

The Influence of Voice Endorsement on Outcomes for the Workers in China: Focused on the Mediating Effect of Perceived Organizational Support

Hang-hang Cui¹, Hyeok-gi Kwon^{2*}

¹PhD, Candidature of Business Administration, Dong-Eui University

²Professor, Dept. of Business Administration, Dong-Eui University

채택된 발언행동이 중국 기업의 직원 업무 성과에 미치는 영향: 조직지원 인식의 매개효과를 중심으로

최항항¹, 권혁기^{2*}

¹동의대학교 경영학과 박사수료, ²동의대학교 경영학과 교수

Abstract In China, enterprises are increasingly shifting the focus of their reforms toward stimulating the development of organizational effectiveness under the guidance of the long-term planning system. Innovative ideas and constructive suggestions originating internally are likely to inject new vitality into their ongoing development, allowing them to better face new global opportunities and challenges. Therefore, this study verifies the impact of voice endorsement and outcomes for the workers in china and selected perceived organizational support as a mediator variable. Based on theoretical research, this study proposes and tests 6 key research hypotheses using structural equation modeling(SEM). Data were collected from employees in China by the survey method. The analysis results reveal that perceived organizational support plays a mediating role in the relationship between voice endorsement and the outcomes of job satisfaction, job commitment, and job performance except for job stress.

Key Words : Voice endorsement, Perceived organizational support, Job satisfaction, Job commitment, Job stress, Job performance

요약 중국에서 기업 내부의 창의적인 아이디어와 건설적인 제안은 새로운 글로벌 기회와 도전을 더 잘 맞이할 수 있다. 따라서 본 연구는 실증분석을 통해 채택된 발언행동이 중국 직원들의 업무성과에 미치는 영향을 검증하고, 매개변수로 조직지원 인식을 선정하고자 한다. 본 연구는 이론적 연구를 바탕으로 6가지 연구 가설을 제안하고 연구모형을 설정한다. 조사 방법으로 중국의 직원들로부터 데이터를 수집했고 구조 방정식 모델(SEM)을 사용하여 가설을 검증하였다. 분석결과는 채택된 발언행동과 직무만족, 직무몰입, 직무성과의 관계에서 조직지원 인식이 매개역할을 하는 것으로 나타났다. 그러나 본 연구는 자료수집의 편의성 때문에 연구결과의 일반화에 한계가 있고 향후 연구는 이 방법론 문제를 개선해야 한다.

키워드 : 채택된 발언행동, 조직지원 인식, 직무만족, 직무몰입, 직무스트레스, 직무성과

1. Introduction

In the age of knowledge, the value of employees depends not only on their workforce but also on their ability to think creatively and voice positively. Facing the rapidly changing market competition of enterprises, companies need employees' innovative

ideas and voices as well as management's strategic vision and decisions. Since the voices of employees, whose main goal is to promote corporate innovation and improve business operations are critical to the survival and growth of the organization, and therefore, they are more urgent than ever.

*Corresponding Author : Hyeok-Gi, Kwon(kwonhg1220@deu.ac.kr)

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Interview with 76 mid-level and senior managers at Nokia showed that Nokia's failure is attributable for Nokia's employees being afraid and stopping voice to the top management, after Apple, Samsung and other companies quickly took over the smart-phone market[1]. On the contrary, in 2016, the Chinese company JingLiang Group could reduce costs by 2,379.36 million yuan by adopting employees' voices to achieve an increase in corporate efficiency. In addition, Copper Mountain Mining Company accepted five technological innovation voices from employees, generating 50 million yuan in revenue[2].

Most of the previous research on voice behavior has been on antecedents that increase or decrease the voice behavior of organizational members [3], for example, examined several antecedents that increase employees' voice behavior and found that leaders as voice managers had a significant effect on employees' voice and the more employees perceived leaders as a good listener and responded positively, the more their voice acts increased[4]. Organizational culture as a prerequisite for voice behavior, demonstrating that workers have a higher degree of voice behavior due to a less bureaucratic organizational culture[5]. In a study on the influence of leader personality traits on employees' voice behavior in organizations, found that affinity and integrity were associated with leaders' moral leadership, which influenced employees' voice behavior, and that this result suggested that perceptions of psychological safety were partially mediated in this process[6]. In addition, demonstrated that authentic leadership has a positive (+) effect on employees' voice behavior[7].

However, there is a lack of research and ambiguity about the impact on employees when voice behavior is adopted. And findings on how voice behavior affects employee's performance are inconclusive[8]. Thus, additional empirical studies that examine the relationship between voice behavior and individual's performance outcomes by identifying moderating mechanisms are necessary. For the

reason, this study conducts theoretical and empirical research on the impact of voice endorsement on outcomes for the workers in china, particularly through the role of perceived organizational support, based on social exchange theory.

According to social exchange relationships theory, one's behavior relies on norms of mutual benefit[9], that is, when people perceives friendly treatment from others, it tends to reward individual or organizational efforts. Accordingly, such positive attitudes and behaviors can be predictable through high-quality levels in social exchange relationships.

Hence, organizational members who recognize high-quality social exchange relationships will have positive work attitudes toward their job and actively perform their roles. As a result, their voices are adopted, employees perceive a high level of organizational support, resulting in increased job satisfaction and job commitment, reduced job stress, and increased job performance.

2. Literature review and hypotheses

2.1 Voice endorsement and outcomes for the workers

Voice behavior is associated with employees' voluntary expression of constructive ideas, opinions, proposals and questions, and has profound implications for organizational learning. Generally, voice action includes direct verbal communication to improve the organization and direct expression for the improvement of the organization as well as for personal benefit[5]. Voice endorsement refers to as employees receive positive feedback and value recognition for their such voice behavior[10].

Job satisfaction as a pleasant or positive emotional state that an individual obtains by evaluating their position or the experience gained through work[11]. Research has shown that increased voice behavior is associated with greater sense of control and job satisfaction, though the relationship is not a linear one[12]. In this regard, if employee's suggestions are accepted by leader, the employees will be

pleasant and satisfactory in their job. That is, the voice behavior taken will positively impact job satisfaction.

Job commitment is defined as a state of psychological concentration or preoccupation with an individual's work activities[13]. The employee's commitment to the organization may increase when the voices of the employees are adopted by organization. According to social exchange relationship theory, recognizing highly supportive organization, the members redefine their relationship with the organization in a social exchange relationship perspective not an economic exchange relationship perspective[13]. This is immediately followed by an engaged love and loyalty to the organization. After all, the various suggested actions adopted will positively impact organizational addiction.

As a negative one of outcomes for the workers, job stress means job threats due to organizational changes or inability to meet performance standards, or members' perceptions of physical or mental problems by work[14]. Voice behavior is negatively correlated with job stress[5]. And more resources (information, confidence, and positive mood) brought by voice behavior can be available for the creative process under high hindrance stressors, leading to higher creative performance[15]. Job stress may be reduced by voice endorsement. This is because when voice behavior expressing about the organization's systems, practices, and work-related issues is accepted, employees' dissatisfaction can be mitigated. Thus, the voice endorsement will negatively impact job stress.

For job performance as the success of an employee's work and described it job performance is a results-focused evaluation of the degree to which planned goals are achieved[16]. And job performance as the result of achiev as the same concept as productivity[17]. voice behavior is positively correlated with job performance. Other studies have shown that voice behavior can improve employee performance[18].

In sum, voice behavior is constructive behavior

that pursues positive organizational change and distinctly differs from behaviors that simply vent dissatisfaction. In this regard, employees seem to be able to increase job satisfaction, job commitment, and reduce work stress if leaders adopt voice endorsement. And the organization's performance continues to improve. Based on previous research findings, we formed the following hypotheses:

H 1: Voice endorsement has a positive influence on outcomes for the workers.

H 1-1: Voice endorsement is positively associated with subsequent job satisfaction.

H 1-2: Voice endorsement is positively associated with subsequent job commitment.

H 1-3: Voice endorsement is negatively associated with subsequent job stress.

H 1-4: Voice endorsement is positively associated with subsequent job performance.

2.2 Voice endorsement and perceived organizational support

Based on Social Exchange Theory, introduced the concept of organizational support consciousness, which represents the level of job commitment to employees[19]. The perception of organizational support refers to the extent to which employees feel their efforts and contributions are appreciated, that their well-being is taken care of, and that their trust is earned. Voice endorsement influences psychological safety[20], responsibility perception, and self-efficacy. Employees will feel accepted, acknowledged, and supported by the organization if their voice behavior is taken into account[10]. Thus, by accepting employee voices, leaders enable employees to feel more confident in their ability to fulfill their responsibilities while also appreciating the significance of personal goal attainment and organizational development. Therefore, the voice endorsement will positively affect the perception of organizational support.

H 2: Voice endorsement has a positive influence on perceived organizational support.

2.3 Perceived organizational support and outcomes for the workers

Organizational support is associated with numerous significant outcomes, such as job satisfaction, a positive climate, emotional engagement, performance, and decreased intentions to leave the organization[21]. Perceived organizational support mitigated the negative relationship between role ambiguity and job satisfaction among sales people[22]. In addition, employees who are aware of strong organizational support are more likely to demonstrate positive job attitudes, such as job satisfaction, as their socio-emotional needs are met. In other words, perceptions of organizational support will positively affect job satisfaction.

Members of the organization and the organization have an exchange relationship. Employees attempt to strike a balance between the organization's support for them and their own dedication to the organization. Employees who have invested in an organization have faith that it will continue to reward them, and this faith motivates them to act spontaneously. Employees and organizations can establish mutual trust through this relationship[23]. Perceived organizational support awareness can be used as a factor to promote job commitment and that psychological safety allows employees to engage in their work[24]. Consequently, job commitment will be positively affected by perceptions of organizational support.

As a result of perceived organizational support awareness, organizational members are less likely to avoid psychological responses to various stressors. Therefore, organizational support consciousness also contributes to the reduction of employee fatigue, exhaustion, and anxiety[25]. The perception of organizational support moderated the association between job stress and nurse health[26]. The perception of organizational support also enhances or mitigates the impact on employee stress levels caused

by various personal and situational factors. To put it another way, awareness of organizational support will have a negative impact on job stress.

Using full-time social welfare civil servants, whether perceived organizational support had an effect on job satisfaction and job performance[27]. The study found that organizational support awareness had a positive (+) effect on job satisfaction as well as a positive (+) effect on job performance. The authenticity of hotel managers' leadership has been found to have a positive (+) impact on employees' job performance as well as leader-member exchange relationships and perceived organizational support[28]. To put it another way, the perception of organizational support will have a positive impact on job performance.

In general, perceived organizational support is characterized by the organization's recognition of the contributions of its members and its concern for the mental health of its employees[21]. Therefore, employees will perceive organizational support as resulting in increased employee confidence, employee satisfaction, commitment, and performance and decreased job stress. On the basis of earlier research findings, we propose the following hypotheses:

- H 3: Perceived organizational support has a positive influence on outcomes for the workers.
- H 3-1: Perceived organizational support is positively associated with subsequent job satisfaction.
- H 3-2: Perceived organizational support is positively associated with subsequent job commitment.
- H 3-3: Perceived organizational support is negatively associated with subsequent job stress.
- H 3-4: Perceived organizational support is positively associated with subsequent job performance.

2.4 Mediating role of perceived organizational support

Organizational support theory is grounded in social exchange theory, and as long as an employee feels acknowledged by the organization, that employee will reengage with the organization[29]. Using the outcome variables of the impact of perceived organizational support, employee attitudes (organizational commitment and job satisfaction) were examined. According to the study's findings, autonomy and feedback, as well as the leader-member exchange relationship, had a significant impact on perceived organizational support, while job commitment and job satisfaction had a positive impact on this construct. Perceived organizational support mediates the relationships between autonomy and job commitment; autonomy and job satisfaction; and the leader-member exchange relationship and job satisfaction to some extent. And previous research indicates that perceived organizational support will result in employee job satisfaction[30], as well as reduce negative effects like antisocial behavior[31]. Accordingly, this study hypothesizes that voice endorsement will mediate job satisfaction, job commitment, and job performance through perceived organizational support.

In turn, the negative relationship between perceived organizational support and stress also stems from performance-reward expectations; a high perceived awareness of organizational support by employees can be interpreted as a high expectation that they will be adequately compensated for their results; consequently, these expectations can serve to reduce the level of stress experienced by the

organization. Therefore, this study hypothesizes that voice endorsement will have a moderating effect on job stress via perceived organizational support.

Therefore, perceived organizational support will mediate the relationship between voice endorsement and outcomes for individual job satisfaction, job commitment, job stress, and job performance. On the basis of earlier research findings, we propose the following hypotheses:

- H 4: Voice Endorsement is positively related to outcomes for the workers via perceived organizational support.
- H 4-1: Voice Endorsement is positively related to job satisfaction via perceived organizational support.
- H 4-2: Voice Endorsement is positively related to job commitment via perceived organizational support.
- H 4-3: Voice Endorsement is positively related to job stress via perceived organizational support.
- H 4-4: Voice Endorsement is positively related to job performance via perceived organizational support.

3. Research model and analytical methods

3.1 Research model

In this study, the research model shown in Fig. 1 was set up to verify the influence relationship between voice endorsement, perceived organizational support, job satisfaction, job commitment, job stress, and job performance.

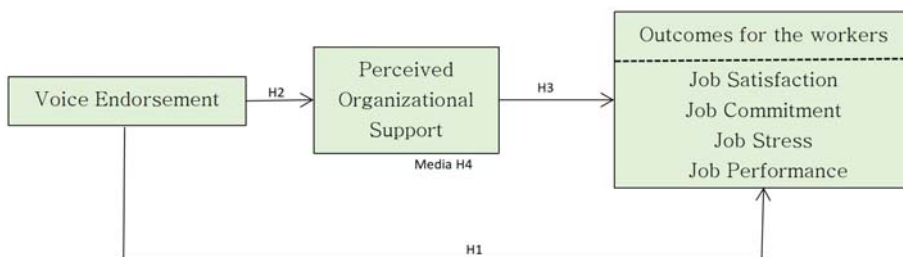


Fig. 1. Research model

stress, and job performance.

3.2 Sample and procedure

We analyzed the data using SPSS 23.0, AMOS 23.0 and the bootstrap procedure. Descriptive statistics were used to describe the respondents' demographic profiles, SEM (Structural Equation Modeling) was used to test the proposed hypotheses, and the bootstrap procedure was used to examine direct and indirect effects. This research spans from 1 June 2022 to 30 June 2022.

Our data collection instruments were originally developed in English. Following a procedure of translation-back translation, we translated all English measurements into Chinese. For all measurements, we utilized a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In addition, besides, to ensure the respondents can answer honestly, we promised that all the data surveyed would be used for scientific research only and told them their personal information would be strictly confidential before giving out questionnaires. This study took Chinese employees as the respondents of the questionnaire, sent 286 e-questionnaires to corporate employees nationwide mainly via social media, and collected 269 questionnaires with a recovery rate of 94.1%. See Table 1 for specific demographic characteristic.

3.3 Measures

Superiors should use voice endorsement as pos-

itive feedback and value recognition for suggested employee behaviors[10]. This study adopts the voice endorsement scale developed based on this operational definition with a 5-item scale based on this operational definition. A sample item is "my manager relayed my voice to his manager."

Job satisfaction is the positive emotional state employees experience while performing their jobs in an organizational setting[32]. This study adopts the job satisfaction scale developed based on this operational definition with the 3-item scale. A sample item is, "I feel happy at work".

Job commitment is a subjective evaluation of the degree of satisfaction, enthusiasm, happiness, accomplishment, and continued hope for the work being performed; and it can be measured using the typical emotional and affective states[33]. This study adopts the job commitment scale developed based on this operational definition with the 4-item scale. A sample item is, "I'm passionate about what I'm doing now".

Job stress is defined as the condition in which an individual's abilities do not match the requirements of the job or the work environment, and the individual's personal needs are not met by the organization[34]. This study adopts the job stress scale developed based on this operational definition with the 5-item scale. A sample item is, "I sometimes feel frustrated by my work".

Job performance is the self-evaluation of one's own tasks, defined as the degree to which the task

Table 1. The sample characteristic

Category		Proportion	Category		Proportion
Gender	Male	(158) 58.7%	Education background	High school or technical secondary school	(73) 27.1%
	Female	(111) 41.3%		Bachelor	(145) 53.9%
Marriage status	Married	(114) 42.4%		Master and Doctor	(51) 19.0%
	Unmarried	(155) 57.6%		General staff	(179) 66.5%
Age	20 - 29 years old	(123) 45.7%	Job position	Junior manager	(37) 13.8%
	30 - 39 years old	(61) 22.7%		Middle manager	(18) 6.7%
	40 - 49 years old	(52) 19.3%		Senior manager	(35) 13.0%
	50 years above	(33) 12.3%		Annual salary	< 36001
Working experience	Less than 1 years (including 1)	(39) 14.5%	36001 - 72000		(78) 29.0%
	1-3 years	(76) 28.3%	72001 - 120000		(82) 30.5%
	3-5 years	(56) 20.8%	120001 - 240000		(42) 15.6%
	5-10 years	(27) 10.0%	> 240001		(9) 3.3%
	10 years above	(71) 26.4%			

has been personally accomplished[34]. This study adopts the job performance scale developed based on this operational definition with the 6-item scale. A sample item is, "I achieve above-average performance relative to my peers".

Perceived organizational support is the degree to which organizational members believe that the organization values their contributions and looks after them[35]. This study adopts the perceived organizational support scale developed based on this operational definition with the 5-item scale. A sample item is, "My employer cares about my well-being".

4. Results

4.1 Validity and reliability

This study used the internal consistency coefficient to test reliability, and by running the software SPSS 23.0, Cronbach's alpha was above 0.85, which suggests that the scale is reliable. Moreover, we examined the average variance extracted(AVE) and composite reliability(CCR), AVE >.55, CR >.85, meeting the criteria. In addition, this study adopts confirmatory factor analysis to examine the discriminant validity of voice endorsement, job satisfaction, job commitment, job stress, job performance and perceived organizational support. By running software AMOS 23.0, fit indices of the models such as CMIN/DF, RMR, RMSEA, GFI, NFI, RFI, NFI, IFI, and CFI are all acceptable. The specific analysis results are shown in Table 2.

4.2 Description statistics and intercorrelations

The averages, standard deviations and correlation coefficients of correlational research variables are shown in Table 3. JSa (r = .677, p < .001), JC (r = .611, p < .001), JP (r = .621, p < .001) and POS (r = .708, p < .005) are all significantly correlated with VE. In addition, the diagonal numbers in Table 3 represent the square root of the AVE for each construct, which is greater than the correlations between all other constructs. This further demonstrates the discriminant validity of this study.

Overall, this indicates that the criteria have been met and that regression analysis and hypothesis testing can be conducted.

Table 2. The reliability, validity and average variance extracted(AVE)

constructs and items		st.facto loading	S.E.	AVE	CCR	Cronbach's α
VE	VE1	.721	-	.564	.886	.863
	VE2	.795	.072			
	VE3	.814	.076			
	VE4	.652	.073			
	VE5	.761	.080			
JSa	JSa1	.866	-	.613	.892	.853
	JSa2	.596	.070			
	JSa3	.865	.060			
	JSa4	.774	.075			
JC	JC1	.836	-	.732	.921	.912
	JC2	.933	.084			
	JC3	.893	.079			
	JC4	.749	.088			
JSt	JSt1	.579	-	.601	.875	.876
	JSt2	.727	.055			
	JSt3	.779	.060			
	JSt4	.903	.062			
	JSt5	.848	.066			
JP	JP1	.980	-	.710	.943	.906
	JP2	.657	.051			
	JP3	.861	.052			
	JP4	.783	.051			
	JP5	.896	.075			
	JP6	.842	.052			
POS	POS1	.764	-	.660	.911	.904
	POS2	.774	.046			
	POS3	.813	.048			
	POS4	.903	.058			
	POS5	.800	.050			

mχ²=846.525(df= 317, p=.000) χ²/df=2.670, RMR=.054, RMSEA=.079, GFI=.837, NFI=.870, RFI=.833, TLI=.889, IFI=.914, CFI=.913

VE: Voice Endorsement, JSa: Job Satisfaction, JC: Job Commitment, JSt: Job Stress, JP: Job Performance, POS: Perceived Organizational Support,

Table 3. Correlation analysis (N=269)

	VE	POS	JSa	JC	JSt	JP
VE	.564 ^b					
POS	.708** .501 ^a	.660 ^b				
JSa	.677*** .458 ^a	.742** .550 ^a	.613 ^b			
JC	.611*** .373 ^a	.640*** .410 ^a	.568*** .323 ^a	.732 ^b		
JSt	-.067 .004 ^a	-.281*** .079 ^a	-.146 .021 ^a	-.181* .033 ^a	.601 ^b	
JP	.621*** .396 ^a	.608*** .370 ^a	.470*** .221 ^a	.549*** .301 ^a	-.096 .009 ^a	.710 ^b
M	3.60	3.61	2.96	3.58	2.99	3.70
S.D.	.733	.844	.597	.857	.912	.684

a=r² b=AVE
***p<0.001, **p<0.005, *p<0.01

4.3 Hypothesis testing

The results of the hypothesized relationships are presented in Table 4. And model fit indices of the models such as $\chi^2 = 795.071$ (df = 291, $p = .000$), RMR = .050, RMSEA = .080, GFI = .844, NFI = .878, RFI = .829, NFI = .878, IFI = .919, and CFI = .917 are all acceptable.

Hypothesis 1 states that there is a positive relationship between voice endorsement and outcomes for the workers (job satisfaction Hypothesis 1-1, job commitment Hypothesis 1-2, job stress Hypothesis 1-3 and job performance 1-4). As expected, voice endorsement positively related to both job satisfaction ($\beta = .233$, SE = .124, $p < .005$), job commitment ($\beta = .268$, SE = .130, $p < .001$), job performance ($\beta = .386$, SE = .212, $p < .001$), providing support to Hypotheses 1-1, Hypotheses 1-2 and Hypothesis 1-4. However voice endorsement negatively related to job stress ($\beta = .190$, SE = .160, $p > .01$), Hypothesis 1-3 cannot be supported.

Moreover, voice endorsement positively related to perceived organizational support ($\beta = .702$, SE = .119, $p < .001$), providing support to Hypothesis 2. Hypothesis 3 states that there is a positive relationship between perceived organizational support and outcomes for the workers (job satisfaction Hypothesis 3-1, job commitment Hypothesis 3-2, job stress Hypothesis 3-3 and job performance Hypothesis 3-4). As expected, perceived organizational support positively related to both job satisfaction ($\beta = .553$, SE = .083, $p < .001$), job commitment ($\beta = .502$, SE = .084, $p < .001$), job performance ($\beta = .298$, SE = .107, $p < .001$) and negatively related to job stress ($\beta = -.349$, SE = .106, $p < .005$), providing support to Hypotheses 3-1, Hypothesis 3-2, Hypotheses 3-3 and Hypotheses 3-4.

Table 4. Hypotheses testing

(N=269)

Path (Hypotheses)	β	S.E	t	Result		
					VE→JSa (H1-1)	.233
VE→JC (H1-2)	.268	.130	3.415***	Accept		
VE→JSt (H1-3)	.190	.160	1.8025	Reject		
VE→JP (H1-4)	.386	.212	3.532***	Accept		
VE→POS (H2)	.702	.119	9.284***	Accept		
POS→JSa (H3-1)	.553	.083	6.758***	Accept		
POS→JC (H3-2)	.502	.084	6.276***	Accept		
POS→JSt (H3-3)	-.349	.106	-3.173**	Accept		
POS→JP (H3-4)	.298	.107	3.418***	Accept		
Path (Hypotheses)	St. Indirect effects	St. Direct effects	St. Total effects	95% C.I.		Sig. (two-tailed)
				Lower	Upper	
VE→POS→JSa (H4-1)	.233	.388	.621	.498	.721	.000
VE→POS→Jc (H4-2)	.268	.352	.620	.517	.712	.000
VE→POS→JSt (H4-3)	.190	-.245	-.055	-.201	.084	.493
VE→POS→JP (H4-4)	.386	.209	.595	.511	.672	.000

$\chi^2 = 795.071$ (df=291, $p=.000$) $\chi^2/df = 2.732$, RMR=.050, RMSEA=.080, GFI=.844, RFI=.829, NFI=.878, IFI=.919, TLI=.885, CFI=.917

*** $p < .001$, ** $p < .005$

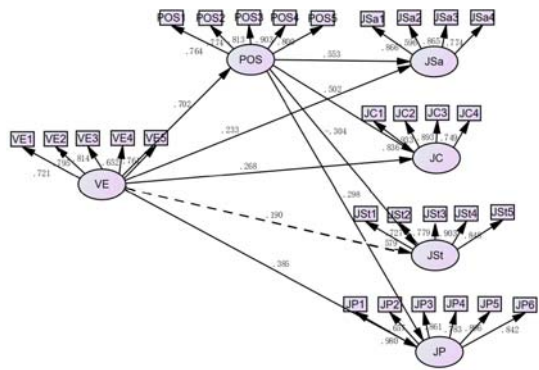


Fig. 2. Structural equation modeling result

To test for Hypotheses 4, we estimated the overall indirect relationships between voice endorsement and outcomes for the workers via perceived organizational support using 20,000 Monte Carlo replications to obtain the 95% CIs for the indirect effects. Results show that the indirect effect between voice endorsement, perceived organizational support, and job satisfaction was significant (estimate = .000, 95%CI: .498, .721), lending support for Hypothesis 4-1. And the indirect effect between voice endorsement, perceived organizational support, and job commitment was significant (estimate = .000, 95%CI: .517, .712), lending support for Hypothesis 4-2. However, the indirect effect between voice en-

dorsement, perceived organizational support, and job stress was non-significant (estimate = .493, 95%CI: -.201, .084), lending no support for Hypothesis 4-3. Furthermore, the indirect effect between voice endorsement, perceived organizational support, and job performance was significant (estimate = .000, 95%CI: .511, .672), lending support for Hypothesis 4-4.

5. Conclusion and discussion

Numerous studies have demonstrated that employees' voice behavior is helpful for companies to improve their current situation, increase efficiency, and leaders to obtain the latest market information, as well as an important means for employees to achieve high performance and social status, but the empirical analysis is insufficient at this time. Therefore, an empirical analysis of the relationship between voice endorsement and outcomes for the workers in China was conducted for this study. And the conclusion was as follows:

First, it was confirmed in this study that voice endorsement positively affects organizational satisfaction, job commitment, and job performance. Moreover, voice endorsement also positively influenced perceived organizational support. However, this study did not confirm that the adopted voice endorsement would affect job stress, which is inconsistent with the Ng and Feldman's research. In addition, perceived organizational support has a positive (+) impact on job satisfaction, job commitment, and job performance but a negative (-) impact on job stress. Lastly, perceptions of organizational support mediate the relationship between voice endorsement and job satisfaction, job commitment, and job performance.

Among the theoretical implications are: First, this study conducted a theoretical and empirical analysis of the recommended actions. It has been confirmed that voice endorsement influences job satisfaction, job engagement, and job performance via perceived organizational support, which enriches the liter-

ature on the impact of voice endorsement on outcomes for the workers in China. Second, in this study, voice endorsement did not reduce job stress[8], and perceived organizational support did not mediate the relation between voice endorsement and job stress. According to the results, voice endorsement does not reduce work stress, complementing the relevant literature.

Next, this study provides significant practical implications for Chinese workplace human resource management. As a result of this study, voice endorsement has a significant positive impact on job satisfaction, job engagement, and job performance, suggesting that leaders should pay close attention to employee voice behavior. That is, persuading employees that their opinions will be valued and adopted by leaders. Second, The reason why job pressure does not decrease may be because the voice behavior suggests the possibility of altering the organization, causing colleagues to experience psychological feelings of disapproval or even resistance, as well as sparking quarrels and interpersonal conflicts among employees[36]. Moreover, some coworkers may perceive change advocates as a threat to themselves, as a result, coworkers may have negative perceptions of change advocates, and conflicts may arise. Therefore, leaders must design and implement measures or systems to prevent risks posed by coworkers while guiding employees within the organization to speak up consistently.

This study attempts to ensure the scientific standardization of academic research and contributes to theoretical development and organizational management. However, it has limitations and requires additional research. First, this study is limited by the convenience of data collection, the generalization of data collection, and the lack of specificity in the analysis of results. Second, this research focused solely on the effects of voice endorsement on job satisfaction, job engagement, job stress, and job performance for Chinese workers. This methodological issue must be addressed in future research.

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DOI : 10.1111/1467-6486.00387

최 항 향(Hang-Hang Cui)

[정회원]



- 2020년 8월 : 동의대학교 대학원 경영학과 경영학석사(인사조직)
- 2020년 9월~현재 : 동의대학교 대학원 경영학과 경영학 박사과정(인사조직)

- 관심분야 : 조직행동, 리더십
- E-Mail : hanghang9781@naver.com

권 혁 기(Hyuk-Gi Kwon)

[정회원]



- 1986년 2월 : 동의대학교 상경대학 무역학과(상학사)
- 1994년 2월 : 동의대학교 대학원 경영학과 경영학석사(인사 조직)
- 2000년 2월 : 동의대학교 대학원 경영학박사(인사조직)

- 2012년~현재 : 동의대학교 경영학과 교수
- 관심분야 : 조직행동, 리더십
- E-Mail : kwonhg1220@deu.ac.kr