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**Am I treated better than my co-worker? A moderated mediation analysis
of psychological contract fulfilment, organizational identification, and
positive voice**

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ABSTRACT

Purpose: This study examines the direct and conditional indirect effects of employees' perception of psychological contract fulfilment on their positive voice, i.e., promotive voice and prohibitive voice, through the integrated framework of the social exchange theory and the group value model.

Design/methodology/approach: Using a two-source data collection from the employee and supervisor, cross-sectional data were collected from 234 participants working in one of the leading non-profit organizations in Pakistan. After initial data screening, a confirmatory factor analysis was conducted to test for the factorial validity of the employed measures with AMOS. The hypothesized relationships were tested in regression analysis with SPSS.

Findings: The results of this study supported the integration of the social exchange theory with the group value model in explaining the direct and indirect positive effects of employees' perception of psychological contract fulfilment on their promotive and prohibitive voices through the mediation of organizational identification. Furthermore, it was also recorded that the indirect effect was conditional on the employees' perception of the relative psychological contract fulfilment which significantly moderated the direct relationship between psychological contract fulfilment and organizational identification. However, no such effect was recorded for the moderating effect of power distance orientation between organizational identification and the both positive voices.

Originality/value: In addressing the recently published research calls, this study broadens the horizon of existing research on psychological contract and employee positive voice by investigating the mediating and the moderating factors that influence this relationship.

Keywords: Psychological contract fulfilment; Organizational identification; Promotive voice; Prohibitive voice; Social exchange theory; Group value model.

INTRODUCTION

In today's dynamic business environment, organizations emphasize upward communication from their employees to make correct and timely decisions that adequately meet their current and future challenges (Morrison 2011). One way of encouraging employees' upward communication is to get them to positively voice suggestions, ideas for improvement, and concerns about work-related problems to higher authorities with the intent of improving the overall functioning of the organization (Morrison 2011, Van Dyne and LePine 1998, LePine and Van Dyne 2001). According to Van Dyne et al. (1995) and Van Dyne and LePine (1998), employee voice is a form of discretionary extra-role behaviour that employees exhibit in addition to their in-role behaviour. Consistent with this view, we conceptualize employee voice in terms of promotive voice and prohibitive voice. Promotive voice refers to sharing ideas for improvement of organizational or work unit functioning; prohibitive voice refers to challenging work practices or behaviours that are harmful to an organization (Liang et al. 2012). This conceptualization of voice, hereafter termed positive voice, is becoming more deeply entrenched in the literature on employee voice, with a majority of recent empirical studies using this conceptualization of voice; for a review, see the meta-analysis of [Chamberlin et al. \(2017\)](#).

Positive employee voice has been widely recognized as a potentially important antecedent of many positive work indicators, for example, managerial effectiveness (Morrison 2011), team learning (Edmondson 2003), in-role performance (Ng and Feldman 2012), and overall performance (Maynes and Podsakoff 2014). On the other hand, employee silence is associated with negative organizational outcomes, such as poor organizational learning, failure to avert crises prevention (Perlow and Williams 2003, Graham 2002), and organizational failure—for example, the implosion of Enron in 2001 (Milliman et al. 2003) and the crash of the space shuttle Columbia in 2003 (Greenberg and Edwards 2009).

Accordingly, the question of why employees do or do not exhibit positive voice has generated considerable research attention in recent years. Many factors, such as personality (Grace Leung Lee et al. 2014), transformational leadership (Hu et al. 2015), ethical leadership (Qi and Ming-Xia 2014, Chen and Hou 2016), and psychological safety (Liang et al. 2012), have been identified as important antecedents of positive employee voice. However, more research is still required, particularly into individual level socio-cultural factors that may influence positive voice directly and indirectly. For example, in a recent review of employee voice, Morrison (2014) emphasized the need for more research into the relationships between co-workers, cultural values, and work context that may influence an employee's decision to exhibit or not exhibit positive voice.

Therefore, based on the above-mentioned research gap, this study investigates the direct and indirect effects, via organizational identification (OID), of employees' psychological contract fulfilment on their positive voice. In doing so, this study aims to contribute to the existing research on positive employee voice in four ways.

First, psychological contract fulfilment (PCF), which refers to an individual's positive evaluation of all perceived obligations that the organization owes to the individual (Morrison and Robinson 1997), has been widely viewed as among the leading frameworks for understanding employee behaviour in the workplace (Conway and Briner 2009, Zhao et al. 2007, Junghyun Lee et al. 2014). Surprisingly, only a few studies have attempted to investigate the relationship between psychological contract and employee voice. In these studies, the effect of psychological contract on employee voice has been tested using the exit-voice-loyalty-neglect dimensions of voice, proposed by Farrell (1983), (Vantilborgh 2014, Turnley and Feldman 1999, Lemire and Rouillard 2005, Si et al. 2008); one exception is Ng et al. (2013), who tested the notion of psychological contract in terms of the constructive-aggressive dimensions of voice. However, to the best of our knowledge, PCF has not been tested in terms

of the promotive and prohibitive dimensions of voice, which are relatively recent and increasingly popular dimensions in the growing body of research on positive employee voice (Liang et al. 2012, Morrison 2014, Chamberlin et al. 2017). Therefore, by testing the effects of PCF on promotive voice and prohibitive voice separately, this study examines whether PCF has the same effects on these dimensions of voice. Furthermore, a comparison of the findings of this study with those of prior studies that have used Farrell's (1983) conceptualization of voice would broaden our understanding of how this novel classification of voice adds to the existing voice literature.

Second, prior research on employee voice, e.g., Vantilborgh (2014), Qi and Ming-Xia (2014), and Ng et al. (2013), has mostly incorporated social exchange theory (Blau 1964) and explained voice as a form of employee reciprocation to the organization for its positive treatment toward the employee. This perspective limits the scope of voice research to two parties only, i.e., the employee and the employer, and does not fully reveal the work context that surrounds this relationship (Restubog et al. 2008, Venkataramani et al. 2016). For instance, regardless of how much employees are obliged to reciprocate gained benefits, they may still withhold their positive voice, particularly prohibitive voice, if they perceive that speaking up about their concerns may result either in not gaining any worth or losing existing worth within the organization (Morrison 2014). To address this limitation, we integrate social exchange theory with the group value model (Lind and Tyler 1988, Tyler 1989, Tyler and Lind 1992) and view OID as an underlying mediating mechanism through which PCF indirectly transmutes into positive voice. We argue that an investigation of OID as the underlying mediating mechanism between PCF and positive voice would be useful in answering the question of *what* (i.e., PCF) leads to positive voice and *how* PCF indirectly (i.e., via OID) leads to positive voice.

Third, given that an investigation of positive employee voice would be incomplete without investigating individual level socio-cultural and work contextual factors that may influence

positive voice (Venkataramani et al. 2016), it is surprising that prior research on positive employee voice has largely ignored the “effects of one’s colleagues and relationships with one’s colleagues on the decision of whether to engage in voice” (Morrison, 2014, p. 191). In addressing this research gap, this study incorporates relative PCF and **individual’s power distance orientation**, as these two constructs bring in contextual **and cultural value orientations** that are likely to influence the direct and indirect relationship between PCF and positive voice. In so doing, this study will help answer the question of *when* the effect of PCF on positive voice is high or low.

Fourth, findings in the existing literature on employee voice are mostly drawn from research samples taken from business or for-profit organizations of Western countries; for a review, see the meta-analysis of Chamberlin et al. (2017). However, this study has drawn its research sample from a non-profit organization in Pakistan. Given that the workings of a non-profit organization differ from those of its counterpart business organizations, and given that the research context (i.e., Pakistan) also differs from the heavily explored Western research context, this study will be helpful in testing and extending the generalizability of prior studies to this new research sample and research context.

THEORETICAL FRAMEWORK AND HYPOTHESES

Psychological Contract Fulfilment (PCF)

A psychological contract refers to an employee’s perception of the mutual obligations that the employee and the employer owe to each other (Rousseau 1995). Prior psychological contract research suggests that the contents of an employee’s psychological contract could be transactional and relational in nature (Rousseau 1995, Zhao et al. 2007). Transactional contents entail specific, short-term, and monetary obligations, while relational contents entail abstract,

long-term, and non-monetary obligations (Rousseau 1995). Given that the sample in the present study consists of employees of a non-profit organization, we confine our focus to relational contents, which are more suitable to the selected research sample than are transactional contents (Vantilborgh et al. 2014, Vantilborgh 2014).

Prior research on organizational behaviour has widely acknowledged psychological contract as one of the leading theoretical frameworks that can be used to explain employee work attitudes and behaviours (Conway and Briner 2009). Employees' negative (e.g., breach) and positive (e.g., fulfilment) evaluations of their psychological contracts have consistently been reported to have significant effects on a wide variety of work attitudes and behaviours (for a review, see the meta-analysis of Zhao et al. (2007)). However, less is known about the relationship between PCF and employee voice, although some work has been done in this area, e.g., by Turnley and Feldman (1999), Lemire and Rouillard (2005), Si et al. (2008), Ng et al. (2013), and Vantilborgh (2014). Moreover, to the best of our knowledge, no research has been conducted on the relationship between PCF and positive voice in a non-profit organization. Thus, we aim to contribute to this scarce literature by investigating the role of employees' perceptions of PCF in fostering positive voice in the workplace.

Positive Employee Voice

Employee voice has been increasingly conceptualized as a form of discretionary pro-social work behaviour initiated by an employee with the intent of improving the overall functioning of the organization (Van Dyne and LePine 1998, LePine and Van Dyne 1998, Morrison 2011). In an organizational context, employees may exhibit positive voice through both formal and informal channels. Utilizing a formal channel means voicing oneself through a proper suggestion system, a grievance handling mechanism, legalized unions, etc. (Klaas et al. 2012), whereas utilizing an informal channel means voicing oneself through other individuals, e.g., a

supervisor, a co-worker, or an outside stakeholder, who seem capable of taking action themselves or asking others to take corrective measures (Morrison 2014). Employee voice may be categorized as positive voice or negative voice. Positive voice refers to a constructive voice with the intent of improving organizational functioning, while negative voice refers to a destructive voice with the intent of reducing or damaging organizational functioning. However, we limit the scope of our study to employees' informal discretionary positive voice.

According to Van Dyne and LePine (1998), positive employee voice refers to “making innovative suggestions for change and recommending modifications to standard procedures even when others disagree” (p. 109). This conceptualization highlights two dimensions of positive voice, namely, promotive voice and prohibitive voice (Liang et al. 2012). Promotive voice refers to voicing suggestions to improve organizational or work unit functioning, e.g., proposing an innovative idea that can increase operational efficiency, etc. On the other hand, prohibitive voice refers to voicing concerns about work practices, procedures, or behaviour perceived as harmful to the organization, e.g., objecting to an unethical work practice that can damage the positive image of the organization in the present or future (Van Dyne and LePine 1998).

A Social Exchange Perspective on the PCF and Positive Voice Relationship

By and large, social exchange theory (Blau 1964), in conjunction with the norm of reciprocity (Gouldner 1960), has been extensively analysed within this theoretical framework to understand the link between employees' psychological contracts and their voice behaviour (Ng and Feldman 2012, Turnley and Feldman 1999, Vantilborgh 2014). According to this framework, when employees perceive a positive social exchange with an employer (e.g., PCF), they tend to reciprocate through positive voice, e.g., a considerate voice (Vantilborgh 2014), to balance the positive exchange relationship. On the other hand, when employees perceive a

negative social exchange with an employer (e.g., a breach of PCF), they tend to reciprocate through negative voice, e.g., exit (Turnley and Feldman 1999), to balance the negative exchange relationship. Consistent with this social exchange view of positive voice, we argue that an employee's perception of PCF is very likely to involve a positive exchange relationship with the employer. Consequently, employees tend to balance positive exchanges with suggestions of new ideas and expressions of concern about how an existing practice(s) might be altered to improve individual and organizational performance. Thus, based on social exchange theory, we hypothesize the following relationship.

H1. PCF is positively associated with promotive voice and prohibitive voice.

A social exchange perspective on the relationship between PCF and positive voice primarily focuses on the direct relationship between the two parties to the exchange, i.e., the employee and the employer; thus, it does not include third parties, i.e., co-workers, and the socio-cultural context of the exchange, which may also influence the exchange relationship. Using proxies for social exchange, e.g., trust and violation of PCF, prior research has been limited to social exchange based on the relationship between PCF and voice (Turnley and Feldman 1999, Ng et al. 2013, Si et al. 2008). To broaden this view, more research is needed to reveal the underlying mediating mechanisms and moderating factors that influence this relationship (Venkataramani et al. 2016). In addressing this research, we integrate social exchange theory with the group value model (Lind and Tyler 1988, Tyler 1989, Tyler and Lind 1992) to offer a broader understanding of the relationship between PCF and positive voice.

Group Value Model Perspective

Proponents of the group value model (Lind and Tyler 1988, Tyler 1989, Tyler and Lind 1992) argue that the manner in which employees are treated by an organization, through its

managers, supervisors, and immediate bosses, is important for employees in shaping their relationships to the organization (Mael and Ashforth 1992). An organization acts as a small family or proxy of a group that works within a framework of group norms; therefore, any action by organizational authorities towards a member is an important indicator of how that member is valued by the broad group membership (Restubog et al. 2008).

Drawing upon the above-mentioned conceptualization of the group value model, we argue that the integration of social exchange theory with the group value model can enhance our understanding of the relationship between PCF and positive voice for three reasons.

First, using the group value model, prior research (e.g., Restubog et al. 2008) has reported that the group value model-based mediation of OID explained a larger share of the variance in the relationship between breach of PCF and organizational citizenship behaviour (OCB) than their direct relationship. Thus, given that positive voice is also a form of extra-role behaviour (e.g., OCB), we assume that the integration of social exchange theory with the group value model will also explain a larger share of the variance in the relationship between PCF and positive voice. *Second*, the findings of Restubog et al. (2008) provide evidence that the group value model is more useful in explaining the outcomes of relational PCF than those of transactional PCF. Given that this study focuses on relational PCF, the group value model can be particularly useful in explaining the outcomes of relational PCF. *Third*, relational PCF, i.e., long-term and non-monetary reward-based relationships, fits into our research context, which includes a research sample of a non-profit organization from a highly collectivistic society in Pakistan (Hofstede 2011). For instance, Lee et al. (2000) showed that relational PCF is more closely related to work behaviours in collectivistic societies (e.g., Hong Kong) than in individualistic societies (e.g., USA).

Thus, following the above-mentioned arguments and empirical findings, we complement the social exchange theory with the group value model to examine the direct and indirect (i.e., via OID) effects of PCF on positive voice.

PCF and OID

We argue that employees' perceptions of PCF are likely to be perceived as symbolic messages to the employees that the organization values their contributions and considers them important members of the family. As a result, the employees feel a strong sense of OID, i.e., "perception of belongingness to a group classification" (Mael and Ashforth, 1992; p.104). Furthermore, prior studies (Lu et al. 2016, Restubog et al. 2008, Li et al. 2016, Kiewitz et al. 2009, Zagenczyk et al. 2013, Zagenczyk et al. 2011) have also reported a significant effect of psychological contract on OID. Therefore, we hypothesize the following relationship.

H2. PCF is positively associated with OID

OID and Positive Voice

We argue that when employees have enhanced OID (i.e., resulting from PCF), they perceive themselves as valuable members of the organization and feel psychologically more involved in their work (Restubog et al. 2008, Zagenczyk et al. 2011). Consequently, they tend to act consistently with their self-perceived worth and engage in more extra-role work activities. Following this line of reasoning, we argue that one way to justify their self-perceived worth to the organization is by engaging in promotive and prohibitive voice to improve the overall functioning of the organization. Given that an employee's positive voice is also a form of pro-social extra-role work behaviour, our argument for a positive relationship between OID

and positive voice is consistent with the well-established relationship between OID and pro-social extra-role behaviour, i.e., OCB (Restubog et al. 2008, Van Dick et al. 2006).

Therefore, following the above-mentioned argument, we hypothesize the following relationship.

H3. OID is positively associated with positive voice.

Mediation of OID in the relationship between PCF and Positive Voice

In alignment with the relationships hypothesized in H2 and H3, it is plausible that an employee's perception of PCF influences his/her positive voice not only directly, as hypothesized in H1, but also indirectly, through the mediation of OID. We argue that an employee's perception of PCF engenders a feeling of belongingness and self-worth to the organization, which then motivates the employee to act consistently with that feeling through promotive and prohibitive voice. Furthermore, the mediating effect of OID between breach of PCF and OCB was also supported in the longitudinal empirical study of Restubog et al. (2008), based on the group value model.

Therefore, following the above-mentioned arguments and empirical finding, we hypothesize the following relationship.

H4. OID mediates the relationship between PCF and both promotive voice and prohibitive voice.

To this point, we have discussed how the direct and indirect relationships, via OID, between PCF and positive voice can be explained through the integrated lenses of social exchange and

the group value model. However, according to Venkataramani et al. (2016), “the study of employee voice would be quite incomplete without understanding how social and relational factors at work may influence such behaviours” (p. 37). Thus, along with testing the underlying mediating mechanism of OID, we also test the moderating effects of employees’ perceptions of relative PCF and **power distance orientation** on the relationship between PCF and positive voice.

Moderating Effects of Relative PCF and Power Distance Orientation

An employee’s perception of PCF is not merely a simple computation of the positive difference between what and how much the employee has received in practice against what and how much was promised to him/her (Morrison and Robinson 1997). It is indeed a highly subjective assessment that may be affected by the employee’s comparison(s) of oneself with co-workers. Relating this argument to the current research setting, we argue that employees in the same organization often tend to evaluate not only their relationship with organizational agents (e.g., the supervisor and top management) but also how co-workers perform, behave, and are recognized by those organizational agents. Such pieces of social information serve as benchmarks against which employees evaluate their PCF in relative terms, for example, to what extent their relative PCF is more or less than that of their co-workers (Ho 2005, Morrison and Robinson 1997). In simple words, an employee’s perception of PCF is not solely based on the question, “Am I well treated by my employer?” It is also based on the question, “Am I treated better or worse than my co-workers?”

Accordingly, we argue that if an employee’s relative PCF results in a positive self-evaluation, i.e., his/her PCF appears to compare favourably to that of co-workers, then relative PCF strengthens the direct relationship between PCF and OID. On the other hand, if relative PCF results in a negative evaluation, i.e., his/her PCF appears to compare unfavourably to that

of co-workers, then it weakens the direct relationship between PCF and OID. Thus, we hypothesize the following relationship.

H5. Relative PCF moderates the direct relationship between PCF and OID, such that the relationship is stronger at high levels of relative PCF than at low levels of relative PCF.

The second moderator, power distance, was introduced by Hofstede (1980) as a societal level cultural orientation that refers to “the extent to which a society accepts the fact that the power in institutions and organizations is distributed unequally” (p. 45). However, Hofstede’s critics argue that by limiting power distance to the country level, Hofstede ignored within-culture heterogeneity (Sivakumar and Nakata 2001, Clugston et al. 2000). For instance, some individuals living in a society categorized by Hofstede as a high power distance society may not have similarly high scores on **power distance orientation, i.e., referring power distance at the individual level (Kirkman et al. 2009)**. Accordingly, Clugston et al. (2000) conceptualized individual level power distance as “the extent to which an individual accepts the unequal distribution of power in institutions and organizations” (p. 9).

Prior meta-analytic reviews, e.g., Kirkman et al. (2006) and Taras et al. (2010), have revealed that the conceptualization of individual level power distance has received wide acceptance in organizational research. For instance, Brockner et al. (2001) collected supervisor-subordinate dyadic individual level data on perceived voice and power distance belief from a single organization in the People’s Republic of China and concluded that “it should be possible to find an interactive relationship between voice and power distance on a within-culture basis” (p. 312). Furthermore, Daniels and Greguras (2014) recommended the use of individual level power distance when other constructs in a study are also measured at the individual level.

Thus, in line with the above-presented discussion and because our study focuses on individual level relationships, we follow Kirkman et al. (2009)'s introduced term 'power distance orientation' to refer power distance at individual level. We argue that employees with high power distance orientation are likely to avoid voice with respect to higher authorities. Prior voice literature also suggests that employees choose voice when voice-driving forces are stronger than voice-restraining forces, where the latter may include power distance orientation, which has been viewed as an inhibitor of employee voice (Morrison 1994). The study of Botero and Van Dyne (2009) also found a significant negative relationship between power distance orientation and employee voice. Accordingly, we argue that the direct relationship between OID and positive voice is likely to be influenced by an employee's power distance orientation, such that employees who believe in power distance may not voice suggestions or concerns to avoid disrespecting higher authorities, regardless of how important that voice is for the organization. On the other hand, employees who do not believe in power distance or believe in it to a lesser extent may voice suggestions or concerns without considering the organizational hierarchy.

Thus, following the above-mentioned arguments and empirical findings, we hypothesize the following relationship.

H6. The relationship between OID and positive voice is moderated by power distance orientation, such that the relationship is stronger at low levels of power distance orientation than at high levels of power distance orientation.

In light of the relationships hypothesized in H5 and H6, it is logical to argue that the mediating effect of OID between PCF and positive voice is conditional on the moderating

effects of these two moderators. For instance, as shown in figure 1, the first path of the mediational model (PCF-OID) is moderated by relative PCF, while the second path (OID-positive voice) is moderated by power distance **orientation**. In other words, these two moderators make the mediating effect of OID between PCF and positive voice conditional on the values of these two moderators. Accordingly, we hypothesize the following relationship.

H7. The mediating effect of OID between PCF and positive voice is conditional on the moderating effects of relative PCF and power distance **orientation, respectively, such that the mediating effect of OID is stronger at high levels of relative PCF and low levels of power distance **orientation** than at low levels of relative PCF and high levels of power distance **orientation**.**

----- Figure 1: Research Model -----

RESEARCH CONTEXT, DESIGN, AND METHODOLOGY

Research Context

As discussed in the beginning of the paper, PCF and voice (in general) have been heavily explored in Western research context (Ward et al. 2016, Dulac et al. 2008, Turnley and Feldman 1999, Vantilborgh 2014). However, some recent empirical studies have incorporated research samples from South-Asia i.e. China (Chen et al. 2008, Wang et al. 2016), Taiwan (Chiu and Peng 2008) and Pakistan (Syed et al. 2015, Quratulain et al. 2016, Arain et al. 2012). To complement research on South-Asia, this study is conducted in Pakistan.

According to the Economic survey of Pakistan 2014-15 (Pakistan 2015), Pakistan has a labor force of 60.09 million people of which approximately 56.62 percent are employed. The number of unemployed people in Pakistan is 3.58 million (6% of the total population). The literacy rate is approximately 54.4%, with 69.3% for males and 44.7% for females. According

to Hofstede (2011) country level analysis of power distance, Pakistan scores (55) more on power distance, than the most of Western countries, such as the USA (40) and UK (35).

Thus, following the above-given facts, it would be interesting to compare the findings of this study with findings of similar prior studies conducted in the Western context to see the extent to which the generalizability of those prior studies could be extended to the current research context.

Sample and Data Collection Procedure

We collected data from one of the leading non-profit organizations working in the Sindh Province, the second most populated province of Pakistan. The mission of the non-profit organization is to improve quality of life and employment, particularly in the rural areas of the province. The organization has programs in 425 Union Councils of the 10 districts of the province, such as Sukkur, Khairpur, Ghotki, Naushehroferoz, Shaheed Banazirabad, Shikarpur, Jacobabad, Larkana, Kashmore-Kandhkot, and Qamber-Shahdadkot. We collected data from all the districts, except Qamber-Shahdadkot due to accessibility issue.

Given that positive voice is a pro-social positive work behaviour and the self-reported data were very likely to be influenced by employee's self-serving bias and social desirability problem, we decided to collect positive employee voice data from his/her immediate supervisor/team leader. Accordingly, using convenience sampling and supervisor-subordinate matching dyads, we personally distributed the paired questionnaires, written in English language, in the various Union Council offices of the afore-mentioned 9 districts. The Union Council offices usually have small teams consisting of 3-5 members with one team leader. Therefore, in each of the visited Union Council offices, we first contacted with one team

member from each team who was available in the office, as some were in the field and not available in their offices. In case of more than one team member was available, then we randomly selected one of them to participate in the study.

Finally, of the 300 total distributed supervisor-subordinate questionnaires, 250 sets were collected with a 83% response rate. After discarding the 16 mismatched dyads, the remaining 234 matching dyads were used for the study. Names of the respondents were erased during the data entry process to ensure confidentiality of the respondents. Among participating supervisors, 80 % were male and 20% were females; 17% had bachelor degrees and 83% had a master or a higher degree; and 52% had 1-5 years' experience, 36% had 6-10 years' of experience and the remaining 12% had more than 10 years' experience; 34% were of 21-30 years' of age, 32% were of 31-35 years' of age, and the remaining 34% were more than 35 years' of age. Among participated team members, 74% were males and 26% were females; 34% had a bachelor degree while the remaining 66% had a master degree; 82% had less than 5 years' work experience and the remaining 18% had more than 5 years' work experience; 67% were of 21-30 years' of age, 25% were of 31-35 years' of age, and the remaining 8% were of more than 35 years' of age.

Measures

The employee questionnaire was consisted of the measures of PCF, relative PCF, OID, and power distance **orientation**. The supervisor's questionnaire was consisted of the measures of promotive voice and prohibitive voice of the employee reporting to him/her. All the questions were measured on a scale ranging from 1 (not at all) to 5 (to a great extent.)

PCF was measured by adopting a four-item scale of Millward & Hopkins (1998) to tape PCF of relational obligations, such as respect, safety, fairness, and adequate workload aspects, of an

employee's perception of PCF. The sample item is "My organization has assigned me an adequate workload".

Relative PCF was measured by using the same four-item PCF scale; however, we re-framed the questions in a way that they could measure an employee's social comparison of his/her own PCF with co-workers' PCF. To do so, a statement "In comparison with my co-worker(s) ..." was added before each of the four relational obligations to measure an employee's perception of relative PCF. The sample item is "In comparison with my co-worker(s), my organization has assigned me an adequate workload."

OID was measured by using a six-item scale developed by Mael and Ashforth (1992). This scale has been used in prior empirical studies (Hameed et al. 2013a, Hameed et al. 2013b) conducted in Pakistan and it has shown a good reliability. The sample item is "I view my organization's successes as my successes."

Power Distance Orientation (PDO) was measured by using a six-item scale developed by Dorfman and Howell (1988). The sample item is "Supervisor should make most decisions without consulting subordinates."

Promotive voice and prohibitive voice were measured by using a ten-item scale developed by Van Dyne and LePine (1998). The sample item of promotive voice is "He/she makes constructive suggestions to improve the organization's operation". The sample item of prohibitive voice is "He/she advises other colleagues against undesirable behaviour that would hamper job performance".

Control variables: age, gender, and experience were used as control variables to isolate their effects from the effects of the main variables of the study.

DATA ANALYSIS AND RESULTS

The hypothesized research model was tested using Statistical Package for the Social Sciences (SPSS) and AMOS. Table 1 presents the descriptive statistics and inter-correlations among all the studied variables. We then proceeded to the Confirmatory Factor Analysis (CFA) in AMOS, confirming the factorial validity of all the measures. The baseline six-factor model, consisting of PCF, relative PCF, OID, power distance **orientation**, promotive voice, and prohibitive voice, showed a good fit to the data (CMIN/df = 1.72, CFI = .92, TLI = .91, and RMSEA = .05). Finally, we tested for the proposed hypotheses in regression analysis, using SPSS.

----- Table 1: Descriptive Statistics and Inter-Correlations Summary -----

Tests of Direct and Indirect Effects

First, we tested for a direct positive association of PCF with positive voice. The results confirmed (see table 2) that PCF had significant direct positive associations with both promotive voice ($\beta = .25$; $p < .01$) and prohibitive voice ($\beta = .28$; $p < .01$). Thus, H1 was supported by the data. Hypothesis H2 of a positive association of PCF with OID was also supported by the data, as PCF showed a significant positive association with OID ($\beta = .17$; $p < .05$). Hypothesis H3 of a positive association of OID with positive voice was also supported by the data, as OID showed significant positive associations with both promotive voice ($\beta = .25$; $p < .01$) and prohibitive voice ($\beta = .28$; $p < .01$).

To test hypothesis H4 of a mediation effect of OID between PCF and positive voice, we followed a two-step approach as suggested by Preacher et al. (2007), i.e., first testing for a significant association between the independent and mediating variable ($X \rightarrow M$) and then testing for a significant association between the mediating and dependent variable ($M \rightarrow Y$). Given that both of these conditions were supported in H2 and H3, we proceeded to calculate

the mediating effect of OID between PCF and positive voice. The results showed that the indirect effects of PCF on both promotive voice ($\beta = .16; p < .01$) and prohibitive voice ($\beta = .16; p < .01$) were significant through the mediation of OID. Thus, H4 was also supported by the data.

----- **Table 2: Direct, Indirect and Moderation Effects** -----

After testing H1, H2, H3 and H4, we proceeded to examine the moderating effects of relative PCF and power distance **orientation**, as hypothesized in H5 and H6. The results of moderation analysis showed that the first interaction term (i.e., PCF x relative PCF) had a significant effect on OID ($\beta = .13; p < .05$). Thus, hypothesis 5 of a moderating effect of relative PCF on the direct relationship between PCF and OID was supported by the data. However, the second interaction term (i.e., OID x power distance **orientation**) did not have significant effects on either promotive voice ($\beta = -.04; p > .05$) or prohibitive voice ($\beta = -.01; p > .05$). Thus, hypothesis 6 of a moderating effect of power distance **orientation** on the direct relationship between OID and positive voice was not supported by the data. To establish the direction of the supported significant interaction effect of PCF and relative PCF, we probed the interaction effect in a graph (see figure II). The graph showed that the positive relationship between PCF and OID was stronger when relative PCF was at a higher level than when it was at a lower level.

----- **Figure 2: Significant Interaction Effect**-----

Tests of Moderated Mediation

Following the results for H5 and H6, we proceeded to the moderated mediation analysis with the relative PCF moderator only. This showed a significant moderating effect in H5 and left a non-significant power distance **orientation** moderator. Following Epitropaki (2013) and

Wiedemann et al. (2009), we used Preacher et al. (2007) PROCESS macro for SPSS (Hayes 2013) to test moderated mediation, using the model in which the moderator influences the first stage ($X \rightarrow M$) of the mediating relationship ($X \rightarrow M \rightarrow Y$). The bootstrapped results, established at the three selected levels of relative PCF (i.e., -1 SD, mean SD, and +1 SD), supported the conditional indirect effects of PCF on positive voice, which increased with levels of the moderator.

More specifically, the positive indirect effect of PCF on promotive voice, through the mediation of OID, was significant at the second level (i.e., at the mean SD: $\beta = .06$; **LL = .01** & **UL = .11**) and the third level (i.e., at +1 SD: $\beta = .11$; **LL = .05** & **UL = .20**) but not at the first level (i.e., at -1 SD: $\beta = .01$; **LL = -.07** & **UL = .10**) of relative PCF. Similarly, the positive indirect effect of PCF on prohibitive voice, through the mediation of OID, was significant at the second and third levels but not at the first level of relative PCF, i.e., at -1 SD ($\beta = .01$; **LL = -.07** & **UL = .09**), mean SD ($\beta = .05$; **LL = .01** & **UL = .11**) and +1 SD ($\beta = .10$; **LL = .05** & **UL = .18**). In other words, the mediating effect of OID between PCF and both types of positive voice increased more noticeably when employees perceived relatively greater PFC than when they perceived relatively less PCF. These results partially support H7, as the indirect effect of PCF on both types of positive voice was found to be conditional on the level of relative PCF but not on the level of power distance **orientation**.

-----**Table 3: Conditional Indirect Effect of PCF on Positive Voice**-----

DISCUSSION

The results of the current study substantially support the integration of social exchange theory with the group value model. For instance, hypothesis H1 of a direct relationship between PCF and positive voice, grounded in social exchange theory, was supported by the results, such

that, despite controlling for the effects of demographic, moderating, and mediating variables, PCF showed significant direct associations with both types of positive voice. These results are parallel to those of Vantilborgh (2014), who incorporated social exchange theory and found a significant direct positive relationship ($\beta = .29$; $p < .001$) between volunteers' PCF and considerate voice. **Confirmation of the positive relationship between PCF and positive voice is important as it proves the beneficial consequences for an employer to fulfil promises made to an employee. Employees are sometimes the only actors to possess accurate information related to their position in the organization. Specifically in the studied organization, such information concerns applicability and consecutive effectiveness of decisions among targeted populations.**

In addition to confirming the prediction of social exchange theory of positive voice, positive findings with respect to H2, H3, and H4 support the group value model. For instance, the total variance in promotive and in prohibitive voice explained (R-sq) increased from .14 to .26 and from .17 to .28, respectively, when OID was entered into the regression model as the mediator of the relationship. The additional variance explained confirmed the utility of integration of social exchange theory with the group value model in understanding the relationship between PCF and positive voice. These results are congruent with those of Restubog et al. (2008), who have also used the group value model to explain the significant mediation of OID between breach of PCF and OCB.

In addressing the boundary conditions of the mediating effect of OID between PCF and positive voice, we hypothesized that the mediating effect would be conditional on relational factors, such as relative PCF, and **cultural value orientations**, such as power distance **orientation**. The results for H5 and H7 confirm that the mediating effect of OID between PCF and positive voice not only depends on one's own PCF but also on the relative PCF of one's

co-workers. These results support the proposed (untested) hypothesis of Morrison (2014), who has suggested that “status [e.g., relative PCF] within the work group will be positively related to voice” (p. 190). Our results show that the more employees perceive relative PCF (i.e., more PCF relative to co-workers’ PCF), the greater are the indirect effects, via OID, of PCF on positive voice. These results are also in agreement with the most widely acknowledged model of psychological contract development, that of Morrison and Robinson (1997), which suggests the influence of social cues in shaping employees’ perceptions of PCF and subsequent behaviours. In addition to this conceptual evidence, the empirical findings of Vidhyarthi et al. (2010), which show that the relationships between employees’ perceptions of the quality of LMX and their OCBs are better explained through the interactive effects of social comparison than by LMX alone, are also congruent with our results. In other words, employees’ perceptions of how well they are treated by their superiors as compared to their colleagues impact their propensity to voice for the benefit of the organization.

Although a few empirical studies, e.g., Chao et al. (2011), have found power distance orientation to be an important cultural factor that may influence employees’ work behaviours, in the current study, power distance orientation did not show significant moderating effects. One possible reason for this result may be that the sample used in this study was drawn from a non-profit organization in which employees generally work of their free will to serve the community. Thus, their voice is less likely to be influenced by power distance orientation.

It was worth noticing that out of the three control variables, i.e., age, experience, and gender, age showed significant negative effects on both promotive voice (-.13*) and prohibitive voice (-.14*), which indicated that the older employees exhibited these voice behaviours less than the younger employees (Kakkar et al. 2016). On the other hand, experience showed a significant positive effect (.31***) on prohibitive voice, but not on promotive voice (.08ns). This finding is in alignment with findings of previous studies, i.e., Liang et al. (2012) and

Stamper and Dyne (2001), which showed that employees with longer work experience in the same organization were more comfortable than less experienced employees in exhibiting positive voice, particularly prohibitive voice which requires courage and an accurate evaluation of associated risks.

In sum, the findings of the current study substantially support the view of the group value model as a theoretical framework complementary to social exchange theory that broadens our understanding of the relationship between PCF and positive voice. However, it should not be perceived as an alternative competing framework that could replace social exchange theory (Restubog et al. 2008). Furthermore, the significant moderating effect of relative PCF justifies Morrison (2014) emphasis of the importance of studying micro level social contextual factors that surround the relationship between PCF and voice.

Managerial Implications

The study highlights organizational identification as the underlying psychological mediating mechanism through which employees' perceptions of PCF lead them to both promotive and prohibitive voice. In view of the importance of positive employee voice in enhancing employee and organizational performance, as reported in prior studies, our findings provide useful insights into how organizations can foster positive employee voice through their PCF and OID. More specifically, our findings suggest that supervisors should seek to enhance employees' OID by fostering their perceptions of PCF. One simple way of doing this is by communicating to employees objectives that the organization can realistically achieve in the future rather than fascinating but unrealistic objectives that the organization may not be able to achieve. Along with fulfilment targeting realistic objectives, supervisors should fully recognize

that social comparisons among employees are also a key determinant shaping employees' PCF and subsequent OID, which in turn influence their positive voice behaviours.

The influence of social comparison can be ascertained in work settings in which rewards and recognition are given to employees on the basis of performance. Because in such situations, some employees may receive more recognition than others, those receiving less recognition may perceive this as a negative message that they are less valued as members of the organization or not valued at all. Therefore, we recommend that managers have an explicit mechanism of reward distribution, followed by a briefing on why some employees received a reward, while others did not. Furthermore, managers should create an environment that not only encourages employees to share their ideas and suggestions freely and frequently without fear of being humiliated by top management but also challenges existing practices that hinder the organization's success.

Given that age showed significant negative effects on both types of voices and experience showed a significant positive effect on prohibitive voice only, we suggest managers to induct regularly fresh blood in their organizations; loyalty based practices (e.g. training and development) should be implemented to retain young experienced employees and to motivate them to engage in positive voices. Specific actions are likely to improve older employees' voice behaviours such as a secured relational environment obtained through communication training for managers and team members or a tolerance for error policy.

Limitations and Future Research Directions

Like any study, the current study has limitations that open up new avenues for future research. First, the current study used a cross-sectional design and so could not test the causal relationships in the hypothesized model. Thus, a longitudinal design would be useful in

understanding how the tested model actually works in a temporal order that conforms to the causal relationships. For instance, it would be interesting to measure PCF and then, after an interval, examine how the measured PCF changes in response to relative PCF and then leads to OID and, subsequently, positive voice.

As this study did not find support for the moderating effects of power distance **orientation** on the direct relationships between OID and both types of voice, it would be worth seeking to determine whether power distance **orientation**, measured at the individual level and the societal level, influences non-profit employees' positive voice in a way similar to the way it influences for-profit employees, particularly when employees' OID has already been enhanced by the interactive effects of PCF and relative PCF, and employees feel free to speak up and give constructive opinions and suggestions (Liu and Wang 2010).

In addition to this, it would be interesting to examine the influence of “*voice climate*”, referring to a shared belief about speaking up on voice behaviour within work groups, and “*climate of silence*”, referring to the state of widely shared beliefs to speak and give suggestions to problems are ineffective and dangerous, on the relationships between PCF and positive voice (Morrison and Milliken 2000).

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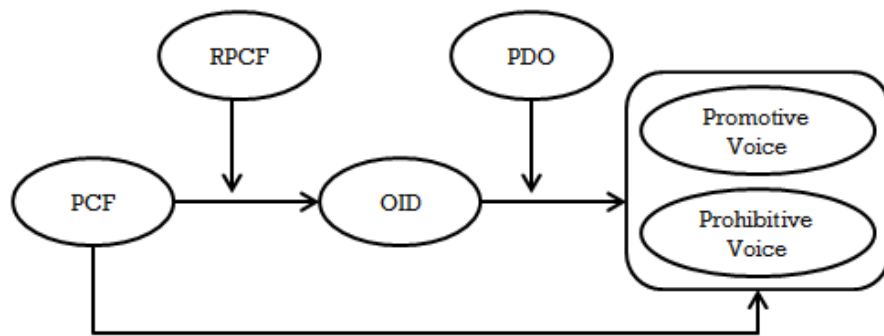
Figure 1: Research Model

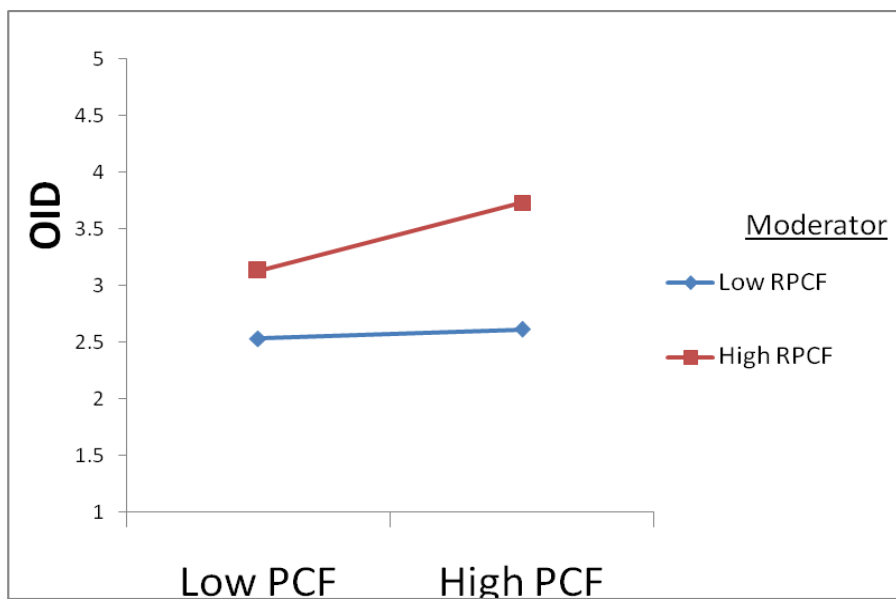
Figure 2: Significant Interaction Effect

Table 1: Descriptive Statistics and Inter-correlations

	Mean	SD	1	2	3	4	5	6	7	8	9
1. Experience	1.19	.40	1								
2. Age	2.22	.86	.21**								
3. Gender	1.21	.40	-.01	.03							
4. PCF	3.33	.68	.15*	-.02	.03	.72					
5. Relative PCF	3.01	1.01	.23**	-.11	-.14*	.50**	.84				
6. OID	3.51	.85	.11	.02	-.11	.39**	.60**	.73			
7. PDO	3.15	.94	-.06	-.17**	-.09	-.19**	-.38**	-.23**	.75		
8. Promotive Voice	3.16	.81	.08	-.12	.03	.35**	.43**	.44**	.20**	.73	
9. Prohibitive Voice	3.13	.87	.18**	-.10	.05	.37**	.49**	.44**	-.28**	.67**	.71

Note: n=234, and diagonally Cronbach's (α) values are given for each scale. PCF = Psychological Contract Fulfilment; OID = Organizational Identification; **PDO = Power Distance Orientation** Gender was coded as 1 = Male and 2 = Female.

** = $p < 0.01$ level, * = $p < 0.05$ level

Table 2: Simple, Direct, Indirect, and Moderation Effects

	OID				Promotive Voice				Prohibitive Voice			
	β	<i>S.E</i>	<i>P</i>	<i>R-sq</i>	β	<i>S.E</i>	<i>p</i>	<i>R-sq</i>	β	<i>S.E</i>	<i>P</i>	<i>R-sq</i>
<i>Experience</i>	-.11	.11	.329	.04	.08	.12	.524	.03	.31	.07	.000	.06
<i>Age</i>	.09	.06	.094		-.13	.06	.022		-.14	.06	.016	
<i>Gender</i>	-.21	.11	.087		.01	.10	.964		-.10	.10	.342	
PCF → OID	.17	.07	.027	.17								
Relative PCF → OID	.43	.05	.000									
PCF*Relative PCF → OID	.13	.06	.042	.40								
PCF → VOICE					.25	.08	.001	.14	.28	.07	.001	.17
OID → VOICE					.35	.06	.000	.26	.33	.06	.003	.23
PDO → VOICE					-.02	.05	.66		-.09	.06	.091	
PDO*OID → VOICE					-.04	.06	.56	.26	-.01	.07	.992	.23
PCF → OID → VOICE					.16	.07	.002	.26	.16	.04	.003	.28

PCF = Psychological Contract Fulfilment; OID = Organizational Identification; PDO = Power Distance Orientation

Table 3: Conditional Indirect Effect of PCF on Positive Voice

Conditional Indirect Effect of PCF on Positive Voice via OID on selected values of Relative PCF	Promotive Voice				Prohibitive Voice			
	β	<i>S.E</i>	<i>LL BCA</i>	<i>UL BCA</i>	β	<i>S.E</i>	<i>LL BCA</i>	<i>UL BCA</i>
-1 SD	.01	.04	-.07	.100	.01	.04	-.07	.09
Mean	.06	.03	.011	.114	.05	.02	.01	.11
+1 SD	.11	.04	.049	.198	.10	.03	.05	.18

Note: 5000 Bootstrapping resamples; LL & UL BCA = Lower level and Upper level of the bias corrected and accelerated confidence interval at 95%.