voice efficacy (the belief in one's ability to speak up at work; Tangirala et al., 2013) and voice utility (the belief that speaking up is worthwhile and can result in positive changes) as alternative mediators in our path analysis. We choose these two alternatives because the vicarious learning and motivation literature would suggest that voice efficacy may be a reasonable alternative indicator of approach

[4] Managerial endorsement of observer's voice (ω = .93) was measured in the first wave survey using the same items as managerial endorsement of coworker voice taken from Burris (2012); however, we replaced the phrase "this coworker's ideas" with "my ideas" in each item. Interpersonal liking (ω = .88) was measured in the first wave survey using the three-item scale from Tsui and Barry (1986). Manager's openness to voice (ω = .92) was measured in the second wave survey using a four-item scale from Liu et al. (2015) that was originally created by Ashford et al. (1998). Psychological safety (ω = .78) was measured in the third wave survey using the five-item measure from Liang et al. (2012). All control variables were rated on five-point Likert scales.

motivation (Bandura, 1997), and because it is possible that managerial endorsement of coworker voice may trigger prosocial- or change-oriented cognitions in addition to our proposed self- or instrumental-oriented cognitions. Voice efficacy was measured using Ng et al.'s (2021) five-item scale and voice utility was measured by reverse coding Burris et al.'s (2008) three-item voice futility scale. After adding the alternative mechanisms (i.e., voice efficacy and voice utility), the results of our hypothesized model remained consistent (see Table 6). Regarding the two alternative mechanisms, our supplementary results showed that managerial endorsement of coworker voice was not related to the observers' voice efficacy (B = -.05, se = .07, p = .470) or voice utility (B = -.08, se = .09, p = .362). Additionally, although voice efficacy was positively related to voice behavior (B = .21, se = .08, p = .006), voice utility was not (B = -.03, se = .07, p = .699). Neither voice self-efficacy (B = .09, se = .07, p = .199) nor voice utility (B = -.05, se = .06, p = .377) was related to avoidance-oriented CWB.

Post Hoc Analysis

It is possible that the variance of voice threat changes as a function of the observer's neuroticism, rather than as a result of the interaction between personality and managerial endorsement of coworker voice. That is, observers high in neuroticism may feel higher levels of voice threat regardless of their observation of managerial endorsement of coworker voice. Although we did not formally hypothesize this restricted variance interaction, we tested it in a post hoc analysis using the Breusch-Pagan test of constant variance (Breusch & Pagan, 1979). We conducted this test for neuroticism and voice threat, given that this was the only significant interaction. In accordance with Cortina et al. (2019), we followed these steps using SPSS: First, we regressed the moderator (neuroticism) on the corresponding mediator (voice threat) to generate residuals. Next, we squared the residual values, which were then regressed back onto

the moderator. Finally, we multiplied the R^2 value by the sample size (N = 180) to obtain our chi-squared value, with degrees of freedom equal to 1 (representing one predictor). As Cortina et al. (2019, p. 2801) noted, "A significant chi-squared suggests that variance is not constant across values of the moderator," therefore indicating that the variance is restricted (or enhanced) as a function of the moderator. Interestingly, the chi-squared result for neuroticism and voice threat was not significant (B = .02; $\chi^2(1) = .36$, $p = .548$), indicating that the variance of voice threat is equal across all values of neuroticism. Thus, there are no restricted variance concerns for the interaction of managerial endorsement of coworker voice and neuroticism on voice threat.

General Discussion

To date, research on managerial endorsement has been rather narrow, focusing primarily on its antecedents rather than consequences (for exceptions, see Liu et al., 2022; Wu et al., 2021). This is because researchers have assumed that managerial endorsement is desirable and beneficial for voicers and organizations (Burris, 2012; Lam et al., 2019; Li et al., 2019). However, when managers endorse their employees' voice, this endorsement may trigger dual reactions from observers in the work unit. Thus, there is a need to understand how observers react to managerial endorsement of coworker voice, and whether these reactions trigger behaviors that carry benefits and costs for organizations, which we sought to examine in this research.

Drawing on an approach-avoidance framework, we develop a comprehensive picture of the consequences of managerial endorsement of coworker voice. Specifically, we examine the process through which managerial endorsement of coworker voice triggers observers' approach and avoidant reactions, spurring behaviors that impact organizational functioning. We found that managerial endorsement of coworker voice was positively related to observer voice

instrumentality, boosting the observer's engagement in voice behavior. We also found that managerial endorsement of coworker voice was positively related to observer's voice threat, and such voice threat prompted their engagement in avoidance-oriented CWB toward the voicer. Interestingly, we further showed that managerial endorsement of coworker voice was more strongly related to observers' voice threat when observers had higher (vs. lower) trait neuroticism. By illustrating *why, when,* and *for whom* managerial endorsement of coworker voice influences observers' approach and avoidant reactions, we contribute a broader and deeper understanding of the impact of managerial endorsement in the workplace (Whetten, 1989).

Theoretical Implications

Our research makes a number of theoretical contributions. First, we add a new perspective to the voice and managerial endorsement literatures by adopting the vantage point of third-party observers who fall outside of the voicer–endorser interaction. Our theory helps to explain how observers' perceptions and behaviors are influenced by managerial endorsement of coworker voice. Illuminating this perspective is important because neither voice behaviors nor managerial endorsements occur in a vacuum. As such, we contribute to the literature by theorizing observers' beneficial and harmful reactions associated with managerial voice endorsement, as well as their implications for organizations.

Second, we contribute to the approach and avoidance theoretical framework by demonstrating that managerial endorsement of coworker voice may be perceived as a positive or negative stimulus for observers. On the one hand, our results showed that managerial endorsement of coworker voice may foster a higher perception of observers' voice instrumentality, which is linked to their subsequent engagement in voice behavior. On the other hand, our results also showed that managerial endorsement of coworker voice may trigger voice

threat for observers, which may subsequently prompt avoidance-oriented CWB. These results parallel and build on research related how peers respond to high performing coworkers (Campbell et al., 2017; Hendricks et al., 2022; Kim & Glomb, 2014; Lam et al., 2011). Indeed, we contribute to this line of research by showing that not only can coworkers' in-role performance trigger harmful reactions from observers, but so can managerial endorsement of coworkers' extra-role performance (i.e., coworker voice). In addition, we offer a balanced and comprehensive perspective of this phenomenon by demonstrating both the approach and avoidance mechanisms and outcomes associated with managerial endorsement of coworker voice.

Third, we add to the growing evidence within the voice literature suggesting that sometimes voice may be motivated by instrumental reasons. Importantly, the prosocial essence of voice is undeniable and well-established in the voice literature (Morrison, 2022), yet its prominence overshadows the instrumentality of voice (Morrison, 2014). Our research brings the latter perspective forward and adds to the growing literature suggesting that employees may become aware of the instrumental advantages of voice behaviors when they see managerial endorsement and subsequently use voice as an opportunity to obtain benefits or achieve their goals (e.g., Ng & Feldman, 2012; Ng et al., 2021). By theorizing and empirically showing that manager endorsement of coworker voice can trigger instrumentality beliefs for observers (rather than voice efficacy or voice utility as shown in the supplementary analysis of Study 2) which prompts subsequent voice behavior, we highlight the potential of a new line of inquiry into understanding when and why voice may sometimes be used a strategic, pro-self activity.

Fourth, we add to the voice literature by investigating the consequences, rather than the antecedents, of managerial voice endorsement. To date, researchers have largely assumed the

positive implications of managerial voice endorsement, resulting in a body of research that is narrowly focused on factors and conditions that facilitate endorsement, while neglecting its possible consequences (e.g., Burris, 2012; Lam et al., 2019; Li et al., 2019). By positioning managerial voice endorsement as the starting point of our investigation, we theorized and found that managerial voice endorsement is not an end in itself but can be a means for influencing the perceptions and behaviors of others in the workplace. We did so by adopting the vantage point of observers and drawing from an approach-avoidance framework to theorize the consequences of managerial endorsement of coworker voice. These findings can launch a new scholarly conversation about the effects of an important voice outcome that is vaguely understood.

Finally, our research makes additional contributions by unveiling one individual difference that may influence for whom managerial endorsement of coworker voice is more likely to trigger avoidance reactions. Consistent with an approach-avoidance framework (Elliot, 2006; Elliot & Thrash, 2002), we hypothesized that observer extraversion and neuroticism are two traits that may influence the extent to which observers focus on the positive or negative aspects of managerial endorsement of coworker voice. Regarding the former, we did not find evidence that observers with higher extraversion are more likely to experience a stronger relationship between managerial endorsement of coworker voice and voice instrumentality. This may be because managerial endorsement is universally regarded as a positive signal by all employees (e.g., Wu et al., 2021), regardless of their sensitivity to positive stimuli. Regarding the latter, however, our results indicated that observers with higher neuroticism are more likely to focus on negative stimuli and potential losses, thereby amplifying the effect of managerial endorsement of coworker voice on observers' voice threat. This finding is important because it

demonstrates that personality can shape the ways in which managerial endorsement of coworker voice is perceived, especially in a negative light.

Practical Implications

In addition to our theoretical contributions, our findings provide several practical contributions as well. To begin, it is worth pointing out that across two studies, our results suggest that managerial endorsement of coworker voice may have a stronger association with observers' voice instrumentality compared to voice threat. Accordingly, our findings show that managerial endorsement of coworker voice may elicit a chain reaction, encouraging observers to engage in their own voice behaviors at work. Understanding this is crucial because organizations increasingly depend on employee suggestions and concerns to improve their processes and effectiveness (Grant, 2013; Morrison, 2011), which can occur second hand via social modeling and vicarious learning (Bandura, 1988). Thus, it is important to know the steps that managers could take to foster voice behaviors directly and indirectly from their employees. Although it may be impossible for managers to endorse every idea or suggestion, our findings demonstrate that managerial endorsement of coworker voice may stimulate a wide-spread perception of voice instrumentality and encourage other employees to speak up. Also, when endorsing voice, it behooves managers to do so in a way that accentuates approach-based reactions in observers, which might be achieved by, for example, not only praising the voicer but also encouraging others to share their ideas.

Although it appears that the primary outcome of observing managerial endorsement of coworker voice is voice instrumentality, there may be a bit of threat involved for observing employees that managers should consider. More specifically, our findings indicated that managerial endorsement of coworker voice can also be perceived as a negative stimulus,

triggering voice threat and subsequent avoidance-oriented CWB. These results are particularly concerning given that avoidance-oriented CWBs damage relational closeness between employees (McCullough et al., 1998) and ultimately harm employee well-being (Deci & Ryan, 2000; Reis et al., 2000). In addition, if all observers engage in avoidance-oriented CWB towards the coworker who received endorsement, this coworker may struggle to form and maintain interpersonal relationships at work (Hershcovis, 2011), or begin to experience ostracism by the work group as a whole. Meta-analytic findings have shown that ostracism is particularly harmful for one's task performance, contextual performance (e.g., helping), and well-being, and can lead to turnover (Howard et al., 2020). As such, we urge managers and organizations to be aware of the potential costs associated with managerial voice endorsement.

Given that observers with higher neuroticism are more likely to perceive managerial endorsement of coworker voice as a negative stimulus, managers should be aware of their followers' personalities and develop strategies to assuage neurotic employees' concerns. For example, managers could offer reassuring sentiments to neurotic employees so they experience less trepidation while they are at work, weakening their sensitivity to negative stimuli. Managers can also take steps to ensure that trait-relevant cues for neuroticism within the task, social, and organizational environments (e.g., competitive endeavors, zero-sum reward allocations, ambiguous interpersonal interactions) are minimized or removed, which would lessen the likelihood that neurotic cognitions and behaviors are "activated" at work (Tett & Burnett, 2003). Lastly, organizations could encourage, or potentially even incentivize, their employees to participate in physical activity (e.g., short walks and stretching) to help counteract some of the facets of neuroticism (Mata et al., 2012). By limiting the potential downsides of managerial endorsement of coworker voice, organizations may ultimately reduce avoidance-oriented CWB.

Another strategy organizations may use to diminish the possibility of voice threat and subsequent avoidance-oriented CWB would be to reward a workgroup as a whole when one or more employees speak up. Such forms of group compensation for speaking up to suggest ways through which performance can be improved (e.g., Scanlon and Rucker gainsharing plans) have been shown to be effective strategies for enhancing performance (Arthur & Huntley, 2005). For observers, witnessing managerial endorsement of coworker voice and receiving compensation or other benefits for their coworkers' comments may reinforce the gains employees can obtain by speaking up, further strengthening observers' voice instrumentality and subsequent voice behaviors. It may also strengthen the collective or interdependent identities of employees, thereby lessening the likelihood that a specific group member would be excluded or aggressed against by other members. As such, we suggest that organizations and leaders pair managerial endorsement of coworker voice with group-based incentives and recognition to reinforce these positive effects for both voicers and observers alike, thereby maximizing voice behavior.

Limitations and Future Directions

Despite the combined strength of our experimental study and multi-source and multi-level field study, some limitations warrant mention. First, although we instructed Study 2 participants to recruit a coworker whose name comes before theirs alphabetically, it is possible that some participants ignored these instructions and chose to recruit their friend or closest colleague instead. Although we accounted for interpersonal likeness in the supplementary analyses of Study 2, this study could be enhanced by ensuring that participants followed the recruitment instructions or by accounting for the relationship between the observer and the voicing coworker more directly. Related to that point, we did not account for the perceived similarity between the voicer and the observer, the voicer and the leader, or the leader and the

observer. In addition to demographic similarity (e.g., gender, race, age, socioeconomic status), future research could consider self-other overlap (i.e., inclusion of other in the self; Aron et al., 1992) or coworker/leader identification (e.g., Farmer et al., 2015) as possible moderators of these relationships.

Second, our research solely focused on observers' cognitive responses (voice instrumentality and voice threat) to managerial endorsement of coworker voice. Such a perspective may be limited if managerial endorsement of coworker voice also elicits affective responses in observers. For example, given that managerial endorsement is perceived as a positive stimulus by observers, the presence of such a stimulus may prompt observers to experience high activation positive emotions, such as excitement and happiness (Brockner & Higgins, 2001). Thus, future research could integrate other theories, such as regulatory focus theory, to shed light on possible emotional responses towards managerial endorsement of coworker voice to complement the cognitive responses identified in our study.

Third, while we replicated the main effects in Studies 1 and 2, our study designs were not perfect. Study 1 establishes the effects of managerial endorsement of coworker voice on observers' voice instrumentality and voice threat, while Study 2 delves deeper into the robustness and boundary conditions of these relationships. We encourage researchers to further examine and replicate these moderating effects in experimental settings. In addition, following our approach-avoidance framework, we examined personality-based markers of approach (the assertiveness facet of extraversion) and avoidance (the withdrawal facet of neuroticism) temperaments as moderators of the effects of managerial endorsement of coworker voice on observers' voice instrumentality and voice threat, respectively. However, other situational factors may also play a role in shaping observers' reactions toward managerial endorsement. For

example, it is possible that the relationship between the observer and the manager (e.g., leader-member exchange) may influence how observers respond and react to managerial endorsement. When a manager and an observer have a poor-quality relationship, observers may not believe or trust that the opportunity for gains highlighted by managerial endorsement of coworker voice applies to them, weakening the effects of managerial endorsement of coworker voice on observers' voice instrumentality. Such a poor relationship between observers and managers may also amplify the effects of managerial endorsement of coworker voice on voice threat, enhancing the likelihood for observers' engagement in avoidance-oriented CWB. In contrast, a supportive and trusting relationship between the observer and manager may amplify the effects of managerial endorsement of coworker voice on observers' voice instrumentality and weaken its effects on observers' voice threat. Thus, future research could extend our model and enrich the context by including the moderating effects of relational ties between the leader and the observer.

While we focused on observer's reactions to managerial endorsement, future research should also examine how observers will react to managerial reprimands of coworker voice. Indeed, people respond more strongly to negative (vs. positive) events (Taylor, 1991). Given that voice is a proactive and exemplary behavior (Van Dyne et al., 1995), managerial reprimands of coworker voice are likely to be perceived as mistreatment by observers, likely triggering negative emotional reactions. Indeed, it has been suggested that anger is the primary emotion experienced by observers when they witness mistreatment (Folger, 2001). Thus, when coworkers are reprimanded for engaging in voice behaviors, observers are more likely to experience negative emotions, such as anger, and engage in more direct forms of CWB as a result.

Therefore, future research could extend our model by including other managerial reactions to coworkers' voice behaviors that may have varying outcomes for observers.

Conclusion

Although the majority of research has focused on the processes and conditions through which managers are more likely to endorse employee voice, our study demonstrates how observers may react to managerial voice endorsement, triggering dual cognitive and behavioral reactions that influence the organization. Drawing from an approach-avoidance framework, results from two studies showed that observers may perceive managerial endorsement of coworker voice as a positive stimulus, prompting their voice instrumentality beliefs and fostering subsequent voice behavior. Observers may also perceive managerial endorsement of coworker voice as a negative stimulus, thereby triggering voice threat and subsequent avoidance-oriented CWB, particularly for those with higher neuroticism. We hope that our research stimulates a new way to think about managerial endorsement of coworker voice and inspires future research to further understand how workgroups and organizations may be impacted by such endorsements.

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Table 1

Study 1 Descriptive Statistics and Correlations

	Variables	Mean	SD	1	2	3	4	5	6	7
1	Managerial Endorsement of Coworker Voice Manipulation	0.49	0.50	—						
2	Observer Voice Instrumentality	3.48	0.96	.58**	(.95)					
3	Observer Voice Threat	2.25	0.94	.16*	.23**	(.90)				
4	Observer Voice Behaviors	3.39	1.12	.47**	.67**	.16*	(.97)			
5	Observer Avoidance-Oriented CWB	1.35	0.67	-.07	.12	.37**	-.07	(.92)		
6	Age	38.81	12.16	-.08	-.04	-.21**	.07	-.09	—	
7	Gender	0.51	0.50	.04	-.06	-.14*	-.07	-.12	.04	—
8	Organizational Tenure	7.46	7.11	-.08	.01	-.13	.02	-.07	.46**	-.04

Note: $N = 197$. Omega coefficients are reported in parentheses along the diagonal. Gender is coded as 1 = female; 0 = male. * $p < .05$; ** $p < .01$.

Table 2

Study 1 Path Analysis Results

	Observer Voice Instrumentality			Observer Voice Threat			Observer Voice Behavior			Observer Avoidance-Oriented CWB		
Predictors	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**
Intercept	2.93	.09	31.49**	2.11	.09	22.45**	.83	.34	2.46*	1.18	.24	4.88**
Managerial Endorsement of Coworker Voice	1.11	.11	9.88**	.29	.13	2.19*	.28	.18	1.57	-.02	.14	-.13
Observer Voice Instrumentality							.69	.10	7.09**	-.14	.08	-1.90
Observer Voice Threat							.01	.07	.07	.30	.05	6.12**
R^2	33%			2%			46%			18%		

Note: $N = 197$. R^2 values were obtained using the standardized command in Mplus. Blanks indicate that those paths were not estimated in the analysis. We modeled the covariation between voice instrumentality and voice threat (estimate = .12, se = .06, p = .037) as well as between voice behavior and avoidance-oriented CWB (estimate = .01, se = .04, p = .862). * $p < .05$; ** $p < .01$.

Table 3

Study 2 Descriptive Statistics and Correlations

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1	Managerial Endorsement of Coworker Voice	3.24	0.95	(.93)										
2	Observer Voice Instrumentality	3.01	0.97	.36**	(.93)									
3	Observer Voice Threat	1.64	0.96	.09	.29**	(.96)								
4	Observer Voice Behaviors	3.61	0.79	.21**	.27**	-.04	(.91)							
5	Observer Avoidance-Oriented CWB	1.67	0.85	.05	.14	.65**	-.08	(.96)						
6	Observer Extraversion	3.70	0.69	.21**	.30**	-.04	.13	-.09	(.87)					
7	Observer Neuroticism	2.48	0.82	-.09	-.09	.09	-.09	.04	-.52**	(.88)				
8	Extraversion x Managerial Endorsement	0.14	0.79	.12	.10	-.12	.10	-.14	.02	-.10	—			
9	Neuroticism x Managerial Endorsement	-0.07	0.90	-.33**	-.21**	.14	-.06	.09	-.10	.03	-.48**	—		
10	Age	34.64	8.78	-.15*	-.34**	-.05	-.10	-.04	.05	-.16*	.12	.11	—	
11	Gender	0.52	0.50	.13	-.21**	-.09	-.06	-.02	.07	-.16*	-.02	-.05	.15*	—
12	Organizational Tenure	6.34	5.62	-.01	-.20**	-.06	-.05	-.06	.12	-.18*	.08	.01	.71**	.13

Note: $N = 180$. Omega coefficients are reported in parentheses along the diagonal. Gender is coded as 1 = female; 0 = male. * $p < .05$; ** $p < .01$.

Table 4

Study 2 Path Analysis Results

	Observer Voice Instrumentality			Observer Voice Threat			Observer Voice Behavior			Observer Avoidance-Oriented CWB		
Predictors	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**
Focal Variables												
Managerial Endorsement of Coworker Voice	.29	.10	3.03**	.16	.08	2.04*	.10	.08	1.32	.01	.05	.09
Observer Voice Instrumentality							.21	.08	2.84**	-.05	.07	-.68
Observer Voice Threat							-.11	.07	-1.43	.59	.09	6.91**
Observer Extraversion	.39	.14	2.87**	-.02	.17	-.14						
Observer Neuroticism	.10	.10	.96	.10	.12	.82						
Interactions												
Observer Extraversion × Managerial Endorsement of Coworker Voice	.04	.09	.41	-.06	.11	-.54						
Observer Neuroticism × Managerial Endorsement of Coworker Voice	-.08	.10	-.75	.17	.08	2.02*						
R^2	17%			5%			10%			43%		

Note: $N = 180$. R^2 values were obtained using the standardized command in Mplus. Blanks indicate that those paths were not estimated in the analysis. We modeled the covariation between voice instrumentality and voice threat (estimate = .26, se = .07, $p <$ .001) as well as between voice behavior and avoidance-oriented CWB (estimate = -.03, se = .05, $p = .565$). * $p < .05$; ** $p < .01$.

Table 5

Study 2 Supplementary Path Analysis Results

	Observer Voice Instrumentality			Observer Voice Threat			Observer Voice Behavior			Observer Avoidance-Oriented CWB		
Predictors	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**
Focal Variables												
Managerial Endorsement of Coworker Voice	.17	.08	2.17*	.30	.09	3.30**	-.05	.08	-.71	.07	.06	1.17
Observer Voice Instrumentality							.15	.08	2.06*	-.03	.08	-.33
Observer Voice Threat							-.08	.07	-1.09	.48	.09	5.28**
Observer Extraversion	.31	.14	2.23*	.09	.15	.62						
Observer Neuroticism	.12	.09	1.41	.07	.09	.76						
Control Variables												
Managerial Endorsement of Observer Voice	.18	.08	2.21*	.04	.07	.50	.34	.09	3.57**	.02	.07	.26
Interpersonal Liking	-.45	.11	-4.08**	-.54	.14	-3.73**	.04	.09	.47	-.23	.10	-2.32*
Manager's Openness to Voice	.26	.10	2.59*	-.18	.11	-1.68	.04	.10	.43	-.07	.10	-.69
Psychological Safety	.08	.13	.65	-.26	.10	-2.60**	-.17	.13	-1.27	-.08	.09	-.89
Interactions												
Observer Extraversion × Managerial Endorsement of Coworker Voice	.03	.08	.30	.08	.11	.77						
Observer Neuroticism × Managerial Endorsement of Coworker Voice	-.13	.08	-1.64	.16	.08	1.94*						
R^2	31%			27%			20%			47%		

Note: $N = 180$. R^2 values were obtained using the standardized command in Mplus. Blanks indicate that those paths were not estimated in the analysis. We modeled the covariation between voice instrumentality and voice threat (estimate = .23, se = .06, $p <$ .001) as well as between voice behavior and avoidance-oriented CWB (estimate = -.03, se = .04, $p = .503$). * $p < .05$; ** $p < .01$.

Table 6

Study 2 Supplementary Path Analysis Results with Alternative Mechanisms

	Observer Voice Instrumentality			Observer Voice Threat			Observer Voice Efficacy [a]			Observer Voice Utility [a]			Observer Voice Behavior			Observer Avoidance-Oriented CWB		
Predictors	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**	**B**	**S.E.**	**B/S.E.**
Focal Variables																		
Managerial Endorsement of Coworker Voice	.17	.08	2.18*	.30	.09	3.31**	-.05	.07	-.72	-.08	.09	-.91	-.06	.08	-.73	.07	.06	1.16
Observer Voice Instrumentality													.15	.07	2.02*	-.03	.07	-.38
Observer Voice Threat													-.06	.07	-.84	.48	.09	5.19**
Observer Voice Efficacy [a]													.21	.08	2.73**	.09	.07	1.29
Observer Voice Utility [a]													-.03	.07	-.39	-.05	.06	-.88
Observer Extraversion	.31	.14	2.23*	.09	.15	.62	.22	.09	2.39*	-.20	.12	-1.69						
Observer Neuroticism	.12	.09	1.41	.07	.09	.76	-.08	.08	-.97	-.31	.09	-3.51**						
Control Variables																		
Managerial Endorsement of Observer Voice	.18	.08	2.21*	.04	.07	.50	.23	.08	2.79**	.06	.09	.69	.28	.11	2.68**	-.00	.07	-.04
Interpersonal Liking	-.45	.11	-4.08**	-.54	.14	-3.74**	-.03	.12	-.23	.13	.10	1.28	.06	.08	.68	-.23	.10	-2.27*
Manager's Openness to Voice	.26	.10	2.59*	-.18	.11	-1.68	.31	.09	3.42**	.38	.12	3.19**	-.01	.10	-.10	-.08	.11	-.72
Psychological Safety	.08	.13	.65	-.26	.10	-2.60**	.09	.12	.77	.26	.12	2.12*	-.18	.13	-1.43	-.08	.09	-.87
Interactions																		
Observer Extraversion × Managerial Endorsement of Coworker Voice	.03	.08	.30	.08	.11	.77	-.10	.12	-.83	-.12	.09	-1.28						
Observer Neuroticism × Managerial Endorsement of Coworker Voice	-.13	.08	-1.64	.16	.08	1.94*	-.13	.09	-1.38	-.09	.09	-.99						
R^2	31%			27%			38%			28%			22%			47%		

Note: $N = 180$. R^2 values were obtained using the standardized command in Mplus. Blanks indicate that those paths were not estimated in the analysis. We modeled the covariation between all mechanisms (voice instrumentality, voice threat, voice efficacy, voice utility) as well as between voice behavior and avoidance-oriented CWB. [a] Indicates an alternative mechanism. * $p < .05$; ** $p < .01$.

Figure 1

Proposed Model

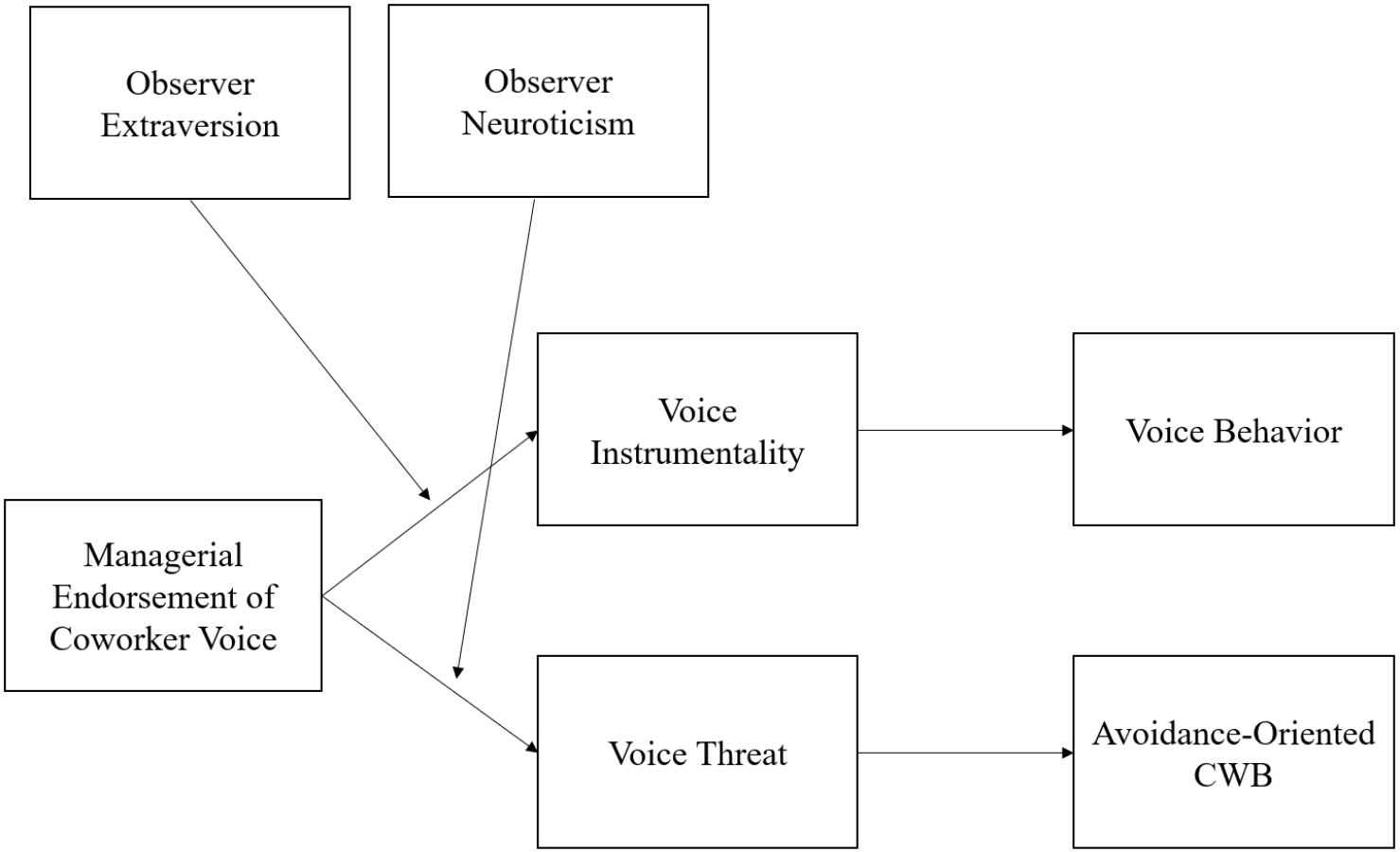
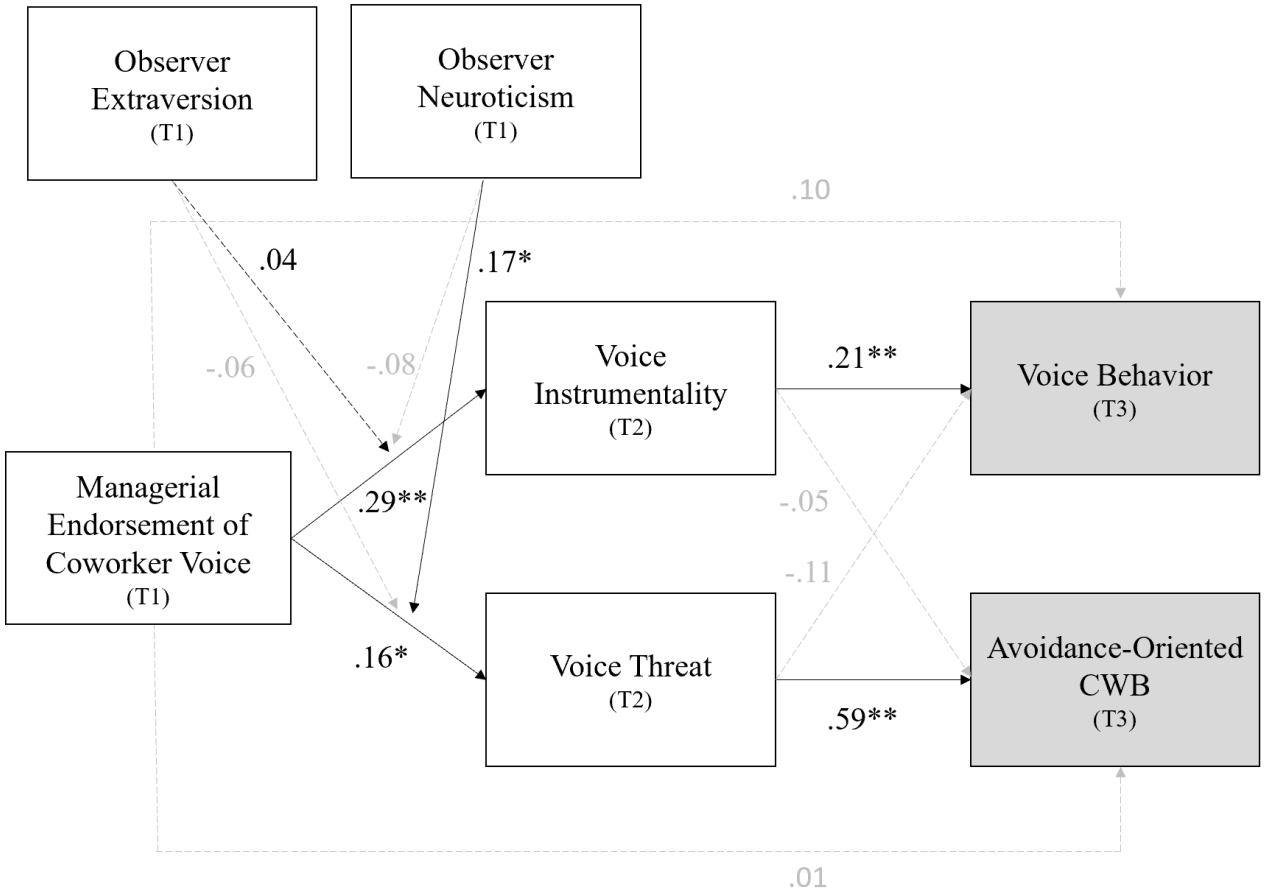


Figure 2

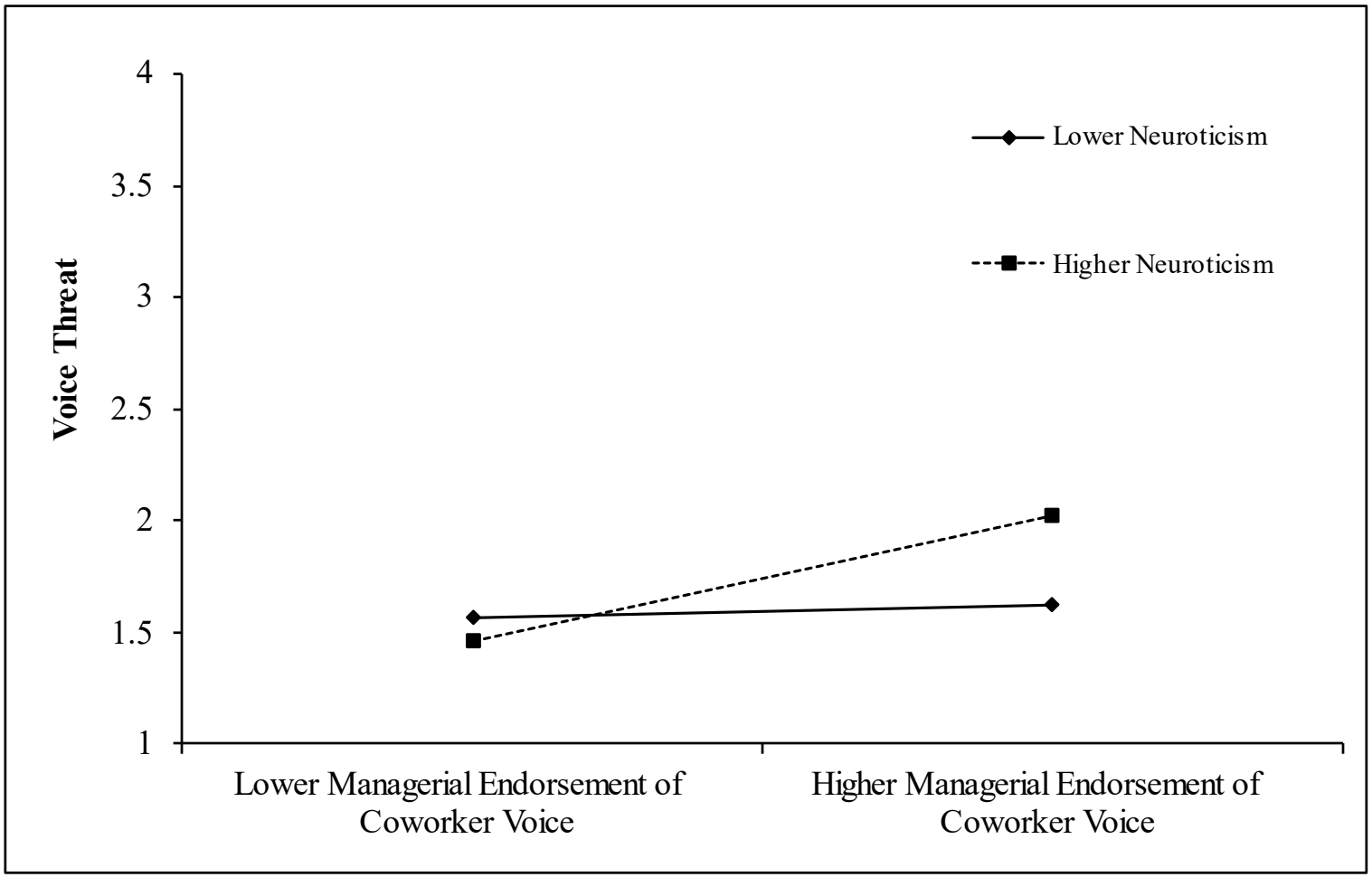
Study 2 Path Model Results



Note: $N = 180$. Non-standardized results are reported. Grey lines indicate non-hypothesized relationships included in the path model. Dashed lines indicate non-significant relationships. Shading represents coworker-reported variables. * $p < .05$; ** $p < .01$.

Figure 3

Moderating Effect of Observer Neuroticism on the Relationship between Managerial Endorsement of Coworker Voice and Observer Voice Threat



Appendix A: Study 1 Scenario

You are an employee at Winston & Associates—a firm that offers consulting services to businesses across a variety of industries. The floorplan of your office is open, and you and the other employees work in a shared space. This layout provides you with frequent opportunities to observe the behaviors of others. Aside from your supervisor (Emerson), all the other employees on your floor (your coworkers) have the same title and responsibilities as you, so you are all evaluated on the same metrics.

Later this week, you are scheduled to meet with your leader, Emerson, to go over your annual performance review. This year, just like every year, your performance review is tied to your annual bonus. Accordingly, you've noticed that everyone (including you) has been trying to make a good impression on Emerson to receive a favorable performance review and sizable bonus. The efforts of one of your coworkers, C.J., have been particularly obvious. Specifically, you've noticed that C.J. has been speaking up frequently in staff meetings, offering ideas and suggestions that would really shake things up.

As you're preparing for your annual review, you see Emerson stop by C.J.'s desk, and you're able to overhear their conversation:

High Manager Endorsement of Coworker Voice Manipulation

Emerson (your leader): Hi C.J. – I've been thinking about the ideas you brought up in our staff meeting this week and wanted to provide you with some feedback on your suggestions. I appreciate your insights, and I am considering implementing the changes you suggested. I agree with what you proposed, so let's talk more about your suggestions when we meet to go over your performance review.

C.J. (your coworker): Sounds good. Thanks, Emerson.

Low Manager Endorsement of Coworker Voice Manipulation

Emerson (your leader): Hi C.J. – I've been thinking about the ideas you brought up in our staff meeting this week and wanted to provide you with some feedback on your suggestions. I appreciate your insights, but I can't consider implementing the changes you suggested. I don't necessarily agree with what you proposed, so let's just focus on what we're currently doing when we meet to go over your performance review.

C.J. (your coworker): Sounds good. Thanks, Emerson.