Predictors of Employee Voice and Voice Resilience:
A Process Approach

Organizations have become increasingly dependent on employee voice to identify problems and discover market opportunities. Researchers have argued that employees’ attitudes and leader behaviors are important predictors of employee voice. With respect to attitudes, research has shown that employees with high levels of organizational commitment are more likely to speak up. Less is known regarding how employees’ multiple foci of commitment can impact voice. This dissertation addresses this issue from a role perspective by arguing that employees with different foci of commitment vary in their conceptualization of voice roles, which in turn, affects voice behavior. Data collected from working adults reveal that employees’ choice of whether to speak up mainly depends on commitment to their team rather than to their organization or career. With respect to the impact of leader behaviors, little is known about how leaders’ rejection of voice (i.e., voice non-endorsement) influences employees’ subsequent voice behavior, also known as ‘voice resilience’. This dissertation investigates when and why specific leader non-endorsement behaviors (i.e., providing specific versus non-specific explanations and the use of humor) impact voice resilience. Results from experimental vignettes and field studies show that following voice non-endorsement, leaders’ behaviors offer employees important cues about the risk and effectiveness of voice behavior, which in turn, influences voice resilience.

Overall, this dissertation aims to extend the existing understanding of predictors of employee voice from the perspective of both employees and leaders. This dissertation draws attention to how leaders’ voice non-endorsement behaviors influence voice resilience. This work also offers theoretical insights into how voice is differentially related to different foci of commitment.