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PSYCHOLOGICAL CONTRACT IN THE CONTEXT OF EMPLOYEE VOICE: A MULTI-LEVEL APPROACH IN TERMS OF WORKPLACE, SUPERVISOR INTENTION, AND TREATMENT

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Psychological Contract in the Context of Employee Voice:
A Multi-Level Approach in Terms of Workplace, Supervisor Intention, and Treatment

İş gören Sesliliği Bağlamında Psikolojik Sözleşme: İş Ortamının, Yönetici Niyet ve Davranışının Çok Katmanlı Olarak Ele Alınması

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5) Workplace Politics

“So early in my life, I had learned that if you want something, you had better make some noise.”

Malcolm X, The Autobiography of Malcolm X

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LIST OF ABBREVIATIONS

AV	Aggressive Voice
BI	Behavioral Integrity
CFA	Confirmatory Factor Analysis
CV	Considerate Voice
CWB	Counterproductive Work Behaviors
CWX	Coworker Exchange
E	Exit
EFA	Explanatory factor analysis
ESB	Employee Silence Behavior
EVB	Employee Voice Behavior
EVLN	Exit, Voice, Loyalty, Neglect
GAP_I_O	Gap between intention and outcome (prosocial and unfair)
HRM	Human Resource Management
IR	Industrial Relations
IVT	Implicit Voice Theory
JS	Job Satisfaction
LMX	Leader-Member Exchange
N	Neglect
NOGAP_I_O	No gap between intention and outcome (prosocial and fair)
OB	Organizational Behavior
OCB	Organizational Citizenship Behavior
OP	Organizational Politics
P	Patience
PCB	Psychological Contract Breach
PCF/FULF	Psychological Contract Fulfillment
PCT	Psychological Contract Theory
PCV/VIOL	Psychological Contract Violation
POP	Perception of Organizational Politics
PsyC	Psychological Contract

RD	Relative Deprivation Theory
RESE	Regulatory Emotional Self-Efficacy
RVOs	Risky Voice Opportunities
SDR	Socially Desirable Responding Theory
SI	Supervisor Intention
ST	Supervisor Treatment
SEM	Structural Equation Modeling
WP	Workplace Politics

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ABSTRACT

Employees often encounter the decision of whether to speak up or remaining silent in case of work-related issues. The objective of the study is to examine multi-layers affecting employee voice behavior (EVB): (1) "workplace politics" where political influence is used at safe vs risky level at organizational-level, (2) attribution toward "supervisors' intention and behavioral outcomes" at dyadic-level, and (3) related emotional states which occur with the "violation and fulfillment" of psychological contract at individual-emotional-level. This study aims to investigate the influence of observation on the workplace, supervisors' intention-treatment gap over the psychological contract, and its relationship with EVBs. The originality of the study is to fulfill the need for a holistic and quasi-experimental view on these mixed signals/stressors.

Hypothetical-scenario-based experimental design is used to recreate an environment where supervisors' intention-treatment and workplace politics are attributed. It is found that the malfunctions in the workplace, intention, or outcome result in prohibitive voices (Neglect, Aggressive Voice, and Exit) and violation. Otherwise promotive voice (Patience) and fulfillment is secured. Unfair treatment by itself forces promotive voice (Constructive Voice). Inconsistency in intention and treatment leads to Neglect because of mixed signals but leads to Considerate Voice in interaction with a safe workplace. Supervisor intention matters in decreasing passive voices (Neglect and Patience) and violation, while alleviating malfunctioning in other signals. Treatment matters in decreasing destructive voices (Aggressive Voice and Exit), while alleviating malfunctioning in other signals. The fulfillment/violation and the EVB relationship are also found to be conditional. Theoretical and practical implications of signals over EVBs are discussed.

Keywords: Employee Voice, Psychological Contract, Supervisor Intention, Supervisor Treatment, Workplace Politics

ÖZET

Çalışanlar, işle ilgili sorunlar olması durumunda sık sık konuşmak veya sessiz kalmak konusunda karar alırlar. Çalışmanın amacı, çalışanın ses davranışını (ÇSD) etkileyen çoklu katmanları incelemektir: (1) politik etkinin kurumsal düzeyde güvenli ve riskli düzeyde kullanıldığı "iş ortamında politik taktikler", (2) ikili ilişkiler düzeyinde "yöneticilerin niyet ve davranışlarına" yapılan atıflar ve (3) bireysel-duygusal düzeyde ortaya çıkan psikolojik sözleşmede “ihlal ve tatmin” ile ilgili duygusal durumlar. Bu çalışma, iş ortamı ve yönetici niyet-davranış farkı üzerindeki gözlemlerin, psikolojik sözleşmeyle üzerindeki etkisini ve ÇSD‘ları ile olan ilişkisini araştırmayı amaçlamaktadır. Çalışmanın özgünlüğü, bu karma belirleyiciler hakkında bütüncül ve yarı deneysel bir bakış açısına duyulan ihtiyacı karşılamaktır.

Varsayımsal senaryo tabanlı deneysel tasarım, yöneticinin niyet-davranışının ve iş ortamı politikasının atfedildiği bir ortam yaratmak için kullanılmıştır. İş ortamında, niyette veya sonuçta meydana gelen memnuniyetsizliklerin, engelleyici sesler (İhmal, Agresif Ses ve Çıkış) ve ihlal ile sonuçlandığı tespit edilmiştir. Aksi takdirde teşvik edici ses (Sabır) ve tatminin güvence altına alındığı bulunmuştur. Haksız muamele kendi başına teşvik edici sesi (Yapıcı Ses) ortaya çıkarmaktadır. Niyet ve davranıştaki tutarsızlık, karışık sinyaller nedeniyle İhmal'e yol açar, ancak güvenli bir işyeri ile etkileşimde Yapıcı Sese yol açar. Yöneticinin niyeti, diğer ibarelerdeki arızaların etkisini azaltarak, pasif seslerin (İhmal ve Sabır) ve ihlalin azalmasında etkilidir. Yönetici muamelesi, diğer ibarelerdeki arızaların etkisini azaltarak, yıkıcı seslerin (Agresif Ses ve Çıkış) azalmasında etkilidir. Tatmin / ihlal ve ÇSD ilişkisinin de bu belirleyicilere bağlı olarak koşullu olduğu bulunmuştur. Sinyallerin ÇSD üzerindeki teorik ve pratikteki etkileri tartışılmıştır.

Anahtar Kelimeler: İş Gören Sesliliği, Psikolojik Sözleşme, Yönetici Niyeti, Yönetici Davranışı, İş Ortamında Politik Taktikler

INTRODUCTION

According to Hirschman (1970), who first offered the concept of the employee "voice" behavior (EVB), dissatisfaction was the main motivation behind it. He defined it as "*any attempt at all to change rather than to escape from an objectionable state of affairs*" (Hirschman, 1970, p. 30), or choose to exit, show loyalty, and alternatively neglect of dissatisfying organizational situations (Dan Farrell, 1983). It occurs when there is a "misconduct" based on management that corresponds with problematic working conditions. If employees are primarily happy or invested in their relationships, then they endorse fairly constructive reactions in case of "dissatisfaction", like discussing the problems or waiting tolerantly for conditions to recover rather than ignoring the problems or ending the relationship (Rusbult et al., 1982, 1988).

Hirschman employs an economic-political analysis of organizational dissatisfaction or profit growth with the theory of exit, voice, and loyalty. On the same basis, "*voice in the workplace is explained as rooted in moral political-economic, and psychological grounds*" (Gorden, 1988, p. 283). Accordingly, expression of voice is seen as a human right of moral-ethical reasoning, political right where the system should be practical for conflict resolution, and expression of psychological needs where individuals are part of organic organizational structure. Therefore, discussing voice types is implemental in a sense to enhance employee loyalty and well-being, under organizational citizenship behavior (OCB) (Gorden, 1988). EVB is attributed to employees' motivation to add to organizational well-being, and effectiveness (Hsiung, 2012). It is mostly studied from aspects of job (dis)satisfaction, commitment-neglect, and ethics (Gorden, 1988). Thus, employees have an involvement with voice behavior to maintain the organization itself, along with criticism of work organization.

1.1. THE CONCEPTUALIZATION OF EMPLOYEE VOICE BEHAVIOR

EVB refers to a "deliberate action" after considering the positive and negative effects of the behavior (Ashford, Rothbard, Piderit, & Dutton, 1998; Detert & Burris, 2007; Morrison & Milliken, 2000). Accordingly, it is a "planned behavior" and "discretionary" that also beneficial to the organization. Since it may challenge the "status quo" that can be risky and open to undesirable outcomes, a cost-benefit check beforehand is essential (Dutton et al., 1997; Kish-Gephart et al., 2009; J. Liang et al., 2012). It includes "discretionary behavior, verbal expression, and constructive nature" (Morrison, 2011). Such communication of ideas or concerns is expected to improve the functioning of organizations (Burris et al., 2008; Detert & Burris, 2007; Dyne et al., 2003; LePine & Van Dyne, 1998; Tangirala & Ramanujam, 2008; Van Dyne & LePine, 1998).

In the same token, EVB firstly defined as a result of "personal dissatisfaction" (*self-focused*) (Dan Farrell, 1983; Freeman & Medoff, 1984; Hirschman, 1970), but evolved to "prosocial behavior" (*other-focused*) (Dyne et al., 2003; Dyne et al., 1995; Morrison, 2011). Later one is proactive "extra-role behavior" that includes challenging the status quo (*challenging*), and constructive nature (*promotive*) (LePine & Van Dyne, 1998; Morrison, 2011). It is proactive/prosocial which is to improve the circumstances or oneself (Grant & Ashford, 2008). Table 1.1. summarizes the definitions of EVB literature. It can be assumed that employees voluntarily want to contribute to the organization with "constructive ideas and solutions" to supervisors not because they have to.

Table 1. 1. Definitions of Employee Voice Behavior

Author	*Definition*
(Van Dyne & LePine, 1998, p. 109)	*"Promotive behavior that emphasizes the expression of constructive challenge intended to improve rather than merely criticize. Making innovative suggestions for change and recommending modifications to standard procedures even when others disagree."*
(LePine & Van Dyne, 1998, p. 854)	*"Non-required behavior that emphasizes the expression of constructive challenge with the intent to improve rather than merely criticize."*
(Dyne et al., 2003, p. 1360)	*"Intentionally expressing rather than withholding relevant ideas, information, and opinions about possible work-related improvements."*
(Premeaux & Bedeian, 2003, p. 1538)	*"Openly stating one's views or opinions about workplace matters, including the actions or ideas of others, suggested or needed changes, and alternative approaches or different lines of reasoning for addressing job-related issues."*
(Detert & Burris, 2007, p. 869)	*"The discretionary provision of information intended to improve organizational functioning to someone inside the organization with the perceived authority to act, even though such information may challenge and upset the status quo of the organization and its powerholders."* *"Verbal behavior that is improvement-oriented and directed to a specific target who holds power inside the organization in question."*
(Tangirala & Ramanujam, 2008, p. 1189)	*"Employees' expression of challenging but constructive opinions, concerns, or ideas about work-related issues."*

Source: Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *The Academy of Management Annals, 5*(1), 373–412. doi.org/10.1080/19416520.2011.574506

Such definitions are proposed to give "diverse" messages of "voicing employee" in the literature, as seen in Table 1.2.

Table 1. 2. Messages Behind Employee Voice Behavior

Author	*Message(s)*
(Dyne et al., 2003, p. 1360)	• disengaged behavior based on resignation • self-protective behavior based on fear • other-oriented behavior based on cooperation
(Morrison, 2011, p. 376)	• suggestion-focused voice • problem-focused voice • opinion-focused voice
(Chou & Barron, 2016, p. 1721)	• self-centered vs other-centered • prevention-focused vs improvement-focused • present-oriented vs future-oriented

1.1.1. The Domain of Voice Behavior

Based on the discretionary nature of voice behavior, whether it is self or other-oriented, EVB has a field of application with conditions of work, and pay-promotion policies through formal and/or informal mechanisms (Wilkinson et al., 2018). It is conceptualized and studied mainly under human resource management (HRM), organizational behavior (OB), and industrial relations (IR) perspectives. These perspectives contribute to occurring of different forms of voice behaviors in the literature. HRM/IR perspectives are based on systems for employee participation in decision-making processes (Lavelle et al., 2010; Wilkinson & Fay, 2011). *This study is applied based on the OB perspective* in which individual level of analysis for discretionary behavior, individual-contextual enablers, and prevention or solution of problems are taken as key factors in EVB (Wilkinson et al., 2018). Both perspectives are essentially improvement-related (Mowbray et al., 2014). The main motive is improvement not just complaining in OB (Morrison, 2011). In this perspective, some behaviors like whistle-blowing are studied, then

conceptualization of voice narrowed to extra-role behavior under OCB (Dyne et al., 1995). Thus, employees behave in a way that is out of requirement or not rewarded (Lavelle et al., 2007). It evolved from prosocial, and *justice-oriented voice* for self (e.g., complaining, whistle-blowing) is also added in the literature (Mowbray et al., 2014). The second one ranges from correcting misconduct in the workplace to revenge-taking (Klaas et al., 2012). Since the prosocial side dominates in OB, which is criticized as being a managerial perspective, and linked to OCB (Barry & Wilkinson, 2016; Dyne et al., 2003; Klaas et al., 2012), including different forms in the conceptualization of voice is substantial for the literature. Therefore, *this study includes diverse forms of EVB.*

EVB is also associated with *impression management* where people influence others for self-image proactively that EVB can serve this purpose (Fuller et al., 2007). It may increase "visibility", better performance evaluations, and promotions (Dutton & Ashford, 1993; Liang et al., 2012). Accordingly, individuals can use it for image enhancement or prevent damage to one's image (Bozeman & Kacmar, 1997; Morrison & Bies, 1991). Thus, EVB can be functional (Dyne et al., 2003). It can be assumed that not just prosocial nature but also self-orientation from an impression management perspective is contributive for the literature. When connecting the prosocial aspect of EVB with OCB, impression motives should also be considered with caution that individuals may have mixed motives in speaking up or not (Grant & Mayer, 2009). Therefore, *this study includes discussions over impression management as well.*

1.1.2. Different Forms of Employee Voice Behavior

The measurement and conceptualization of voice behavior are evolved mainly on top of Hirschman's (1970) Exit (E), Voice (V) and Loyalty (L) book, and Hagedoorn et al.'s (1999) constructive nature of voice. Neglect (N) dimension is added later of Rusbult et al. (1988) to Hirschman's (1970) conceptualization, which is commonly known as the EVLN model in a circumplex structure. It is based on dissatisfaction and its axes or EVLN clusters were created by many other

researchers (Dan Farrell, 1983; Dan Farrell & Rusbult, 1992; Daniel Farrell & Rusbult, 1981; Gorden, 1988; Rusbult et al., 1988). These studies lead to multidimensional scaling.

Accordingly, employees who show *Exit* (i.e., transfer, abandon, planning to quit, or actually quitting the job) have no hope for the solution. *Voice*, on the other hand, hosts hope for repairing and tries to change the situation (Hagedoorn et al., 1999; LePine & Van Dyne, 1998; Rusbult et al., 1988). It contains suggesting, discussing, and seeking help with a "dialectic" intervention (Gorden, 1988). Accordingly, *Loyalty* includes waiting with hope or taking no action since the problem will be solved itself. It may involve "suffer in silence" patiently, while the employee has ideas. However, it contains constant private and public support (Gorden, 1988). *Neglect* by Rusbult et al. (1988) includes inattention, absenteeism, inaction, or disregardful behavior to the problem with no hope and basically as "silence" behavior. It is also described as "calculative silence" (Gorden, 1988). Exit and Neglect are about "withdrawal" from the situation.

In this sense, these dimensions have active vs passive (exit, voice vs loyalty, neglect) and constructive vs destructive (voice, loyalty vs exit, neglect) axes (Dan Farrell, 1983; Gorden, 1988). Voice and neglect are considered to be opposite of each other, as loyalty and exit as opposed to each other. For instance, communicating with officials is considered as "voice", leaving as "exit", doing nothing since you keep trust in officials for the solution as "loyalty", and ignoring the situation since complaining would not change the situation as "neglect" (Hsiung, 2012). Keeping Loyalty/Patience can occur when Exit or Voice is no longer an option (Farrell, 1983). According to Farrell (1983), Exit is related to "leaving", "withdrawal", and "escape"; Voice is "problem-solving", "suggesting improvements" and "reform systems" which may lead to change constructively; Loyalty is "acceptance", "faithful", "loyalty", "trust", "latent/passive"; and Neglect is "passive temperament/withdrawal", "hostility", "avoidance", and "quitting on the job", that is why Neglect is considered to be the most dangerous one. Since the employee is actually retreat from work activities, with lateness or absenteeism (Adler & Golan, 1981; Hammer et al., 1981).

There are different viewpoints in which order these responses will occur in response to unpleasant situations in the workplace. Thus, employees may either (1) withdraw (*exit*) from the situation (Farrell, 1983), (2) they may voice or keep patience (*loyalty*) at some point but neglect and exit can be chosen if the unpleasant situation doesn't change in the long run (Grima & Glaymann, 2012), or (3) responses may depend on the contextual factors. In this sense, EVLN gives a multidimensional model as a reaction to dissatisfaction. *This study contributes to situational factors which EVLN responses depend on.*

In later years, different forms of voice behavior are studied based on the "intention" of voicing, rather than as a "general concept". Not only *constructive but also destructive nature of voice* was offered (Gorden, 1988). This brought a new dimension to the literature that added on self vs other-focused voice behavior. Hagedoorn et al. (1999) added on EVLN typology that "aggressive voice" (destructive) and "considerate voice" (constructive) based on conflict management literature (Hsiung, 2012; Liljegren et al., 2008). Constructive voice is used for solving issues of oneself and of the organization, and aggressive voice is used for winning the case without considering issues of the organization (Hagedoorn et al., 1999). Liang et al. (2012) referred to them as "promotive vs prohibitive voice" in a wider sense.

In the same token, Maynes and Podsakoff (2014) expanded promotive vs prohibitive and active vs passive (i.e., *challenge-preservation*) dimensions of EVB based on Hirschman (1970). They did valid scaling for four types of voice forms (i.e., supportive, constructive, defensive, and destructive). Similar to the acquiescent voice of (Dyne et al., 2003) based on passive acceptance, employees with a "supportive voice" act as representatives of the company and show "loyalty". They have no additional opinions to offer. However, in the acquiescent voice, employees withhold ideas intentionally. It can be explained by the "Abilene Paradox" that people may have "passive agreement" but show no interest to share their ideas (Harvey, 1988). Supportive voice is at the preservation-promotive axis. "Constructive voice" involves offering ideas and opinions voluntarily for the sake of organizational improvement. It is similar to the prosocial voice (*other-oriented*

and active) of Van Dyne et al. (2003), and it is on the challenge-promotive axis. "Defensive voice" includes opposing to changes in work policies verbally even change is undeniable or substantial. It is similar to the quiescent/defensive voice of Van Dyne et al. (2003) that includes creating ideas focusing on others for the sake of self-protection. It is a passive behavior and, on the preservation-prohibitive axis. "Destructive voice" includes very edge behaviors like bad-mouthing about the organization's policies and criticize to hurt the company. It is an active but destructive behavior and on a challenge-prohibitive axis. Therefore, Maynes and Podsakoff (2014) offered not only constructive but also destructive nature as well.

Thus, both "constructive and deconstructive" forms (Gorden, 1988; Hagedoorn et al., 1999; Liang et al., 2012; Maynes & Podsakoff, 2014) show that employee voice is not always beneficial in every context. The underlying reasons employees speak up may vary depending on the drive that forces people to do it.

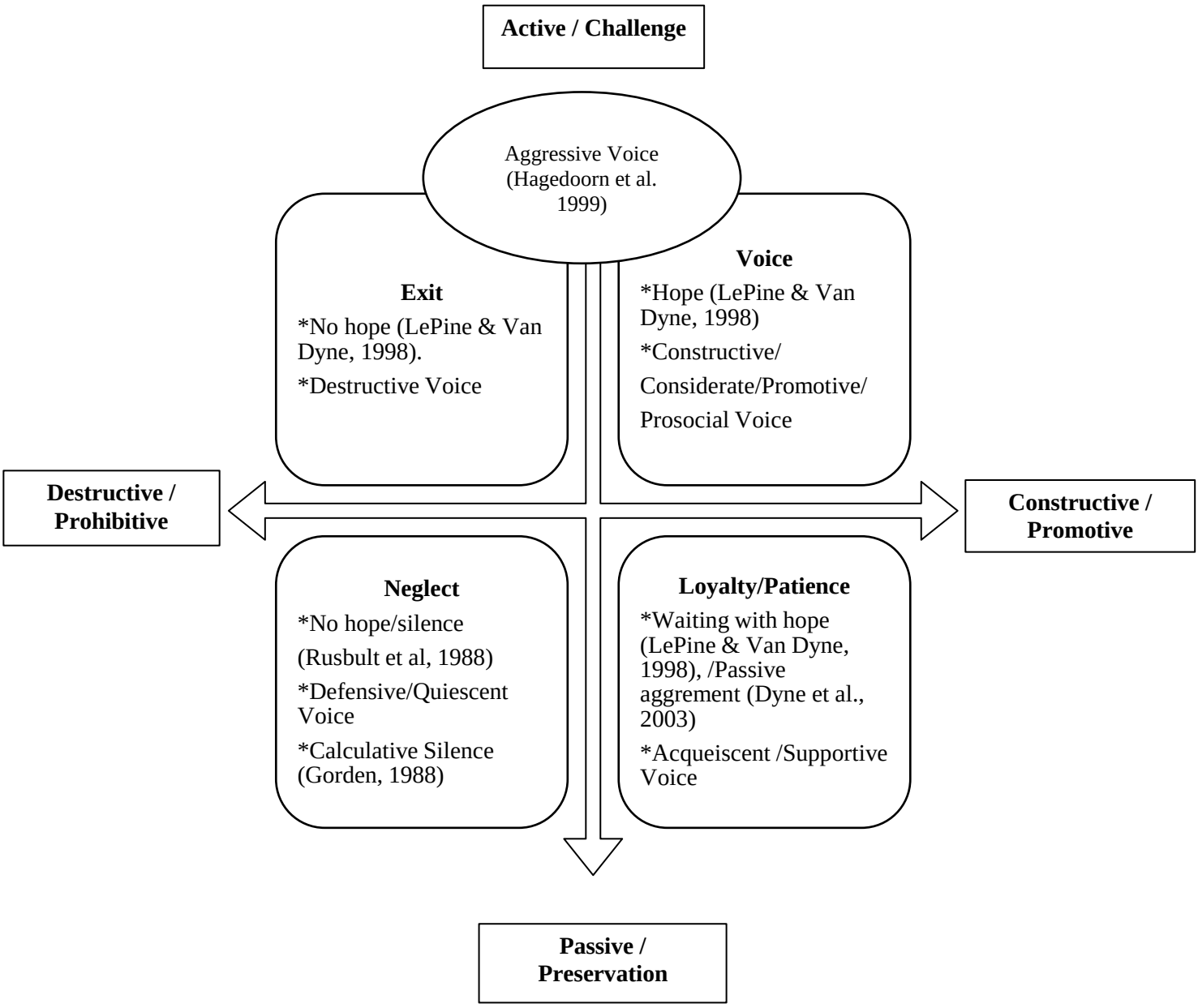
Table 1.3. summarizes main forms of voice conceptualizations in the literature.

Table 1. 3. Summary of Main Forms of Employee Voice Behavior

Author(s)	*Voice Behavior*
Gorden (1988)	• Active/passive constructive • Active/passive deconstructive
Hagedoorn et al., (1999)	• Considerate Voice (constructive) • Aggressive Voice (destructive)
Van Dyne et al. (2003)	• Prosocial voice • Defensive voice/quiescent • Acquiescent voice
Liang et al. (2012)	• Promotive voice • Prohibitive voice
Maynes and Podsakoff (2014)	• Constructive voice • Supportive voice • Defensive voice • Destructive voice

Figure 1.1. summarizes different forms of voice behavior on the axis based on the aforementioned literature.

Figure 1. 1. Matrix of Different Forms of Voice Behavior



There is one more point to make about EVB. Even though employee silence literature is not covered in this study, a differentiation should be made. The concept of employee "silence" behavior is not the "anti-thesis" of voice behavior (Dyne et al., 2003). They are separate and "multidimensional" concepts. Morrison (2011, p. 380) conceptualizes silence as "failure to voice" (i.e., withholding input that could be shared rather than expressing such input). There could be other motives that may result in withholding information rather than sharing as well (Morrison & Milliken, 2003). Since there is resignation inside, it also involves a choice rather than an automatic response (Morrison, 2011). Therefore, EVB and Employee Silence Behavior (ESB) are accepted as "a single continuum". Thus, individuals may use voice but also withhold themselves from some other situations (i.e., "failure to voice") that means they can co-exist.

1.2. ANTECEDENTS AND CONSEQUENCES OF VOICE

Considering prosocial motives behind, OCB is important for organizational effectiveness, especially facing change and uncertainty (Van Dyne & LePine, 1998). It benefits the organization because it is considered to be cognitively oriented rather than emotion-oriented (Lavelle et al., 2007). The topics (i.e., helping behavior) which are associated with OCB made the EVB agenda for studies and practices (Barron, 2015). OB studies deal with antecedents and outcomes of EVB (Barry & Wilkinson, 2016). Accordingly, it goes beyond profitability, and deal with the well-being of employees and organizations. Thus, it is seen as very important not to downsize it to managerial outcomes.

There are individual (e.g., extraversion), job oriented (e.g., organizational identification, JS, organizational support), emotional (e.g., anger, safety), leader oriented (e.g., openness, LMX, influence), and contextual (e.g., climate) voice motivators (Morrison, 2014). Also, there are individual (e.g., achievement goals), job oriented (e.g., powerlessness), emotional (e.g., fear, futility, riskiness), leader oriented (e.g., abusive), and contextual (e.g., stressors) inhibitors (Morrison, 2014).

There are studies that minimize antecedents to individual characteristics like extraversion-agreeableness to predict EVB (LePine & Dyne, 2001). There are also studies that link job-related attitudes and behavior with EVB. Accordingly, JS, commitment, engagement, and performance are the main outcomes related to OCB. JS is one of the main linear relationship with considerate voice and loyalty (Hsiung, 2012; Rusbult et al., 1988), inverted u-shaped relationship with aggressive voice and neglect (Hsiung, 2012), and negative relationship with exit (Hsiung, 2012; Rusbult et al., 1988). At this point, self-efficacy accompany job satisfaction that high self-efficacy-high JS leads to considerate voice, low self-efficacy-high JS leads to patience, high self-efficacy-moderate JS leads to aggressive voice, low self-efficacy-moderate JS leads to neglect, and low self-efficacy-low JS leads to exit (Hsiung, 2012). Therefore, there are substitutions between voice behaviors, and they follow a *progression* from less to more intense responses (Rusbult et al., 1988; Withey & Cooper, 1989). Moreover, employees' investment in a job also linked to voice and loyalty, however alternatives outside lead exit (Rusbult et al., 1988). Accordingly, both organizational and team commitment are found related to OCBs, in which higher voice behavior and lower turnover intentions are seen, especially when a trusted exchange with managers is secured (Beatty et al., 2012; Mellahi et al., 2010; Unler & Caliskan, 2019; Wombacher & Felfe, 2017). Both JS and commitment are related to turnover but commitment is found more related (Daniel Farrell & Rusbult, 1981; Rusbult & Farrell, 1983). JS and commitment are also outcomes of EVB based on OCB literature. Accordingly, if employees succeed to speak up in a workplace, they report more commitment and less intention to quit, and more positive attitudes toward their supervisors since they perceive more procedural justice (justice climate) (Landau, 2009; Wilkinson & Fay, 2011). Thus, engaging in voice through the decision-making process grants fairness judgment, and satisfaction with managers (Morrison, 2011).

Besides, EVB affects employee engagement, which increases effectiveness in return (Ahmad et al., 2017). At this point, to reveal such an outcome, being valued, and involved in decision making are antecedents where EVB occurs and contribute to their career development. Thus, when employees find work

motivation when they give a voice recognition that increases efficiency and satisfaction (Ahmad et al., 2017). Thus, organizational context signals for engaging in EVB. At this point, communication channels and an open climate are keys for engaging in voice since individuals filter their ideas and thoughts before reaching out to upper positions (Ahmad et al., 2017). In this sense, EVB and communication satisfaction are related (Özbolat, 2018). If there is an unwillingness of supervisors to hear ideas (i.e., managerial indifference) or delayed recovery, it would lead to disregarding (neglect) the situation for the next (Klaas et al., 2012).

Moreover, not just effectiveness but also organizational performance is affected by EVB (Cheng et al., 2013). In this sense, creating opportunities for EVB in the workplace will contribute to improvements in organizational decision-making, and less error (Barron, 2015; Morrison, 2011). Voice flow to a focal leader rather than coworkers, who have less control, enhance performance that upward or inward flows contribute to leaders' to receive new suggestions (Detert et al., 2013). Also, employees who successfully speak up may get high-performance ratings in return (Whiting et al., 2012), and contribute to team learning (Edmondson, 1999). It is different than voice salience, which may decrease effectiveness (Morrison & Milliken, 2000), resulting in mixed results for their career (Van Dyne & LePine, 1998), and maybe rated as worse performers (Burris et al., 2013). Thus, there are times when EVB results in favorable outcomes, but also overestimation of voice may result in unfavorable outcomes (Burris et al., 2013).

At this point, antecedents and outcomes become meaningful when supervisors as the "voice target" are taken into account (Morrison, 2011). Since EVB carries risk within, managers' behaviors can be a signal for their reaction to voice (Howell et al., 2015) considering its consequences (Milliken et al., 2003). In this sense, EVB is connected with "issue selling" as well (Dutton et al., 2001). It is different than voice and whistle-blowing, that selecting issues to come forward based on the agenda of the organization, not personal dissatisfaction (Dutton & Ashford, 1993). If there is a willingness of supervisors to listen and a supportive climate for speaking up, then a favorable context will be created. However, if there is a fear of consequences or uncertainty/ambiguity, it would signal an unfavorable

context for issue selling (Dutton et al., 1997). The managers, at this point, are the ones associated with image risk in the organizational context in which employees sell issues in a politically corrected way and a distant relationship considering the risk. Therefore, more organizational support and supportive, trustable, and open relationships with managers will initiate issue selling (Ashford et al., 1998; Dutton & Ashford, 1993). Issue selling at the right time may contribute to career development as well (Ashford et al., 1998; Dutton & Ashford, 1993). Not just career but also status can be affected by EVB that contributing with promotive voices are found to be related with leader emergence (McClean et al., 2018), and employees who use voice are seen as communal rather than agentic and reported as higher social status (Weiss & Morrison, 2019).

Finally, engaging in EVB also depends on individuals' affectivity (George & Zhou, 2002). If there is an opportunity for participation in decision-making, it would negatively affect conflict or ambiguity in their roles which increases personal influence in return (Jackson, 1983). Otherwise, conflict and ambiguity lead to emotional strain and job dissatisfaction and resulted in turnover intention. Signals which lead to managerial or individual role ambiguity disrupt individual and organizational outcomes (Jackson, 1983). In an ambiguous context, employees more prone to share their ideas or concerns among employees (bystander effect) rather than speaking up to managers because they feel psychologically unsafe not to be seen as a troublemaker or be a minority (Hussain et al., 2018).

From the aforementioned literature, OCB-related outcomes are mainly studied in voice literature, and antecedents are revolved around discussing organizational context which secures speaking out, and managerial indicators which grant speaking up. In this study, antecedents of EVB are studied. Therefore, to put in well-coordinated literature that becomes the base for the hypotheses of the study, the "theoretical mechanisms" behind EVB are discussed in the next section.

2. THEORETICAL BACKGROUND

2.1.THEORETICAL MECHANISMS BEHIND VOICE BEHAVIOR

2.1.1. Perceived Safety and Efficacy of Voice

There are two main thinking mechanisms to speak up or not which involve deliberate decision process: (1) "perceived costs vs the safety of voice" calculation (*perceived safety of voice*), and (2) "perceived efficacy vs futility of voice" (*perceived efficacy of voice*) (Morrison, 2011). The first judgment is whether speaking up is risky, and the second is whether speaking up is efficient that the speaker will be heard and appropriate action will be taken.

In this sense, efficacy judgment is found to be related to the motivation theory of Vroom (1964) *based on effort-expectancy beliefs* (i.e., performance-outcome). It is the individual-cognitive side of motivation (Jiang et al., 2018). It is referred to as "*belief in own capacity to speak up*" that employees with high voice efficacy are more in control of the situation in risky environments (Jiang et al., 2018; Kish-Gephart et al., 2009). Thus, it is a motivation to speak up in risky situations. Employees more likely to use promotive voice, but the prohibitive voice is seen when change efficacy is low (Shin, 2014). If these calculations are on behalf of fear, resignation, and futility, the employee may think that no one is listening and nothing will change (Milliken et al., 2003; Pinder & Harlos, 2001). Then they will know their expectancy will not be recovered no matter what they say.

At this point, employees with high voice efficacy comprehend the situation as more "controllable" (Kish-Gephart et al., 2009), and they successfully speak up regardless of the challenges (Bandura, 1986; Kish-Gephart et al., 2009). These employees are full of past positive experiences (i.e., even childhood who encouraged to speak up), have a low perception of threat severity, and lower fear. Therefore, despite negative emotions constituted like fear and witnessing defensive superiors, they are inclined to speak up. As a result, voice efficacy may prevent

automatic silence reaction against fear-stimulated situations (Kish-Gephart et al., 2009), and be a substantial antecedent of voice behavior (Jiang et al., 2018).

On the other hand, safety judgment is found to be related to self-protective concerns. In this sense, *risky voice opportunities (RVO)* which are defined as "*situations in which an individual is aware of an opportunity to speak up with a work-relevant observation, concern, idea or question and at the same time believe that speaking up may lead to negative consequences for him or her*" (Detert & Edmondson, 2005, p. 2) may create risky environment to speak up. There can other reasons for RVOs, like job immobility, or just a tight job market. However, it is not sufficient to explain all reasons behind the silence that more specific insight is needed. Thus, RVOs give an idea about the contextual aspects of voice opportunities. RVOs involve perceived injustices (e.g., rewards), and improvements (e.g., work processes) (Detert and Edmondson, 2005). Employees may raise concerns about their credibility, and being labeled as "troublemakers" (Morrison and Milliken, 2000).

After the cost-benefit check, Exit would be the most detrimental one in which individuals withdraw rather than fight to fix situations. Rather than direct Exit, voice or neglect is the common option included in RVOs (Detert and Edmondson, 2005). Individuals may think that their performance evaluation can be affected or their job can be terminated (Milliken et al., 2003). Therefore, *career* consequences may overpower silence rather than voice in upward communication based on negative emotions aroused, especially fear (Kish-Gephart et al., 2009; Milliken et al., 2003). Therefore, psychological safety enables performance, organizational learning, and speaking up that mitigates perception of risk (Edmondson, 1999; Edmondson & Lei, 2014; Liang et al., 2012). Accordingly, such a safety climate also mediates the leadership behaviors (transformational and openness) and voice behavior. Individuals may see silence more secure option, but under the wing of powerful leaders, and where others value them, employees may feel job security that alleviates voice (Detert and Edmondson, 2005). Thus, an inclusive and open workplace that is supported by leaders results in a perception of employees where they feel safe and worthwhile to speak (Morrison, 2011).

In this sense, “Neglect” (Rusbult et al., 1988) serves to purposefully withhold information about injustice from superiors or teammates due to fear and self-protection (Morrison, 2011; Pinder & Harlos, 2001). It can be a substitute for Exit or Aggressive Voice, especially when market conditions are tight. The risk involves may affect “issue selling” to top management as well that getting the attention of the top management is essential (Ashford et al., 1998) but repercussion concerns may lower raising important issues. Previous relational, normative, and strategic knowledge of employees which is called “issue selling moves” affects speak up or remain silent (Morrison, 2011). Additionally, to avoid damage to interpersonal relationships (LePine & Van Dyne, 1998), employees may keep silent about low coworker performance (in the case when they face issues) and withhold suggestions not to threaten any authority (in the case when they have opinions) (Detert & Burris, 2007; Kish-Gephart et al., 2009; Milliken et al., 2003). On the contrary, error reporting is higher in a psychologically safe environment (Derickson et al., 2015). If cost and efficacy checks are not met, neglecters and exits are seen (Withey & Cooper, 1989). The efficacy of responses affects loyalists that loyalists may use voice if conditions persist but predicting voicers is much more complexed than other mechanisms can be involved (Withey & Cooper, 1989).

According to the *socially desirable responding* (SDR) theory (Paulhus, 2002), perceived efficacy includes agentic motives (i.e., self-image), and perceived safety includes communal motives (i.e., social (dis)approval) (Wei et al., 2015). Accordingly, agentic motives are important for promotive voice where new ideas and suggestions are promoted, and communal motives are base for prohibitive voice where interpersonal risks are included while expressing concerns. Therefore, efficacy is found related to promotive voice, and safety is found more related to prohibitive voice (Svendsen et al., 2016; Wei et al., 2015). Moreover, power distance is considered related to the agentic aspect that individuals are careful to protect self-image, under the unequal distribution of power. Individuals do not speak up not disrupt the status quo (Tangirala & Ramanujam, 2008). Accordingly, the higher the personal control, the voice is higher (Tangirala & Ramanujam, 2008). Also, the efficacy mediates the negative relationship between power distance and

promotive voice (Wei et al., 2015). Voice efficacy is considered to be more related to voice in Western cultures, where "self" is advocated (Zhang et al., 2019).

2.1.2. Emotions: Fear and Anger on Voice

Social influence on behavior is well known, which is base on *social cognitive theory* (Bandura, 1986). Accordingly, individuals may fear because they think they cannot cope with the situation. However, it is not always cognitive "negative repercussions" that compose the emotional side that can be beyond the calculations. "Fear" may overpower in decision making, as an automatic response (Detert & Edmondson, 2005, 2011; Kish-Gephart et al., 2009). The behavior itself carries anticipated emotions (Baumeister et al., 2007). They are subjective feelings that lead to actions (Kirrane et al., 2017).

Although cognitive aspects of voice are mostly studied, emotions such as fear, anger, and frustration over voice also find their role in studies (Grant, 2013). The role of emotions in speaking up or remaining silent has been studied in many recent studies (Baumeister, Vohs, DeWall, & Zhang, 2007; Edward, Ashkanasy, & Gardner, 2009; Gundlach, Douglas, & Martinko, 2003; Harvey, Martinko, & Douglas, 2009). In this sense, observation of misconduct may disrupt psychological contract (Robinson & Rousseau, 1994) and reveal affective reactions (i.e., anger, resentment) which in return trigger voice, and some other affective reactions (i.e., fear, shame) may lead to silence (Edward et al., 2009; Harvey et al., 2009). Anger can be a trigger for voice at some point, but less intensity of anger lead to remain silence (Kirrane et al., 2017). However, it is not same for fear. That is why there is a fear-based silence and anger-based voice explanations (Kish-Gephart et al., 2009).

Lack of safety (high RVOs) is also related to negative emotions mostly with fear (Detert & Edmondson, 2005). Thus voice is "emotion-laden" when faced with injustices (Harlos & Pinder, 2000). At this point, Kish-Gephart et al. (2009)'s study is valuable that "fear" itself is such an emotion that is strengthened at an early age from an automatic response (not conscious) to a habituated behavior toward superiors. Thus, the silence cycle may remain with the employee who develops such

an emotional state. Implicitly, individuals may incline to silence when face fear again. The silence itself is a more automatic process than deliberate voice behavior (Kish-Gephart et al., 2009). Even though silence may seem secure, it should be not forgotten that it is an "emotional toll" that individuals feel unutilized (Detert & Edmondson, 2005). Thus, individuals will perceive risk even though there is none since negative emotions are remembered more (Weiss & Cropanzano, 1996), and keep silent to avoid negative experiences which involve fear (Detert & Edmondson, 2005). It can be assumed that employees may choose to remain silent when they feel the anxiety of speaking up. Therefore, emotional states do not prevent but motivate the cognitive states (Baumeister et al., 2007; Gundlach et al., 2003) which in return affect our attributions and behaviors.

Anger, on the other hand, is a response to unjust treatment (Kish-Gephart et al., 2009). It is considered to be a counter of fear. At this point, self-efficacy mitigates the fear effect on silence. Accordingly, individuals with high voice efficacy see the situation as more controllable and willing to speak up even if they fear. Also, if individuals have good issue-selling tactics that would help them to get into more communication (Dutton et al., 2001). However, organizational factors should also be involved in studies to overcome fear (Kish-Gephart et al., 2009). It is not always easy to regulate emotions. However, self-efficacy comes into the equation that *regulatory emotional self-efficacy* (RESE) beliefs help to manage negative emotions (Alessandri et al., 2015; Caprara et al., 2020). In this sense, emotion regulation moderates voice and work outcomes (i.e., performance) (Grant, 2013). Thus, both anger and fear contribute to understanding the aspects of silence and voice behavior (Kirrane et al., 2017).

2.1.3. Signaling Theory and Social Exchange Theory

Voice behavior is the result of low risk and expected benefits. The superiors' approach may also guide employees' behavior as the cue or signal for the voice behavior (Dutton et al., 1997, 2001; Morrison, 2011). Individual experiences shape the interdependent interactions of humans (Rusbult & Lange, 2012). In this sense,

signaling theory (Spence, 1973) may elaborate how employees approach "proactively" or "reactively" based on signals they get from the behaviors of supervisors.

In the same token, when leaders are open to receive input, employees are more willing to engage in promotive voice (Detert & Burris, 2007). Thus social exchange theory, in which people build their relationships based on the transactions done with each other (Blau, 1964), may explain their exchange relationship which adds to voice behavior. Since it is based on reciprocity (Robert Folger & Cropanzano, 2001), individuals, who are fairly treated, enhance trust in the exchange. Therefore, employees will be motivated to present solutions and suggestions, in exchange for positive treatment (Burris et al., 2008; Choi et al., 2018; Ng & Feldman, 2012; Withey & Cooper, 1989). Based on trust and satisfaction with the job, voice behavior is used as extra-role behavior reciprocally (Ng & Feldman, 2012; Van Dyne & LePine, 1998). Moreover, individuals use voice as other-orientation in exchange for positive treatment (Cropanzano & Mitchell, 2005), or self-oriented to acquire more resources (Bolino et al., 2004). For the first option, the social exchange approach helps to understand how individuals control the resources considering others. For the second option, the conservation of resources theory (Hobfoll, 1989) helps to understand how voice is used to control personal resources for the future, which is mentioned in the next section. Therefore, depending on the previous experience of employees based on voice behavior, positive signals of superiors and their exchange relationship with superiors may lower the RVOs and increase the expectancy that they will be heard.

2.1.4. Conservation of Resources Theory (COR)

The COR is *"a motivational theory that rests firstly on the basic tenet that individuals strive to obtain, retain, foster, and protect resources"* (Gorgievski & Hobfoll, 2008, p. 4). The COR is considered as a "stress model" which explains individuals' behavior in stressful or threatening situations against valued resources (Hobfoll, 1989). Accordingly, environmental cues as a source of psychological

stress may threaten resources (e.g., status, economic gain, or even loved ones) in real or potential. The COR helps to explain the stress-voice relationship that stressors limit the use of voice (Ng & Feldman, 2012). These stressors can be 1) job-related (e.g., dissatisfaction with work and promotions), 2) social-related (dissatisfaction with supervisor, supervisor unfairness); and 3) organizational-related (e.g., lack of organizational support). Thus, stressors can be a source of a lack of motivation for voice behavior. Although "resource conservation" has more support on voice under stress since speaking up may consume resources, there is also "resource accumulation" aspect (Hobfoll, 1989) that individuals use more voice to mitigate stress that they may convince others by speaking up which end up with more resources by eliminating the problematic situation.

It is seen as a mechanism for well-being especially for burnout (Gorgievski & Hobfoll, 2008), and high self-esteem helps to reconcile resources and stressful circumstances (Hobfoll, 2002). In this sense, trust and tolerance for failure both at the individual and organizational level are expected to maintain work engagement (Gorgievski & Hobfoll, 2008).

Even though the risk is low, individuals firstly choose to protect resources (Gorgievski & Hobfoll, 2008) for survival and well-being purposes. Accordingly, individuals focus on *resource loss* more than gain. They immediately recognize any negative situation and try to find out inhibiting factors for their loss. Eventually, they adapt themselves to the new context. That's is why such theory can be useful to explain "passive-preservation" responses which serve to save face (i.e., neglect and loyalty), that not just the calculations made by employees but also motives may overcome.

2.1.5. Implicit Voice Theories / Schemas

Other implicit motives like "granted social beliefs" may also decide the risk of voice behavior (Detert & Edmondson, 2011; Ross, 1989), and it is also studied under lay/commonsense theories (Levy et al., 2006). Thus, schemas tell us what to expect, and what to be careful about especially when face mistreatment. In this sense, it is

self-protective and provides psychological control. It is below consciousness rather than deliberately planned behavior. Therefore, there might not be deep thinking on signals (Ross, 1989). In this sense, a cost-benefit check-in psychological safety is at a conscious level (Kish-Gephart et al., 2009).

Power distance orientation is negatively related to voice, in which hierarchy is accepted implicitly (Botero & Van Dyne, 2009). Accordingly, less power distance interacts more with the leader-member exchange (LMX) that results in voice. Thus, individuals with less power distance culture (the US vs Columbia) respond more to manager behavior. Moreover, exit response does not differ across cultures, however, voice, loyalty, and neglect responses are affected by face-saving, collectivism, and conflict avoidance in cultures (Korea vs the US) (Park & Kim, 2016). High power distance, uncertainty avoidance, and in-group collectivism hinder the voice channels (Kwon & Farndale, 2020). In high power distance cultures, a strong participative climate is substantial to break the silence (Huang et al., 2005). Also, low power distance adds to a more strong relationship between personal sense of power and voice, and also leader humility on voice is higher (Lin et al., 2019). Thus, from the *approach-inhibition theory of power*, low power distance makes individuals more approachable for communication that promotes voice (Lin et al., 2019).

Once the schemas are built they can be hard to change but easy to remember (verification seeking) (Detert & Edmondson, 2011). For instance, if someone thinks "*it is not acceptable to confront your superiors publicly*", then it will remain independent of signals and turn to common behavior (Levy et al., 2006). It would be risky because it may harm self-image, esteem, and well-being or reduce opportunities for promotion (Ashford et al., 1998; Milliken et al., 2003). Even though there is no evidence for risk in the working environment, one may believe that he/she cannot get ahead of his/her supervisor. At this point, employees may feel "ambivalent" toward speaking up or not. Thus, one can be willing to speak up about concerns however may have *conflicted feelings* about how superiors and co-workers will respond which results in silence. Still, the employee may have some constructive ideas in mind but try to balance speaking up and the costs of it.

Independent of the situation, previous cognitive schemas based on Implicit Voice Theories (IVT) of Detert and Edmondson (2011) may hinder voice even though they had positive signals (Levy et al., 2006). Implicit beliefs may prevent voice even though the situation is benign. Thus, rather than individual characteristics, manager behavior, or organizational context, *a self-protective implicit voice* (mainly silence) is preferred to avoid any trouble with the hierarchy. It is assumed that Neglect or lowered Loyalty (passive-preservation axis) can be a type of implicit voice or forerunner for turnover intention (Exit) (Zagenczyk et al., 2015). It is found IVTs mediate manager openness and silence motives (Knoll et al., 2020). Even though its main effect is found on silence (Detert & Edmondson, 2011; Knoll et al., 2020), IVTs can be contributive in explaining the preservation side of voice behavior.

2.1.6. Planned Behavior Theory

The voice behavior is considered as "intentional" and "planned" (Liang et al., 2012), "deliberate" and "prosocial" (Kish-Gephart et al., 2009). According to the *planned behavior theory* of (Ajzen, 2002), to actualized a planned behavior: (1) a *positive attitude* toward the planned behavior, (2) acceptable behavior within the *subjective norms* of the organization, and (3) and enough *behavioral control* over the planned behavior are needed. Thus, there can be psychological antecedents that lead to planned behaviors through these factors (Liang et al., 2012), which turn intention into actual behavior. To actualize behavior, both internal and external factors need to be met. Accordingly, if individuals think they have enough resources then they feel control over behavior to actualize it (Dutton et al., 1997; Liang et al., 2012). In this sense, when individuals across ambiguities, reasoned action, as mentioned in the theory, needs to mainly contain self-efficacy to deal with the situation and a sense of control that eventually turn to voice.

Based on previous theories aforementioned, for constructive voice behavior, feeling safe and knowing how others will positively react may strengthen positive attitude toward the voice, having encouraging norms toward the voice in the

workplace may strengthen/change the social beliefs, and finally perceived efficacy as a result of the voice may empower the control over voice for the next situation.

2.2. PSYCHOLOGICAL CONTRACT AND VOICE BEHAVIOR

There are studies that depict EVLN dimensions of Hirschman (1970) and PCV, and PCB both for silence and voice. Also, there are consistent studies on PCV with forms of silence, however the same is not valid for different forms of voice behavior in the literature.

2.2.1. Fulfillment and Voice Behavior

Contract fulfillment is the precondition for favorable work outcomes, otherwise, breach leads to negative emotions where retributive behaviors (i.e., sabotage) can be seen (Coyle-Shapiro & Kessler, 2000). In terms of outcomes, job satisfaction and commitment (Robinson & Rousseau, 1994), trust and OCB (Robinson & Rousseau, 1994; Turnley et al., 2003), and performance (Robinson, 1996) are found related to psychological contract. When there is no *discrepancy* in PsyC depending on situational factors, that would be a signal for organizational support which in return affects commitment (Coyle-Shapiro & Kessler, 2000). In terms of situational factors, unfair treatment or injustice in the environment may disrupt fulfillment that affects commitment (Robinson & Morrison, 1995).

Since psychological contracts encompass commitment, the behavioral integrity of leaders is important (Simons et al., 2015). The exchange between employer-employee (LMX) will strengthen the perception of fulfillment (Kasekende et al., 2016), decrease the negative effects of organizational politics (Harris & Kacmar, 2005). The words and actions can be a signal for better communication in fulfilling the psychological contract, which in return also helps talent management (Holland & Scullion, 2019). In this sense, leadership style and commitment-orientation promote psychological contracts (McDermott et al., 2013). Ethical leaders also affect psychological contracts which eventually influence

commitment (Nurmohamed et al., 2012). In this sense, it can be assumed that intention-action congruence, which is the signal for a good social exchange and ethical results (Kasekende et al., 2016), also interacts with the psychological contract.

There is a lack of study which covers reflection of fulfillment over outcomes (Vantilborgh, 2015). Lack of fulfillment is positively related to exit (Hao Zhao et al., 2007; Si et al., 2008; Turnley & Feldman, 1999). Based on reciprocity and commitment, fulfillment and loyalty/patience responses are positively related, and lack of fulfillment is also positively related to neglect responses (Si et al., 2008; Turnley & Feldman, 1999; Vantilborgh, 2015). In terms of voice, *there is no direct relationship found between fulfillment and voice* forms (aggressive and considerate voice) (Vantilborgh, 2015). There is another study that found a positive relationship between fulfillment and voice (Ali Arain et al., 2018). Recently, positive emotions aroused are found to be related to voice behavior (Heaphy et al., 2021), which can interact with fulfillment feelings. Also, it is found that job satisfaction mediates the positive relationship between fulfillment and promotive voice (Memon & Ghani, 2020). In this sense, rather than a direct relationship, the indirect effect of fulfillment over EVLN needs exploration. *This study contributes* to the fulfillment and diverse voice responses literature by involving situational signals/stressors.

2.2.2. Violation and Voice Behavior

Employees experience breaches at some point in their working life and find themselves adjusting the exchange relationship through lower commitment and willingness for OCB (Coyle-Shapiro & Kessler, 2000; Hao Zhao et al., 2007). Whether the power holder is unwilling or has inability full obligations that breach occurs since there is a discrepancy, and violation occurs as an emotional reaction to the breach (Morrison & Robinson, 1997).

The feeling of violation includes an *emotional blend*; anger, frustration, resentment, injustice, and mistrust are among them (Peng et al., 2016; Rousseau, 1989). Accordingly, affective reactions (like anger and frustration) follow a breach

(Morrison & Robinson, 1997), and mistrust also can be a reaction to a breach (Hao Zhao et al., 2007) that individuals become more skeptical about the employer and organizational initiatives. In this sense, the violation is a "mix of emotions" where the experience of emotions changes individuals' behaviors (Morrison & Robinson, 1997). Based on the *affective events theory* of Weiss and Cropanzano (1996), negative emotions are the result of the breach. Their negative results of the breach in terms of feelings of violation (Ashford et al., 1998; Morrison & Robinson, 1997), anger and distress (Barsky et al., 2011; Harlos & Pinder, 2000), fear (Detert & Edmondson, 2011; Klaas et al., 2012) affect the environment to speak up at different levels.

Situational factors can be the source of the breach which translates to behaviors. In this sense, individuals evaluate whether the breach is based on a misunderstanding or deliberate (Robinson & Morrison, 2000), justifiable and fair (Turnley & Feldman, 1999). Thus, first negative emotions occur via a feeling of violation, however, it eventually disrupts performance, job satisfaction, commitment, and OCBs, and increases counterproductive work behaviors (CWB) (Doden et al., 2018; Hao Zhao et al., 2007; Lester et al., 2002; Martin et al., 2003). Moreover, violation increases absenteeism (Neglect) and turnover intentions (Exit) (Hao Zhao et al., 2007; Martin et al., 2003), and enhances mistrust and turnover intention (Exit) but may not actual turnover (Hao Zhao et al., 2007). In a meta-analysis, it is found breach had a larger impact on job satisfaction, turnover, and performance (Hao Zhao et al., 2007). Exit (turnover intentions), neglect (diminished OCB and performance), and voice (the hope of repair) were considered as the outcome of the breach but loyalty (patience) is not expected. It is also found that PCV is related to "exit", and "neglect" positively, considerate "voice" and "loyalty" negatively (Si et al., 2008; Turnley & Feldman, 1999). Thus different forms of voice and loyalty for the sake of organizational well-being should be considered in understanding breach as well (Hao Zhao et al., 2007; Turnley & Feldman, 1999).

Besides previous expectations and commitment may cause an increase in the feeling of betrayal as well (Brockner et al., 1992). In this sense, PCB and feeling

of violation get stronger when there is high trust and commitment in the exchange (Morrison & Robinson, 1997). It is found that individuals with an organization-centered career which is based on traditional promotion affected more than an individual-centered career which is based on a more independent career outside, by feelings of betrayal that turn out to be more CWB (Doden et al., 2018). In the same token, if they have independent career orientation, LMX helps to maintain career satisfaction when they face PCB. In the second case, individuals are more receptive to support via LMX. Thus, LMX works as a buffer that protects from PCBs. Thus, supervisor treatment and work environment which dampens cooperative communication and career development (i.e., promotion, reward) can be a signal for the breach.

Organizational support depending on the workplace context can be one way to diminish the effect of the breach (McDermott et al., 2013). In violation and turnover intention direct relationship (Robinson & Rousseau, 1994; Turnley & Feldman, 1999), organizational support moderates the positive relationship that individuals with bad social exchange relationships respond with stronger violation and intention to leave than individuals with strong exchange relationship (Buyukyilmaz & Cakmak, 2013). Therefore, situational factors that are affecting exchange relationships with superiors and the organizational environment reveal some feelings that motivate or discourage voice behaviors.

Since the feeling of violation with a mix of emotions more related to destructive responses, it is associated with "hot" responses which considered as fast responses but trust, on the other hand, is seen as "cool" responses which are more slow and rational and related with passive destructive neglect response (Vantilborgh, 2015). Thus, it can be assumed that violation and trust associated with fulfillment attend different roles in the psychological contract. The violation and trust found to mediate fulfillment and voice that lower the fulfillment and higher the violation result in lower considerate voice but higher aggressive voice, also lower the fulfillment and trust together result in lower considerate voice but higher neglect (Vantilborgh, 2015). However, there is a need for more studies to explain

how indirect effects are found in reaction to fulfillment. This study contributes to this aspect.

Considering feelings of violation and silence inclination (Kiewitz et al., 2002; Nifadkar et al., 2012), Rousseau (1995) discussed reactions toward PCV with "silence" (i.e., silence rather than loyalty term is used). "Silence" is recognized as an immediate reaction when facing PCV (Morrison & Robinson, 1997; Shore & Tetrick, 1994). Mistreatment at work (i.e., bullying) elicits negative emotional states which in return silence behavior (self-protection) occurs (Kiewitz et al., 2002; Nifadkar et al., 2012). Rai and Agarwal (2017) found that PCV mediates the positive relationship between workplace bullying and "defensive silence". Therefore, employees prefer to remain silent as a response to mistreatment. There are also studies considering PCB and voice and silence behavior (Ng et al., 2014; Turnley & Feldman, 1999; Wang & Hsieh, 2014). Additionally, Wang and Hsieh (2014) found a mediation effect of "acquiescent silence" (Dyne et al., 2003) between PCB and job satisfaction negative relationship. Since employees feel that there is no opportunity to be involved in the organization, they withdraw (i.e., neglect) and choose to remain silent. Even though silence can be seen as the first option, there is a need to explore diverse voice behaviors which occur as a result of the violation. This study also contributes to this aspect.

When promises are broken in an employee-employer relationship, "exit" can be inevitable. The violation mediates the interactional injustice and EVLN (Rai & Agarwal, 2019). However, the unambiguity created by the violation does not reflect the same for everyone. At this point, individuals sense make their situation (Weick, 1995), when they face discrepancies. For instance, women who believe barriers to their career may rationalize their violation with silence hoping that barrier will dispel (Hamel, 2009). Based on *relative deprivation theory* (RD), job insecurities may cause loss of career hope and commitment, and increase turnover intentions (Crosby, 1976; Folger, 1986). The reason behind the deprivation is seen as stressors that come with job insecurity, unfair practices in rewarding, and perceived inequality and power imbalance (Arasli et al., 2019). In the same token, it is found that favoritism causes violation and turnover intentions that job

insecurity moderates favoritism and turnover, and violation mediates the same relationship. Based on the same theory, PCB elicits a destructive voice (Xiaoshuang Lin et al., 2018), and an "aggressive voice" (Hagedoorn et al., 1999). However, leader support weakens the deprivation in the same relationship. Accordingly, PCB is found positively related to aggressive voice but weaker the relationship when LMX increased (Ng et al., 2014). Besides coworker exchange (CWX) also moderates the relationship between PCB and constructive and aggressive voice. Accordingly, the negative relationship between PCB and constructive voice, and the positive relationship between PCB and aggressive voice get weaker with increased CWX (Ng et al., 2014).

In this sense, the *social exchange theory* was applied in violation and EVLN responses, in explaining counterproductive behaviors (Peng et al., 2016). Based on the theory, (1) "exit" and "neglect" includes withdrawal that is positively related to PCV; (2) "loyalty" involves contribution that negatively related to PCV; and (3) "voice" includes attempts to direct toward fulfillment of a psychological contract that positively related with PCV (Peng et al., 2016). Thus, there are multiple social relationships, changes in relationship quality can be a signal for understanding reactions to PCBs. Thus, with *the norm of reciprocity* (Coyle-Shapiro & Kessler, 2000), employees return with less positive and more negative behaviors when they experience PCBs. Accordingly, LMX works as a moderator in PCB and voice behavior.

Not just individual or situational factors but also cultural orientations may affect the breach and EVLN. Accordingly, it is found that low *power distance-oriented* individuals are less likely to accept unfair treatment, the PCB is more likely to occur and associate with exit and voice (Zagenczyk et al., 2015). On the other hand, high power distance orientation did not result in reduced loyalty or increased neglect in breach. However, high power distance-oriented individuals may see neglect and reduced loyalty as detrimental. In the Indian setting, it is also confirmed that injustice and bullying at work positively correlated with neglect and exit, and negatively with voice and loyalty. (Rai & Agarwal, 2019). It is assumed that in Eastern culture, there is an emotional suppression where the self is focused on

interpersonal harmony (Peng et al., 2016). Since EVLN is an emotional response in case of dissatisfaction rather than a rational one, social exchange theory which is based on rational judgments was found to be less adequate in Eastern culture for violation and EVLN relationship (Peng et al., 2016). In the Indian setting, it is also found that job dissatisfaction mediated the positive relationship between violation and prohibitive voice (Memon & Ghani, 2020). Thus, the *activation theory* of Gardner (1986), which is based on emotions to sense make the situation was used for Eastern cultures. In this way, violations mediate the breach on job outcomes (Peng et al., 2016).

Anger, in this sense, is the least emotion that involves cognitive evaluation (Harris, 1989), which is mostly associated with the violation. At the same token, Peng et al. (2016) found that there is only a linear positive relationship between violation and exit, other voice reactions showed a non-linear relationship in which other emotions and arousals may intervene the relationship. For instance, it is found that organizational trust mediated breach and voice negative relationship (Guo, 2017). It is also found that having social status and connectedness in their work relationships softens the positive relationship between breach and turnover intention (Heffernan & Rochford, 2017). Thus, informal networks and belonging change how individuals evaluate undesirable outcomes (e.g., in pay promotion, reward, etc.) that the exchange relationship makes them advantageous while dealing with negative outcomes.

Considering the role of emotions, the causal process of the breach on outcomes needs exploration (Hao Zhao et al., 2007). Thus, to what events the individuals react would be the first step to determine the intensity of reactions. In this sense, affective reactions will result in two ways: 1) individuals decide to select which information to recall, and 2) they change the process of thinking which will influence their attitude like turnover intentions (Hao Zhao et al., 2007). Then, attitudes will be predictive of real behaviors in actual turnover and OCB.

2.3.BEHAVIORAL CUES ON VOICE BEHAVIOR

In the light of the *signaling theory* aforementioned (Dutton et al., 1997; Spence, 1973), if managers show mixed cues (Ashford et al., 1998), and unfair treatments (Morrison & Robinson, 1997), employees feel negative emotional states like blame, suspicion, anger, and distress (Edward et al., 2009; Harlos & Pinder, 2000; Harvey et al., 2009). Therefore, supervisors, as power holders, can be important "signalers" for desired/undesired behavioral outcomes (Xu et al., 2019). It can be deduced that leaders' behaviors as "contextual factors" contribute to emotional states and voice behaviors. Therefore, leader behavior and organizational context can be antecedents of voice behavior (Detert & Edmondson, 2011).

Supervisors are the ones who manage and allocate the recourses and rewards, and they are the ones with whom the voice is reached (Detert & Burris, 2007). Rewards are incentives that secure internal stay (McDermott et al., 2013). In this sense, the *interpersonal trust* gives ground for "feeling secure" in expressing ideas (Liden & Maslyn, 1998), and "feeling valued" (Mirowska, 2008). The power holders will be seen as more approachable and responsive (Saunders et al., 1992). After *cost and benefits check* for speaking up, in other terms "reading the wind" (Detert & Burris, 2007), employees will feel psychologically safe against any harm to their self-image, career, or status, and eventually will pursue voice behaviors (Detert & Burris, 2007; Morrison, 2011). It can be deduced that their *exchange relationship* will be enriched that employees will not expect less in return for their effort.

Both trust and suspicion may play significant mediating roles in the relationship between employee perception of *leader impression management* (i.e., self-serving vs prosocial) and employee voice behavior (Xingchi Zhou et al., 2017). Accordingly, it is found that trust and suspicion are separate constructs. Managers should consider not only building employee trust but also minimizing employee suspicion as two separate areas of management practice (Xingchi Zhou et al., 2017). At this point, employees should believe that their supervisors and coworkers will not punish them for speaking up that they need to be "psychologically safe" (Liang

et al., 2012; Morrison, 2011). Therefore, *previous positive experiences (positive situational signals)* will encourage a safe environment (consciously or unconsciously), and employees will fear less and not feel violated and because of speaking up (Detert & Edmondson, 2011; Klaas et al., 2012). Such a safe environment encourages speaking up without fear (i.e., prosocial voice) (Saunders et al., 1992). However, based on negative signals from previous supervisor treatment, RVOs may override voice behavior because of self-protection concerns and negative emotional states created (Edward et al., 2009; Harvey et al., 2009; Wilkinson et al., 2014). Suspicion over managerial behavior (Xingchi Zhou et al., 2017) may also lead to negative emotional states like blame (Morrison & Robinson, 1997).

Accordingly, in a self-driven environment (Harder et al., 2014), using social influence is high (Kacmar & Carlson, 1997) that employees feel uncertainty and injustice, and withhold from speaking up not be seen as "troublemaker". Not just the environment, but also the judgment of intentionality and treatment is critical in leader impression that egoistic intentions diminish voice (Stobbeleir et al., 2010; Urbach & Fay, 2018) since it harms trust and justice. Therefore, employees find speaking up futile and found no motivation to speak up, since effort-expectancy beliefs are interrupted (Vroom, 1964). Therefore, this study expands by creating "situational signals" based on created dissonance via mixed signals.

2.3.1. Outcome Fairness and Voice Behavior

Outcome fairness becomes prominent with justice interruption (Brockner & Wiesenfeld, 1996). In this sense, positive social exchange with employers can be the signal for *supervisor treatment* which in return result in OCBs (Lavelle et al., 2007). Thus "judgment of fairness" could be affected by exchange, and direct behaviors toward citizenship. It can be assumed that supervisor intention manifested can be a source of the exchange relationship. Such intention-outcome interaction should not be skipped, because interaction emerges especially when uncertainty at any point surfaces (Brockner & Wiesenfeld, 1996; De Cremer et al., 2010).

Such “unfair incident/treatment” is emotionally laden and leads to volatile behaviors since it interrupts equity and interactional justice (Barsky et al., 2011; Robert Folger & Cropanzano, 2001; Weiss et al., 1999). Accordingly, appraisal of unfairness connects with emotions since a person evaluates how an “external agent” (e.g., supervisor) treats him/her. In this sense, the *fairness theory* of Folger (1987) states that individuals evaluate whether his/her perpetrator could have and should have acted differently to assign responsibility to the treatment. If the supervisor is responsible for a “violation” of the moral contract which was already controllable by him/her, deontic emotions like anger may emerge (Barsky et al., 2011; Harlos & Pinder, 2000). In the same base, hostile and retributive behaviors may occur with anger (Andersson & Pearson, 1999) but fewer directive behaviors may occur with fear, which in return use less voice (Barsky et al., 2011). In contrast, when speaking up is more likely in an organization, fairness judgment also gets enhanced in exchange (Brotheridge, 2003; Lind et al., 1990). Based on *relational fairness theory* (Lind & Tyler, 1988; Tyler & Lind, 1992), a responsive treatment of supervisors will be a signal that the group values voicing employees (Janssen & Gao, 2015).

Moreover, from the *fairness heuristic theory* perspective, outcomes may be more important than the procedures in fairness judgment (Van den Bos et al., 2001). Accordingly, if individuals have no idea of the outcomes of others, they rely on procedural fairness to react to their outcome but less rely on procedural fairness when they are more informed of others. It can be assumed that more information of agent (e.g., supervisor) intention or treatment to others may result in more focus on outcome fairness itself.

When supervisor treatment is rewarding because of the clear effort of the individual then it is a fair outcome in which expectancy is covered. If there is uncertainty over outcomes, where individuals have info on supervisor prosocial behaviors but no fair outcome for himself/herself, then there is no outcome transparency. Based on *uncertainty management theory* (Bos & Lind, 2002), it may create fewer OCBs (SimanTov-Nachlieli & Bamberger, 2020) through negative emotions where agents are responsible for unfair treatment. Thus, behavioral responses to unfair judgment occur via negative affect (Spector & Fox, 2005). It

may also depend on the *reinforcement sensitivity* of individuals whether they show OCB (e.g., voice) even if they receive uncertainty or insecurity at the job (De Cuyper et al., 2015). Accordingly, individuals with reward sensitivity may see such reward insecurity as a challenge that in return speaks up for themselves.

2.3.2. Intention/Power Motive and Voice Behavior

With power and leadership research, self-interested behaviors can emerge if power motivation is personalized. Accordingly, *personalized vs socialized power* motivation lead to self-serving vs other-serving results (Williams, 2014). On the same basis, there can be many reasons that leaders act in a self-serving way, like insecurity and social status concerns. They will act in pursuit of their goal (Ajzen, 1991). Thus, this creates an observable diversion between leaders who use such motivation to gain or not lose resources and others who use it to benefit the organization itself. At this point, discretionary behaviors of individuals are affected by the supervisor's intention of the way of using their power, namely *prosocial (other-serving) and egoistic (self-serving) intentions* (Grant et al., 2009; Stobbeleir et al., 2010; Urbach & Fay, 2018). It is already apparent that supervisors are power sensitive not to lose their power. Thus if there is a situational power threat, leaders would less likely to support any ideas (Urbach & Fay, 2018), cause they need to manage their impression (Stobbeleir et al., 2010).

On the one hand, there are leadership styles that match with socialized leadership, like servant leadership and charismatic leaderships (Williams, 2014). There are many attributed characteristics to supervisors/leaders that may lead to prosocial voice such as openness, inclusiveness, leader-member exchange (Detert & Burris, 2007; Lee & Varon, 2020; Morrison, 2011; Weiss et al., 2018), transactional leadership (Güven, 2017), values-centered leadership (Çiçek, 2016), transformational (Detert & Burris, 2007), and ethical leadership (Bai et al., 2017; Hu et al., 2018; Lam et al., 2016; Lee et al., 2017; Mo & Shi, 2018; Peng & Wei, 2020; Sagnak, 2017; Walumbwa et al., 2012) and authentic leadership through an enhanced leader-member exchange (Hsiung, 2012). In this sense, employee voice

mediated the relationship between ethical leadership and psychological well-being (Avey et al., 2012). Presumably, when leaders behave in a highly ethical manner, they create a "trusting" environment where employees feel that it is safe to engage in constructive voice (Morrison, 2011). Further analysis on employee silence revealed that participative climate and authentic leadership were negatively related to silence behavior (Öztürk, 2014).

The authors argued that high-quality relationships with one's supervisor mitigate withdrawal cognitions (Exit and Neglect) and that this, in turn, increases the likelihood of employees engaging in discretionary effort (Voice) on behalf of the organization (Morrison, 2011). Recently, Weiss and Morrison (2019) found that employees evaluate coworkers, who speak up, with higher social status, in mediation with high agentic and communal attributions toward a coworker. On the common ground, *authenticity* is the main motive that creates an environment to speak up to cope with problems (Knoll & Dick, 2013). In this sense, authentic leaders are more receptive to promotive voices (Li et al., 2018; Zhang et al., 2019). Finally, the quality of the relationship, in this sense, affected speaking up positively (Chou & Barron, 2016; Kong et al., 2017; Long et al., 2015) since it will be based on trust (Holley et al., 2019; Yoerger et al., 2015).

On the other hand, self-serving behavior affects voice negatively (Xingchi Zhou et al., 2017). Accordingly, an unsupportive and "unreliable" exchange is based on ambiguous intentions of the supervisor (Tepper, 2000) that their *interactional justice* is interrupted (Wang & Jiang, 2015). Destructive leader behaviors like *abusive* leadership damage prosocial voice and silence (Wang & Jiang, 2015). In the same token, authoritarian leadership is found to damage knowledge sharing (Chen et al., 2018).

At this point, recent studies began to focus on not just general characteristics of the leader but also attributions made in terms of the *intention* of the supervisor or coworker (Liu et al., 2015; Rosette & Tost, 2010; Urbach & Fay, 2018; Weiss & Morrison, 2019). Based on *trait activation theory* (Tett & Guterman, 2000), leaders promote the behaviors of employees since it is complementary with their own goals and motive. Thus intentions can be a signal to understand proactive behaviors like

idea support of individuals (Grant & Ashford, 2008). For ideas to get support, prosocial rather than selfish intentions should be observed in exchange for an employee-supervisor relationship.

Attributions made in this relationship are substantial in that affective states mediate behaviors (Martinko et al., 2006, 2007). Based on the *attribution theory* of Fiske and Taylor (1991), attributions made upon the intention of supervisors serve to understand the outcomes they receive. Further, they attribute causes of their reward or punishment ends, which would affect their emotions and behaviors in return (Martinko et al., 2011). Accordingly, attributions are part of the motivation behind explaining reward-oriented behaviors. At this point, if individuals attribute self-serving and unfairness to supervisors, then they will perceive the leader as *abusive/destructive, or unethical* (Martinko et al., 2011).

According to the *complementarity theory* of Kiesler (1983), behavioral needs should be satisfyingly complementary in dyadic interaction. Otherwise, supervisors respond to the same idea depending on their power motive. Therefore, supervisors' reward or punishment (i.e., support/recovery or not) may be determined by such "judgment of intentionality" behind proactive behaviors at work: (1) prosocial/other-serving, and (2) egoistic/self-serving (i.e., impression management) (Grant et al., 2009; Stobbeleir et al., 2010; Urbach & Fay, 2018).

Additionally, according to the *social exchange theory* of Blau (1964), there should be a balance of interaction. Therefore, not just the supervisor-subordinate dyad based on hierarchy should be completed, but also employees' attribution toward supervisors' reactions (intentionality) should also be included in the equation. At this point, *this study fulfills the gap in the literature* by including employees' evaluations of supervisors' intentionality based on observations.

In this sense, Cushman, Wang, Costa, and Dreber's (2009) approach of "assessment of intention and outcome" based on *moral judgment* (Williams, 1982) is taken as a start point for this study. Since voice behavior has two players/sides (i.e., responder and allocator), generous intentions are rewarded but selfish ones are punished in a dice game when the responder has control over dice results (Cushman, Wang, Costa, & Dreber, 2009). Otherwise, if the responder has less control over

dice results, it will be considered as *accidental harm* (i.e., good intention but bad outcome). If both intention and outcome are bad, then it is referred to as *attended harm.* If the responder has more control, intention overrides the outcome (i.e., bad intention but good outcome), and punishment increases. Cushman et al.'s (2009) study showed that intention may overcome outcomes when there is a controllable situation but harm is done anyway. Since it is based on economic exchanges in scenarios, it is not always easy to create an unintentional or controllable situation for power holders. However, it is seen that uncertainty in intention-outcome creates a discussion that whether the bad outcome happens in control of the allocator or it was just luck (Gerstenberg et al., 2010; Martin & Cushman, 2016).

In this sense, supervisors have the control to manage employee efforts. They could put on "selfish vs prosocial" benefits (i.e., perceived attribution of intention by employees), but also may treat employees with "fair vs unfair" outcomes. Therefore, *it can be assumed* that not just the intention of employees but also the treatment/act of control owners (supervisors) may affect the voice behavior. Up until now, the studies based on intention-outcome and voice relationship are covered in a voice-silence dichotomy. However, considering the circumplex nature of voice behaviors, *this study first* explores the intention-outcome contextual factors with diverse voice behaviors. Here are the hypotheses:

> **H_{1a}**: Voice behaviors (EVLN) differ in terms of the attributed intention of the supervisor (prosocial vs selfish).
>
> **H_{1b}**: Voice behaviors (EVLN) differ in terms of the attributed outcome of the supervisor (fair vs unfair).

2.2.3. Incongruity: Intention-Outcome Gap and Voice Behavior

Within the scope of rational-cognitive theories, the *incongruity* (gap) in the intention of decisions and actual behavior causes *cognitive dissonance* (Barnhardt & Ginns, 2017) that such dissonance is evaluated as unethical and not trustable. Based *dissonance theory* of Festinger (1957), dissonance occurs after a decision is made (Aronson, 1969). At this point, the *behavioral integrity* (BI) of leaders secures

trust and OCB (Kannan-Narasimhan & Lawrence, 2012; Simons et al., 2015). Accordingly, *role congruity* (no gap) is established when "walking the talk" in that words and actions are matched.

In the judgment of fairness, the intention is central cause effort in his actions corresponds with intentionality (Lane & Anderson, 1976). Based on the *theory of planned behavior* (Ajzen, 1991), people act in a way that corresponds with their intention (Fife-Schaw et al., 2007). However, still little is known about is the case of conflicting intentions and outcomes (Sarin et al., 2017). Accordingly, well-intended ones are seen as more moral and authentic. However, it is found that good intention-bad outcomes are more blameworthy and responsible than bad intentions-good outcomes. It can be assumed that anger may emerge as a cause of injustice and inauthentic behaviors, that unfair pay and promotion are one of them in organizational settings (Harlos & Pinder, 2000).

In the light of the *expectancy theory* of Vroom (1964), based on effort-expectancy beliefs (i.e., performance-reward), prosocial-fair duals (i.e., intention-outcome) meet the expectancy level in a normal situation. Accordingly, the role model the supervisor created and expectancy perception match (Schuler, 1980). In this sense, evaluation of the target's (supervisor) behavioral intentions and mood of the target "reading the wind" (Dutton et al., 1997) contribute to whether to speak up or remain silent (Liu et al., 2015). Since expectancies matches, that would motivate for further job satisfaction and performance (Ferris, 1977; Schuler, 1980).

Based on the *signaling theory* of Spence (1973), the congruence in signal givers creates a psychologically safer work environment where speaking up is secured (Connelly et al., 2011; Xu et al., 2019). To see the effect of incongruity, *mixed signals*, conflicting beliefs, and behaviors were created that the asymmetry of intention-outcome over voice behaviors was compared. Up until now, *no research studies* how incongruity affects diverse voice behaviors as a part of OCB. Here is the hypothesis:

> **H_{1c}**: Voice behaviors (EVLN) differ in terms of the gap between intention and outcome (gap (prosocial-unfair) vs no gap (prosocial-fair)).

2.4. ORGANIZATIONAL POLITICS ON VOICE BEHAVIOR

Besides the supervisor-subordinate exchange relationship, the overall working environment may influence the inclination to speak up or remain silent. According to the *person-situation interaction model* (Salancik & Pfeffer, 1978), not just individual attributions but also environmental cues complete our information processing. Not just attributions employees made on what their leader do to them but also how others act in the working environment adds on contextual cues. Individuals especially check the *interpersonal climate*, whether there are any *threats* to their job investments (Kiewitz et al., 2002).

Based on the *cognitive moral development theory* of Kohlberg (1966), individuals are prone to give effort to immediate work environment' concerns and seek trustable relationships (Goolsby & Hunt, 1992). Therefore, group climate may predict voice even in face of individual attitudes (Morrison, 2011). Employees are prone to share beliefs and concerns especially when they are identified themselves with groups and organizations (Morrison, 2011; 2014). Therefore, when they feel safe in the organization, they will identify themselves with the organization and engage in voice. However, when they feel risky in the organization, then they will feel powerless which interrupt promotive voice.

In a "healthy" organization, there are strong reinforces for desirable behaviors and powerful punishers for undesirable behavior (Brown, 1982). In the same token, in "unhealthy" organizations, there is an increasing number of punishing consequences for their good work. Moreover, Harder et al (2014) also define a "toxic work environment" that is ineffective and destructive by nature. Accordingly, a "nontoxic work environment" is considered to be community and organization-driven that considered as psychologically safe workplaces. The non-political workplace is important for a committed and healthy workforce (Cropanzano et al., 1997). On the other hand, a toxic environment is considered as *self-driven that personal gains are initial*. Therefore, "toxic workplace politics" like using unethical means to manipulate, having motives to maintain power, money, or status, and diverting attention away from the performance are included. In this

sense, workplace politics influences feelings about the company and superiors, employees' productivity, and turnover (Kacmar & Carlson, 1997). In a nontoxic environment, there is an open and constructive communication between power holders and employers which is favorable for voice (McCulloch, 2017). In the same base, voice is considered in toxicity appraisals.

At this point, it is better first to discuss why individuals show *political behavior*, which they use political tactics. The very first reason is that individuals use political tactics since their justice perception is interrupted in that organization, use tactics to control the working environment (Çalışkan, 2006). They can simply use tactics to influence the process (Cropanzano et al., 1997) or others for self-interests which is dysfunctional and hypocritical (Ferris & Kacmar, 1992). The coalitions and informal exchanges are the essential part of political behavior among colleagues (İslamoğlu & Börü, 2007). Observation of unjust gains affects organizational justice (Cropanzano et al., 1997; Drory, 1993; Ferris & Kacmar, 1992; Ferris et al., 1989, 1996). Accordingly, individuals may behave destructively and illegitimately for personal gain. Observation of politics in the workplace is substantial to understand the self-serving reactions of others, which shape interpersonal climate (Kiewitz et al., 2002).

Organizational politics (OP) can be used as "tactics" for how and when to communicate the issue, and how to frame it (Dutton et al., 2001). There are three levels of analysis: (1) *outcome* which is self-serving; (2) *behavioral means* which influence others with informal behaviors; and (3) *situational characteristics* of the environment where conflict among groups is central (Drory & Romm, 1990). If three of them are not available, it is considered as non-OP which is prosocial, socially neutral in job requirements, influencing others is not for self. Thus, even if there is OP at some point in every organization (Mintzberg, 1985), non-OP (safe) is considered to not have these three elements. OP disrupts legitimate power and includes informal, divisive, and even illegitimate behavior (Miller & Mintzberg, 1983). In the same token, "perception of politics" (POP) by definition is "*as social influence attempts directed at those who can provide rewards that will help promote or protect the self-interests of the actor*" (Kacmar & Carlson, 1997, p. 629).

To support this, OP found negatively related to work engagement (Rong & Cao, 2015), job satisfaction and commitment (Miller et al., 2008; Poon, 2003; Vigoda & Cohen, 2002), and organizational justice (Aggarwal et al., 2018). OP also mediates the relationship between leadership and OCB (Vigoda-Gadot, 2007). Accordingly, whether their efforts are fairly evaluated is uncertain that the reward system may be perceived as corrupted (Poon, 2006). It has been found positively related to defensive/quiescent silence (Khalid & Ahmed, 2016), organizational silence (Liang & Wang, 2016; Sun & Xia, 2018), and favoritism (Cropanzano et al., 1997).

In this study, the destructive side of the tactics is included. When the workplace is highly politicized that would be threatening. The level of OP is negatively associated with OCBs and open communication between colleagues (Güneri Çangarlı, 2009). The impact of the perceived OP is negative on both "promotive and prohibitive voice" because of "psychological uncertainty" consisted (Kamal Kumar & Kumar Mishra, 2017; Li et al., 2018; Jinsong Li et al., 2014; Van Dyne & LePine, 1998). Fewer politics will add to a psychologically safe environment (Kiewitz et al., 2002). Therefore, OP in a working environment brings deviation from formal procedures, which in return creates an uncertain environment. Self-serving benefits/activities affect the relationships and unwritten rules make it harder to see results of behaviors at work, every time the power of politics changes hands (as in a game). *It can be assumed* that it is not "merit-based" rather more about "lobbying". Since employees will lose the connection between their actions and future results, it is going to be referred to threat (Li et al., 2014) and enhance defensiveness (Edmondson, 1999).

Moreover, the risky OP also mitigates "issue selling" and result in withholding important information (Neglect) (Ashford et al., 1998). In this case, psychological withdrawal (Neglect) and antagonistic behaviors in which chatting out of job topics and gossiping are seen (Cropanzano et al., 1997), turnover intentions (Exit) (Chang et al., 2009; Ferris et al., 1993; Miller et al., 2008; Poon, 2003) are observed. Lack of organizational support in a highly politicized workplace context also adds to the breach (McDermott et al., 2013). In this sense,

it can be hypothesized that perception of workplace politics (WP) will be negatively related to voice and positively with silence.

Thus, *this study is original* in terms of putting not just behavioral cues of supervisors and outcomes for employees (interpersonal exchange) but put also the organizational environment which includes attitudes of all employees that secure a safer environment (interpersonal climate) into the equation of voice literature. Both behavioral cues and environment are connected via fairness judgment and justice literature. It is not possible to create an environment where there is no politics. From this perspective, OP is taken whether the workplace is threatening or not in terms of politics, more specifically whether is "safe" in terms of psychological safety or "risky" in terms of RVOs may lead to conservation of resources for employees. Thus, based on OP literature, the non-political or political environment is localized by definition and safe or risky politics in the workplace is used. Even though there are studies aforementioned on promotive-prohibitive voice or silence, *there is no study that covers* different forms of voice behavior in one study for OP-voice literature. Here is the hypothesis:

> **H_{1d}**: Voice behaviors (EVLN) differ in terms of the attributed workplace politics (safe vs risky).

2.5. SITUATIONAL STRESSORS ON PSYCHOLOGICAL CONTRACT

Up until now, OP in terms of whether is risky or safe to evoke voice behaviors at the *organizational level* and superiors' intention (prosocial vs selfish) and outcome (fair vs unfair) for employees over voice behavior at a *dyadic level* are proposed. Now, a more *individual-emotional* aspect is involved as a response to stressors.

At this point, the *psychological contract* (PsyC) is an "*individual-level cognitive structure that reflects how people think about their exchange relationships*." (Montes et al., 2015, p. 1). Social exchange relationships were considered cousins with psychological contracts (Morrison & Robinson, 1997;

Peyrat-Guillard, 2008; Rousseau, 1995), which there is a reciprocal responsibility. Since employees have entered organizations with some beliefs beforehand about their responsibilities (i.e., fidelity toward the organization) and employers' responsibilities (i.e., reasonable wage or opportunities for employee development). Therefore, it is reciprocal and "promissory" between employees and employers. When it is secured by the organization, then is a psychological contract is fulfilled (i.e., psychological contract fulfillment).

Psychological contract theory (PCT) took its main form with Rousseau (1989) in which psychological contract fulfillment vs breach is studied. Accordingly, psychological contract breach (PCB) as the opposite of psychological contract fulfillment (PCF) is "*failure to fulfill psychological contract obligations*" (Montes et al., 2015). For instance, when an employer does not promote an employee with high performance even though it is promised. Later Morrison and Robinson (1997; 2000) developed the "psychological contract violation" (PCV) concept including the feelings side of the PCT. It is about *feelings of violation* that include purposeful failure from commitments and related with many negative emotions such as *anger and frustration*. Thus, they are separate concepts that violation is shaped by how PCB is interpreted. However, it is agreed that psychological contract is an *affect-laden cognitive process* (Edmondson, 1999; Liu et al., 2015), as in voice behavior.

Based on the Psychological Contract Inventory of Rousseau (2000), there is four dimension of PCT: (1) *relational* where stability and loyalty are key dimensions of a long term relationship that membership is overpowered performance criteria; (2) *balanced* where external employability, internal advancement, and dynamic performance are key dimensions due to market pressure; (3) *transactional* which involves limited and short term employment; and (4) *transitional* where conflicting signals creates mistrust, uncertainty on responsibilities and erosion in the quality of work life. The latest one is where the supervisor intention (SI) and supervisor treatment (ST) gap is based on. Such mixed behavioral cues may reveal emotions that affect the decision on voice behavior (Ashford et al., 1998; Dutton et al., 1997).

In todays' volatile business environment, PsyC is evolved to promise "job security, pay-promotion benefits, attachment to the organization" (Akinyemi, 2009). Based on the *stressor-emotion model* of Spector and Fox (2005), whether the source of stressor is supervisors' behaviors or organizational context, emotions revealed affect affect-laden PsyC in return influence behaviors. The general acceptance of psychological contract (PC) is built on "stable" and "subconscious" expressions. However, unexpected situations and observations at work (i.e., unexpected demotion) may influence judgment over PC which in return change attitudes and behaviors (Montes et al., 2015). Thus, *this study contributes* to understanding how positive or negative experiences/observations may secure or break such a contract.

2.5.1. Outcome Fairness and PsyC

PCV is an "affective state" in which employees associate meaning to an unexpected experience after a cognitive process (Robinson & Morrison, 2000). Accordingly, PCB is based on "incongruent perceptions" that do not always lead to a violation but the emotional experience behind may lead individuals to sense make the situation. It can be assumed that attribution to the unexpected experience may determine the intensity of emotions. If individuals attribute to abandonment than a misunderstanding, employees' violation will intensify (Robinson & Morrison, 2000). Employees will tend to hold the organization responsible in the former case, and blame will decrease in the latter case.

Affective reactions to unfair treatments are studied. According to the *affective events theory* (Weiss & Cropanzano, 1996), work events match with affective reactions that reflect work attitudes. In contrast to previous theoretical compositions which focus that effects of environmental cues over attitudes are stable over time, this approach points out that they miss out on the emotions as a result of attitudes that individuals may feel angry, frustrated, fearful, or joyful that have different behavioral implications. Thus, attitudes are relatively stable. On the same coin, the nature of basic emotions has some backgrounds: *anger* is related to

disgust, envy; *fear* is related to anxiety; *joy* with optimism and pride; *sadness* with neglect, disappointment (Weiss & Cropanzano, 1996). There are discrete emotions revealed like *anger* when both procedure and outcome are unfair, and pride when the outcome is fair regardless of procedure (Weiss et al., 1999). Thus, when fairness judgment is disturbed that may lead to anger (Harlos & Pinder, 2000).

In this sense, "interpersonal fair treatment" is another criterion for PCB. Accordingly, unfair signals result in not being valued which intensifies negative emotions (Morrison & Robinson, 1997). Unfair treatment reminds the employer's responsibility, and feelings of violation and blame will be higher. If it would be because of misunderstanding, attribution would be different. Thus, accidental harm will reveal fewer negative emotions than attempted harm. The deeper psychological distress, the deeper their sense of injustice. Then, trust and job security will be interrupted (Robinson & Rousseau, 1994; Rousseau, 1989). Therefore, social context influences fairness judgment.

2.5.2. Intention/Power Motive and PsyC

Target's prosocial motive which includes openness and procedural justice may secure emotional states in "fulfillment" (Edmondson, 1999; Liu et al., 2015). Since prosocial motives include more relationship orientation and inclusiveness, recovery of concern or reward of an opinion is more expected (Karande et al., 2007).

Subordinates are inclined to attribute the breach to the intentions of the organization which is controllable situations (Lester et al., 2002). Therefore, emotional responses in case of violation and fulfillment depend on the *behavioral integrity* of power holders (Simons et al., 2015). Otherwise, behavioral cues of supervisors which include selfish intentions toward others overturn the integrity judgments. Their unauthentic intentions will lead to a feeling of violation (Erkutlu & Chafra, 2013). On the other hand, transparency and authenticity in their intentions lead to fulfillment where contributes to career satisfaction and interpersonal trust (Chang et al., 2020).

2.5.3. Incongruity: Intention-Outcome Gap and PsyC

Since violation is based on incongruity, the person-supervisor will unfit (Xu et al., 2019), and job stressors will occur (Mayes & Ganster, 1988). Therefore, *mixed signals* (different intentions and outcomes) may result in "blame" and accusation of violation (Ashford et al., 1998; Morrison & Robinson, 1997). Because it creates suspicion over managerial behavior (Xingchi Zhou et al., 2017). Mixed signals point out the role incongruity of power holders. In this sense, employees' inputs-outputs are unbalanced and uncertain according to the equity theory which anger, resentment (Edward et al., 2009; Harvey et al., 2009) and distress (Barsky et al., 2011) may occur. *There is no experimental study* that puts such signals together.

2.5.4. Organizational Politics and PsyC

Not just intention-outcome can be source stressors for violation, but also organizational politics are considered as "hindrance" stressor where individuals believe that they will not able to reach their goals (Atinc et al., 2010). Thus, emotions are reactions to organizational strains that the riskier the organizational settings, their justice perception will be interrupted (Pindek & Spector, 2016). In the case of favorable treatment with organizational support secure fulfillment (Aselage & Eisenberger, 2003), otherwise, PCB is negatively related to organizational support (Kiewitz et al., 2009).

In this sense, the workplace itself can be harmful to the well-being of individuals because of stressors, toxic leaders, and the workplace, where negative emotions are induced (Dirik & Eryılmaz, 2018; McCulloch, 2017). Job anxiety and organizational politics are related (Ferris & Kacmar, 1992; Ferris et al., 1993; Harris & Kacmar, 2005) that can affect job satisfaction. Thus, organizational politics can be a threat to the psychological contract through aroused distress.

Putting together, understanding how attributions made for breach affect attitudes is important (Lester et al., 2002). In this study, the breach-no breach is created by including intention-outcome-workplace cues that may lead to the feeling of violation-fulfillment. Thus, there are aforementioned studies based on unfair

treatments and negative emotions in violation. *No study* puts incongruity in these dimensions in the psychological contract literature. Following hypotheses are tested where attributed situations affect the feelings of fulfillment and violation.

H_{2a}: Psychological Contract (fulfillment and violation) differs in terms of the attributed intention of the supervisor (prosocial vs selfish). Fulfillment is more in the prosocial group, and the violation will be more in the selfish group.

H_{2b}: Psychological Contract (fulfillment and violation) differs in terms of the attributed outcome of the supervisor (fair vs unfair). Fulfillment is more in the fair group, and the violation will be more in the unfair group.

H_{2c}: Psychological Contract (fulfillment and violation) differs in terms of the gap between intention and outcome (gap (prosocial-unfair) vs no gap (prosocial-fair)). Fulfillment will be more in the no-gap group, and the violation will be more in the gap group.

H_{2d}: Psychological Contract (fulfillment and violation) differs in terms of perception of the workplace politics (safe vs risky). Fulfillment will be more in the safe group, and the violation will be more in the risky group.

2.6. INTERACTION OF INTENTION-OUTCOME-WORKPLACE POLITICS OVER VOICE BEHAVIOR AND PSYCHOLOGICAL CONTRACT

Not just stressors by themselves, but also interaction of them over voice behavior and feeling of violation-fulfillment is tested with this study. It allows practicing Cushman et al. (2009)'s intention-outcome study in "supervisors" under the influence of organizational signals. *There is a gap in the literature* that OP and leaders and work outcomes (Dirik & Eryılmaz, 2018). It is found that OP in relationship with transformational leadership results in OCBs (Vigoda-Gadot, 2007). With this study, there is an opportunity to see how "organizational politics" where self-driven tactics are practiced in the workplace affects voice behavior

independent of and in interaction with intention-outcome dyads *for the first time*. Thus, there will be a significant predictor of EVLN and PsyC by workplace, intention, and outcome. Here are the hypotheses:

> **H_{3a}**: There is a three-way interaction between workplace, intention, and outcome on EVLN.
>
> **H_{3b}**: There is a three-way interaction between workplace, intention, and outcome on Psychological Contract (fulfillment and violation).

2.7. SITUATIONAL STRESSORS IN PSYCHOLOGICAL CONTRACT AND EMPLOYEE VOICE RELATIONSHIP

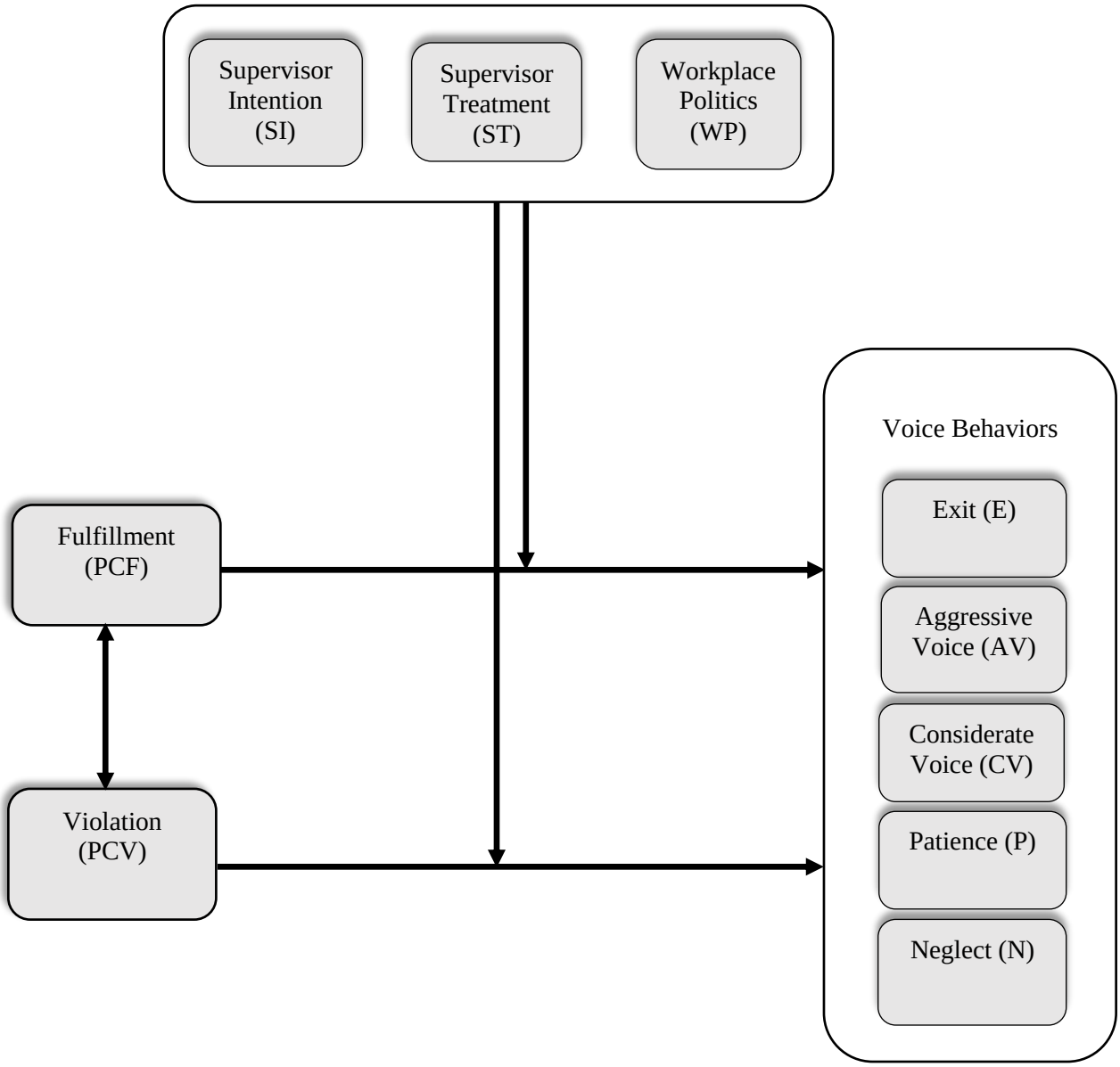
Even though there are direct relationships between fulfillment/violation and EVLN responses are found, it is also mentioned that the relationship may change according to the other situational predictors. Fairness promotes the feeling of efficacy (Lind et al., 1990), and supervisors' fair treatment to others adds on promotive voice (Detert & Burris, 2007). On the other hand, coworkers' relationship in the workplace which may facilitate RVOs which attenuate safe environment (Detert & Edmondson, 2005). Thus, considering the process as "affect-laden cognition" over voice (Edmondson, 1999) that the relationship between the feeling of fulfillment/violation and EVLN may vary according to the conditions created, namely workplace politics, supervisors' intention, and treatment in this study. Therefore, experimental studies (i.e., by controlling the experiences of employees) are needed to advance the discussion. In this sense, *one of the aims of the study* will be to fulfill this gap in the literature. Here are the hypotheses:

> **H4a:** The relationship between fulfillment and EVLN responses varies by condition (intention, outcome, workplace).
>
> **H4b:** The relationship between violation and EVLN responses varies by condition (intention, outcome, workplace).

2.8. THE PROPOSED MODEL

The research model is represented as followed (Figure 2.1.).

Figure 2. 1. Research Model



2.9. RESEARCH FOCUS AND QUESTIONS

The main focus of the study is to expand the knowledge of the "judgment of fairness", "judgment of intention" and dissonance in intention-treatment over PsyC and EVLN. Although there are recent studies that use more hypothetical vignettes in voice literature (e.g., Weiss & Morrison, 2019), to the best of my knowledge, there is no study available with a quasi-experimental design to explore the circumplex nature of voice. Therefore, this study is original since there is no study which:

a) investigate how in(congruity) in intention and treatment affects different forms of EVB and emotions aroused via PsyC.
b) covers different forms of EVB in OP literature at the organizational level.
c) covers interactions of power holders' attitudes-behavior (intention-treatment) dyads with organizational stressors (organizational politics) both for EVLN and PsyC.

This study also contributes to 1) understand how signals/stressors at dyadic and organizational levels may secure or break the PsyC, and 2) expand fulfillment/violation and voice indirect relationship, which is scarce in the literature, by involving situational signals/stressors via quasi-experimental design. This study expands the current body of research by creating a context via real-like vignettes. Considering the cognition-emotion-action model (Weiner, 1980), which attributions reveal emotions in return affect behaviors, this study aims to answer the research questions below:

a) how attributed dyadic and organizational signals/stressors interact with EVB and PsyC?
b) how attributed dyadic and organizational signals/stressors affect the relationship between EVB and PsyC?

3. METHODOLOGY

3.1. DATA COLLECTION METHODS

Quantitative survey research was conducted. The online cross-sectional survey was constructed in *Qualtrics*. The data collected via convenience sampling that graduate students in the affiliated university, brought voluntary attendees who had at least two-year work experience in various organizations operating in Turkey, in exchange for credits in their courses. They participated in the research voluntarily without getting any remuneration or penalty. They were informed about the objectives of the study, confidentiality of responses, and chance for voluntary leaving in the informed consent form, which was on the first page when they click the survey link. Data collection was started following the approval from the university ethics committee (see the last page of Appendix).

3.2. PARTICIPANTS AND SAMPLING

The convenience sample consisted of 984 responses that *N*=651 (%66.16 response) is found to be clear data after extracting full missing scales in *Qualtrics*. Eight conditions (2x2x2 – Workplace x Intention x Outcome) were equally randomized across combinations, and the EVLN scale was counterbalanced.

3.3. OPERATIONALIZATION OF VARIABLES

A questionnaire was developed consisting of the following dimensions:

3.3.1. Workplace-Intention-Outcome: Hypothetical Vignettes

Hypothetical-scenario-based experimental design is used as signals and to be able to recreate an environment where supervisors' intentions and outcomes are

attributed and workplace politics are created. In this sense, vignettes are in use in recent studies of voice literature to control contingencies (Burris et al., 2017; Li et al., 2018; Urbach & Fay, 2018; Weiss & Morrison, 2019). The 2x2x2 between-subject design is created for the study (i.e., whether workplace politics is risky or safe, whether supervisor intention is prosocial or selfish, and whether the outcome is fair or not for the employee). Considering the nature of collecting data about workplace politics or supervisor treatment where some ethical issues may arise, the vignette method is used where individuals may reflect their observations as if they experience the situation (Güneri Çangarlı, 2009).

Robinson and Rousseau (1994) sorted the 10 most violated areas in our psychological contract, in order: training/development, compensation, promotion, nature of the job, job security, feedback, management of change, responsibility, people in the working environment, other promised but betrayed issues. Most of them are the subject of HRM. Additionally, considering social consequences (being isolated) may derive to silence in peers, but career consequences of voice (lost promotion and compensation) lead to silence toward power holders (Kish-Gephart et al., 2009; Milliken et al., 2003). Moreover, considering most politically set of the area is "pay and promotion policies" as Kacmar and Ferris (1991)'s POP scale depicted: "None of the raises I have received are consistent with the policies on how raises should be determined" "When it comes to paying raise and promotion decisions, policies are irrelevant." "I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies (reversed)." Therefore, scarce financial resources make control owners target political tactics and make subordinates engage in self-serving political behaviors for immediate benefit (Kacmar & Ferris, 1991).

Although employees practice work behavior in terms of giving an opinion or suggesting solutions (voice) set an example to evaluate subordinates by supervisors (Urbach & Fay, 2018), supervisors may set an example of support for the voice for the future as well. Considering "*pay and promotion*" as one of the main issues of psychological contract (Robinson & Rousseau, 1994), its

considerations on silence (Kish-Gephart et al, 2009), and workplace politics around the issue (Kacmar & Ferris, 1991), the vignettes revolved around this theme.

3.3.2. Manipulation Check for Vignettes

Previous studies with scenarios were taken as the basis for workplace politics (Drory & Romm, 1990; Güneri Çangarlı, 2009; Li et al., 2018; Valle et al., 2019), and intention-outcome attribution (Cushman, Sheketoff, Wharton, & Carey, 2013; Whiting, Maynes, Podsakoff, & Podsakoff, 2012). The classification of Drory and Romm (1990) for workplace politics, and the previous hypothetical study of Cushman et al. (2013) was the main content of the vignettes. Eight versions of the vignettes have been created, representing a full 2 x 2 x 2 factorial design, as the matrix is shown in Table 3.1. In the worst scenario, in which there are in-group conflicts, informal ways, and personal relationships to get immediate self-serving benefits in the workplace (risky workplace politics). Also, the affiliated supervisor contributes with self-serving behaviors in which unfair outcome results for the employee (no reward). In the best scenario, there are no in-group conflicts, published policies are applied for everyone, and no self-interest benefits are followed in the workplace (safe workplace politics). Also, the affiliated supervisor contributes with prosocial behaviors in which a fair outcome (reward) results for the employee. When it comes to the combination of these levels, mixed and uncertain signals arise, and intention or outcome override voice but sometimes it may lead to choose speaking up or keep silent (Ashford et al., 1998; Dutton et al., 1997). Therefore, combinations will be cues for employees' feelings of fulfillment-violation and voice behaviors (Morrison, 2011).

Table 3. 1. The Sources of Vignettes

Workplace Politics (WP): perceived political environment based on three main themes of Drory and Romm (1990) *influence, informal, and conflict*.	Safe	Risky
Supervisor Intention (SI): based on intent-based judgment (Cushman et al., 2013)	Prosocial (PRO)	Selfish (SELF)
Supervisor Treatment (ST): based on dissonance and fairness judgment literature (Festinger, 1957; Harlos & Pinder, 2000; Vroom, 1964)	Fair Outcome (FO)	Unfair Outcome (UFO)

A pilot study was done for the draft vignettes. The manipulation check questions (6-Likert) (*1 = definitely not agree* to *6 = definitely agree*) were prepared to understand whether differences between conditions of IVs for "workplace politics", "supervisor intention" and "outcome for employee" is understood, *n=90* responses (N=30) are collected from a graduate summer 2019 class at the affiliated university in which students (M_{age}=30) already have or had a working life before ($M_{currentlyworking}$= %66.7). Eight vignettes were counterbalanced. Difference analysis indicated that participants differentiated scenarios with (1) safe vs risky workplace politics, (2) selfish vs prosocial supervisor intention, and (3) intention and outcome gap. Analyses can be found in the next section. The items for workplace politics translated from Drory and Romm (1990) to Turkish, and items for intention and outcome were self-created as shown in Table 3.2. Appendix A includes the Turkish version.

Table 3. 2. Manipulation Check Questions

Variable	Based on	Items in English
Workplace politics	Conflict (Drory and Romm, 1990; 1147): *"One individual or group seeks to advance its own interests at the expense of another individual group. The lack of consensus or existing conflict between parties."*	There are high in-group conflicts in this organization.
Workplace politics	Informal (Drory and Romm, 1990; 1147): *"Non-political behavior may be either prosocial or socially neutral, political behavior had an antisocial property. Sanctioned behavior by organization vs not sanctioned."*	Employees in this organization generally apply informal ways to reach their own interests.
Workplace politics	Influence (Drory and Romm, 1990; 1147): *"Promote or protect the self-interest of the influence source"*	Employees in this organization mostly protect their own self-interests. Employees in this organization mostly use their influence on others to reach their interests.
Selfish Intention	Intention (Cushman et al., 2013)	The intention of the manager in this organization is to protect his/her own self-interests.
Prosocial Intention	Intention (Cushman et al., 2013)	The intention of the manager in this organization is to protect everyone's common interests. (r)
Unexpected	Intention-outcome gap (Festinger, 1957; Harlos & Pinder, 2000; Vroom, 1964)	The decision of the manager made me surprised.
Expected	Intention-outcome gap (Festinger, 1957; Harlos & Pinder, 2000; Vroom, 1964)	The decision of the manager is expected.

3.3.3. Manipulation Check Results

The workplace politics, supervisor intention, and supervisor treatment of participants in vignettes revealed differences as expected. Paired samples t-tests showed that there was a significant difference in the scores for risky and safe workplace politics conditions. There was a significant difference in the scores for selfish and prosocial intentions. See Table 3.3.

To measure the intention-outcome gap, the expectancy level of the combinations was asked. Accordingly, participants who found the outcome least to the most expected are in order of (1) “prosocial-unfair”, (2) “selfish-unfair”, (3) “selfish-fair”, and (4) “prosocial-fair”. Only “prosocial-unfair” and “selfish-unfair” conditions are not significantly different than others. Therefore, the expectancy of a fair outcome differs in terms of benign vs malignant intention. However, the unfair outcome is found to be equally unexpected without looking for intention criteria. See Table 3.3. When we put the unexpected level into a negative-indifferent-positive continuum, most unexpected outcomes come with “prosocial-unfair” and “selfish-unfair” duals in a negative way that creates the most gap. The most expected outcome comes with “prosocial-fair” dual in a natural way that creates no gap. Finally, “selfish-fair” creates a moderate level of un-expectancy and surprising results but in a positive way.

Table 3. 3. T-test Results for Manipulation Items

M_1	SD_1	M_2	SD_2	t	df	p	*Cohen's d*
Safe		Risky					
2.25	.916	5.26	.698	-10.953	24	.000	3.696
PRO		SELF					
4.70	1.164	1.38	.485	13.661	24	.000	3.723
PRO-FO Expectancy		SELF-UFO Expectancy					
5.14	.693	2.57	1.665	7.259	27	.000	2.015
PRO-FO Expectancy		PRO-UFO Expectancy					
5.14	.693	2.31	1.137	10.972	27	.000	3.006
PRO-FO Expectancy		SELF-FO Expectancy					
5.14	.693	3.52	1.418	5.380	24	.000	1.451
SELF-FO Expectancy		SELF-UFO Expectancy					
3.52	1.418	2.57	1.665	-2.070	24	.049	.614
SELF-UFO Expectancy		PRO-UFO Expectancy					
2.57	1.665	2.31	1.137	1.000	27	.326	.182
PRO-UFO Expectancy		SELF-FO Expectancy					
2.31	1.137	3.52	1.418	-3.773	21	.001	.941

3.4. INSTRUMENTS

Participants were asked to read the vignette and reflect on the following questionnaire based on which vignette they encountered (see *Appendix C2 in English and D2 in Turkish*). To strengthen the reading and to extend the exposure to the scripts in the quantitative data collection, participants were asked to write about their feedback on workplace-supervisor right after they read the vignette and the expectancy of outcome right before the outcome appeared. They were asked to put themselves in the shoes of the employee mentioned in the vignette and asked how they would respond considering the working environment, the manager, and the outcome given by excluding all the other factors not mentioned in the vignette. Following surveys were applied.

3.4.1. Employee Voice Behaviors (EVLN)

The validated version of Hagedoorn et al. (1999) was used to measure voice behaviors: 34 items (6 items for exit (.92), 11 items for considerate voice (.88), 5 items for patience (.69), 7 items for aggressive voice (.83) and 5 items for neglect (.79)) were used. 6 point Likert scale was used from *1 = definitely would not react in this way* to *6 = definitely would react in this way*. Thus, in that specific setting, participants reflected "how they would react" as if they were in that situation considering the working environment, the manager, and treatment.

3.4.2. Psychological Contract Violation and Fulfillment

For the same vignette, this time participants were asked "how they would feel and think" about the situation when they put themselves in the shoes of the employee. The valid version of Robinson and Morrison's (2000) "feelings of violation" (.95) and Rousseau's (2000) "fulfillment" (.83). Both are based on Robinson and Rousseau's (1994) PCT. These scales together had been used in recent studies as

well (Vantilborgh, 2015). There were 5 items for violation (*1 = definitely not agree* to *6 = definitely agree*) and 2 items for fulfillment (*1 = never* to *6 = to a great extent*). The original reliability of items ranges between .79 and .89 (Robinson & Morrison, 2000). 6 point Likert scale was used.

3.4.3. Background Information

This part of the questionnaire was about the sample's demographic information (age, gender, education, tenure), and work-related information (sector, position, department, etc.). The questionnaire was formed by the researcher.

3.5. TRANSLATION PROCESS

There are some translated Turkish versions of the EVLN scale in Ph.D. dissertations in Turkey (Begum, 2017; Çetin & Çakmakçi, 2012; Ünver, 2016). PCV (ranged between .64 and .81) (Çankır, 2016) also validated Ph.D. studies in Turkey. For reliability purposes, the scales were readapted to Turkish firstly by the researcher (word for word translation had been made, and conceptual and cultural equivalence was intended). Then the thesis advisor and thesis monitoring jury are involved in the back-translation process by focusing on cross-cultural rather than linguistic equivalence. A final look of a native researcher in the university over back translations is used to eliminate any discrepancies in the items. Then adaptation of the instruments through the back-translation process was completed. All the original and translated versions of the survey are shown in *Appendix C2 and D2*.

3.5.1. Focus Group

Additionally, a *focus group* study was done to apply a pilot version of the whole vignettes and the questionnaire with the attendance of MA level eight students of the affiliated university who have at least two years of work experience. All items once again re-edited and agreed in terms of the same meaning attached. Focus group iterations can be found under the Results section. See Table 3.4. and *Appendix C1 and D1* for the final Turkish and English versions of the vignettes' script.

Table 3. 4. Final Version of Vignettes

WORKING ENVIRONMENT:	**Workplace Politics**	
	Safe	**Risky**
	Employees in this organization did not build themselves up by tearing others down. There is no in-group that people are afraid to cross. Behaving in the right way is valued more than pleasing others. In here employees would not feel a need for applying tactics to reach self-interested outcomes.	Employees in this organization attempt to build themselves up by tearing others down. There is an influential group that no one ever crosses. Pleasing others is valued more than behaving in the right way. In here employees need to apply tactics to reach self-interested outcomes.
THE MANAGER (Person B):	**Supervisor Intention**	
	Prosocial	**Selfish**
	In the decision-making process of pay and promotions, "B" acts with objective performance criteria rather than self-interests. For instance, "B" does not prevent an employee's promotion for own self-interest.	In the decision-making process of pay and promotions, "B" places own benefits and career at the forefront, not the objective performance criteria. For instance, "B" may prevent an employee's promotion for own self-interest.
OUTCOME (Person A):	**Supervisor Treatment**	
	Fair Outcome	**Unfair Outcome**
	As Person "A", you have learned that you fulfilled the expectancies, and "B" *REWARDED* you.	Even though you have fulfilled the expectancies of your job as Person "A", "B" *did NOT REWARD* you.

3.6. DATA ANALYSIS

Data analysis of the survey was done by using descriptive, correlational, and inferential statistics in SPSS 26 and AMOS 26. The factor analysis and reliability of the scales were checked. Principle component analysis and multiple regression analysis were used. The profiles obtained from the sample were compared with the available international data.

4. RESULTS

4.1. FOCUS GROUP ITERATIONS

Since the design of the study is 2x2x2 between-subject, participants evaluated the workplace-intention-outcome one by one, described the whole vignette with the adjectives described best, and they depicted the hypothetical vignette using the items of the questionnaire. For the focus group questions, see *Appendix B.*

Table 4.1. summarizes the iterations as a product of focus-group study. Iterations here were in the expected direction. A safe workplace was seen as "peaceful, trustworthy", and a risky workplace was seen as "insincere, distrustful". Also, prosocial supervisor intention was seen as "objective, fair" and selfish intention was described as "self-seeker". Depending on the intention, a fair outcome was seen as a "trust booster", and an unfair outcome was seen as "(un)expected". Especially, participants described PROxUFO conditions as destructive as misconduct in every condition. The iterations showed that one or more malfunctioning areas may reveal different responses depending on attributions made upon.

Table 4. 1. Focus Group Iteration

Vignettes	Condition$_1$ SAFExPROxFO	Condition$_2$ RISKYxSELFxUFO	Condition$_3$ SAFExPROxUFO	Condition$_4$ SAFExSELFxUFO	Condition$_5$ RISKYxSELFxFO	Condition$_6$ RISKYxPROxFO	Condition$_7$ SAFExSELFxFO	Condition$_8$ RISKYxPROxUFO
Working Environment Attributions	• *Trustworthy* • *Peaceful* • Objective • Young employees/startup • Speak up opinions frankly	• *Distrustful* • *Hypocrite/ Insincere* • Uncertain • (change depending on the sector)	• *Trustworthy* • *Peaceful* • Healthy	• *Peaceful* • Ideal/as it should be	• Classic/Common • Competitive (change depending on the sector)	• *Distrustful* • *Hypocrite/Insincere* • Stressful • Alert for mistakes	• Supportive • Positive • Humane	• Distressful • Unethical/ Outcome-oriented (change depending on the sector) • Inhuman
Supervisor Intention Attributions	• *Objective* • Professional • Neutral gender attribution	• *Self-seeker* • *Selfish* • *Amateur* •	• *Objective* • *Fair*	• *Self-seeker* • *Selfish* • *Amateur/Emotional* • Should not be in this workplace	• *Selfish*	• *Fair* • Moderately trustable (can be part of the distrustful workplace)	• *Self-seeker* • *Selfish* • Unfair	• Outcome-oriented (could be unethical, ignoring)
Outcome Attributions	• *Trust booster* • Engaged • Earned	• *Not surprising* • *Challengeable*	• Communication gap • *Challengeable*	• *Not surprising* • *Challengeable* (but would not change)	• *Not surprising* • (Me) Show politically correct behaviors • Not objective/ Coincidental evaluation not systematic	• *Trust booster* (I got what I deserve) • *Not surprising* • Happy • Worried/Afraid of gossip by colleagues	• Surprising/ Unexpected • Preplanned • Politically correct supervisor for superiors	• *Not surprising* • (Me) Not show politically correct behaviors
Summary of Attributions for Condition	FAIR EARNED	DESTRUCTIVE	INCONSISTENT (SUPERVISOR)	DISAPPOINTING DEMOTIVATING DISENGAGING	DISTANT KEEPING PERSONAL SPACE	ALERT DOUBT	CONFUSING (SUPERVISOR)	NOT FAIR NO INITIATIVE
Iteration Made by the Researcher	BEST	WORST	GAP VIOLATION ACCIDENTAL	HARM BY SUPERVISOR	POLITICALLY CORRECT	WORKPLACE EFFECT	SUPERVISOR EFFECT	GAP VIOLATION NOT POLITICALLY CORRECT

Notes. Common adjectives attributed across the same conditions were written in Italic.

4.2. FACTOR ANALYSIS AND RELIABILITY CHECKS

EFA via SPSS.26 and CFA via AMOS.26 applied for the scales, namely EVLN (E, CV, AV, P, N) (Hagedoorn et al., 1999), Psychological Contract Violation (VIOL) (Robinson & Morrison, 2000), and Psychological Contract Fulfillment (FULF) (Rousseau, 2000) with the aim of data reduction. There was no unengaged response or full missing data in columns. Skewness and Kurtosis were checked for the data that was found appropriate (skewness is between -.3 and+.3, kurtosis range between -10 to +10) (Brown, 2006).

4.2.1. EFA for Scales

Firstly, a case and variable screening were run that missing were cleared from data. Promax rotation was applied iteratively since it is oblique rotation where factor correlation matrix around and above .32 that 10% overlap variance could be between factors (Tabachnick & Fidell, 2006). Thus, a stricter method comparing to orthogonal was chosen. Maximum likelihood was applied as extraction since it uses the same algorithm in AMOS. AV_06 ("Try to prove in all possible ways to your supervisor that you are right") and AV_07 ("By definition, blame the organization for the problem") items are extracted iteratively since they had double loadings.

As the outcome of this analytic process (KMO=.921; Bartlett test, x^2=10922.042, df = 496, p < .0001), with five factors with original items (CV, E, N, P, and AV) that explains 52.37 % of the total variance (see Table 4.2). No anti-image matrices were found under .50, they were between .80 (meritorious) and .90 (marvelous) (Kaiser & Rice, 1974). To check the convergent validity, item loadings in the factor were high (.30 was acceptable) (Çokluk Bökeoğlu et al., 2010). To check the discriminant validity, there were no cross-loadings and no correlations between the factors above .70 (see Table 4.3). Fulfillment (PCF) kept original items with one factor that explains %96.36 (KMO=.500; Bartlett test, x^2=1253.916, df = 1, p < .0001), and Violation (PCV) kept original items with one factor that explains %80.17 (KMO=.867; Bartlett test, x^2=2925.670, df = 10, p < .0001) (see Table 4.4).

Table 4. 2. EFA of EVLN Scale (N= 611)

	Factor Loadings	*Eigen Values*	(%)Total Variance Explained	Cronbach Alpha
			52.373	
1-Considerate Voice (CV)		7.444	19.756	.92
CV05	.843			
CV03	.816			
CV07	.789			
CV04	.771			
CV01	.747			
CV11	.736			
CV02	.702			
CV06	.643			
CV09	.555			
CV10	.524			
CV08	.482			
2-Exit (E)		6.502	20.349	.91
E01	.933			
E05	.927			
E04	.904			
E03	.836			
E06	.535			
E02	.496			
3-Neglect (N)		2.454	6.288	.82
N02	.801			
N01	.652			
N05	.642			
N04	.613			
N03	.527			
4-Patience (P)		1.562	3.975	.79
P03	.744			
P01	.720			
P02	.695			
P04	.650			
P05	.495			
5-Aggressive Voice (AV)		1.146	2.005	.73
AV04	.595			
AV05	.545			
AV02	.481			
AV01	.474			
AV03	.452			
$\chi^2(346) = 848.665$, $p < .0001$				
KMO=.921; Bartlett test, x^2=10922.042, $df = 496$, $p < .0001$				

Table 4. 3. Factor Correlation Matrix

Factor	1	2	3	4	5
1	1.000	0.060	-0.080	0.326	0.363
2	0.060	1.000	0.567	-0.361	0.446
3	-0.080	0.567	1.000	-0.133	0.436
4	0.326	-0.361	-0.133	1.000	0.000
5	0.363	0.446	0.436	0.000	1.000

Note. Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalization.

Table 4. 4. EFA of PCF and PCV Scales (N= 611)

	Factor Loadings	*Eigen Values*	Total Variance Explained (%)	Cronbach Alpha
Fulfillment (FULF)		1.927	96.360	.96
PF02	.982			
PF01	.982			
Violation (VIOL)		4.009	80.174	.94
PV03	.926			
PV04	.920			
PV05	.897			
PV02	.891			
PV01	.842			

The reliability of the variables was at an acceptable level from .6 to .9 (Kline, 2011). Cronbach alphas (α) of the instruments in the study showed similar levels with original reliability levels (see Table 4.5).

Table 4. 5. Reliability checks (N= 611)

	Original α	*In this study* α
E	.92	.91
CV	.88	.92
P	.69	.79
AV	.83	.73
N	.79	.82
VIOL	.95	.94
FULF	.83	.96

Notes: E, Exit; CV, Considerate voice; P, Patience; AV, Aggressive voice; N, Neglect; FULF, Fulfillment; VIOL, Violation

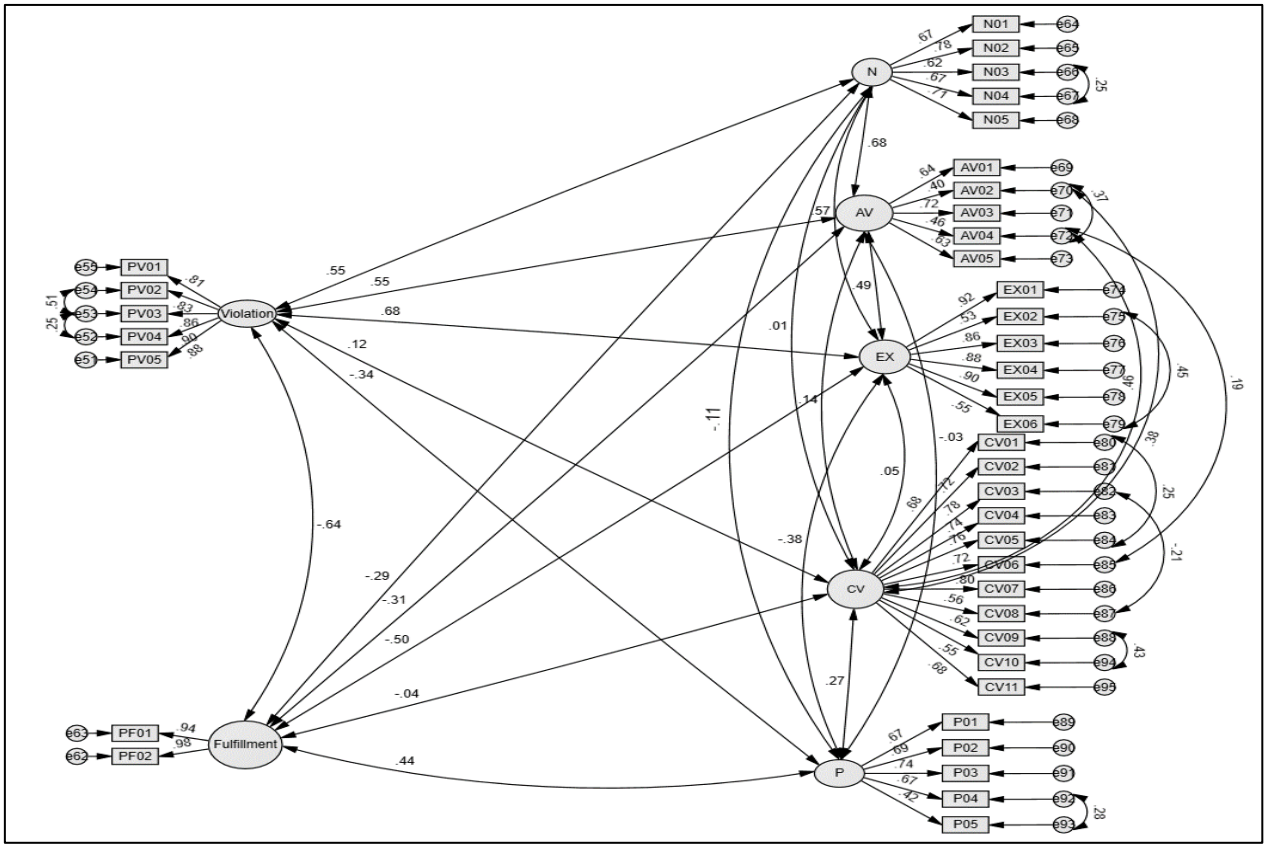
4.2.2. CFA for Scales

First reliability and validity analyses, using invariance and CFA were conducted. Then, direct relationships in the model were tested via SEM in AMOS 26. For sample size and item number balance, a maximum number of items in a factor is 11 that N/item was already 55 in the data that had secured minimum subjects (MacCallum et al., 2001; MacCallum et al., 1999; MacCallum & Tucker, 1991). Also, posthoc power analysis before data collection was conducted using GPower 3.1. (Erdfelder et al., 1996) for 2x2x2 between-subject design (8 number of groups), with a medium effect size of r =.15 (Cohen, 1977), $p < .05$, and adequate power (.80), that sample size N=350 was found enough that the collected data already secured the sample size.

The CFA was applied for scales to determine whether the constructs in the study provide a satisfactory fit to the data. The loadings were above .50, and covariances were under .80 which is acceptable (MacCallum et al., 1996; Wolf et al., 2013). Thus, there was no severe multicollinearity problem. Covariances are connected beginning from the biggest in modification indices that are meaningful since they are connected within the same scale or between voice (AV and CV) scales. Error! Reference source not found. shows the diagram for the CFA analysis. T able 4.6 shows the correlations among covariances.

The goodness-of-fit indices show a good model fit where CMIN/DF is <5, GFI >.85, CFI>.95, SRMR<.80 and RMSEA<.05 (Hair et al., 2009; Hooper et al., 2008; Hu & Bentler, 1995; Schreiber et al., 2006; Schumacker & Lomax, 2004). After first initial CFA model with good fit ($\chi 2(669, N=611) =1505.328$, $p<.0001$, CMIN/DF= 2.25, CFI=.944, RMSEA= .045 (90% confidence interval [CI] = .042 to .048), SRMR=.0765). Thus, the measurement model was established.

Figure 4. 1. CFA for the Scales



Note: All standardized regression weights are significant at p<.01

Table 4. 6. Covariances

			Estimate	S.E.	P
VIOL	<-->	FULF	-1.652	.132	***
VIOL	<-->	N	.751	.080	***
VIOL	<-->	AV	.829	.093	***
VIOL	<-->	E	1.836	.146	***
VIOL	<-->	CV	.222	.075	.003
VIOL	<-->	P	-.581	.088	***
FULF	<-->	N	-.378	.064	***
FULF	<-->	AV	-.448	.075	***
FULF	<-->	E	-1.294	.123	***
FULF	<-->	CV	-.07	.067	.293
FULF	<-->	P	.711	.087	***
N	<-->	AV	.525	.058	***
N	<-->	E	.794	.081	***
N	<-->	CV	.013	.041	.743
N	<-->	P	-.097	.044	.029
AV	<-->	E	.746	.089	***
AV	<-->	CV	.142	.052	.006
AV	<-->	P	-.03	.050	.549
E	<-->	CV	.085	.073	.246
E	<-->	P	-.645	.089	***
CV	<-->	P	.309	.053	***

*****p<.05, ******p<.01, ***p<.001

4.3. DESCRIPTIVE STATISTICS

Eight conditions (2x2x2; Workplace-Intention-Outcome) are balanced in terms of percentages (see Table 4.7), also balanced in terms of gender (see Table 4.8).

Table 4. 7. Frequencies for Conditions

		n	%
Conditions	1	85	13.1
	2	79	12.1
	3	90	13.8
	4	96	14.7
	5	63	9.7
	6	74	11.4
	7	83	12.7
	8	81	12.4
SI	Prosocial	330	50.7
	Selfish	321	49.3
ST	Fair Outcome	305	46.9
	Unfair Outcome	346	53.1
WP	Safe	354	54.4
	Risky	297	45.6

Notes: Conditions, SIxSTxWP; SI, attributed supervisor intention; ST; attributed supervisor treatment; WP, workplace politics

Table 4. 8. Conditions * Gender Crosstabulation

			Gender	
			Female	Male
Conditions	1	n	53	28
		%	65.4%	34.6%
	2	n	50	28
		%	64.1%	35.9%
	3	n	60	27
		%	69.0%	31.0%
	4	n	60	29
		%	67.4%	32.6%
	5	n	36	25
		%	59.0%	41.0%
	6	n	42	29
		%	59.2%	40.8%
	7	n	45	32
		%	58.4%	41.6%
	8	n	49	27
		%	64.5%	35.5%
Total		**n**	**395**	**225**
		%	**63.7%**	**36.3%**

The age of participants ranged from 25 to 64 years, and the mean is 33 (see Table 4.9). The mean work experience in total is 10.54 years (SD=9.248), and the mean tenure in the same organization company is 6.44 years (SD=6.90). See Table 4.9 for descriptive for all continuous variables.

Table 4. 9. Descriptive Statistics for All dependent and independent Variables

Variables	N	Min	Max	Mean	SD	Skewness	Kurtosis
Age	630	18	64	33.41	9.337	1.115	.577
Total tenure (year)	557	1	65	10.54	9.248	1.446	2.495
Same org tenure (year)	458	1	36	6.44	6.900	1.878	3.212
Same position tenure (year)	443	1	38	5.97	6.739	2.114	4.452
PsyC (1-6)							
VIOL	638	1.00	6.00	3.31	1.594	-.001	-1.170
FULF	641	1.00	6.00	3.29	1.599	.226	-1.059
EVLN (1-6)							
N	649	1.00	6.00	2.13	1.110	1.056	.713
AV	649	1.00	6.00	2.47	1.057	.767	-.370
P	649	1.00	6.00	2.81	1.187	.442	-.485
CV	649	1.00	6.00	3.73	1.258	-.434	-1.073
E	649	1.00	6.00	2.97	1.431	.171	.713

Notes: PsyC, psychological contract; E, Exit; CV, Considerate voice; P, Patience; AV, Aggressive voice; N, Neglect; FULF, Fulfillment; VIOL, Violation.

The data is composed of 63.7% women, 36.2% men. 52.5% of them had an undergraduate/bachelor's degree, and 84.1% of them are currently working. 43.3% of them working in a national and 40.0% of them working in an international company. 47.4% are working with 500+ employees. 25.7% of them working in the production industry and 56.6% of them working in the service industry. Main departmental allocation is balanced. 28.7% of them have managerial responsibility (see Table 4.10 for frequencies).

Table 4. 10. Frequencies

		n	%
Gender	Female	395	63.7
	Male	225	36.3
Education	Other	34	5.3
	Bachelor	334	52.5
	Graduate	268	42.1
Currently working	Yes	535	84.1
	No	101	15.9
Sector	Primary (raw materials)	5	1.5
	Secondary (finished goods)	87	25.7
	Tertiary (service industry)	192	56.6
	Quaternary (RD)	16	4.7
	Quinary (NGO)	17	5.0
	Other	22	6.5
Public-private company	Public	80	15.2
	Private/National	228	43.3
	Private/Multinational	211	40.0
	NGO	7	1.3
	Other	1	0.2
Number of employees	500 and under	278	52.6
	Above 500	251	47.4
Department	Sales/Marketing/Business Development	130	24.6
	Finance / Accounting / Law / IT	112	21.2
	HR / Administrative Affairs / Industrial Relations / Personnel Affairs	104	19.7
	Production / Quality / Purchasing / Logistics / Planning / Maintenance / Product Development	75	14.2
	Education/Consultancy	42	8.0
	Administration	20	3.8
	Healthcare	22	4.2
	Media	8	1.5
	Attendant	6	1.1
	Other	9	1.7
Position	Technician / Operative / Staff	47	8.9
	Specialist / Senior Expert	222	42.2
	Mid-Level Manager (Chief / Assistant Manager / Manager)	120	22.8
	Top Executive (Senior Manager / Director / Top Manager)	67	12.7
	Other	48	9.1

	Assistant/Intern/Junior	22	4.2
Managerial Duty	Other	48	7.4
	No	291	44.7
	Yes	187	28.7

4.4. CORRELATIONS BETWEEN VARIABLES

The correlations showed significant associations between variables (moderate to high). There is no multicollinearity problem since none of the correlations are above. 80 (Tabachnick & Fidell, 2006). The fulfillment was positively correlated with Patience, and negatively correlated with Prohibitive Voices (Neglect, Aggressive Voice, and Exit). The violation was positively correlated with Prohibitive Voices (Neglect, Aggressive Voice, and Exit), and Considerate Voice, and negatively correlated with Patience (see Table 4.11).

Table 4. 11. Zero-order correlations between the study variables

	1	2	3	4	5	6
1.VIOL						
2.FULF	**-.614****					
3.N	**.530****	**-.319****				
4.AV	**.452****	**-.242****	**.480****			
5.P	**-.277****	**.368****	**-.108****	.039		
6.CV	**.161****	-.044	.024	**.417****	**.294****	
7.E	**.653****	**-.459****	**.563****	**.405****	**-.275****	**.086***

Notes: E, Exit; CV, Considerate voice; P, Patience; AV, Aggressive voice; N, Neglect; FULF, Fulfillment; VIOL, Violation.

*$p<.05$., $^{**}p<.01$.

4.5. HYPOTHESIS TESTING

4.5.1. Main Effect Analysis based on Intention, Outcome, Workplace, Gap between Them

Table 4.12 summarizes the supported hypotheses based on dichotomous variables.

Table 4. 12. Hypotheses testing results-I

Hypotheses tested		**Level of support**
H1a:	Voice behaviors (EVLN) differ in terms of the attributed intention of the supervisor (prosocial vs selfish).	Partially Supported
H1b:	Voice behaviors (EVLN) differ in terms of the attributed outcome of the supervisor (fair vs unfair).	Supported
H1c:	Voice behaviors (EVLN) differ in terms of the gap between intention and outcome (gap (prosocial-unfair) vs no gap (prosocial-fair)).	Partially Supported
H1d:	Voice behaviors (EVLN) differ in terms of the attributed workplace politics (safe vs risky).	Partially Supported
H2a:	Psychological Contract (fulfillment and violation) differs in terms of the attributed intention of the supervisor (prosocial vs selfish). Fulfillment is more in the prosocial group, and the violation will be more in the selfish group.	Supported
H2b:	Psychological Contract (fulfillment and violation) differs in terms of the attributed outcome of the supervisor (fair vs unfair). Fulfillment is more in the fair group, and the violation will be more in the unfair group.	Supported
H2c:	Psychological Contract (fulfillment and violation) differs in terms of the gap between intention and outcome	Supported

	(gap (prosocial-unfair) vs no gap (prosocial-fair)). Fulfillment will be more in the no-gap group, and the violation will be more in the gap group.	
H2d:	Psychological Contract (fulfillment and violation) differs in terms of perception of the workplace politics (safe vs risky). Fulfillment will be more in the safe group, and the violation will be more in the risky group.	Supported

Results show that there was a significant difference in the scores for the workplace (safe vs risky), intention (prosocial vs selfish), outcome (fair vs unfair) in terms of voice behaviors (EVLN), FULF, and VIOL. **As expected, when participants are with the prosocial manager, in a safe workplace, or get a fair outcome, they show increased Fulfillment, and Patience (promotive voice). Otherwise, with the selfish manager, in an unsafe environment, or get an unfair outcome, they show increased Violation, and prohibitive voices (Neglect, Aggressive Voice, and Exit)** (see **Table 4. 13**). **Only in the unfair outcome, they show increased Considerate Voice (promotive voice).**

The gap between intention and outcome (prosocial and unfair) indicated similar differences in terms of voice behaviors (EVLN), FULF, and VIOL. **Accordingly, when there is a gap between the intention of the supervisor and the outcome received by the participant, there would be higher Violation, Neglect, and Considerate Voice. Otherwise, in no gap conditions, there would be higher Fulfillment** (see Table 4.13). No difference was seen in Patience, Aggressive Voice, or Exit for the gap between the intention and outcome.

Table 4. 13. T-tests Results for Intention, Outcome, Workplace, and Gap

	Intention	*n*	*M*	*SD*	*t*	*df*	*p*	*Cohens d*
VIOL	Prosocial	323	3.01	1.63	-4.855	636	**.000**	-.378
	Selfish	315	**3.61**	1.49				
FULF	Prosocial	322	**3.66**	1.67	6.069	639	**.000**	.467
	Selfish	319	2.92	1.44				
N	Prosocial	330	1.98	1.08	-3.607	647	**.000**	-.281
	Selfish	319	**2.29**	1.12				
AV	Prosocial	330	2.33	1.05	-3.413	647	**.001**	-.266
	Selfish	319	**2.61**	1.05				
P	Prosocial	330	**2.98**	1.27	3.666	647	**.000**	.285
	Selfish	319	2.64	1.07				
CV	Prosocial	330	3.79	1.33	1.235	647	.217	.097
	Selfish	319	3.67	1.17				
E	Prosocial	330	2.60	1.41	-6.787	647	**.000**	-.515
	Selfish	319	**3.34**	1.35				
	Outcome	*n*	*M*	*SD*	*t*	*df*	*p*	*Cohens d*
VIOL	Fair	298	2.56	1.46	-12.389	636	**.000**	-.883
	Unfair	340	**3.97**	1.41				
FULF	Fair	299	**4.11**	1.45	13.900	639	**.000**	.965
	Unfair	342	2.57	1.36				
N	Fair	304	1.81	0.90	-7.227	647	**.000**	-.547
	Unfair	345	**2.41**	1.20				
AV	Fair	304	2.26	0.96	-4.742	647	**.000**	-.367
	Unfair	345	**2.65**	1.11				
P	Fair	304	**3.08**	1.21	5.434	647	**.000**	.418
	Unfair	345	2.58	1.11				
CV	Fair	304	**3.58**	1.33	-2.879	647	**.004**	-.225
	Unfair	345	3.86	1.18				
E	Fair	304	2.45	1.29	-9.089	647	**.000**	-.674
	Unfair	345	**3.42**	1.40				
	Workplace	*n*	*M*	*SD*	*t*	*df*	*p*	*Cohens d*
VIOL	Safe	346	3.06	1.56	-4.405	636	**.000**	-.345
	Risky	292	**3.61**	1.58				
FULF	Safe	348	**3.57**	1.63	4.922	639	**.000**	.383
	Risky	293	2.96	1.50				
N	Safe	353	1.96	1.05	-4.431	647	**.000**	-.344
	Risky	296	**2.34**	1.15				
AV	Safe	353	2.34	1.06	-3.266	647	**.001**	-.255
	Risky	296	**2.61**	1.03				
P	Safe	353	**2.94**	1.23	3.087	647	**.002**	.242
	Risky	296	2.66	1.12				
CV	Safe	353	3.76	1.30	.664	647	.507	.052
	Risky	296	3.69	1.20				

E	Safe	353	2.68	1.40	-5.646	647	**.000**	-.435
	Risky	296	**3.30**	1.40				
*GAP Intention*Outcome*		*n*	*M*	*SD*	*t*	*df*	*p*	*Cohens d*
VIOL	no gap	470	3.14	1.61	-4.587	636	**.000**	-.406
	gap	168	**3.78**	1.45				
FULF	no gap	474	**3.45**	1.62	4.274	639	**.000**	.380
	gap	167	2.84	1.45				
N	no gap	478	2.08	1.07	-1.912	647	**.056**	-.170
	gap	171	**2.27**	1.20				
AV	no gap	478	2.45	1.06	-.727	647	.467	-.065
	gap	171	2.52	1.06				
P	no gap	478	2.84	1.20	.894	647	.372	.080
	gap	171	2.74	1.16				
CV	no gap	478	3.61	1.27	-3.855	647	**.000**	-.340
	gap	171	**4.04**	1.16				
E	no gap	478	2.94	1.43	-.877	647	.381	-.078
	gap	171	3.05	1.43				

Notes: E, Exit; CV, Considerate voice; P, Patience; AV, Aggressive voice; N, Neglect; FULF, Fulfillment; VIOL, Violation.

4.5.2. (Univariate) Factorial Between Subjects ANOVA based on 2x2x2

One-way MANOVA was applied for conditions (2x2x2) on the combined dependent variables. There was a statistically significant difference between conditions on VIOL, FULF, and EVLN subscales, $F(63, 3430) = 11.370$, $p < .001$, Wilks' $\Lambda = .344$, partial $\eta^2 = .142$, $\beta=1.000$). Then interaction effects were tested for group variables (workplace-intention-outcome) (see Table 4.14).

Table 4. 14. Hypotheses testing results-II

Hypotheses tested		**Level of support**
H3a:	There is a three-way interaction between workplace, intention, and outcome on EVLN.	Supported
H3b:	There is a three-way interaction between workplace, intention, and outcome on Psychological Contract (fulfillment and violation).	Partially Supported

The main effects of intention, outcome, and workplace were significant for VIOL, FULF, and EVLN. The results are in Table 4.15. To test **H3a-b**, both intention and outcome two-way interactions, and the three-way interactions (workplace, intention, and outcome) were added.

Table 4. 15. Main effects of Intention, Outcome, Workplace both on Independent and Dependent Variables

Measure	Factor	M_1	M_2	F	df	η^2	β
FULF	SI (Pro$_1$, Self$_2$)	3.67	2.97	**46.062****	(1, 633)	.068	1.000
	ST (FO$_1$, UFO$_2$)	4.07	2.56	**206.806****	(1, 633)	.246	1.000
	WP (Safe$_1$, Risky$_2$)	3.62	3.01	**33.024****	(1, 633)	.050	1.000
VIOL	SI (Pro$_1$, Self$_2$)	3.00	3.57	**27.596****	(1, 630)	.042	.999
	ST (FO$_1$, UFO$_2$)	2.59	3.99	**163.395****	(1, 630)	.206	1.000
	WP (Safe$_1$, Risky$_2$)	3.02	3.55	**22.976****	(1, 630)	.035	.998
N	SI (Pro$_1$, Self$_2$)	1.98	2.28	**13.040****	(1, 641)	.020	.950
	ST (FO$_1$, UFO$_2$)	1.82	2.43	**54.488****	(1, 641)	.078	1.000
	WP (Safe$_1$, Risky$_2$)	1.94	2.31	**20.149****	(1, 641)	.030	.994
AV	SI (Pro$_1$, Self$_2$)	2.34	2.59	**10.355****	(1, 641)	.016	.895
	ST (FO$_1$, UFO$_2$)	2.27	2.65	**21.996****	(1, 641)	.033	.997
	WP (Safe$_1$, Risky$_2$)	2.33	2.60	**10.875****	(1, 641)	.017	.909
P	SI (Pro$_1$, Self$_2$)	2.98	2.65	**13.119****	(1, 641)	.020	.951
	ST (FO$_1$, UFO$_2$)	3.07	2.57	**30.570****	(1, 641)	.046	1.000
	WP (Safe$_1$, Risky$_2$)	2.95	2.68	**9.296****	(1, 641)	.002	.861
CV	SI (Pro$_1$, Self$_2$)	3.78	3.66	1.493	(1, 641)	.002	.230

	ST (FO_1, UFO_2)	3.58	3.86	**7.727***	(1, 641)	.012	.793
	WP ($Safe_1$, $Risky_2$)	3.75	3.68	9.296	(1, 641)	.001	.103
E	SI (Pro_1, $Self_2$)	2.61	3.32	**50.684****	(1, 641)	.073	1.000
	ST (FO_1, UFO_2)	2.48	3.45	**94.197****	(1, 641)	.128	1.000
	WP ($Safe_1$, $Risky_2$)	2.66	3.27	**37.030****	(1, 641)	.055	.861

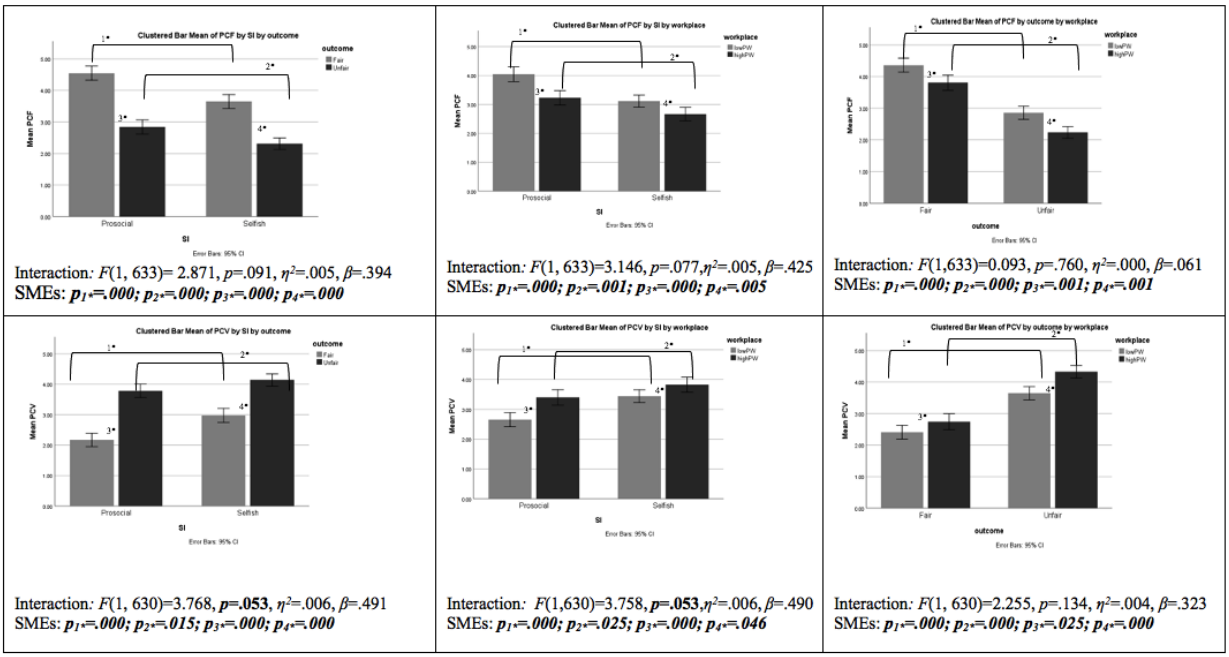
$^{\dagger}p<.10$, $^{*}p<.05$, $^{**}p<.01$.

Notes: E, Exit; CV, Considerate voice; P, Patience; AV, Aggressive voice; N, Neglect; FULF, Fulfillment; VIOL, Violation; SI (Pro, Self), Prosocial, Selfish Supervisor Intention; ST (FO, UFO), Fair Outcome, Unfair Outcome; WP (Safe, Risky), Safe, Risky Workplace Politics. M_1 and M_2 are estimated marginal means for conditions.

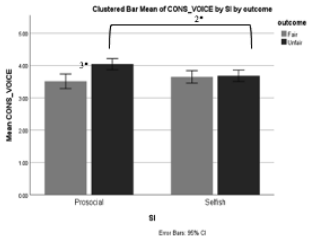
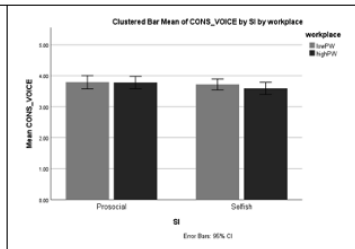
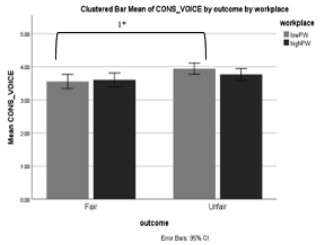
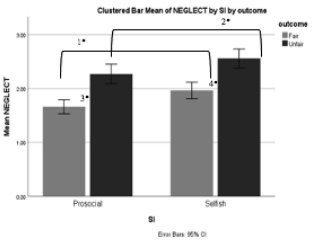
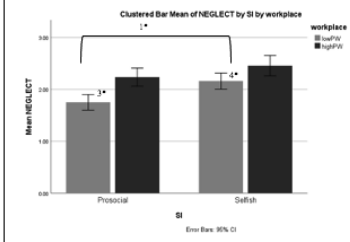
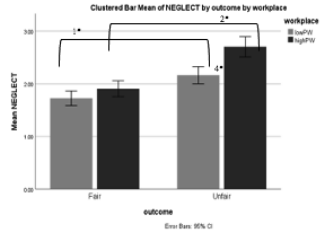
There is no two-way interaction of FULF. However, pairwise comparisons reveal simple mean effects (SME) which is the conditional effect. Accordingly, a **Fair outcome alleviates the negative effects of Selfish intention on Fulfillment. A Safe workplace alleviates the negative effects of Selfish intention on Fulfillment. A Safe workplace alleviates the negative effects of Unfair outcome on Fulfillment. There is a two-way interaction of intention and outcome for VIOL** (see Figure 4.2). **Accordingly, Selfish-Unfair and Selfish-Risky conditions augment VIOL.**

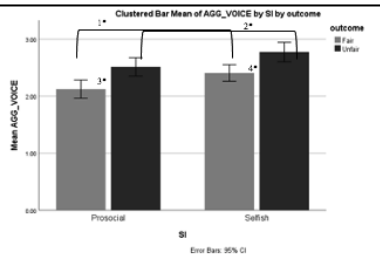
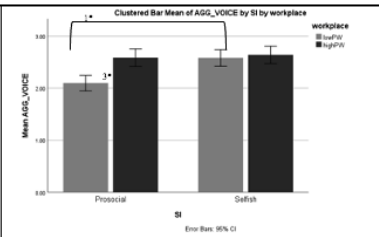
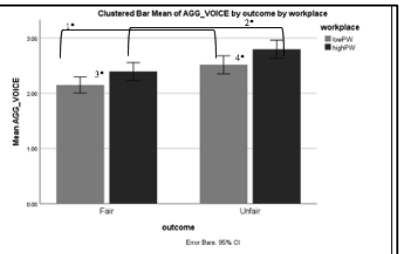
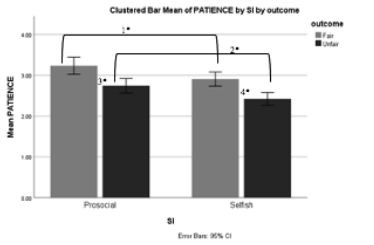
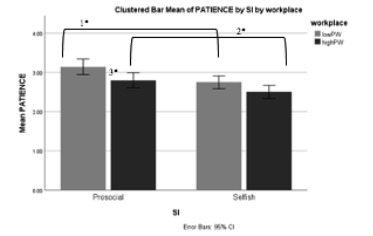
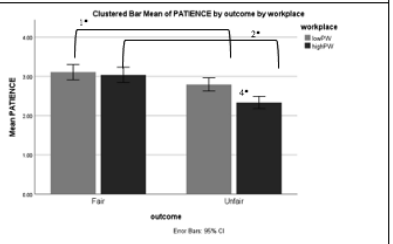
There are two-way interactions for EVLN (N, AV, P, CV, and E) (see Figure 4.2). Accordingly, **unfair outcome augments CV in prosocial intention (the GAP condition). Also, Neglect significantly increases in Unfair-Risky conditions. AV increases in Risky-Prosocial conditions. P increases in Safe-Fair conditions. E increases in Risky-Selfish or Risky-Unfair conditions.**

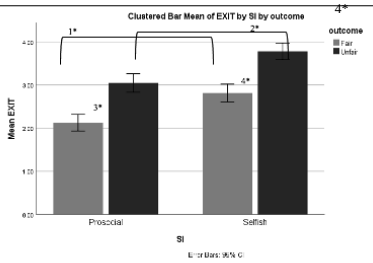
Figure 4. 2. Two-way Interaction effects of Intention, Outcome, and Workplace on VIOL, FULF, and EVLN



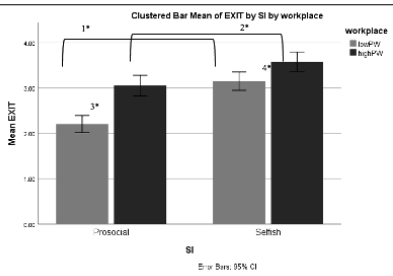
Note: SMEs, simple mean effects; significant SME *p* values are numbered between column bars, accordingly. Prosocial, Selfish Supervisor Intention; Fair Outcome, Unfair Outcome; WP (Safe, Risky); LowPW, Safe Workplace Politics; HighPW, Risky Workplace Politics.

 Interaction: $F(1, 641)= 6.222$, $\boldsymbol{p=.013}$, $\eta^2=.010$, $\beta=.702$ SMEs: $p_1=.385.$; $\boldsymbol{p_2=.007}$; $\boldsymbol{p_3=.000}$; $p_4=.842$	 Interaction: $F(1, 641)= .333$, $p=.564$, $\eta^2=.001$, $\beta=.089$ SMEs: $p_1=.632.$; $p_2=.224$; $p_3=.944$; $p=.383$	 Interaction: $F(1, 641)= 1.403$, $p=.237$, $\eta^2=.002$, $\beta=.219$ SMEs: $\boldsymbol{p_1=.003.}$; $p_2=.281$; $p_3=.727$; $p_4=.174$
 Interaction: $F(1, 641)= .017$, $p=.895$, $\eta^2=.000$, $\beta=.052$ SMEs: $\boldsymbol{p_1=.011.}$; $\boldsymbol{p_2=.011}$; $\boldsymbol{p_3=.000}$; $\boldsymbol{p_4=.000}$	 Interaction: $F(1, 641)= 1.479$, $p=.224$, $\eta^2=.002$, $\beta=.229$ SMEs: $\boldsymbol{p_1=.000.}$; $p_2=.106$; $\boldsymbol{p_3=.000}$; $\boldsymbol{p_4=.023}$	 Interaction: $F(1, 641)= 4.643$, $\boldsymbol{p=.032}$, $\eta^2=.007$, $\beta=.576$ SMEs: $\boldsymbol{p_1=.000}$; $\boldsymbol{p_2=.000}$; $p_3=.111$; $\boldsymbol{p_4=.000}$

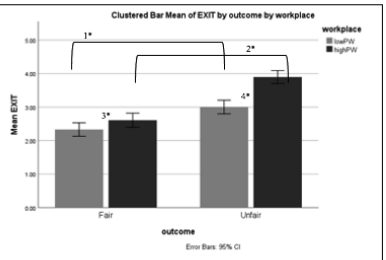
		
Interaction: $F(1, 641)= .021$, $p=.886$, $\eta^2=.000$, $\beta=.052$ SMEs: $\boldsymbol{p_{1*}=.022.; p_{2*}=.025; p_{3*}=.001; p_{4*}=.002}$	Interaction: $F(1, 641)= 7.479$, $\boldsymbol{p=.008}$, $\eta^2=.011$, $\beta=.763$ SMEs: $\boldsymbol{p_{1*}=.000.;}$ $p_2=.716$; $\boldsymbol{p_{3*}=.000;}$ $p_4=.666$	Interaction: $F(1, 641)= .069$, $p=.793$, $\eta^2=.000$, $\beta=.058$ SMEs: $\boldsymbol{p_{1*}=.001.; p_{2*}=.001; p_{3*}=.038; p_{4*}=.009}$
		
Interaction: $F(1, 641)= .000$, $p=.983$, $\eta^2=.000$, $\beta=.050$ SMEs: $\boldsymbol{p_{1*}=.013.; p_{2*}=.009; p_{3*}=.000; p_{4*}=.000}$	Interaction: $F(1, 641)= .385$, $p=.535$, $\eta^2=.001$, $\beta=.095$ SMEs: $\boldsymbol{p_{1*}=.002.; p_{2*}=.043; p_{3*}=.009;}$ $p_4=.091$	Interaction: $F(1, 641)=5.921$, $\boldsymbol{p=.034}$, $\eta^2=.007$, $\beta=.566$ SMEs: $\boldsymbol{p_{1*}=.012.; p_{2*}=.000;}$ $p_3=.530;$ $\boldsymbol{p_{4*}=.000}$



Interaction: $F(1, 641)= .053$, $p=.817$, $\eta^2=.000$, $\beta=.056$
SMEs: $p_{1*}=.000.$; $p_{2*}=.000$; $p_{3*}=.000$; $p_{4*}=.000$



Interaction: $F(1, 641)= 5.064$, $p=.025$, $\eta^2=.008$, $\beta=.613$
SMEs: $p_{1*}=.000.$; $p_{2*}=.001$; $p_{3*}=.000$; $p_{4*}=.008$



Interaction: $F(1, 641)= 9.687$, $p=.002$ $\eta^2=.015$, $\beta=.874$
SMEs: $p_{1*}=.000.$; $p_{2*}=.001$; $p_{3*}=.042$; $p_{4*}=.000$

There is no three-way interaction found for FULF; F(1, 633)=.056, p=.813, η^2=.000, β=.056. It was expected since there are no significant two-way interactions found before. However, there is a three-way interaction for VIOL. **The moderating influence of the workplace on the relationship between the outcome and VIOL will be stronger under selfish conditions than under prosocial conditions** (F(1, 311)=3.163, p=.076, η^2=.010, β=.426.) (see Figure 4.3). **The workplace and outcome interact among the levels of intention for VIOL. In selfish intention, all workplace-outcome interactions have higher Violation than in prosocial intention. Prosocial intention alleviates the effects of unfair outcome and risky workplace on the Violation.** Thus, **H3b** is partially supported.

Figure 4. 3. Three-way Interaction for PCV.

(a)

(b)

Note: (a) Relationship between outcome and PCV (VIOL) under different workplaces when the process is perceived to be prosocial. (b) Relationship between outcome and PCV (VIOL) under different workplaces when the process is perceived to be selfish.

H3a was also supported. There is a three-way interaction for Neglect. It is already found two-way interaction among workplace and outcome. The moderating influence of the workplace on the relationship between the outcome and N is stronger under selfish conditions than under prosocial conditions (see Figure 4.4) ($F(1, 326)=5.387$, $p=.021$, $\eta^2=.016$, $\beta=.638$.). **The workplace and outcome interact among the levels of intention for Neglect. In selfish intention, all workplace-outcome interactions have higher Neglect than in prosocial intention. Prosocial intention alleviates the effects of unfair outcome and risky workplace on Neglect.**

There is a three-way interaction for Aggressive Voice. Two-way interaction among workplace and intention was already found. The moderating influence of the workplace on the relationship between intention and AV is stronger under unfair conditions than under fair conditions (see Figure 4.5) ($F(1, 341)=4.299$, $p=.039$, $\eta^2=.012$, $\beta=.543$.). **The workplace and intention interact among the levels of outcome for Aggressive Voice. In the unfair outcome, all workplace-intention interactions have a higher Aggressive Voice than in the fair outcome. Fair outcome alleviates the effects of selfish intention and risky workplace on Aggressive Voice.**

Moreover, there is a three-way interaction for Patience. Two-way interaction among workplace and outcome was already found. The moderating influence of the workplace on the relationship between outcome and P is stronger under prosocial conditions than under selfish conditions (see Figure 4.6) ($F(1, 330)=2.911$, $p=.089$, $\eta^2=.009$, $\beta=.398$). **The workplace and outcome interact among the levels of intention for Patience. In prosocial intention, all workplace-outcome interactions have higher Patience than in selfish intention. Prosocial intention alleviates the negative effects of the unfair outcome and risky workplace on Patience.**

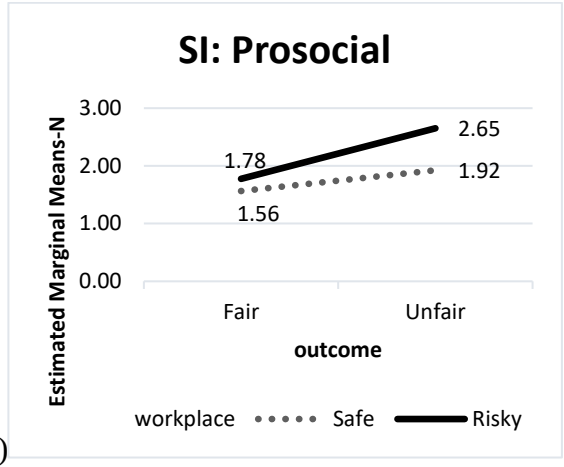
There is a three-way interaction for CV. It is already found two-way interaction among intention and outcome. The moderating influence of outcome on the relationship between intention and CV is stronger under safe conditions than under risky conditions (see Figure 4.7) ($F(1, 349)=4.236$, $p=.040$, $\eta^2=.012$,

β=.537.). **The intention and outcome interact among the levels of the workplace for CV. In a safe workplace, all intention-outcome interactions have higher Considerate Voice than in a risky workplace. A safe workplace alleviates the negative effects of gap effect (prosocial intention and unfair outcome) on Considerate Voice.**

Finally, there is a three-way interaction for Exit. It is already found two-way interactions among workplace and outcome, and workplace and intention. The moderating influence of the workplace on the relationship between outcome and E is stronger under prosocial conditions than under selfish conditions (see Figure 4.8) ($F(1, 330)=7.336$, $p=.007$, $\eta^2=.022$, $\beta=.777$). Also, the moderating influence of the workplace on the relationship between intention and E is stronger under unfair conditions than under fair conditions (see Figure 4.9) ($F(1, 31)=4.601$, $p=.033$, $\eta^2=.013$, $\beta=.571$). **The workplace and intention interact among the levels of outcome for E. In the unfair outcome, all workplace-intention interactions have higher Exit than in the fair outcome. Fair outcome alleviates the effects of both the gap between workplace and intention (safe workplace and selfish intention) and selfish intention and risky workplace on Exit. Prosocial intention alleviates the effects of the unfair outcome and risky workplace on Exit.**

Thus, intention makes the interaction different for Violation, Neglect, Patience, and Exit. The outcome makes the interaction different for Aggressive Voice and Exit. Finally, the workplace makes the interaction different for Considerate Voice.

Figure 4. 4. Three-way interaction for Neglect.



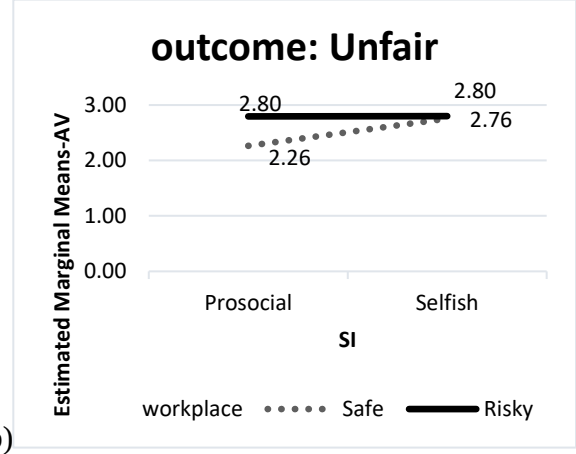
(a)

(b)

Notes: Figure 4.4. (a) Relationship between outcome and N under different workplaces when the process is perceived to be prosocial. (b) Relationship between outcome and N under different workplaces when the process is perceived to be selfish.

Figure 4. 5. Three-way interaction for Aggressive Voice.

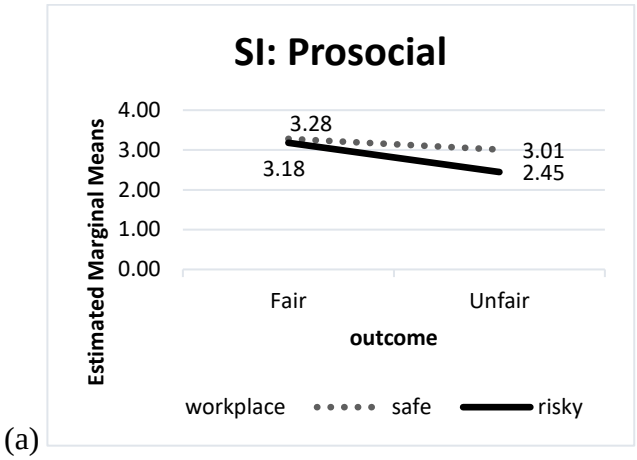
(a)



(b)

Note: Figure 4.5. (a) Relationship between intention and AV under different workplaces when the process is perceived to be fair. (b) Relationship between intention and AV under different workplaces when the process is perceived to be unfair.

Figure 4. 6. Three-way interaction for Patience.

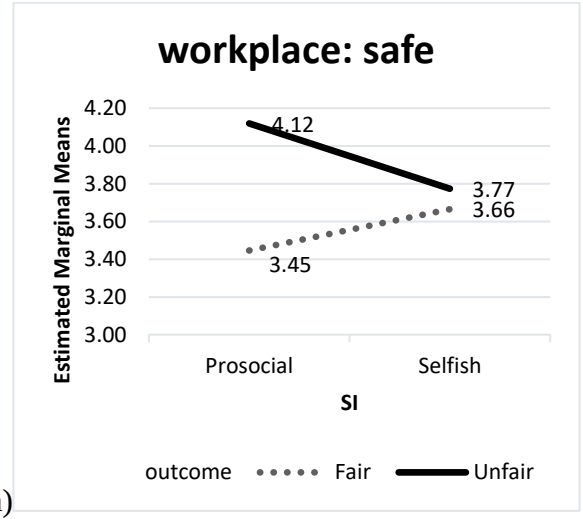


(a)

(b)

Note: Figure 4.6. (a) Relationship between outcome and P under different workplaces when the process is perceived to be prosocial. (b) Relationship between outcome and P under different workplaces when the process is perceived to be selfish.

Figure 4. 7. Three-way interaction for Considerate Voice.

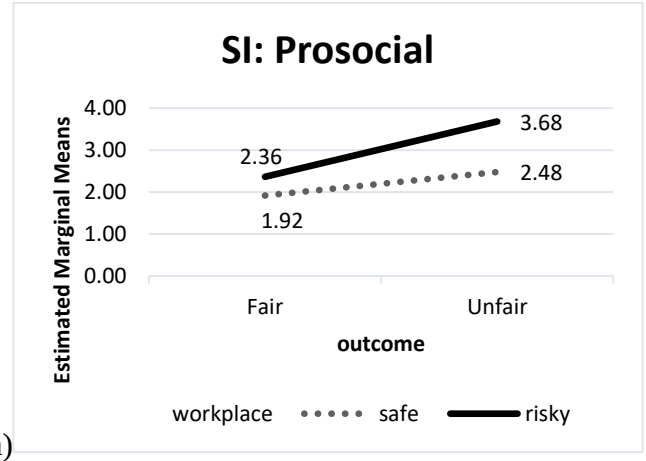


(a)

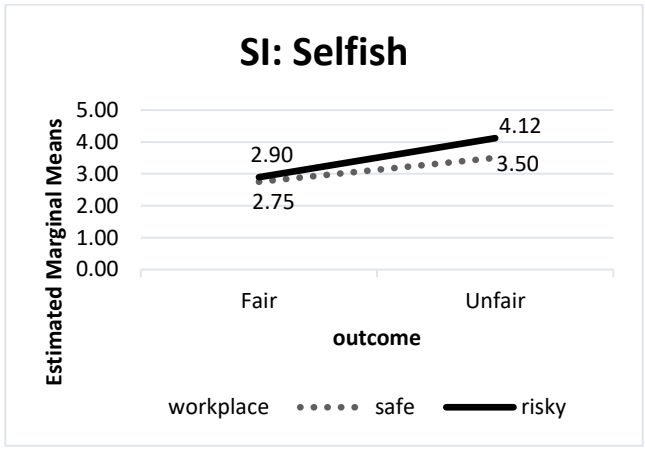
(b)

Note: Figure 4.7. (a) Relationship between intention and CV under different outcomes when the process is perceived to be safe. (b) Relationship between intention and CV under different outcomes when the process is perceived to be risky.

Figure 4. 8. Three-way interaction for Exit (I).



(a)



(b)

Note: Figure 4.8. (a) Relationship between outcome and E under different workplaces when the process is perceived to be prosocial. (b) Relationship between outcome and E under different workplaces when the process is perceived to be selfish.

Figure 4. 9. Three-way interaction for Exit (II).

(a)

(b)

Note: Figure 4.9. (a) Relationship between intention and E under different workplaces when the process is perceived to be fair. (b) Relationship between intention and E under different workplaces when the process is perceived to be unfair.

4.6. MULTIPLE REGRESSION RESULTS

Firstly, multiple linear regression of continuous IVs on DVs are reported in Table 4.16. Controlling the gender, age, and tenure, significant regression equations were found for EVLN. **The perception of Violation contributed to an increase in Neglect, Aggressive and Considerate Voice, and Exit and decrease in Patience. The perception of fulfillment contributed to an increase in Patience and a decrease in Exit.**

Table 4. 16. Regression Analysis for DVs

Neglect $F(2,608)$= 114.485, p<.001, R^2_{adj} =.272					
	SE	***β***	***t****	***Tolerance***	***VIF***
PCV	.030	.537	12.317***	.628	1.592
PCF	.030	.022	.513	.628	1.592
AV	$F(2,608)$= 75.907, p<.001, R^2_{adj} =.197				
PCV	.030	.472	10.317***	.628	1.592
PCF	.030	.044	.954	.628	1.592
Exit	$F(2,608)$= 222.781, p<.001, R^2_{adj} =.421				
PCV	.035	.587	15.094***	.628	1.592
PCF	.035	-.097	-2.489**	.628	1.592
CV	$F(2,608)$= 8.326, p<.001, R^2_{adj} =.023				
	SE	***β***	***t****	***Tolerance***	***VIF***
PCV	.039	.193	3.825***	.628	1.592
PCF	.039	.061	1.206	.628	1.592
P	$F(2,608)$= 47.983 p<.001, R^2_{adj} =.133				
	SE	***β***	***t****	***Tolerance***	***VIF***
PCV	.035	-.105	-2.202**	.628	1.592
PCF	.035	.296	6.222***	.628	1.592

** p<.10, **p<.05, ***p<.01.*

Notes. VIF<3, Tolerance>.2 (Hair et al., 2009).

4.6.1. Stepwise Regression Results

To test the prediction of the workplace, intention, and outcome on dependent variables, dummy coded versions were put into stepwise regression to reveal the best final model. **Accordingly, Feeling of Violation (F(3, 645)=72.118, p<.01, R^2=.254) and Prohibitive Voices (*Neglect*, (F(3, 645)=29.764, p<.01, R^2=.122), *Aggressive Voice*, (F(3, 645)=15.283, p<.01, R^2=.066), and *Exit*, (F(3, 645)=61.611, p<.10, R^2=.223)) were predicted best with WORST Condition (Risky x Selfish x Unfair). Feeling of Fulfillment (F(3, 645)=98.193, p<.01, R^2=.316) and *Patience*, (F(3, 645)=17.949, p<.01, R^2=.073), were predicted best with BEST Condition (Safe x Prosocial x Fair). *Considerate Voice*, (F(1, 647)=8.290, p<.01, R^2=.013), was only predicted with an Unfair outcome.** VIF<3, Tolerance>1 was secured (Hair et al., 2009) (see Table 4.17 and 4.18).

Table 4. 17. Zero-order Correlations between the SI, SO, PW and EVLN, PCF, and PCV (N=649)

	1	2	3	4	5	6
1. PROSOCIAL						
2. SELFISH						
3. FAIR						
4. UNFAIR						
5. SAFE						
6. RISKY						
7. N	-.140***	.140***	-.273***	.273***	-.172***	.172***
8. AV	-.133***	.133***	-.183***	.183***	-.127***	.127***
9. E	.143***	-.143***	.209***	-.209***	.120***	-.120***
10. CV	.048	-.048	-.112***	.112***	.026	-.026
11. P	-.258***	.258***	-.336***	.336***	-.217***	.217***
12. PCV	-.189***	.189***	-.441***	.441***	-.172***	.172***
13. PCF	.233***	-.233***	.482***	-.482***	.191***	-.191***

** p<.10, **p<.05, ***p<.01.*

Table 4. 18. Stepwise Regression Analysis for DVs (N=649)

	Model 1				***Model 2***				***Model 3***			
DV		***F*(1,647)***	***R^2***	***β***		***F*(2,646)***	***R^2***	***β***		***F*(3,645)***	***R^2***	***β***
N	FO	52.222**	.075	-.273	FO RISKY	36.937†	.103	-.271 .167	FO RISKY SELF	29.764**	.122	-.267 .171 .138
AV	FO	22.483**	.034	-.183	FO PRO	16.992**	.050	-.180 -.128	FO PRO SAFE	15.283**	.066	-.178 -.132 -.128
P	FO	29.524**	.044	.209	FO PRO	21.501**	.062	.205 .137	FO PRO SAFE	17.949**	.073	.203 .140 .121
E	UFO	82.612**	.113	.336	UFO PRO	68.552**	.175	.330 -.249	UFO PRO RISKY	61.611†	.223	.326 -.255 .218
CV	FO	8.290**	.013	-.112								
PCV	FO	153.496**	.194	-.441	FO PRO	92.696**	.224	-.436 -.178	FO PRO RISKY	72.118**	.254	-.433 -.183 .169
PCF	FO	193.222**	.232	.482	FO PRO	124.160**	.280	.475 .219	FO PRO SAFE	98.193**	.316	.472 .225 .190

*†p<.10, *p<.05, **p<.01.*

Notes. VIF<3, Tolerance>1 secured (Hair et al., 2009). FO, fair outcome; UFO, unfair outcome; PRO, prosocial intention; SELF, selfish intention; SAFE, safe workplace politics; RISKY, risky workplace politics.

4.7. MODEL TESTING

The structural paths in the research framework were tested using AMOS 26. The second-order analysis was used to test the path relationships among exogenous and endogenous variables. SEM was used to examine the associations between psychological contract (PsyC) (violation and fulfillment), and EVLN behaviors simultaneously, and to analyze whether the relationship differentiates by group variables (workplace-intention-outcome). The adequacy of the measurement model was already analyzed, which examines how well the indicators account for the latent constructs (Jarvis et al., 2003). Then, the structural model examines how well the hypothesized model fits the data.

A measurement model yielded a good fit to the data ($\chi 2(669, N=611) =1505.328$, $p<.0001$, CMIN/DF= 2.25, CFI=.944, RMSEA= .045 (90% confidence interval [CI] = .042 to .048), SRMR=.0765), which showed that all indicators loaded significantly on their intended constructs. A structural model yielded a good fit to the data ($\chi 2(3, N=611) =8.255$, $p<.05$, CMIN/DF= 2.752, CFI=.996, RMSEA= .054 (90% confidence interval [CI] = .001 to .099), SRMR=.0185). Endogenous are connected beginning from the biggest in modification indices that are meaningful since they are connected within the same scale. Structural regression weights are depicted in Table 4.19. The structural model is presented in Figure 4.10**.** Figure 4.11 summarizes the SEM results for the hypothesized model.

Table 4. 19. Structural correlations between latent variables (N=611)

			Estimate	S.E.	P
NEGLECT	<---	PCV	.374	.030	***
AGG_VOICE	<---	PCV	.311	.030	***
EXIT	<---	PCV	.527	.035	***
CONS_VOICE	<---	PCV	.151	.039	***
PATIENCE	<---	PCV	-.077	.035	.027
NEGLECT	<---	PCF	.016	.030	.607
AGG_VOICE	<---	PCF	.029	.030	.346
EXIT	<---	PCF	-.087	.035	.013
CONS_VOICE	<---	PCF	.048	.039	.227
PATIENCE	<---	PCF	.219	.035	***

** p<.10, **p<.05, ***p<.01.*

Figure 4. 10. Standardized estimates for the structural model predicting EVLN. β and R^2 of endogenous variables are depicted.

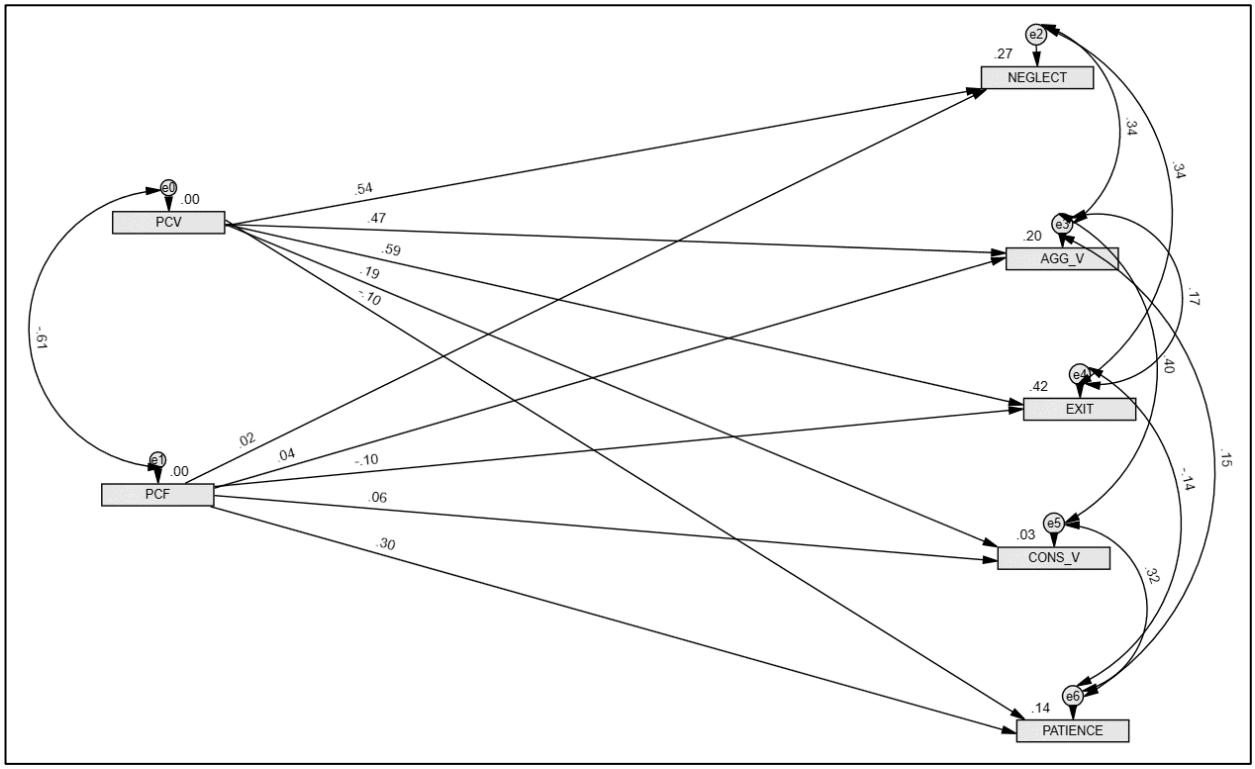
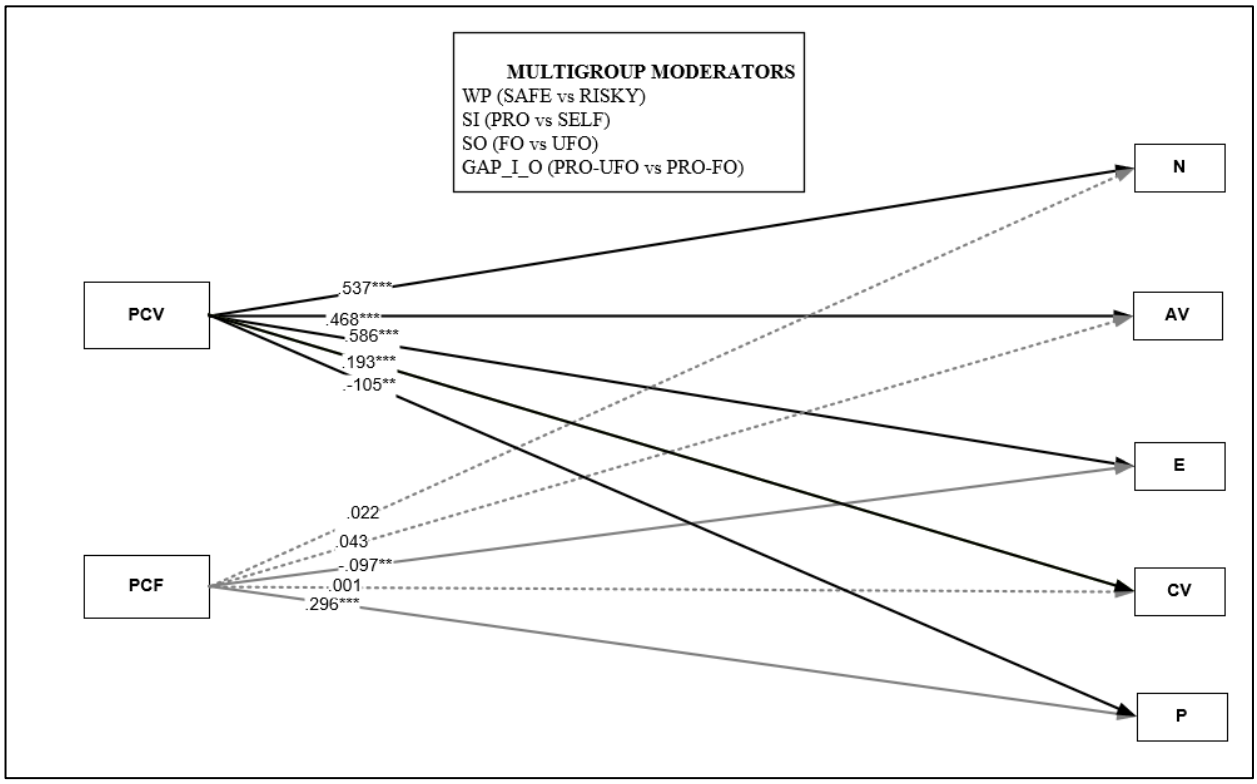


Figure 4. 11. Standardized estimates for the structural model predicting EVLN.



Note. The dotted lines represent hypothesized but nonsignificant paths. $^{*}p<.05$, $^{**}p<.01$, $^{***}p<.001$.

4.8. MULTIPLE-GROUP MODERATION IN AMOS

The model may differ in terms of SI, SO, WP, and moderate the effect of VIOL and FULF on EVLN. Then moderations were tested for group variables (workplace-intention-outcome) and conditions which involve interactions of groups (see Table 4.20). Multigroup analysis is chosen to compare the quasi-experimental treatments, and whether the relationship between predictors and EVLN responses varies by group variables (Lefcheck, 2021). The interactions were practiced via AMOS 26, based on Gaskin and Lowry's (2014) multigroup plugin for AMOS (Gaskin & Lim, 2018). It has been used in multigroup studies (Nunkoo et al., 2020). The global multigroup testing and local chi-square tests for multigroup were performed. Although global models were not significant, which point to local tests for interpreting one by one.

Table 4. 20. Hypotheses testing results-III

Hypotheses tested		**Level of support**
H4a:	The relationship between fulfillment and EVLN responses varies by condition (intention, outcome, workplace).	Partially Supported
H4b:	The relationship between violation and EVLN responses varies by condition (intention, outcome, workplace).	Partially Supported

Besides direct effects of fulfillment on Exit and Patience, with multigroup analysis, it is found that in which groups the positive relationship between FULF and CV. Accordingly, **the positive relationship between fulfillment on Considerate Voice is moderated by the intention (Selfish) or outcome (Unfair)**. The selfish intention makes the positive relationship vary from prosocial intention. Besides, the unfair outcome makes the positive relationship vary from the fair outcome (see Table 4.21). Also, considering the interaction of groups (via conditions), the relationship is only significant in the positive direction in **safe-selfish-unfair interaction** comparing all other conditions (see Table 4.22).

Moreover, **the negative relationship between fulfillment and Exit is moderated by outcome (Fair).** That's why fair outcome makes the negative relationship is different from unfair treatment (see Table 4.21). Also, considering the interaction of groups (via conditions), the relationship is only significant in the negative direction in **risky-prosocial-fair interaction** compared to all other conditions (see Table 4.22). See Table 4.21 and 4.22 for all significant results. Thus, **H4a** is partially supported.

Besides direct effects of violation on EVLN, with multigroup analysis, it is found that in which groups the relationships vary. Accordingly, **the positive relationship between VIOL and CV was moderated by the outcome (Fair).** The positive relationship created by fair outcome varies from unfair outcome. Also, considering the interaction of groups (namely conditions), the positive relationship is only significant when the interaction ends up with a fair outcome **(risky-selfish-fair, risky-prosocial-fair, or safe-selfish-fair)** comparing all other conditions, which end up with the unfair outcome. Moreover, **the negative relationship between violation and Patience is moderated by the intention (Selfish) or the outcome (Unfair).** The selfish intention makes the negative relationship vary from prosocial, and the unfair outcome makes the variation from fair groups (see Table 4.21.). Also, considering the interaction of groups (namely conditions), the negative relationship is only significant when the interaction ends up with an unfair outcome **(safe-prosocial-unfair, safe-selfish-unfair, or risky-prosocial-unfair)** comparing all other conditions, which end up with fair outcome (see Table 4.22). Thus, **H4b** is partially supported.

Although there are group variations that explain the relationships between predictors and responses, workplace groups did not vary.

Table 4. 21. Chi-square Results for Global Model and Significant Local Differences for Multigroup Moderations

Direction	***β_1***	***β_2***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCF → EXIT.	***Fair β_1*** -.128*	***Unfair β_2*** -.034	-.095	1	The negative relationship between EXIT and PCF is only significant for FAIR.	$\chi2(6, n_{fair}=285, n_{unfair}=326) =20.212$, p>.05
Direction	***β_1***	***β_2***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCF → CONS_VOICE.	***Selfish β_1*** .197**	***Prosocial β_2*** -.075	-.272	1	The positive relationship between CONS_VOICE and PCF is only significant for SELF.	$\chi2(6, n_{selfish}=305, n_{prosocial}=306) =11.390$, p>.05
	Unfair β_1 .157**	***Fair β_2*** .058	-.099	1	The positive relationship between CONS_VOICE and PCF is only significant for UNFAIR.	$\chi2(6, n_{unfair}=326, n_{fair}=285) =20.212$, p>.05
Direction	***β_1***	***β_2***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCV → CONS_VOICE.	***Fair β_1*** .351***	***Unfair β_2*** -.035	.386	1	The positive relationship between CONS_VOICE and PCV is only significant for FAIR.	$\chi2(6, n_{fair}=285, n_{unfair}=326) =20.212$, p>.05
Direction	***β_1***	***β_2***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCV → PATIENCE.	***Selfish β_1*** -.116†	***Prosocial β_2*** -.085	.030	1	The negative relationship between PATIENCE and PCV is only	$\chi2(6, n_{selfish}=305, n_{prosocial}=306) =11.390$, p>.05

				significant for SELF.	
Unfair β_1 -.268***	***Fair β_2*** .096	.364	1	The negative relationship between PATIENCE and PCV is only significant for UNFAIR.	$\chi 2(6, n_{unfair}=326, n_{fair}=285) = 20.212, p>.05$

† p < 0.100, * p < 0.050, ** p < 0.010, *** p < 0.001

Table 4. 22. Chi-square Results for Global Model and Significant Local Differences for Multigroup Moderations-II

Direction	***β₁***	***β₂***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCF → EXIT.	***Condt6*** ***β₁*** -. 324**	***Condt1*** ***β₂*** .008	.333	1	The negative relationship between EXIT and PCF is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt1}=79) =11.179, p>.05$
	Condt6 ***β₁*** -.324**	***Condt2*** ***β₂*** .085	.239	1	The negative relationship between EXIT and PCF is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt2}=79) =8.9179, p>.05$
	Condt6 ***β₁*** -.324**	***Condt3*** ***β₂*** .051	.375	1	The negative relationship between EXIT and PCF is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt3}=84) =4.348, p>.05$
	Condt6 ***β₁*** -.324**	***Condt4*** ***β₂*** .064	.388	1	The negative relationship between EXIT and PCF is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt4}=89) =5.844, p>.05$
	Condt6 ***β₁*** -.324**	***Condt5*** ***β₂*** -.098	.226	1	The negative relationship between EXIT and PCF is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt5}=59) =5.769, p>.05$
	Condt6 ***β₁*** -.324**	***Condt7*** ***β₂*** -.044	-.280	1	The negative relationship between EXIT and PCF is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt7}=78) =10.626, p>.05$
	Condt6 ***β₁*** -.324**	***Condt8*** ***β₂*** .101	-.425	1	The negative relationship between EXIT and PCF is only	$\chi 2(6, n_{condt6}=69, n_{condt8}=74) =13.665, p>.05$

					significant for Condt6.	
Direction	***β_1***	***β_2***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCF → CONS_VOICE.	***Condt4*** ***β_1*** .208†	***Condt1*** ***β_2*** -.048	-.256	1	The positive relationship between CONS_VOICE and PCF is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt1}=78) =10.553, p>.05$
	Condt4 ***β_1*** .208†*	***Condt3*** ***β_2*** .068	-.140	1	The positive relationship between CONS_VOICE and PCF is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt3}=84) =3.71, p>.05$
	Condt4 ***β_1*** .208†	***Condt5*** ***β_2*** .133	.075	1	The positive relationship between CONS_VOICE and PCF is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt5}=59) =5.138, p>.05$
	Condt4 ***β_1*** .208†	***Condt6*** ***β_2*** .068	.276	1	The positive relationship between CONS_VOICE and PCF is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt6}=69) =5.844, p>.05$
	Condt4 ***β_1*** .208†	***Condt7*** ***β_2*** .201	.006	1	The positive relationship between CONS_VOICE and PCF is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt7}=78) =9.998, p>.05$
	Condt4 ***β_1*** .208†	***Condt8*** ***β_2*** -.010	.218	1	The positive relationship between CONS_VOICE and PCF is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt8}=74) =13.044, p>.05$

Direction	β_1	β_2	*Difference in Betas*	*p*	*Local Test Interpretation*	**Global Test**
PCV → CONS_VOICE.	***Condt5*** β_1 .343*	***Condt2*** β_2 .026	-.316	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt5.	$\chi 2(6, n_{condt5}=59, n_{condt2}=79) = 8.208$, $p>.05$
	Condt5 β_1 .343*	***Condt3*** β_2 .148	-.195	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt5.	$\chi 2(6, n_{condt5}=59, n_{condt3}=84) = 3.643$, $p>.05$
	Condt5 β_1 .343*	***Condt4*** β_2 -.060	-.402	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt5.	$\chi 2(6, n_{condt5}=59, n_{condt4}=89) = 5.138$, $p>.05$
	Condt5 β_1 .343*	***Condt8*** β_2 -.130	.473	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt5.	$\chi 2(6, n_{condt5}=59, n_{condt8}=74) = 12.95$, $p>.05$
	Condt6 β_1 .402**	***Condt2*** β_2 .026	-.375	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt2}=79) = 8.197$, $p>.05$
	Condt6 β_1 .402**	***Condt3*** β_2 .148	-.254	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt3}=84) = 4.348$, $p>.05$

	Condt6 ***β₁*** .402**	***Condt4*** ***β₂*** -.060	-.462	1	The positive relationship between CONS_VOICE and PCV is only significant for 6.	$\chi 2(6, n_{condt6}=69, n_{condt4}=89) =5.844, p>.05$
	Condt6 ***β₁*** .402**	***Condt8*** ***β₂*** -.013	.532	1	The positive relationship between CONS_VOICE and PCV is only significant for Condt6.	$\chi 2(6, n_{condt6}=69, n_{condt8}=74) =13.665, p>.05$
	Condt7 ***β₁*** .321*	***Condt2*** ***β₂*** .026	-.294	1	The positive relationship between CONS_VOICE and PCV is only significant for Cont7.	$\chi 2(6, n_{condt7}=78, n_{condt2}=79) =13.071, p>.05$
	Condt7 ***β₁*** .321*	***Condt3*** ***β₂*** .148	-.173	1	The positive relationship between CONS_VOICE and PCV is only significant for Cont7.	$\chi 2(6, n_{condt7}=78, n_{condt3}=84) =8.5, p>.05$
	Condt7 ***β₁*** .321*	***Condt4*** ***β₂*** -.06	-.380	1	The positive relationship between CONS_VOICE and PCV is only significant for Cont7.	$\chi 2(6, n_{condt7}=78, n_{condt4}=89) =9.998, p>.05$
	Condt7 ***β₁*** .321*	***Condt8*** ***β₂*** -.013	.451	1	The positive relationship between CONS_VOICE and PCV is only significant for Cont7.	$\chi 2(6, n_{condt7}=78, n_{condt8}=74) =17.821, p>.05$
Direction	***β₁***	***β₂***	***Difference in Betas***	***p***	***Local Test Interpretation***	**Global Test**
PCV → PATIENCE.	***Condt3*** ***β₁*** -.184†	***Condt1*** ***β₂*** .189	.374	1	The negative relationship between	$\chi 2(6, n_{condt3}=84, n_{condt1}=79) =9.054, p>.05$

				PATIENCE and PCV is only significant for Condt3.	
Condt3 β_1 -.184†	***Condt2*** β_2 -.031	.153	1	The negative relationship between PATIENCE and PCV is only significant for Condt3.	$\chi 2(6, n_{condt3}=84, n_{condt2}=79) = 6.789, p>.05$
Condt3 β_1 -.184†	***Condt5*** β_2 .156	-.341	1	The negative relationship between PATIENCE and PCV is only significant for Condt3.	$\chi 2(6, n_{condt3}=84, n_{condt5}=59) = 3.643, p>.05$
Condt3 β_1 -.184†	***Condt6*** β_2 .076	-.260	1	The negative relationship between PATIENCE and PCV is only significant for Condt3.	$\chi 2(6, n_{condt3}=84, n_{condt6}=69) = 4.348, p>.05$
Condt3 β_1 -.184†	***Condt7*** β_2 .085	-.270	1	The negative relationship between PATIENCE and PCV is only significant for Condt3.	$\chi 2(6, n_{condt3}=84, n_{condt7}=78) = 48.5, p>.05$
Condt4 β_1 -.411***	***Condt1*** β_2 .189	.600	1	The negative relationship between PATIENCE and PCV is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt1}=79) = 10.553, p>.05$
Condt4 β_1 -.411***	***Condt2*** β_2 -.031	.380	1	The negative relationship between PATIENCE and PCV is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt2}=79) = 8.287, p>.05$

Condt4 ***Condt5*** ***β_1*** ***β_2*** -.411*** .156	-.567	1	The negative relationship between PATIENCE and PCV is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt5}=59) =5.138, p>.05$
Condt4 ***Condt6*** ***β_1*** ***β_2*** -.411*** .076	-.486	1	The negative relationship between PATIENCE and PCV is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt6}=69) =5.844, p>.05$
Condt4 ***Condt7*** ***β_1*** ***β_2*** -.411*** .085	-.496	1	The negative relationship between PATIENCE and PCV is only significant for Condt4.	$\chi 2(6, n_{condt4}=89, n_{condt7}=78) =9.998, p>.05$
Condt8 ***Condt1*** ***β_1*** ***β_2*** -.348*** .189	.538	1	The negative relationship between PATIENCE and PCV is only significant for Condt8.	$\chi 2(6, n_{condt8}=74, n_{condt1}=79) =18.376, p>.05$
Condt8 ***Condt2*** ***β_1*** ***β_2*** -.348*** -.031	.317	1	The negative relationship between PATIENCE and PCV is only significant for Condt8.	$\chi 2(6, n_{condt8}=74, n_{condt2}=79) =16.113, p>.05$
Condt8 ***Condt5*** ***β_1*** ***β_2*** -.348*** .156	.505	1	The negative relationship between PATIENCE and PCV is only significant for Condt8.	$\chi 2(6, n_{condt8}=74, n_{condt5}=59) =12.95, p>.05$
Condt8 ***Condt6*** ***β_1*** ***β_2*** -.348*** .076	.424	1	The negative relationship between PATIENCE and PCV is only	$\chi 2(6, n_{condt8}=74, n_{condt6}=69) =13.665, p>.05$

				significant for Condt8.	
Condt8 β_1 -.348***	***Condt7*** β_2 .085	.434	1	The negative relationship between PATIENCE and PCV is only significant for Condt8.	$\chi 2(6, n_{condt8}=74, n_{condt7}=78) = 17.821$, $p>.05$

† p < .100, * p < .050, ** p < .010, *** p < .001

Note. Condt1=safe-prosocial-fair; Condt2=risky-selfish-unfair; Condt3=safe-prosocial-unfair; Condt4=safe-selfish-unfair; Condt5=risky-selfish-fair; Condt6= risky-prosocial-safe; Condt7=safe-selfish-fair; Condt8=risky-prosocial-unfair.

4.9. THE SUMMARY OF SIGNIFICANT FINDINGS

- ✓ **Factor Analysis and Reliability Checks**
  - EFA via SPSS.26 and CFA via AMOS.26 are applied.
  - Original items of the scales are protected. Two items of AV are removed.
  - *The reliability of the variables was at an acceptable level from .6 to .9. Cronbach alphas (α) of the instruments in the study showed similar levels with original reliability levels.*
  - The goodness-of-fit indices show a good model fit in CFA via AMOS. Thus, *the measurement model is established.*
- ✓ **Characteristics of Data**
  - *The convenience sample* N=651*:* 2x2x2 (Workplace-Intention-Outcome) conditions are randomized and the scale was counterbalanced in Qualtrics**.**
  - *The data is composed of 63.7% women, 36.2% men.* Conditions are also balanced in terms of gender. The mean age is 33. 43.3% of them working in a national and 40.0% of them working in an international company.
  - *The correlations showed significant associations between variables (moderate to high).*
    - The feeling of fulfillment (+) Patience
    - The feeling of violation (-) Patience
    - Feeling of fulfillment (-) Prohibitive Voices (Neglect, Aggressive Voice, and Exit)
    - Feeling of violation (+) Prohibitive Voices (Neglect, Aggressive Voice, and Exit), and Considerate Voice
- ✓ **Hypotheses Testing: Difference Analysis of Intention, Outcome, Workplace**
  - There was a significant difference in the relationship between voice behaviors (EVLN), PCF, and PCV in relation to the workplace being safe

vs risky, supervisor's intention being prosocial vs selfish, outcome received by the employee being fair vs unfair.

- As expected, *when participants are with the prosocial manager, in a safe workplace, or get a fair outcome, they show increased Fulfillment, and Patience (promotive voice). Otherwise, they show increased Violation, prohibitive voices (Neglect, Aggressive Voice, and Exit).*
- *Only in case of the unfair outcome, they show increased Considerate Voice (promotive voice).*
- *As the gap between the intentions of the supervisor and outcome received by the employee increased, they showed higher Violation, Neglect, or Considerate Voice. In no gap conditions, they showed higher Fulfillment*.

✓ **Hypothesis Testing: 2x2x2 Interaction Effects**

- There was a three-way interaction for PCV, and EVLN.
- In selfish intention, all workplace-outcome interactions have higher Violation than in prosocial intention. Prosocial intention alleviates the positive effects of unfair outcome and risky workplace on the Violation.
- In selfish intention, all workplace-outcome interactions have higher Neglect than in prosocial intention. Prosocial intention alleviates the positive effects of unfair outcome and risky workplace on Neglect.
- In prosocial intention, all workplace-outcome interactions have higher Patience than in selfish intention. Prosocial intention alleviates the negative effects of unfair outcome and risky workplace on Patience.
- In unfair outcome, all workplace-intention interactions have a higher Aggressive Voice than in the fair outcome. Fair outcome alleviates the positive effects of selfish intention and risky workplace on Aggressive Voice.

- In unfair outcome, all workplace-intention interactions have higher Exit than in the fair outcome. Fair outcome alleviates the positive effects of selfish intention and risky workplace on Exit.
- In the safe workplace, all intention-outcome interactions have higher Considerate Voice than in the risky workplace. The Safe workplace alleviates the negative effects of selfish intention and unfair outcome on Considerate Voice.
- Thus, *intention makes the interaction different for Violation, Neglect, and Patience. The Outcome makes the interaction different for Aggressive Voice and Exit. Workplace makes the interaction different for Considerate Voice.*

✓ **Multiple Regression Results**

- *Feeling of Violation* predicted that Prohibitive Voice (Neglect, Aggressive Voice, and Exit), and Considerate Voice are increased, and Patience is decreased.
- *The feeling of fulfillment* predicted that Patience is increased, and Exit is decreased.

✓ **Hypothesis Testing: Stepwise Regression of Workplace, Intention, and Outcome**

- Feeling of Fulfillment, and Patience was predicted best with *the BEST Condition (Safe x Prosocial x Fair).*
- Feeling of Violation, and Prohibitive Voices (Neglect, Aggressive Voice, and Exit) were predicted best with *WORST Condition (Risky x Selfish x Unfair).*
- *Considerate Voice was only predicted with an Unfair outcome.*

✓ **Hypothesis Testing: Multiple-Group Moderation**

- Considering the whole model, SI, SO, and WP moderate the effect of PCV, and PCF on EVLN.
  - The positive relationship between fulfillment and Considerate Voice is moderated by the selfish intention, unfair outcome, and interaction of safe-risky-unfair.

- The negative relationship between fulfillment and Exit is moderated by the fair outcome and interaction of risky-prosocial-unfair.

- The negative relationship between violation and Patience is moderated by selfish intention, unfair outcome, and conditions of workplace-intention-outcome which end up with unfair outcome than the fair outcome.
- The positive relationship between violation and Considerate Voice is moderated by the fair outcome and conditions of workplace-intention-outcome which end up with the fair outcome than the unfair outcome.

5. DISCUSSION

5.1. WORKPLACE-INTENTION-OUTCOME AND THE EVLN

The findings validate the theoretical mechanisms behind EVLN behaviors on a hypothetical-scenario-based experimental design. It is original in a sense that not just managerial but also organizational aspect is included concerning voice behaviors.

Considering *promotive voices* (Patience and Considerate Voice), safer workplace in terms of political dynamics inside, or having a prosocial intended manager who fairly rewards employees served to Patience. Accordingly, the "efficacy of voice" is secured where the employees in the workplace and the manager are credible. Since there is no problem in the best condition (safe workplace-prosocial intention-fair outcome), Considerate Voice was not seen. Mixed signals in intention-outcome (gap) (prosocial intention-unfair outcome) include conflicting beliefs hence Neglect and Considerate Voice are seen. In the same token, the unfair outcome results in Considerate Voice, comparing to the fair outcome groups (conditions).

To differentiate, when safety or toxicity is included in the analyses, it was found that interacts with the intention-outcome. Accordingly, the (safe) non-toxic environment, where the interest of the organization overrides the self-interest, secures promotive voice (Considerate Voice) even though there is an "incongruity" between intention and outcome. Thus, Considerate Voice is higher when there is a non-toxic exchange in the workplace than the self-driven environment in interaction with intention and outcome. The workplace matters in promoting Considerate Voice when their fairness judgment is disrupted. Considering prosocial or justice-oriented voices in OB literature (Klaas et al., 2012; Mowbray et al., 2014), Considerate Voice adds on to explain the justice-oriented aspect in the literature. It is not revenge-taking or winning the case without thinking of others as in prohibitive voices. Even in case of unfair treatment by the manager, they look for a secure environment where other workers are in a healthy exchange. Therefore, this

finding contributes to how interpersonal climate at the organizational level affects willingness to voice (Ashford et al., 1998) that alleviates ambiguity or negativity in manager behavior (intention-outcome) and eliminates problems via considerate voice. OP literature contributes that a non-toxic environment opens communication channels (Cropanzano et al., 1997) in which employees feel more "control" over voice behavior. The workplace context is important for employees in EVB since they need "cooperation" after they speak up (Dyne et al., 2003). Thus, considering Considerate Voice as other-oriented mostly in OB literature, observations of others' attitude in the workplace is necessary for such active-challenging behavior.

Moreover, I found that risky workplace in terms of political tactics applied in more toxic exchanges, or having a selfish intended manager who unfairly rewards employees served to *prohibitive voices* (Neglect, Aggressive Voice, and Exit). Thus, "perceived safety" is disrupted when RVOs occurred. In the worst condition, prohibitive voices are seen. Thus, prohibitive voices show up when the workplace is risky, the intention is selfish, and the outcome received is unfair. If there is an alternative, individuals are intended to leave or exit the whole situation. Other than that career consequences may overpower silence rather than the voice in upward communication based on negative emotions aroused, especially fear (Kish-Gephart et al., 2009; Milliken et al., 2003). Even though the risk is low, individuals firstly choose to protect resources (Gorgievski & Hobfoll, 2008) and prevent any damage to self-image (Fuller et al., 2007) for survival purposes. Therefore, individuals focus on resource loss more than gain that "self-protective implicit voice" (passive behaviors) is prone to occur.

The interaction of the manipulations/variables revealed that *passive voices* (Neglect and Patience) are affected by intention. Accordingly, having a prosocial intended manager decreased Neglect and increased Patience comparing to a selfish intended manager even though other conditions (workplace-outcome) have malfunctioned. One way to interpret these results is that the "judgment of intentionality" of the manager carries trust before doing something destructively. It can be seen as a one-time event. Additionally, these findings add to the "accidental harm" of Cushman et al. (2009) where intention overrides the outcome. Therefore,

the importance of the intention of the supervisor should be engaged in increasing voice practices, because the detrimental effect of Neglect is also discovered. Otherwise, to avoid damage to interpersonal relationships, employees may withhold suggestions not to threaten any authority (in the case when they have opinions). Since the voice target is supervisors, egoistic-selfish rather than agentic intentions signal more neglect (for risk concerns) to save face, and less loyalty (for futility concerns) to protect resources. Thus, one can be in "calculative silence" (neglect) that avoids and quit on the job since fear overpowers, or one can suffer in silence (patience) by accepting the situation because there are no exit or voice options available. However, the longer the observation of misconduct in intention, even in other issues than promotion, can be a signal that individuals Neglect (destructive) more in the future as well.

Additionally, I also found the support of "attended harm" of Cushman et al. (2009) that both malfunctioned-intention and malfunctioned-outcome resulted in the punishment of the responsible. At this point, I found that such harm of "observation of misconduct" result in detrimental behaviors, independent of the workplace (safe vs risky). The interaction of the variables revealed that Outcome matters for prohibitive *active voices* (Aggressive Voice and Exit). Accordingly, being fairly rewarded by the manager decreased Aggressive Voice and Exit, comparing to unfair treatment, even though other conditions malfunction. Thus "negative repercussions" only backward when the "judgment of fairness" is recovered. Since AV and E do not solve problems as in CV, these active-prohibitive voices are self-oriented that employees choose to exit if they have alternatives but voice destructively with a concentration of winning, knowing that would bring them in conflict with hierarchies.

5.2. WORKPLACE-INTENTION-OUTCOME AND PSYCHOLOGICAL CONTRACT

Considering *feeling of fulfillment*, safer workplace in terms of political dynamics inside, having a prosocial intended manager who fairly rewards employees served

to it. Therefore, in the best condition (safe workplace-prosocial intention-fair outcome), the *feeling of fulfillment* is secured. It also occurred when there is no ambiguity (no gap) between intention and outcome (prosocial-fair). There is no other interaction of workplace-intention-outcome is found for Fulfillment. One way to interpret these results is that fulfillment is secured when both managerial behaviors and organizational context function to secure the feeling. Otherwise, any inauthenticity which disrupts behavioral integrity reveals a breach that may lead to the violation.

Moreover, I found that risky workplace in terms of political tactics applied, having a selfish intender manager who unfairly rewards employees served to the *feeling of violation*. In the worst condition, the feeling of violation is seen with more effect size in prohibitive voices (Neglect, Aggressive Voice, and Exit). Mixed signals in intention-outcome (prosocial intention-unfair outcome) were also found to deteriorate the psychological contract that results in the violation. Both workplace politics as hindrance stressors and intention-outcome dyad as a job-related stressor contribute to the stressor-emotion model (Spector & Fox, 2005) in explaining PsyC. On the other hand, having a prosocial intended manager alleviates the feeling of violation even though other conditions (workplace-outcome) have malfunctioned. Here again, the "judgment of intentionality" of the manager carries interpersonal trust at some point which affects the feelings. Considering violation occurs when there is a gap (prosocial-unfair) which includes "frustration" with "accidental harm". However, violation is also seen when both intention and outcome malfunctioned in the worst condition which includes "anger" with deliberate "attempted harm". Thus, PCV is an "emotional blend". When the interaction of workplace-intention-outcome is taken, selfish intention overpowers violation even though there is no malfunctioning in other areas. Thus, the relationship between the outcome received by the employee and psychological contract violation is strengthened by the contribution of selfish supervisors. Labeling supervisor with betrayal is easier especially when individuals traditionally expect to be promoted inside the organization rather than carrying an individually centered career (Doden et al., 2018). Once again, PsyC is based on the exchange

that buffers or protects from the breach that supervisors are the subject of the psychological contract.

5.3. MULTI GROUPS IN PSYCHOLOGICAL CONTRACT AND VOICE BEHAVIOR RELATIONSHIP

The fulfillment and violation and EVLN have been subject to the studies. Even though the violation is found to be related positively with Neglect, and Exit, and negatively with voice and loyalty, no study differentiates between voice forms (aggressive and considerate voice). Moreover, lack of fulfillment is found to be related to exit, but no study found a direct relationship between fulfillment and voice. Therefore, with this study's findings, it can be concluded that the relationship is conditional.

It is found that the violation predicted prohibitive voices (Neglect, Aggressive Voice, and Exit) and promotive voices (Considerate Voice in a positive, and Patience in a negative direction). It is expected that violation is related to prohibitive voices directly where complaining and revenge are included. They are not conditional that perceived injustice results directly in Exit or AV if they have options outside but result in Neglect with sadness and fear of career consequences even if they feel violated. However, one explanation for why and when the *considerate voice* occurs even though individuals feel violation is that the relationship is dependent on fair treatment. Thus, the relationship is conditional. Accordingly, it is found that having fair outcome moderates the relationship comparing to unfairly treated employees. Individuals may feel violated for other misconducts (i.e., supervisor intention or/and workplace politics), however, they initiate considerate voice when the outcome is fair. When the interaction of workplace, intention, and the outcome is considered, the positive relationship is only significant in conditions that end up with fair outcomes comparing all other conditions which end up with unfair outcomes. Thus, considering fair outcome as the base, the relationship is significant in conditions of risky-selfish-fair, risky-

prosocial-fair, or safe-selfish-fair. Once again considerate voice serves to justice-oriented voice.

There is a negative relationship found between violation and Patience as expected. The relationship is conditional. Accordingly, it is found that selfish intention or unfair outcome moderates the negative relationship. When individuals face with unfair treatment or selfish manager, not only feel violated but also have less loyalty since their hope deteriorates. Moreover, when the interaction of workplace, intention, and the outcome is considered, the negative relationship is only significant in conditions that end up with unfair outcomes comparing all other conditions which end up with fair outcomes. These findings indicate the opposite of violation and considerate voice positive relationship. Thus, considering unfair outcomes as the base, a negative relationship is significant in conditions of safe-prosocial-unfair, safe-selfish-unfair, or risky-prosocial-unfair. In violation and promotive voices (Considerate Voice and Patience), "fairness judgment" is found to overpower the conditions. Considering promotive voices are about the efficacy before speaking up, fair treatment is a prerequisite of promotive voicing knowing that speaking up will not be a losing game (futile). Considering efficacy concerns are agentic rather than communal, concentrating on the fair outcome for the self is meaningful. Otherwise, unfair treatment signals futility where self-image can be damaged. Thus, these relationships are only significant when fair treatment motivates them with an "optimism" feeling which compensates for the violation.

On the other hand, as expected, fulfillment predicted patience, and lack of fulfillment predicted Exit. Fulfillment and Patience relationship is not conditional that individuals find motivation and job security to keep patience. There is no direct or indirect relationship between fulfillment and aggressive voice and neglect, as expected. Thus, they are unrelated. Moreover, there is no direct relationship between *fulfillment and considerate voice*, however, there is a conditional effect when differently treated groups are involved. Fulfillment is related to prosocial behaviors. Thus, when individuals face a selfish or unfair situation, the relationship between fulfillment and considerate voice is positive. Thus, even though they feel fulfilled, one misconduct in intention or outcome motivates them to make things

work via a considerate voice. Moreover, when the interaction of workplace, intention, and the outcome is considered, the positive relationship is only significant in the safe-selfish-unfair condition comparing all other conditions. The attended harm (selfish-unfair) is only available in this condition and also in the worst condition, which is not significantly related to fulfillment as expected. Thus, even though there is attended harm and anger, individuals may ignore and hold on to safe exchanges in the workplace to feel fulfillment. I already found that a safe workplace makes the considerate voice more available compared to other factors (intention-outcome) in direct relation with EVLN. Here again, in the relationship between psychological contract and EVLN, a safe workplace in terms of political dynamic inside matters in the considerate voice when faced with attended harm that enables individuals to cooperate with others to fix mistreatments.

On the other hand, a fair outcome makes the negative relationship between *fulfillment and exit* stronger comparing to the unfair group, where turnover intentions depend on mainly fairness judgment. Thus, it is conditional. I already found that a fair outcome is important to alleviate destructive voices (Exit and Aggressive Voice) even though other factors (workplace-intention) malfunction. Moreover, when the interaction of workplace, intention, and the outcome is considered, the negative relationship is only significant in the risky-prosocial-fair condition comparing all other conditions. The risky workplace politics makes the lack of fulfillment and exit positive relationship meaningful. Even though there is no harm, lack of fulfillment results in exit in risky exchanges in the workplace that cannot ignore the workplace. No harm (prosocial-fair) is only available in this risky-prosocial-fair condition and also in the best condition, which is not positively related to exit as expected. Therefore, the stressors are found to affect fulfillment over active voices (Exit and Considerate Voice) through *interpersonal trust climate* where there is an organization-driven healthy climate vs self-driven climate. The positive relationship is found that individuals try to fix attempted harm by the manager (CV) where is a non-toxic workplace politics. Otherwise, even though there is no harm, lack of fulfillment cause exit or intention to exit in a risky climate.

6. IMPLICATIONS

6.1. THEORETICAL IMPLICATIONS

The findings suggest that judgment of intentionality and fairness in a workplace play role in revealing promotive and prohibitive voices. It also highlights the interaction of them fill out the story for voice behavior. The study also adds to the literature that contextual factors (namely workplace politics) can play as a "signal/stressor" for employee voice (Grima & Glaymann, 2012). Therefore, not just personal dissatisfaction with unfair treatment but also dissatisfaction with others via toxic workplace politics are originally covered in this study.

One of the theoretical contributions of the study is that voice and silence coexist in EVB and ESB literature but the manipulations in this study exemplify specific circumstances and feelings attached to different forms of EVLN. Considering the axes on the EVLN model, the occurrence of voice behaviors depends on attitudes and emotions attached. Voice can be an option for dissatisfaction that is mostly explained from efficacy (motivation) vs futility (self-image) concerns for promotive voices, and safety vs risk/cost (social disapproval) concerns for prohibitive voices. This study contributes that active-passive axes depend on supervisor intention-treatment. Accordingly, passive voices (Neglect and Patience) are subject to "judgment of intentionality" that individuals have conflicted feelings when they face self-oriented supervisors and cannot confront them. It could be risky for their self-image, self-esteem, well-being, or future promotions (Ashford et al., 1998; Milliken et al., 2003). Even though there is no real risk, they may use these implicit voices for self-protection. Also, Exit and AV as destructive sides of active EVB might not be expected to occur as a first option if individuals have a tight job market or immobility. However, the study reveals that unfair treatment overpowers supervisor intention and workplace politics. For CV as an active EVB again, unfair treatment of supervisor causes to reveal CV however safe workplace politics are found to interact with intention-outcome which alleviates negative treatment.

Secondly, this is the first time mixed signals are studied over EVB via a quasi-experimental method that intention-outcome gap which disrupts behavioral integrity and creates an emotional strain via the feeling of violation and results in the CV in the short run. But also Neglect in the long run can be seen if ambiguity continues and gossiping increases (Hussain et al., 2018). Thus, this is the first study that explores intention-outcome factors with diverse voice behaviors, also dissonance in intention-outcome on EVLN, and finally the first one to explore diverse forms of voice behaviors from OP perspective.

Thirdly, this study contributes to the explanation of different forms of voices, namely AV and CV. The cost-efficacy check is easier for Exit and Neglect where both are not satisfied, and for Patience where only efficacy is satisfied (Withey & Cooper, 1989). However, predicting voices is much more complex. Both AV and CV are found to be responsive to unfair treatment. Although personal control is necessary for both of them and fair treatment gives them a sense of efficacy motivation, and a healthy workplace leads to CV rather than AV. Thus, finding that employees read the wind by looking for the interpersonal climate of politics in CV is very new for the literature. This finding not just puts aside them as promotive-prohibitive as in previous literature but also reveals in which conditions they differentiate.

Fourthly, considering workplace politics and manager behaviors as hindrance stressors, this study also connects these stressors with emotions attached since EVB is an affect-laden behavior. Not just job related (dissatisfaction) stressor is created but also social-related (behavioral integrity of supervisor) and organization related (workplace politics) stressors (Ng & Feldman, 2012) are included in the study for the first time as a circumplex nature. Thus, this is the first study that put interactions for PsyC, which is also the main motive behind EVLN. These stressors are found to affect psychological contract through two explanations: 1) *interpersonal trust climate* where there is an organization-driven healthy climate vs self-driven climate, and 2) *interactional justice* where there is an authentic-fair vs unreliable-unfair leader impression.

Accordingly, interpersonal trust climate explained lack of fulfillment cause Exit in the risky climate even though there is behavioral integrity in supervisor intention-outcome (prosocial-fair). Thus, the interaction of the applied conditions portrays more specific circumstances where trust climate is important to mitigate turnover intentions. Fulfillment and CV are not directly related as assumed in the literature but there was a gap in this sense. I found that the positive relationship is explained by the interpersonal trust climate where is a non-toxic workplace politics that individuals try to fix attempted harm by the manager.

Moreover, it is expected that voicing (CV) occurs with the purpose of resource accumulation and N and P occur with resource conservation concerns. Violation and exit are directly related in the literature but now with different forms of voices. Thus, finding significant relationships as much as possible will add to the PsyC and EVLN literature. Accordingly, feeling of violation which includes anger, frustration, and injustice inside, is surfaced and solutions are created (CV) when fair treatment is experienced. Optimism occurs for resource accumulation. However, the feeling of violation is also surfaced and patience occurs for resource allocation when fair treatment is experienced. These relationships are only significant when fair treatment motivates them with an "optimism" feeling which compensates for the violation. Therefore, the study contributes that fair treatment experience mitigates the feelings of violation which in return opens channels for promotive voices.

The role of emotions in speaking up or remaining silent has been studied in many recent studies (Baumeister, Vohs, DeWall, & Zhang, 2007; Edward, Ashkanasy, & Gardner, 2009; Gundlach, Douglas, & Martinko, 2003; Harvey, Martinko, & Douglas, 2009). However, the role of emotions in voices through experimental studies is limited. In this sense, observation of misconduct creates a breach in cognition and reveals affective reactions (i.e., anger, resentment) which in return trigger voice behavior, and some other reactions (i.e., fear, shame) may lead to silence. The anxiety of speaking up, considering other contextual mechanisms behind cognition like perceived immobility in the long run, implicitly results in silence rather than exiting the situation. Then silence becomes a safeguard

for individuals since speaking up can be potentially harmful/risky for their work life. Based on the cognition-emotion-action model (Weiner, 1980), this study takes attributions made upon workplace and managerial behaviors, which reveal some emotions based on fulfillment and violation and in return affect voice behaviors. Thus, this study adds on in emotions and EVLN literature concerning situational cues.

Lastly, the findings have broadened the validity of the EVLN scale in a non-western culture. Reliability scores for PsyC and EVLN measures were comparable with the original that expand the context. Besides the theoretical background for voice mechanisms, the findings contribute to quasi-experimental results in voice behavior which is practiced in the newest studies (e.g., Weiss & Morrison, 2019). The strength of the study comes from using a range of methodologies: a face-to-face preliminary focus-group study, manipulation checks for measures, and a scenario-based experiment. To overcome common method bias of self-reporting, anonymity to increase candidness, reverse items to avoid response consistency, outliers to eliminate social desirability, manipulation checks, and CFA to establish distinguishing variables are used. Even though being in a vulnerable state in vignettes is not pleasant or it would be easier to evaluate own experiences, experimental conditions help to prime context and eliminate covariances. Additionally, applying such experimental designs in different contexts like power distance cultures are suggested (Weiss & Morrison, 2019) that the study represents an example of this. Thus, the study explores boundary conditions as well that motivators/inhibitors of voicing where situational factors and emotions attached in a culture-specific context are examined.

6.2. PRACTICAL IMPLICATIONS

EVB is mainly covered under considerate voice and OCB where organizational well-being and effectiveness are studied. From the OCB perspective, studying voice behavior is important that is related to JS, engagement, performance, and career development. This study contributes to organizational effectiveness in terms of

antecedents, which cover the uncertainty of managerial behavior and the workplace. It practices stressors that individuals develop attitude and emotions toward workplace and manager, which would be motivator/inhibitor of voice behavior. In this sense, covering incongruity in managerial behavior and coworkers' behavior in a workplace in one study provides an inclusive approach toward employee voice behavior where both constructive and destructive forms are practiced.

Firstly, the findings point out that not just fair treatment but also the "intention" of the manager works as a signal to decrease resigning. The study contributes to "impression management" (i.e., self-serving vs prosocial) where managers should consider not only building employee trust but also minimizing employee suspicion as two separate areas of management practice. Accordingly, trust and suspicion are separate constructs but need to be considered concurrently. Only when employees face the behavioral integrity of the manager, they tolerate a toxic environment and fulfill the psychological contract at some point which lowers turnover intentions.

Secondly, the findings also reveal that having a safe workplace lead employee for a constructive voice. At this point, employees should believe that their supervisors and coworkers will not punish them for speaking up that they need to be "psychologically safe". The study practices how developing an "interpersonal trust climate" motivates employees to fix problems. Employees use a considerate voice when they face attempted harm by the manager because a safe environment fulfills the psychological contract to motivate them to make things work. Considering high power distance and uncertainty avoidance in the context of Turkey (Hofstede, 1984, 2001), the climate is the source of a break from silence (Huang et al., 2005). In this sense, the findings on considerate voice in the study support the importance of the climate and reveal once again non-toxic environment contribute to motivation of employees to fix the problems they face and suggest new ideas.

Moreover, the study revealed that political behavior says much about justice perception inside organizations and values at work as well. Accordingly, colleagues might be considered to have low moral values and higher social needs, since they

show political behaviors and perceive low organizational justice (Çalışkan, 2006). In this sense, a safe context is found to be based on constructive voice in a non-Western context. A safe environment can be a source of "emotional support" of coworkers that individuals break the silence and perceive others as authentic and ethical. This fits with the "person-situation" model (Salancik & Pfeffer, 1978). Therefore, employees will have confidence and behave prosaically when they confront an unethical incident. It supports that emotional support is part of EVB that individuals are affected not by their perceptions but also by the environment (Xu et al., 2017). Based on social cognitive theory (Bandura, 1986), the study contributes to the person-environment-behavior triad that behavior is affected by coworkers and leads EVB when they face an abusive supervisor, which in return improves well-being. Thus, they rationalize their reasoning into behavior via a "self-regulatory process". This reminds the importance of not only supervisor-subordinate relationships but also subordinate-subordinate relationships.

Thirdly, fair outcome eliminates malpractices in the workplace and the intention of the manager which trigger destructive voice forms. Therefore, the study reveals how "interactional justice" even one-time fairness in the context is powerful enough to diminish negative repercussions. Even though employees feel violated in terms of the psychological contract, they do only try to fix the problem when it comes to reward and promotion via considerate voice only when they had fair treatment. Otherwise, they do lose loyalty which would be a signal for destructive voices when it comes to bigger unfairness, like unethical issues.

Fourthly, dissatisfaction with reward promotion was the main subject of the study. In this sense, the study showed that managers' non-transparent behaviors result in a breach of the psychological contract in the short run, however, organizations and employees may suffer in long run. It is stated that if managers explain the reasons behind their "unfulfilled expectations" on rewarding, and deal with aroused emotions like distress and anger, they can inhibit negative responses (Hao Zhao et al., 2007). Therefore, this contributes that managers' care for the emotional states of employees may prevent negative consequences.

Finally, the study practices not just antecedents but also moderators which depict conditions that facilitate EVB in case of injustice. The study empirically exemplifies how managerial and organization-level relationships interact for the psychological contract and EVB in a non-Western context. In a power-distance-oriented environment, individuals may abstain from questioning the power holders and less responsive to breach (Thomas & Pekerti, 2003; Zagenczyk et al., 2015). The study supports that individuals show implicit voices directly but considerate voices conditionally. Thus, cultural lenses may affect their responses to breach and exchange behavior. This study contributes not only to dyadic exchanges but also cultural context influences reactions to exchanges.

7. LIMITATIONS

The study also has some limitations. Personal differences which may affect EVB were not included in the relationship with PsyC. Different needs and expectations in the workplace may influence the perception of politics and behavior of managers which in return influence perception of PsyC and attitude toward EVB. If individuals are achievement-oriented or have reinforcement sensitivity, they may overlook injustice at some point and implicitly voice (neglect and patience). Also, demographical differences were not centered in this study. However, participants may attribute gender to the vignette manager and could have responded accordingly. Moreover, previous self-esteem and self-efficacy could have moderate the relationship. For future research, previously carried individual attributions may enrich the study topic.

Additionally, there are limitations based on methodology and data. Coercive use of power can be accepted as a tool in management in the Turkish business environment, considering the power-distance aspect of the culture. Therefore, through cultural lenses, organizational politics may foster silent culture, which can be an automatic response as a result of fear-based cultural upbringing (Kish-Gephart et al., 2009). Therefore, it is not easy to separate whether implicit voices occur deliberately or as an automatic response. The next step can be to extend the study to other cultures besides Turkey that can be generalized in other contexts as well. Replication of the study in other contexts would show how the Turkish context impacts the conclusions made. Individuals from low power distance cultures attribute more authenticity but individuals from high power distance attribute more personal bonds (Erkutlu & Chafra, 2013). Implicit voices getting more prominent in recent voice literature that developing a scale and relating with leadership treatment comparing with Western culture could be in future agenda.

The study has a cross-sectional design. It is vulnerable to covariation when it comes to causal inferences. Even though theoretical connections are strong and it reveals situational moderators which depict changing exchange relationships, the environment is not static (Ng et al., 2014). For future studies, to overcome

covariance, longitudinal changes in variables can be included. How (in)authenticity in power holder and deviance in coworkers' behavior intervene exchanges over time can be subject of future research. The perceived breach is subjective by nature than giving promises at one time and measuring perception at another time would be an alternative method to diminish error. Although the intention of the supervisor in the study can be a signal for time-1 with a theme-oriented vignette, PsyC change over time. Thus, assessing a contract at one point can be different from that earlier point (Morrison & Robinson, 1997). Future studies should consider the subjectivity of breach methodologically since common method variance is not confirmed empirically yet (Robinson & Morrison, 2000; Vantilborgh, 2015). Even though longitudinal studies show some order where fulfillment affects violation (Vantilborgh, 2015), more experimental studies are needed for causal inferences of the psychological contract.

EVB is also complex in terms of antecedents where nonlinear relationships should be explored. Therefore, voicing can also be feedback for future exchanges that reinforce the relationships (Hsiung & Yang, 2012). Also, there can other mediators that may affect the relationship between PsyC and EVB like informal networks, and favoritism that employees' own position and status may explain more about conditional relationships besides situational stressors involved in this study. Therefore, that would be additive for future research besides limitedly found conditional relations in this study. In this sense, longitudinal research may contribute to causality. Such research may reveal not just existing perception of situational cues affect EVB but how voicing also encourages perception over situations over time in return. Using objective sources or collecting data from third raters (nonself-reports) and comparing with self-reportedly collected versions in different studies can be compared for future research to mitigate common method bias. EVLN involves subjective feelings attached and some items which are not answerable by third raters that other measures which are suitable for third raters like supervisor and coworkers can be developed for future studies.

Using reward promotion as the theme in the vignettes contributes to how the main dissatisfaction topic both in PsyC and EVB affects the relationship in an

experimental design. However, the results may also differ when issues get intense. Therefore, individuals may react to injustice in reward differently than immoral issues (i.e., mobbing). Future studies may involve different scenarios depending on the different intensity of injustice instances, and compare one another like low-moderate-high level injustice issues. Finally, since there were three variables manipulated (workplace-intention-outcome), the number of participants in comparing eight conditions got smaller that a higher number of participants would eliminate individual differences. These limitations withstanding, future researches may include asking more about attributions of participants made upon diverse vignettes.

CONCLUSION

Employee voice mechanisms gain importance in today's volatile business environment where union density is diminished. Employee voice and managerial implications to create an environment to speak up have gained importance to build fairness and democracy in organizational settings. Voice behavior is critical more in industries, which require innovation and flexibility. However, it is also important for the well-being of the organization in general. This study explored the situational effect of both dyadic exchange relationships and organizational environment which facilitate voicing and breaking the silence. Employees' positive and negative experiences via scenario-based experiment study affected the emotion-laden psychological contract and voice mechanisms. Future research should build more on experimental studies with the workplace-intention-outcome triangle which affects voice behavior. Future researches should also enhance attitude, subjective norms inside the organization, and behavioral control triangle as well, based on the planned behavior theory. Therefore, for constructive voice behavior, feeling safe and knowing how others will positively react may strengthen positive attitude toward the voice, having encouraging norms toward the voice in the workplace may strengthen/change our social beliefs, and finally perceived efficacy as a result of our voice may empower our control over voice for the next situation. Such experiences signal for a conditional relationship between contract and voice behavior. Thus, employees' experiences shape their feelings and differentiate their approach to voice behaviors.

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APPENDICES

APPENDIX A: MANIPULATION CHECK ITEMS

Table A.1. Manipulation Check Items

	Items in Turkish	Items in English
1	Bu şirkette gruplar arasında yüksek düzeyde çatışma vardır.	There are high in-group conflicts in this organization.
2	Bu şirkette çalışanlar amaçlarına ulaşmak için, çoğunlukla formal/resmi kuralların dışına çıkarlar.	Employees in this organization generally apply informal ways to reach their own interests.
3	Bu şirkette çalışanlar, daha çok kendi kişisel çıkarlarını korumaktadırlar.	Employees in this organization mostly protect their own self-interests.
		Employees in this organization mostly use their influence on others to reach their interests.
4	Bu şirkette çalışanlar kendi çıkarlarına ulaşmak için, çoğunlukla başkaları üzerindeki etkilerini kullanmaya çalışırlar.	The intention of the manager in this organization is to protect his/her own self-interests.
5	Bu amirin/yöneticinin niyeti, herkesin yararını gözetmektir.	The intention of the manager in this organization is to protect everyone's common interests. (r)
6	Bu amirin/yöneticinin niyeti kendi yararını gözetmektir.	The decision of the manager made me surprised.
7	Bu amirin/yöneticinin kararı beklediğim yöndedir.	The decision of the manager is expected.
8	Bu amirin/yöneticinin verdiği karar beni şaşırttı.	There are high in-group conflicts in this organization.

APPENDIX B: FOCUS GROUP QUESTIONS

Table B.1. Focus Group Questions

	Questions in Turkish	Questions in English
1	Bu çalışma ortamına ve yöneticiye bir sıfat ile anlatsanız ne dersiniz?	What adjective you would use if you describe this working environment and the manager?
2	Bu sonucu bir sıfat ile anlatsanız ne dersiniz?	What adjective you would use if you describe the outcome?
3	Yaşadığınız bu duruma (totalde) nasıl bir sıfat kullanırsınız?	How would you describe the general situation with adjectives?
4	Bu sonuca nasıl tepki verirdiniz, ölçekteki maddelerle anlatır mısınız? Maddelerde anlamadığınız var mıdır?	Could you describe how would you react to the outcome with items in the questionnaire? Are there any items that you would not understand in the survey?
5	Karar hakkında ne hissederdiniz? Maddelerde anlamadığınız var mıdır?	How would you feel about the outcome? Are there any items that you would not understand in the survey?
6	Bu şirkette neleri yapabilirdiniz/yapamazdınız? Maddelerde anlamadığınız var mıdır?	What are the ones you feel capable of doing/not doing in this organization? Are there any items that you would not understand in the survey?
7	Karşı gelmek, şikayet etmek, fikrini söylemek ne ifade ediyor? Maddelerde anlamadığınız var mıdır?	What "opposing, complaining, speaking one's piece" mean to you? Are there any items that you would not understand in the survey?

APPENDIX C: QUESTIONNAIRE IN ENGLISH

İstanbul Bilgi Üniversitesi

ID: _____

Informed Consent Form

Dear Participant,

The objective of this study is to examine the individual and organizational levels of working environment and employee voice subjects within the scope of PhD thesis in Business Administration (Organization-Management) of Institute of Graduate Programs at Istanbul Bilgi University after ethic approvals are taken.

There are three sections of the present study: (1) in the first section, there is a questionnaire that we want you to evaluate by considering yourself the main character of the created scenario and internalizing the working environment and the supervisor, (2) there is a questionnaire in which we ask you to fulfill your background and work-related information.

In the beginning of every section, there will be detailed information about the questionnaires. In this sense, you need to read carefully the instructions of every section. The time is needed for the questionnaire takes 15 minutes in average.

The conditions for the confidentiality of the study have been prepared as below:
1. Name and surname of the participant will not be wanted any questionnaire.
2. The online questionnaire you filled will be collected in a database without any name and address of the computer. No one will access this database beside the researcher herself.
3. The data of this study will not be evaluated in terms of individuals.
4. It is not be shared with your organization in terms of individual data.
5. All statistical data and academic report will be done with the database which is obtained at the organizational level.

It is very important to answer objectively and fully to the questionnaires for the sake of the study to make sure it has a solid database. The study is based on voluntary participation. You can quit any time during the questionnaire or skip any question that you do not want to answer without mentioning an excuse. Unfinished questionnaires will be taken out and not be included to the database.

You can contact to the researcher if you have any further question on the study:
Researcher: Sibel Çalışkan sibel.caliskan@bilgi.edu.tr
Thesis Advisor: Prof. Dr. Gonca Günay gonca.gunay@bilgi.edu.tr
Jury Members: Prof. Dr. Ela Ünler (ela.unler@eas.bau.edu.tr) & Assoc. Prof. Dr. İdil Işık (idil.isik@bilgi.edu.tr)

☐ When you click NEXT; it means that you have read the consent form which includes the aim and content of the study, and you voluntarily agree to participate in this study.

APPENDIX C1: VIGNETTES

Vignette Format:

Please put yourself in the shoes of the protagonist, Person "A". "A" has the same gender, age, job, and personal characteristics as you have. "A" is working with Manager Person "B". Visualize possible feelings and attitudes of "A". To able to understand the details of the situation, you may need to read the vignette a couple of times.

As Person A, here are your observations about the working environment of your company and the manager B. Click the box aside when you read.

- **WORKING ENVIRONMENT:** (will be filled with the related text from the next page matrix-Low vs High)
- **THE MANAGER:** (will be filled with the related text from the next page matrix-Prosocial vs Selfish)

Indicate your comments shortly on this working environment and the manager.
……..

As the Person "A", YOU ARE A WORKER WHO FULFILLS THE EXPECTANCIES OF HIS/HER JOB. When you think about your observations on the working environment and manager above, what is your possibility of being rewarded at the end of the year?

Definitely would not be rewarded 1 2 3 4 5 6 Definitely would be rewarded

The performance evaluation meetings are done by year-end, and the decision is announced. Click the box aside when you read.

- **RESULT:** (will be filled with the related text from the next page matrix- Fair vs Unfair)

Indicate your comments shortly on this RESULT.
……..

Vignette Matrix 2x2x2:

WORKING ENVIRONMENT: ……	**Workplace Politics**	
	SAFE Employees in this organization did not build themselves up by tearing others down. There is no in-group that people are afraid to cross. Behaving in the right way is valued more than pleasing others. In here employees would not feel a need for applying tactics to reach self-interested outcomes.	**RISKY** Employees in this organization attempt to build themselves up by tearing others down. There is an influential group that no one ever crosses. Pleasing others is valued more than behaving in the right way. In here employees need to apply tactics to reach self-interested outcomes.
THE MANAGER: …….	**Intention**	
	Prosocial In the decision-making process of pay and promotions, "B" acts with objective performance criteria rather than self-interests. For instance, "B" does not prevent an employee's promotion for own self-interest.	**Selfish** In the decision-making process of pay and promotions, "B" places own benefits and career at the forefront, not the objective performance criteria. For instance, "B" may prevent an employee's promotion for own self-interest.
RESULT: ……	**Outcome/TREATMENT**	
	Fair Outcome As Person "A", you have learned that you fulfilled the expectancies, and "B" *REWARDED* you.	**Unfair Outcome** Even though you have fulfilled the expectancies of your job as Person "A", "B" *did NOT REWARD* you.

Scripts for Manipulations (Participants will have only one of the eight vignettes):

Vignette Label	**Matrix***	**Full Vignette Text**
Vignette A: Best Scenario	Safe x Pro x FO	*Employees in this organization did not build themselves up by tearing others down. There is no in-group that people are afraid to cross. Behaving in the right way is valued more than pleasing others. In here employees would not feel a need for applying tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" acts with objective performance criteria rather than self-interests. For instance, "B" does not prevent an employee's promotion for own self-interest. * As the Person "A", you have learned that you fulfilled the expectancies, and "B" *REWARDED* you.
Vignette B: Worst Scenario	Risky x Self x UFO	*Employees in this organization attempt to build themselves up by tearing others down. There is an influential group that no one ever crosses. Pleasing others is valued more than behaving in the right way. In here employees need to apply tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" places own benefits and career at the forefront, not the objective performance criteria. For instance, "B" may prevent an employee's promotion for own self-interest. *Even though you have fulfilled the expectancies of your job as the Person "A", "B" *did NOT REWARD* you.
Vignette C Contract violation	Safe x Pro x UFO	*Employees in this organization did not build themselves up by tearing others down. There is no in-group that people are afraid to cross. Behaving in the right way is valued more than pleasing others. In here employees would not feel a need for applying tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" acts with objective performance criteria rather than self-interests. For instance, "B" does not prevent an employee's promotion for own self-interest. *Even though you have fulfilled the expectancies of your job as the Person "A", "B" *did NOT REWARD* you.
Vignette D: Harm by Supervisor	Safe x Self x UFO	*Employees in this organization did not build themselves up by tearing others down. There is no in-group that people are afraid to cross. Behaving in the right way is valued more than pleasing others. In here

		employees would not feel a need for applying tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" places own benefits and career at the forefront, not the objective performance criteria. For instance, "B" may prevent an employee's promotion for own self-interest. *Even though you have fulfilled the expectancies of your job as the Person "A", "B" *did NOT REWARD* you.
Vignette E: Outcome Oriented	Risky x Self x FO	*Employees in this organization attempt to build themselves up by tearing others down. There is an influential group that no one ever crosses. Pleasing others is valued more than behaving in the right way. In here employees need to apply tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" places own benefits and career at the forefront, not the objective performance criteria. For instance, "B" may prevent an employee's promotion for own self-interest. * As the Person "A", you have learned that you fulfilled the expectancies, and "B" *REWARDED* you.
Vignette F: Supervisor Effect	Risky x Pro x FO	*Employees in this organization attempt to build themselves up by tearing others down. There is an influential group that no one ever crosses. Pleasing others is valued more than behaving in the right way. In here employees need to apply tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" acts with objective performance criteria rather than self-interests. For instance, "B" does not prevent an employee's promotion for own self-interest. * As the Person "A", you have learned that you fulfilled the expectancies, and "B" *REWARDED* you.
Vignette G: Organization Effect	Safe x Self xFO	*Employees in this organization did not build themselves up by tearing others down. There is no in-group that people are afraid to cross. Behaving in the right way is valued more than pleasing others. In here employees would not feel a need for applying tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" places own benefits and career at the forefront, not the objective performance criteria. For instance, "B" may prevent an employee's promotion for own self-interest. * As the Person "A", you have learned that you fulfilled the expectancies, and "B" *REWARDED* you.

Vignette H: Harm by Organization	Risky x Pro xUFO	*Employees in this organization attempt to build themselves up by tearing others down. There is an influential group that no one ever crosses. Pleasing others is valued more than behaving in the right way. In here employees need to apply tactics to reach self-interested outcomes. *In the decision-making process of pay and promotions, "B" acts with objective performance criteria rather than self-interests. For instance, "B" does not prevent an employee's promotion for own self-interest. *Even though you have fulfilled the expectancies of your job as the Person "A", "B" *did NOT REWARD* you.
***List of Abbreviations: Safe = safe workplace politics; Risky = risky workplace politics; Pro = prosocial intention; Self = selfish intention; FO = fair outcome; UFO = unfair outcome**		

APPENDIX C2: QUESTION FORM

QUESTION FORM, Part 1, Employee Voice Scale:

Answer the following questionnaire by EXCLUDING ALL THE OTHER FACTORS NOT MENTIONED IN THE VIGNETTE. Please give only an answer for each statement and do not leave it empty.

In the scale which is next to every statement, (1) indicates that this statement is definitely not the way you would react; (6) indicates that this statement is definitely the way you would react. Other ratings between (1) and (6) constitute mid-term evaluation criteria.

CONSIDERING THE WORKING ENVIRONMENT, THE MANAGER, AND THE EVALUATION RESULT AS THE PERSON "A", HOW WOULD YOU REACT?

		Definitely would NOT react in this					***Definitely would react in this way***
1	Consider possibilities to change jobs. (E01)	1	2	3	4	5	6
2	Actively look for a job outside of my current field. (E02)	1	2	3	4	5	6
3	Intend to change employers. (E03)	1	2	3	4	5	6
4	Actively look for a job elsewhere within the same field. (E04)	1	2	3	4	5	6
5	Look for job advertisements in newspapers to which I could apply. (E05)	1	2	3	4	5	6
6	Intend to change my field of work. (E06)	1	2	3	4	5	6
7	Try to come to an understanding with my manager on the decision. (CV01)	1	2	3	4	5	6
8	In collaboration with my manager, try to issue a decision that is satisfactory to everybody. (CV02)	1	2	3	4	5	6

9	Try to work out a decision in collaboration with my manager. (CV03)	1	2	3	4	5	6
10	Together with your supervisor, explore each other's opinions about the decision. (CV04)	1	2	3	4	5	6
11	Try to compromise with my manager about the result. (CV05)	1	2	3	4	5	6
12	Talk with my manager about the decision until we reach total agreement. (CV06)	1	2	3	4	5	6
13	Suggest solutions to my manager upon the result. (CV07)	1	2	3	4	5	6
14	Immediately share the result to the related managers. (CV08)	1	2	3	4	5	6
15	Immediately try to find a solution upon the result. (CV09)	1	2	3	4	5	6
16	Try to think of different solutions upon the result. (CV10)	1	2	3	4	5	6
17	Ask my manager for a compromise upon the result. (CV11)	1	2	3	4	5	6
18	Trust the decision-making process of the organization without my interference. (P01)	1	2	3	4	5	6
19	Trust the organization to clarify the decision without my help. (P02)	1	2	3	4	5	6
20	Have faith that the decision like this will be taken care of by the organization, without my contribution to process. (P03)	1	2	3	4	5	6
21	Assume that in the end everything will work out. (P04)	1	2	3	4	5	6
22	Optimistically wait for better times. (P05)	1	2	3	4	5	6
23	Describe the result as negatively as possible to my manager. (AV01)	1	2	3	4	5	6
24	Try to win the case. (AV02)	1	2	3	4	5	6
25	Deliberately make the result sound more problematic than it really is. (AV03)	1	2	3	4	5	6
26	Being persistent with my manager in order to get a result what I want. (AV04)	1	2	3	4	5	6

27	Starting a ‘fight’ with my manager. (AV05)	1	2	3	4	5	6
28	Try to prove in all possible ways to my manager that I am right. (AV06)	1	2	3	4	5	6
29	By definition, blame the organization for the result. (AV07)	1	2	3	4	5	6
30	Report sick because I would not feel like working. (N01)	1	2	3	4	5	6
31	Come in late because I would not feel like working. (N02)	1	2	3	4	5	6
32	Put less effort in my voluntary work than may be expected of me. (N03)	1	2	3	4	5	6
33	Now and then, do not put enough effort into my work. (N04)	1	2	3	4	5	6
34	Missing out on meetings because I would not feel like attending them. (N05)	1	2	3	4	5	6

QUESTION FORM, Part 2, Psychological Contract Scale:

In the scale which is next to every statement, (1) indicates that the company never fulfills/keeps; (6) indicates that fulfills/keeps to a great extent. Other ratings between (1) and (6) constitute mid-term evaluation criteria.

CONSIDERING THE WORKING ENVIRONMENT, THE MANAGER AND THE EVALUATION RESULT AS THE PERSON "A",...

		Never					*To a great extent*
35	How well did this organization fulfill its commitments? (FULF01)	1	2	3	4	5	6
36	How well did this organization live up to its promises? (FULF02)	1	2	3	4	5	6

In the scale which is next to every statement, (1) indicates that you strongly disagree; (6) indicates that you strongly agree with this statement. Other ratings between (1) and (6) constitute mid-term evaluation criteria.

CONSIDERING THE WORKING ENVIRONMENT, THE MANAGER, AND THE EVALUATION RESULT AS THE PERSON "A", HOW WOULD YOU FEEL AND THINK?

		Strongly disagree					*Strongly agree*
37	I would think that my employer has broken its promises to me even though I've upheld my side of the deal. (VIOL01)	1	2	3	4	5	6
38	I would feel a great deal of anger toward this organization. (VIOL02)	1	2	3	4	5	6
39	I would feel betrayed by this organization. (VIOL03)	1	2	3	4	5	6
40	I would feel that this organization has violated the contract between us. (VIOL04)	1	2	3	4	5	6
41	I would feel extremely frustrated by how I have been treated by this organization. (VIOL05)	1	2	3	4	5	6

QUESTION FORM, Part 3, Demographics

There are some questions about your demographics below. Please answer every question by writing your answer into the box below the question or selecting the option which suits you below the question.

1. **Age**
2. **Gender** ☐ F ☐ M ☐ Not indicated
3. **What gender did you attribute to the manager mentioned in the vignette?**
   ☐ F ☐ M ☐ Did not attribute gender (neutral)
4. **Education level**
   ☐ High School ☐ University / Bachelor ☐ MA / Grad Degree ☐ Ph.D. Degree ☐ Other ___
5. **Work experience:** Total work experience (month) (year)
   ☐ Do not have work experience.
6. **Are you currently working?**

☐ No

☐ If Yes; ***There are some questions about your current work below. Please answer every question by writing your answer into the box below the question or selecting the option which suits you below the question.***

7. **The sector of your company:**
   ☐ Banking ☐ Telecommunication ☐ Production/Manufacturing ☐ Education/Consulting ☐Other: _____
8. **Your company is:**
   ☐ Public
   ☐ Private/National
   ☐ Private/International
   ☐Other: _____
9. **Number of employees:** ☐ Below 50 ☐ 51-100 ☐ 101-500 ☐ 501-1000 ☐ 1001-5000 ☐ Above 5000
10. **Work Tenure:** In your current organization (month) (year)
    In your current position (month) (year)
11. **Department:**
    ☐ Sale / Marketing / Business Development
    ☐ Finance / Accounting / Law / IT
    ☐ HR / Administrative Affairs / Industrial Relations / Personnel Affairs
    ☐ Production / Quality / Purchasing / Logistics / Planning / Maintenance / Product Development
    ☐ Other (Please indicate…….)
12. **Duty/Position:**
    ☐ Technician / Operative / Staff
    ☐ Specialist / Senior Expert
    ☐ Mid-Level Manager (Chief / Assistant Manager / Manager)
    ☐ Top Executive (Senior Manager / Director / Top Manager)
    ☐ Other (Please indicate…….)

İstanbul Bilgi Üniversitesi

Thank you sincerely for your voluntary participation and contribution to this study.

APPENDIX D: QUESTIONNAIRE IN TURKISH

İstanbul Bilgi Üniversitesi

ID: _____

Gönüllü Katılım Formu

Sayın Katılımcı,

Bu araştırma, İstanbul Bilgi Üniversitesi, Lisansüstü Programlar Enstitüsü, İşletme (Organizasyon-Yönetim) Doktora programı kapsamında etik onaylar alındıktan sonra, çalışma ortamı ve çalışan sesi konularını birey ve örgüt boyutunda inceleyen bir doktora tezi için yürütülmektedir.

Bu çalışma üç aşamadan oluşmaktadır: (1) ilk bölümde, bir senaryo içindeki ana karakter olarak, belirtilen özelliklerdeki çalışma ortamı ve yöneticiyi benimseyip, bunun üzerinden cevap vermenizi istediğimiz bir anket yer almaktadır (2) ikinci bölümde, demografik özellikleriniz ve işinizle ilgili bilgileri doldurmanızı istediğimiz bir anket yer almaktadır.

Her bölüm başlangıcında, ankete dair bilgi yer almaktadır. Her bölüme başlarken o bölümde sizden istenilenleri anlamak için dikkatlice okumanız gerekmektedir. Anketlerin doldurulması, ortalama olarak 15 dakika sürmektedir.

Araştırmamızda gizliliğin sağlanabilmesi için aşağıdaki koşullar hazırlanmıştır:
1. Ankette adınız ve soyadınız istenmemektedir.
2. Elektronik ortamda dolduracağınız anket isimsiz şekilde ve gönderildiği bilgisayar ya da adres belli olmayacak şekilde bir veritabanında toplanacak ve bu veritabanına araştırmacı dışında kimsenin erişmesi mümkün olmayacaktır.
3. Bu ankette toplanan veriler, kişiler özelinde değerlendirilmeyecektir.
4. Şirket yönetimi ile kişisel hiçbir veri paylaşılmayacaktır.
5. Tüm istatistiki analizler ve bilimsel raporlama örgüt genelinde elde edilecek veri tabanı kullanılarak yapılacaktır.

Araştırmaya katılım gönüllülük esasına dayalıdır. Ancak, verilen ölçeklerdeki sorulara, objektif bir şekilde ve eksiksiz olarak cevap vermeniz araştırmanın sağlıklı bir zemine oturması açısından son derece önemlidir. Çalışmaya başladıktan sonra da istediğiniz zaman mazeret bildirmeden vazgeçebilirsiniz veya cevap vermek istemediğiniz soruyu mazeret bildirmeden cevapsız bırakabilirsiniz. Yarıda bırakılmış anketler imha edilecek ve veritabanina dahil edilmeyecektir.

Herhangi bir sorunuz olduğu takdirde araştırmacı ile doğrudan irtibata geçebilirsiniz:
Araştırmacı: Sibel Çalışkan sibel.caliskan@bilgi.edu.tr
Tez Danışmanı: Prof. Dr. Gonca Günay gonca.gunay@bilgi.edu.tr
Jüri Üyeleri: Prof. Dr. Ela Ünler (ela.unler@eas.bau.edu.tr) & Doç. Dr. İdil Işık (idil.isik@bilgi.edu.tr)

☐ İleri demeniz; çalışmanın amacını ve içeriğini belirten bu bildiriyi okuduğunuz ve araştırmaya katılmayı gönüllü olarak kabul ettiğiniz anlamına gelmektedir.

APPENDIX D1: SENARYOLAR

Senaryo formatı:

Lütfen kendinizi, aşağıdaki senaryonun ana karakteri olan "A" kişisi yerine koyunuz. "A" sizinle aynı cinsiyetten, yaştan, aynı işten sorumludur ve kişisel özellikleri sizinle bir hayli benzeşmektedir. "A", yöneticisi olan "B" kişisi ile birlikte çalışmaktadır. Senaryo içinde "A"nın olası duygu ve tutumlarını, kafanızda canlandırınız. Durumun detaylarına hakim olabilmeniz için, senaryoyu birkaç kere okumanız gerekebilir.

A kişisi olarak; çalıştığınız şirketin çalışma ortamına ve yöneticiniz B kişisine ilişkin gözlemleriniz aşağıdaki gibidir. Okuduğunuzda yanındaki kutuyu tıklayınız.

- **ÇALIŞMA ORTAMINIZ:** (bir sonraki sayfadaki matristen ilgili iki metinden biri (Düşük X Yüksek) yerleştirilecektir)
- **YÖNETİCİNİZ:** (bir sonraki sayfadaki matristen ilgili iki metinden biri (Özverili X Bencil) yerleştirilecektir)

Bu çalışma ortamı ve yönetici hakkındaki görüşlerinizi kısaca belirtiniz.
……..

SİZ; YANİ A KİŞİSİ OLARAK, İŞİNİN BEKLENTİLERİNİ TÜMÜYLE KARŞILAYAN BİR ÇALIŞANSINIZ. Yukarıdaki çalışma ortamı ve yöneticinize ilişkin gözlemlerinizi düşünürseniz, yıl sonunda ödüllendirilme ihtimaliniz ne olurdu?

Kesinlikle Ödüllendirilmezdim	**1**	**2**	**3**	**4**	**5**	**6**
Kesinlikle Ödüllendirilirdim						

Yıl sonu performans değerlendirme toplantıları tamamlandı ve karar aşağıdaki gibidir. Okuduğunuzda yanındaki kutuyu tıklayınız.

- **SONUÇ:** (bir sonraki sayfadaki matristen ilgili iki metinden biri (Adil X Taraflı) yerleştirilecektir)

Bu SONUÇ hakkındaki görüşlerinizi kısaca belirtiniz.
……..

Senaryo Matrisi 2x2x2:

<table>
<tr><td rowspan="2">ÇALIŞMA ORTAMI</td><td colspan="2">Çalışma Ortamı
(Workplace Politics)</td></tr>
<tr><td>GÜVENLİ
GENEL
Burada çalışanlar, yıkıcı rekabetten uzak bir şekilde, başkalarına zarar vermeden, kendilerini geliştirirler. Şirket içi var olan gruplar arasında çatışma yoktur.

Başkalarını memnun etmek yerine, kendine doğru gelen şekilde davranmak daha değerlidir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktik kullanma ihtiyacı hissetmezler.</td><td>RİSKLİ
GENEL
Burada çalışanlar, yıkıcı rekabet ile başkalarına zarar verebileceğini umursamadan, kendilerini yüceltirler. Şirket içi var olan gruplar arasında çatışma vardır.

Başkalarını memnun etmek, kendine doğru gelen şekilde davranmaktan daha öncelikli hedeftir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktiklere başvurması gereklidir.</td></tr>
<tr><td rowspan="2">YÖNETİCİ</td><td colspan="2">Yönetici Niyeti
(Intention)</td></tr>
<tr><td>Özverili (Prosocial)
Maaş ve terfi kararlarında; yönetici “B”, kendi çıkarlarına göre değil, objektif performans kriterlerine göre hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engellemez.</td><td>Bencil (Selfish)
Maaş ve terfi kararlarında; yönetici “B”, objektif performans kriterlerini değil, kendi çıkarlarını ve kariyerini ön plana alarak hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engelleyebilir.</td></tr>
<tr><td rowspan="2">SONUÇ</td><td colspan="2">Çalışan için Çıktısı
(Outcome)</td></tr>
<tr><td>Adil Sonuç (Fair Outcome)
Siz “A” kişisi olarak; beklentileri tümüyle karşıladığınızı öğrendiniz ve yöneticiniz “B” sizi ÖDÜLLENDİRDİ.</td><td>Taraflı Sonuç (Unfair Outcome)
Siz “A” kişisi olarak; işinizin beklentilerini tümüyle karşılamanıza rağmen, yöneticiniz “B” sizi ÖDÜLLENDİRMEDİ.</td></tr>
</table>

Tam Metin (sekiz senaryodan sadece biri katılımcıya verilecektir):

Senaryo Adı	Matris*	Tam Metin
Senaryo A (Vignette A: Best Scenario	Safe x Pro x FO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabetten uzak bir şekilde, başkalarına zarar vermeden, kendilerini geliştirirler. Şirket içi var olan gruplar arasında çatışma yoktur. Başkalarını memnun etmek yerine, kendine doğru gelen şekilde davranmak daha değerlidir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktik kullanma ihtiyacı hissetmezler. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", kendi çıkarlarına göre değil, objektif performans kriterlerine göre hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engellemez. **SONUÇ:** Siz **"**A" kişisi olarak; beklentileri tümüyle karşıladığınızı öğrendiniz ve yöneticiniz "B" sizi *ÖDÜLLENDİRDİ.*
Senaryo B (Vignette B: Worst Scenario)	Risky x Self x UFO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabet ile başkalarına zarar verebileceğini umursamadan, kendilerini yüceltirler. Şirket içi var olan gruplar arasında çatışma vardır. Başkalarını memnun etmek, kendine doğru gelen şekilde davranmaktan daha öncelikli hedeftir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktiklere başvurması gereklidir. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", objektif performans kriterlerini değil, kendi çıkarlarını ve kariyerini ön plana alarak hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engelleyebilir. **SONUÇ:** Siz **"**A" kişisi olarak; işinizin beklentilerini tümüyle karşılamanıza rağmen, yöneticiniz "B" sizi *ÖDÜLLENDİRMEDİ.*
Senaryo C (Vignette C Full Contract violation)	Safe x Pro x UFO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabetten uzak bir şekilde, başkalarına zarar vermeden, kendilerini geliştirirler. Şirket içi var olan gruplar arasında çatışma yoktur. Başkalarını memnun etmek yerine, kendine doğru gelen şekilde davranmak daha değerlidir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktik kullanma ihtiyacı hissetmezler. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", kendi çıkarlarına göre değil, objektif performans kriterlerine göre hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engellemez. **SONUÇ:** Siz **"**A" kişisi olarak; işinizin beklentilerini tümüyle karşılamanıza rağmen, yöneticiniz "B" sizi *ÖDÜLLENDİRMEDİ.*

Senaryo D (Vignette D: Contract violation/Harm by Supervisor)	Safe x Self x UFO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabetten uzak bir şekilde, başkalarına zarar vermeden, kendilerini geliştirirler. Şirket içi var olan gruplar arasında çatışma yoktur. Başkalarını memnun etmek yerine, kendine doğru gelen şekilde davranmak daha değerlidir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktik kullanma ihtiyacı hissetmezler. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", objektif performans kriterlerini değil, kendi çıkarlarını ve kariyerini ön plana alarak hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engelleyebilir. **SONUÇ:** Siz **"**A" kişisi olarak; işinizin beklentilerini tümüyle karşılamanıza rağmen, yöneticiniz "B" sizi *ÖDÜLLENDİRMEDİ.*
Senaryo E (Vignette E: Politically Correct)	Risky x Self x FO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabet ile başkalarına zarar verebileceğini umursamadan, kendilerini yüceltirler. Şirket içi var olan gruplar arasında çatışma vardır. Başkalarını memnun etmek, kendine doğru gelen şekilde davranmaktan daha öncelikli hedeftir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktiklere başvurması gereklidir. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", objektif performans kriterlerini değil, kendi çıkarlarını ve kariyerini ön plana alarak hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engelleyebilir. **SONUÇ:** Siz **"**A" kişisi olarak; beklentileri tümüyle karşıladığınızı öğrendiniz ve yöneticiniz "B" sizi *ÖDÜLLENDİRDİ.*
Senaryo F (Vignette F: Workplace Effect)	Risky x Pro x FO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabet ile başkalarına zarar verebileceğini umursamadan, kendilerini yüceltirler. Şirket içi var olan gruplar arasında çatışma vardır. Başkalarını memnun etmek, kendine doğru gelen şekilde davranmaktan daha öncelikli hedeftir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktiklere başvurması gereklidir. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", kendi çıkarlarına göre değil, objektif performans kriterlerine göre hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engellemez. **SONUÇ:** Siz **"**A" kişisi olarak; beklentileri tümüyle karşıladığınızı öğrendiniz ve yöneticiniz "B" sizi *ÖDÜLLENDİRDİ.*

Senaryo G (Vignette G: Supervisor Effect)	Safe x Self xFO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabetten uzak bir şekilde, başkalarına zarar vermeden, kendilerini geliştirirler. Şirket içi var olan gruplar arasında çatışma yoktur. Başkalarını memnun etmek yerine, kendine doğru gelen şekilde davranmak daha değerlidir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktik kullanma ihtiyacı hissetmezler. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", objektif performans kriterlerini değil, kendi çıkarlarını ve kariyerini ön plana alarak hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engelleyebilir. **SONUÇ:** Siz **"**A" kişisi olarak; beklentileri tümüyle karşıladığınızı öğrendiniz ve yöneticiniz "B" sizi *ÖDÜLLENDİRDİ.*
Senaryo H (Vignette H: Contract violation/NOT Politically Correct)	Risky x Pro xUFO	**ÇALIŞMA ORTAMI:** Burada çalışanlar, yıkıcı rekabet ile başkalarına zarar verebileceğini umursamadan, kendilerini yüceltirler. Şirket içi var olan gruplar arasında çatışma vardır. Başkalarını memnun etmek, kendine doğru gelen şekilde davranmaktan daha öncelikli hedeftir. Burada çalışanlar, kararların kendi yararına çıkması için, kişiler üzerinde taktiklere başvurması gereklidir. **YÖNETİCİ**: Maaş ve terfi kararlarında; yönetici "B", kendi çıkarlarına göre değil, objektif performans kriterlerine göre hareket etmektedir. Örneğin, kendi menfaati için bir çalışanın yükselmesini engellemez. **SONUÇ:** Siz **"**A" kişisi olarak; işinizin beklentilerini tümüyle karşılamanıza rağmen, yöneticiniz "B" sizi *ÖDÜLLENDİRMEDİ.*
***Kısaltmalar: Safe = güvenli örgüt politikaları; Risky = riskli örgüt politikaları; Pro = özverili niyet; Self = bencil niyet; FO = adil sonuç; UFO = taraflı sonuç.**		

APPENDIX D2: ANKET FORMU

Anket Formu, Bölüm 1 (Çalışan Sesi Ölçeği):

YUKARIDAKİ SENARYODA BELİRTİLMEYEN TÜM DİĞER KOŞULLARI DIŞARIDA BIRAKARAK, aşağıdaki anketleri cevaplayınız. Lütfen, her ifadeye size göre uygun olan seçeneği işaretleyerek tek yanıt veriniz ve boş bırakmayınız.

Her ifadenin yanında yer alan ölçekte, (1) kesinlikle bu şekilde tepki vermeyeceğinizi; (6) kesinlikle bu şekilde tepki vereceğinizi ifade etmektedir. (1) ile (6) arasındaki diğer dereceler ise, ara değerlendirme kriterlerini oluşturmaktadır.

SENARYODA GEÇEN ÇALIŞMA ORTAMI, YÖNETİCİ VE DEĞERLENDİRME SONUCUNU GÖZ ÖNÜNE ALDIĞINIZDA; SİZ "A" KİŞİSİ OLARAK, NASIL TEPKİ VERİRDİNİZ?

		Kesinlikle bu şekilde tepki vermezdim					**Kesinlikle bu şekilde tepki verirdim**
1	Başka yerlerdeki iş imkanlarını düşünürdüm.(E01)	1	2	3	4	5	6
2	Mevcut iş alanımın dışında bir iş arardım. (E02)	1	2	3	4	5	6
3	Şirketimi değiştirmeye niyetlenirdim. (E03)	1	2	3	4	5	6
4	Aynı alanda başka bir iş arardım. (E04)	1	2	3	4	5	6
5	Başvurabileceğim iş ilanlarına bakardım. (E05)	1	2	3	4	5	6
6	İş alanımı değiştirmeye niyetlenirdim. (E06)	1	2	3	4	5	6
7	Yöneticim ile bu kararı üzerinde uzlaşmaya çalışırdım. (CV01)	1	2	3	4	5	6
8	Yöneticim ile işbirliği içinde, herkesi memnun edecek bir kararın çıkması için uğraşırdım. (CV02)	1	2	3	4	5	6
9	Yöneticimle iş birliği içinde, bir sonuca varmaya çalışırdım. (CV03)	1	2	3	4	5	6
10	Yöneticimle birlikte, bu kararına dair fikir alışverişinde bulunurdum. (CV04)	1	2	3	4	5	6

11	Yöneticimle çıkan sonuçla ilgili orta bir noktada buluşmaya çalışırdım. (CV05)	1	2	3	4	5	6
12	Hem fikir oluncaya kadar yöneticim ile bu kararı üzerinde konuşurdum. (CV06)	1	2	3	4	5	6
13	Çıkan sonuç üzerine, yöneticime çözümler öneririm. (CV07)	1	2	3	4	5	6
14	Çıkan sonucu derhal süreçle ilgili yöneticilerle paylaşırdım. (CV08)	1	2	3	4	5	6
15	Çıkan sonuç üzerinde derhal bir çözüm bulmaya çalışırdım. (CV09)	1	2	3	4	5	6
16	Çıkan sonuca farklı çözümler düşünürdüm. (CV10)	1	2	3	4	5	6
17	Çıkan sonuç üzerine, yöneticimden uzlaşma isterdim. (CV11)	1	2	3	4	5	6
18	Müdahale etmeden, şirketin karar verme sürecine güvenirdim. (P01)	1	2	3	4	5	6
19	Bana ihtiyaç olmadan, şirketin kararı gözden geçireceğine güvenirdim. (P02)	1	2	3	4	5	6
20	Sürece dahilim olmaksızın, şirketin kararın sorumluluğunu üstleneceğine inanırdım. (P03)	1	2	3	4	5	6
21	Sonunda her şeyin yoluna gireceğine inanırdım. (P04)	1	2	3	4	5	6
22	Güzel günlerin gelmesini beklerdim. (P05)	1	2	3	4	5	6
23	Çıkan sonucu olabildiğince olumsuz şekilde yöneticime aktarırdım. (AV01)	1	2	3	4	5	6
24	Durumdan galip çıkmaya çalışırdım. (AV02)	1	2	3	4	5	6
25	Çıkan sonucu olduğundan çok daha sorunlu gösterirdim. (AV03)	1	2	3	4	5	6
26	İstediğim sonucu elde edene kadar yöneticime karşı ısrarcı olurdum. (AV04)	1	2	3	4	5	6

27	Yöneticim ile bir tartışma/çekişme başlatırdım. (AV05)	1	2	3	4	5	6
28	Yöneticime mümkün olan bütün yollarla haklı olduğumu ispat etmeye çalışırdım. (AV06)	1	2	3	4	5	6
29	Çıkan sonuç için şirketi suçlardım. (AV07)	1	2	3	4	5	6
30	Çalışma isteği duymayacağım için, hasta raporu alırdım. (N01)	1	2	3	4	5	6
31	Çalışma isteği duymayacağım için, işe geç giderdim. (N02)	1	2	3	4	5	6
32	Gönüllü işlere beklenenden daha az çaba gösterirdim. (N03)	1	2	3	4	5	6
33	İşimde bazen yeterli çabayı göstermezdim. (N04)	1	2	3	4	5	6
34	Katılma isteği duymayacağım için, toplantıları kaçırırdım. (N05)	1	2	3	4	5	6

Anket Formu, Bölüm 2 (Psikolojik Kontrat Ölçeği):

Her ifadenin yanında yer alan ölçekte, (1) şirketin hiç yerine getirmediğini/tutmadığını; (6) büyük ölçüde yerine getirdiğini/tuttuğunu ifade etmektedir. (1) ile (6) arasındaki diğer dereceler ise, ara değerlendirme kriterlerini oluşturmaktadır.

SENARYODA GEÇEN ÇALIŞMA ORTAMI, YÖNETİCİ VE DEĞERLENDİRME SONUCUNU GÖZ ÖNÜNE ALDIĞINIZDA; SİZ "A" KİŞİSİ OLARAK BU ŞİRKETİN...

		Hiç Yerine Getirmemiştir/ Tutmamıştır					**Büyük Ölçüde Yerine Getirmiştir/ Tutmuştur**
35	Taahhütlerini ne derece yerine getirdiğini düşünürdünüz? (FULF01)	1	2	3	4	5	6
36	Sözlerini ne derece tuttuğunu düşünürdünüz? (FULF02)	1	2	3	4	5	6

Her ifadenin yanında yer alan ölçekte, (1) kesinlikle katılmadığınızı; (6) kesinlikle katıldığınızı ifade etmektedir. (1) ile (6) arasındaki diğer dereceler ise, ara değerlendirme kriterlerini oluşturmaktadır.

SENARYODA GEÇEN ÇALIŞMA ORTAMI, YÖNETİCİ VE DEĞERLENDİRME SONUCUNU GÖZ ÖNÜNE ALDIĞINIZDA; SİZ "A" KİŞİSİ OLARAK NASIL HİSSEDERDİNİZ VE NE DÜŞÜNÜRDÜNÜZ?

		Kesinlikle katılmıyorum					***Kesinlikle katılıyorum***
37	Üstüme düşen görevleri yapmama rağmen, işverenimin verdiği sözden döndüğünü düşünürdüm. (VIOL01)	1	2	3	4	5	6
38	Bu şirkete karşı büyük bir öfke hissederdim. (VIOL02)	1	2	3	4	5	6

39	Bu şirket tarafından ihanete uğramış hissederdim. (VIOL03)	1	2	3	4	5	6
40	Bu şirketin aramızdaki anlaşmayı ihlal ettiğini düşünürdüm. (VIOL04)	1	2	3	4	5	6
41	Bu şirketin bana davranış şekli nedeniyle, hayal kırıklığına uğramış hissederdim. (VIOL05)	1	2	3	4	5	6

Anket Formu, Bölüm 3, Demografik Sorular

Aşağıda demografik bilgileriniz ilgili bir dizi soru yer almaktadır. Lütfen bu bölümdeki her soruyu, yanındaki boşluğa cevaplarınızı yazarak veya altındaki seçeneklerden size uygun olanı işaretleyerek yanıtlayınız.

1. **Yaşınız:**
2. **Cinsiyetiniz:** ☐ Kadın ☐ Erkek ☐ Belirtmek istemiyorum
3. **Senaryoda bahsedilen yöneticinin cinsiyetini ne olarak düşünmüştünüz?**
   ☐ Kadın ☐ Erkek ☐ Cinsiyet atfetmedim
4. **Eğitim seviyeniz:** ☐ Lise ☐ Üniversite ☐ Yüksek Lisans ☐ Doktora ☐ Diğer
5. **İş hayatı deneyiminiz:** Toplam iş hayatı deneyimim (ay) (yıl)
   ☐ İş hayatı deneyimim yoktur.
6. **Şu anda çalışıyor musunuz?**
   ☐ Hayır
   ☐ Evet ise; ***Aşağıda çalıştığınız mevcut işle ilgili bir dizi soru yer almaktadır. Lütfen her soruya, yanındaki boşluğa cevaplarınızı yazarak veya altındaki seçeneklerden size uygun olanı işaretleyerek cevap veriniz.***

7. **Şirketinizin faaliyet alanı (sektörü):**
   ☐ Bankacılık ☐ Telekomünikasyon ☐Üretim ☐ Eğitim / Danışmanlık ☐ Diğer: _____
8. **Çalıştığınız şirket:**
   ☐ Kamu
   ☐ Özel / Ulusal
   ☐ Özel / Çok Uluslu
   ☐Diğer: _____
9. **Çalışan sayısı:** ☐ 50 ve altı ☐ 51-100 ☐ 101-500 ☐ 501-1000 ☐ 1001-5000 ☐ 5001 üzeri
10. **İş Deneyiminiz:** Şu anki işinizde deneyiminiz ___ (ay) ___ (yıl)
    Şu anki görevinizde deneyiminiz ___ (ay) ___ (yıl)
11. **Çalıştığınız Bölüm:**
    ☐ Satış / Pazarlama / İş Geliştirme
    ☐ Finans / Muhasebe / Hukuk / Bilgi Teknolojileri
    ☐ İnsan Kaynakları / İdari İşler / Endüstriyel İlişkiler / Özlük İşleri
    ☐ Üretim / Kalite / Satın alma / Lojistik / Planlama / Bakım / Ürün Geliştirme
    ☐ Diğer (Lütfen belirtiniz …….)
12. **Göreviniz/Pozisyonunuz:**
    ☐ Teknisyen / Tekniker / Memur
    ☐ Uzman / Kıdemli Uzman
    ☐ Orta Kademe Yönetici (Şef / Müdür Yardımcısı / Müdür)
    ☐ Üst Kademe Yönetici (Kıdemli Müdür / Direktör / Üst Yönetici)
    ☐ Diğer (Lütfen belirtiniz …….)

İstanbul Bilgi Üniversitesi

Araştırmaya gönüllü katılımınız ve katkınızdan dolayı içtenlikle teşekkür ederiz.

APPENDIX E: ETHICS BOARD APPROVAL

Ethics Board Approval is available in the printed version of this dissertation.