A Review of Employee Voice Behavior

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Abstract: This article mainly carries on the summary and the commentary to the employee voice behavior content which the past scholar studied, unfolds the elaboration on three aspects: (1) the employee voice behavior development and the concept; (2) antecedent variables of employee voice behavior; (3) the consequence variables of employee voice behavior. By reviewing the previous studies domestically and abroad, this paper roughly summarizes and describes the contents of the research on employee voice behavior, summarizes the current research results on voice behavior, and puts forward the corresponding deficiencies and shortcomings, to provide references and guidance for future studies.

1. Introduction

In the field of management studies, scholars began to study voice behavior in the 1970s. Hirschman first proposed the word "voice behavior", and he believed that when employees were dissatisfied with the organization, they would make two behavioral reactions, namely resignation or voice behavior. Through further research, scholars found that voice behavior is conducive to improving organizational decision-making and ensuring that problems in the development process of organizations are well identified and dealt with.

Foreign researches on employee voice behavior are mainly divided into two schools. One school focuses on withdrawal, voice behavior, loyalty and neglect. One of the representatives of this school is Hirschman, who first proposed the concept of voice behavior. He defined voice behavior as "all kinds of efforts made by employees to fundamentally change the status quo when they are dissatisfied with the reality". This school regards voice behavior as the constructive response of employees to work dissatisfaction and organizational problems, and believes that voice behavior is the most meaningful action to improve the status quo of the organization when employees are dissatisfied with the organization. The other school mainly studies voice behavior from the perspective of extra-role behavior. According to this school, voice behavior is a challenging and spontaneous behavior that can improve organizational effectiveness and cannot be derived from dissatisfaction. According to Van Dyne and Le Pine, voice behavior refers to making innovative suggestions for changes or making suggestions for modifications to standardization procedures even in the face of opposition. Van Dyne and Le Pine further defined voice behavior as transformation-oriented constructive communication committed to improving the status quo, which is a kind of organizational citizenship behavior.

Although these two schools have different perspectives in analyzing the causes of employee voice behavior, they both regard voice behavior as a positive behavior that should be motivated by the organization or work team. In these two schools, the definition of voice behavior by the school of extra-role behavior has been generally recognized by scholars. On this basis, scholars define voice behavior from different perspectives and research directions. When Takeuchi et al. studied the voice behavior of employees in the uncertain environment, they defined the voice behavior as: employees voluntarily provide ideas and Suggestions to the organization to improve the efficiency of the organization or work team. This definition is like voice behavior or process control in the

organizational justice literature, where employees participate in decision-making out of their own interest.

2. Structural Dimensions of Voice Behavior

Voice behavior is not a simple one - dimensional construct, it is composed of multi - dimensional. Most of the existing empirical researches on "voice behavior" mainly focus on the purpose, content, direction, way and motivation of behavior.

Liang and Farch proposed a two-dimensional voice behavior model, that is, according to the different purposes proposed by voice behavior, it can be divided into accelerative voice behavior and inhibitory voice behavior. From the content of voice behavior, the suggestions provided by employees can be kept in line with the original system or innovative and constructive. From the direction of voice behavior, it can be subordinates to superiors, colleagues to colleagues, or superiors to subordinates. From the perspective of voice behavior, there are two kinds of voice behavior, one is the relatively peaceful behavior that worries about the company's improvement, and the other is the aggressive behavior that cannot be questioned. From the motivation of voice behavior, it can be divided into prosocial voice behavior, defensive voice behavior and acquiescent voice behavior.

Van Dyne et al. believe that voice behavior belongs to challenging and promoting behavior, which is divided into four types: ascending behavior and inhibiting behavior, amiable behavior and challenging behavior according to two dimensions. To maintain a good relationship between colleagues, affability tends to avoid voice behavior. Van Dyne believes that voice behavior should be an autonomous behavior that is beneficial to the organization but challenging to itself.

At the present stage, the two-dimensional voice behavior model proposed by Liang and Farch is the most accepted one, which contains the dimensions of voice behavior in terms of promotion and inhibition. It is clear and easy to understand, which can also be regarded as a study from the perspective of content or method.

3. antecedent variables of voice behavior

3.1 organizational level

Organizational variables mainly include organizational trust, organizational fairness and organizational climate. Duan Jinyun and Tian Xiaoming proved that organizational trust could promote the occurrence of voice behavior. Takeuchi studied the interaction of three organizational justice dimensions on employee voice behavior. From the perspective of resources, Ng and Feldman examined the relationship between workplace stress, employee voice behavior and work performance.

3.2 leadership level

Different leadership styles will influence the occurrence of employee voice behavior in the organization. Through questionnaire survey and data analysis, Liang Jian verified the positive correlation between moral leadership and employee voice behavior, and revealed the psychological process of the leader with high moral level motivating employees to transcend personal gains and losses and actively offer Suggestions for the development of enterprises.

3.3 individual level

Individual demographic variables, including gender, education level, position and other factors have an impact on voice behavior. Grant et al. studied the relationship between big five personality traits and non-big five personality traits and voice behavior and found that extraversion and conscientiousness were significantly positively correlated with voice behavior. Among the non-big five personality traits, positive personality traits are significantly positively correlated with voice behavior, while shyness traits are negatively correlated with voice behavior.

4. Consequence Variables of Voice Behavior

4.1 Job Performance

Luo Geng studied the relationship between voice behavior and work performance under work pressure. Based on the theory of social exchange theory and resource protection, a lot of pressure at work, employees faced with the threat of loss of resources, than those who didn't have that much pressure at work individuals spent more time and energy to come up with new ideas for the company, for this is leading a good impression in the heart, so the study on inspection advice behavior relationship between job stress and job performance to verify recommendations in mediating role behavior and work performance. The results showed that voice behavior was significantly positively correlated with task performance and contextual performance, while voice behavior was significantly negatively correlated with adaptive performance.

Deng Jinzhao et al. took 135 college students from 45 teams as research samples and adopted the method of decision-making simulation to discuss the relationship between employee voice behavior and team performance, as well as the moderating effect of team members' goal orientation on the relationship between voice behavior and team performance. Research results showed that the "positive to the relationship between behavior and team performance was not always, advice behavior and team performance was inverted" U "type of relationship, in a certain level, advice behavior had a positive influence on team performance, but more than this level, the recommendations were negatively related behavior and team performance, therefore advice team should be level control in a certain range, not for advice and suggestions, so as not to delay the employee's job.

Lance and Fainhmidt's study of 314 employees in 53 working groups found that, Psychological authorization played a complete mediating role in the relationship between organizational voice behavior atmosphere and customer service performance, and played an intermediary role in the relationship between organizational voice behavior and employee voice behavior. The well-organized voice behavior atmosphere and psychological authorization were conducive to improving the service performance of employees to customers, and had a certain degree of influence on the voice behavior of employees.

4.2 The performance appraisal

Hung et al. studied the relationship between voice behavior and employee performance evaluation by matching 750 employees of a star-rated hotel in Taiwan with their supervisors. The research showed that voice behavior is an important influencing factor of organizational effectiveness. Longitudinal studies had shown that workers with political skills scored higher on performance measures. There was a negative correlation between employees' voice behavior and their performance appraisal, but this negative correlation effect was regulated by employees' political skills.

Whiting et al. by three laboratory studies had found that if employees spent a lot of time and effort before the recommendations to consider recommendations to the organization when their integrity and professional advice, and chose the appropriate suggestions and opportunity, the credibility of employees to the organization when the suggestions and recommendations were higher, and more constructive, and constructive suggestions and helped employees perceived organizational problem solving, and could improve the organization and the evaluation of employee performance.

5. Summary and evaluation

In conclusion, most of the previous studies were dominated by the western background. Are these studies generally applicable to the Chinese context and how Chinese culture influences voice behavior? It remains to be further verified by scholars. In addition, most domestic researches on voice behavior focus on the influence of personal factor of employees and management style of leaders on voice behavior. Few studies consider the cross-layer influence of situational factors or the

interaction between situational factors and individual factors on voice behavior. These aspects need to be supplemented and improved by scholars.

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