

Positive and Negative Affectivity a Personality type as a Moderator in Perceived Organization Politics, Perceived Organization Support, and Employee Voice Relationship

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ABSTRACT

This study examined the effects of Perceived organizational politics and perceived organization support on employees' voice behaviors. PA/NA personality type was hypothesized as an important moderator in the POP-voice and POS-voice relationship. Field data were collected from 447 employees working in the Telecom sector of Pakistan. Findings of the study depict that Perceived politics was negatively related and perceived organization support was positively related to employee voice behaviors. The results of the moderated regression analysis found support for the moderating effects of PA/NA personality between perceived politics, perceived organization support, and employee voice. The findings of the study corroborate that supportive environment promote whereas perceived political environments hamper employee's voice behaviors and these direct relationships are strengthened by PA/NA personality traits.

Key Word: Employee Voice, Perceived Organization Politics, Perceived Organizational Support, Positive and Negative Affectivity.

1 | INTRODUCTION

In such a dynamic work environment, organizations need employees who can provide innovative and constructive ideas for the betterment of the organization (Morrison, 2011). Employees who keep quiet and don't raise their voices are often not very successful. In such a competitive world where opportunities and threats are always at your doorsteps, leaders and employees are supposed to be active to respond by raising their voice (LePine & Van Dyne, 1998; Griffin, Neal, & Parker, 2007; Burris & Detert, 2007; Burris, 2012; Nazir et al., 2020; Eibl et al., 2020; King et al., 2020; Khan et al., 2021; Naqvi et al., 2020; Mowbray et al., 2020; Abdul galimov et al., 2020; Kim et al., 2020; Townsend et al., 2020; Ellmer et al., 2021).

Voice is very important for organization betterment as everyone will get to know about their mistakes, corrections, problems, and solutions. Voice raising is beneficial for the organization as well as for employees, the organization understands problems and havehasative ideas whereas employees feel satisfied when they have open ground for speaking up (Ang, Botero, and Van Dyne, 2003). In today's organizations, one of the most pertinent issues is what factors can promote employees to raise their voice and what factors can inhibit it. Sometimes managers and the working environment is supportive which can promote employees to raise their voice without any fear. But at other times due to negative air and politics, the voice of employees is suppressed. Where there is a perception of politics negative outcomes are more due to stress, fear of loss, low level of confidence, low OCB, whereas in a supportive environment positive outcomes are expected (Cropanzano, Howes, Grandey and Toth, 1997; Nazir et al., 2020; Eibl et al., 2020; King et al., 2020; Khan et al., 2021; Naqvi et al., 2020; Mowbray et al., 2020; Abdul galimov et al., 2020; Kim et al., 2020; Townsend et al., 2020; Ellmer et al., 2021).

Ferris et al. (1989) proposed a model of Perception of Organizational Politics (POP), majorly the research on POP present in literature is based on the model proposed. Perception of Organizational Politics (POP) indicates that the environment which is political for one employee may not be perceived the same by others, frame of reference matters (Ferris et al. 1989; Ferris et al., 1992; Feldman and Thomas, 2012). In the perception of organizational politics (POP) arrows are towards others like an employee's perception is based on others' activities and behaviors (Ferris et al., 1992). Employees believe what they think is reality rather than not the reality is i.e. objective reality (Ferris et al. 1996; Feldman and Thomas, 2012; Miller et al. 2008; Chang et al. 2009, Khuwaja et al., 2020; Park et al., 2020; Shrestha et al., 2021; Asad et al., 2020; Arefin et al., 2020; Karim et al., 2021; O'Reilly et al., 2021; Iqbal et al., 2020; Jeong et al., 2021; Ali et al., 2021; Arefin et al., 2020; Dhiman et al. 2020).

Perceptions of Organizational Support (POS) refer to when an employee perceives that his organization is giving him full support by taking care of him and value his contribution. If an organization is supporting their employees by giving them value, considering their needs, taking care of them, highlighting their contribution then obviously employees will reciprocate the same to organization according to social exchange theory. Social exchange theory says that one will reciprocate what they receive from others (Blau, 1964). Hence when organizations support employees, in return employees job satisfaction, loyalty, commitment, obligation increases and the intention to quit will decrease (Eisenberger, 1986; Eisenberger et al. 1990; Eisenberger et al. 2001; Eisenberger and Rhoades, 2002; Hochwater et al. 2003; Allen et al. 2003; Aryee, Chen, and Lee, 2005; Eisenberger and Shanock, 2006; Eisenberger et al. 2008; Hartzer, Mankjee, and Uys, 2006; Panaccio and Vandenberghe, 2009; Casper et al., 2011; Arshadi, 2011; Chiang and Hsieh, 2012).

To strengthen the relationship of POP, POS on outcomes individual differences may play a role (Eisenberger, 1986; Ferris et al. 1989; Eisenberger et al. 1990; Ferris and Kacmar, 1991; Ferris et al. 1996; Eisenberger et al. 2001; Feldman and Thomas, 2012). Based on the above gap, we answer the recent calls by researchers; thus, this study addresses to build a major gap in the literature on POP and POS by proposing an important individual difference variable i.e., Positive Affectivity and Negative Affectivity as a moderator between POP, POS and Employee Voice relationship. In recommendation, Feldman and Thomas (2012) proposed the use of personality variables as moderators in the POP and outcomes relationship.

Perception of politics creates threats and a fearful environment in which employees prefer not to raise their voices. Employees high or low on positive and negative affectivity have different reactions towards politics, support, and voice depending upon social exchange theory. Every personality trait may not reciprocate exactly what they receive. No such study to date has studied the moderation effect of PA/NA in the relationship between POP, POS, and employee voice. An organization tries to be fair, supportive, and caring but whether an employee takes it as positive or not that depends on personality (Rhoades and Eisenberger, 2002; Imran et al., 2020; Máynez-Guaderrama et al, 2021; Giorgi et al., 2020; Saraswati et al., 2020; Kao et al., 2020; Wang et al., 2020; Jahanzeb et al., 2020; Rahmisyari et al., 2021; Chen et al., 2020; Mathafena et al., 2021).

This research will contribute to managers' and organizations' understanding of how to keep employees embedded on the job by controlling politics at work. To understand how political perceptions of individuals affect their bond with an organization. It ensures to upsurge the knowledge and understanding regarding politics, support, performance, and voice of employees. It will help them to make strategies that will help them to

overcome such matters in the future. Research main objectives are to investigate the relationship between POP, POS, and employee voice and to analyze how positive affectivity and negative affectivity will moderate the relationship of POP, POS on employee voice.

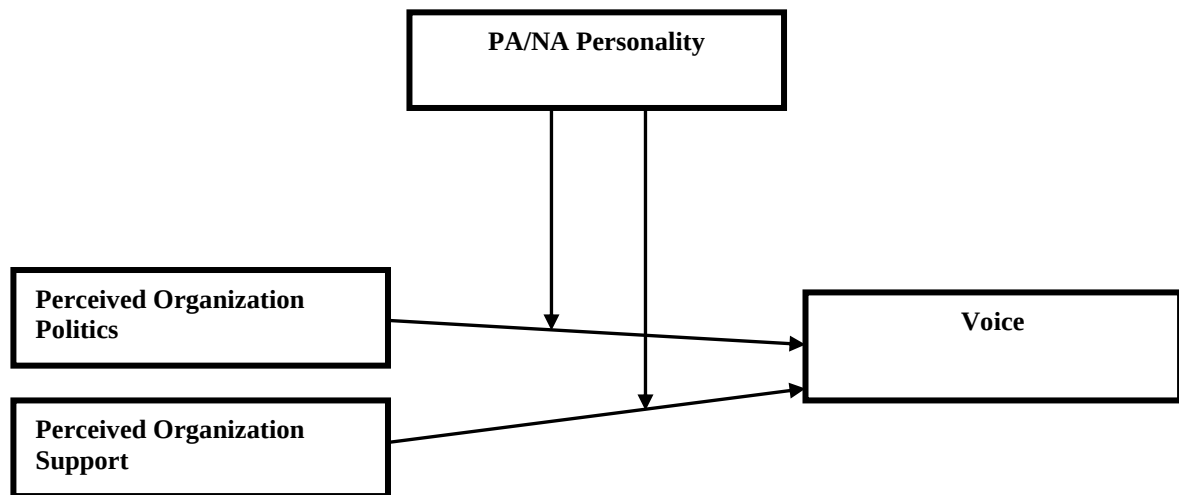


Figure 1. Research Model

Figure 1 depicts the direct effects of perceived organizational politics and perceived organization support on employee voice behaviors. PA/NA acts as a moderator in POP-voice and POS-voice relationships.

1.1 | Theory and Hypothesis

Employee voice refers to employees' participation and influence on organizational decision-making. It's a motivation given to an employee that encourages them to raise their voice for the betterment of an organization (Ang, Botero & Van Dyne, 2003; Farh, Farh & Liang, 2012). But at times employees do not raise their voices due to uncertainty, threats, and fears there are numerous threats like rewards are not based on performance, their acquired recourses and rewards may be snatched, etc. (Detert & Edmondson, 2011; Nazir et al., 2020; Eibl et al., 2020; King et al., 2020; Khan et al., 2021; Naqvi et al., 2020; Mowbray et al., 2020; Abdugaliyev et al., 2020; Kim et al., 2020; Townsend et al., 2020; Ellmer et al., 2021).

Researchers have paid much importance to the fact that why individual voice is inhibited or promoted a lot of contextual and psychological factors have been identified (Spencer, 1986; LePine & Van Dyne, 1998; Morrison & Milliken, 2000; Van Dyne et al., 2003; Blake et al., 1998; Fuller, Hester and Muller, 2006; Burris and Detert, 2007; Burris and Detert, 2007; Burris, Chiaburu and Detert, 2008; Ramanujam and Tangirala, 2008; Farh & Farh and Liang, 2012; Burris, 2012; Grant, 2013). The employee when working in an organization does have a voice it may be high or low depending on many factors like environment, personality, etc. There could be formal and informal ways through which employee raise their voice. Formal ways include feedback, communication, meetings, and social functions whereas in-formal ways include absenteeism and turnover.

POP refers to an organizational environment that is uncertain, threatening in which leg-pulling, power coalition development, power-based reward system are major activities. When an employee perceives that his performance and contributions are not being valued, rewards distribution is not based on performance rather power coalition started developing. In a political setting employees usually go for impression management, ingratiation, and power coalition development to safeguard their particular interest as the workplace setting is

guarded by lack of resources, no sufficient trust, and uncertainty. Literature on the perception of politics shows its darker side (Ferris and King, 1991) like taking benefits from others, war on snatching rewards from each other, power collation building, lack of trust and favoritism (Ferris et al., 1989; Cropanzano et al., 2005; Hochwarter et al., 2003; Kolodinsky et al., 2008; Kodisinghe, 2010; Khuwaja et al., 2020; de Carvalho Chinelato et al., 2020; Park et al., 2020; Shrestha et al., 2021; Asad et al., 2020; Arefin et al., 2020; Karim et al., 2021; O'Reilly et al., 2021; Iqbal et al., 2020; Jeong et al., 2021; Ali et al., 2021; Arefin et al., 2020; Dhiman et al. 2020).

Ferris et al. (1989) proposed a model of perception of organizational politics and after those researchers agreed that politics is a “Fact of Life”. A lot of empirical work is done on perception of politics after Ferris et al. (1989) work (Baron and Kenny, 1986; Ferris and King, 1991; Ferris and Kacmar 1992; Baron and Kacmar, 1999; Carlson and Kacmar, 1997; de Carvalho Chinelato et al., 2020).

Perception of organizational support (POS) is an employee’s belief that their organization cares about them, they value their contribution (Eisenberger and Rhoades, 2002). A meta-analysis by Eisenberger and Rhoades (2002) indicated that when an employee perceives support through fair treatment, encouraging job outcomes, rewards and supervisor support an employee’s job satisfaction, job performance and commitment increases with positive mood and lessened intention to quit (Eisenberger and Shanock, 2006; Eder & Eisenberger, 2008; Imran et al., 2020; Máynez-Guaderrama et al, 2021; Giorgi et al., 2020; Saraswati et al., 2020; Kao et al., 2020; Wang et al., 2020; Jahanzeb et al., 2020; Rahmisyari et al., 2021; Chen et al., 2020; Mathafena et al., 2021). Support from an organization is mandatory for employees’ commitment and better performance as the perception of support is an employee’s assurance that the organization is with an employee whenever he needs it.

Positive affectivity is referred to as the exertion of positive emotions by an individual who has an impact on interaction with other people and surroundings. On the other hand, negative affectivity is referred to as the exertion of negative emotions of an individual which do have an impact on other people and their surroundings (Clark, Carey, and Watson, 1988). Positive and negative affectivity comes under the domain of personality characteristics. Positive and negative affective are the two main dimensions that have tendencies to manipulate employee behavior.

An employee with positive affectivity may lead to friendly and supportive behavior by making a good and affirmative impression on others with better relationships with peers and supervisors and hence may fulfill his duties in a more generous way (Eisenberger and Rhoades, 2002). An employee with negative affectivity may manipulate organization treatment as malevolent and thus his behavior and work outcomes would be accordingly. He may not perform well because his satisfaction level decreases.

1.2 | POP and POS as antecedents of Employee Voice

The concept of Perception of organizational Politics (POP) is seen as negative in literature (Ferris et al. 1989; Ferris and Kacmar, 1992), whereas perception of organizational support is seen to have a positive impact (Eisenberger, 1986; Eisenberger and Rhoades, 2002; Shore and Shore, 2005). When we generally hear the word politics the first thing that comes to our mind is conflict (Ferris, Fandt and Russ, 1989) whereas with support feeling of confidence and appreciation is felt. Politics in an organization cultivate a way for conflicts like when an employee considers that his contributions and efforts are not being valued as they should, natural environment of conflict and politics arose.

POP has an inverse or negative relationship with employee voice. It can be best referred to as if POP is high, employee voice will be low i.e., they have a negative relationship in general. Whereas it is the opposite in the case of POS i.e., if POS is high, employee voice will be high. As per social exchange theory (Blau, 1964), the reciprocity norm is being followed. When an organization support and values employee contribution by giving him the fair treatment he reciprocates the same and tries to become a gem and valuable item for organization growth by raising the voice. He might direct his efforts for the betterment of the organization in a competitive and dynamic work environment. But when an employee perceives politics in an organization, he finds everything going against him, a place where no one values his contribution. In such a setting when he reciprocates, he may not raise his voice for organization betterment (Cropanzano & Mitchell, 2005; Khuwaja et al., 2020; de Carvalho Chinelato et al., 2020; Imran et al., 2020; Máñez-Guaderrama et al., 2021; Giorgi et al., 2020; Saraswati et al., 2020; Kao et al., 2020; Wang et al., 2020; Jahanzeb et al., 2020; Rahmisyari et al., 2021; Chen et al., 2020; Mathafena et al., 2021). Thus, it is hypothesized:

H_{1a}: *Perception of Politics (POP) is negatively related to Employee Voice.*

H_{1b}: *Perception of Support (POS) is positively related to Employee Voice.*

1.3 | PA/NA as a Moderator between POP and Voice

Positive and negative affectivity PA/NA is a type of personality that acts as a moderator between POP and EV. PA/NA can act as a strong moderator between POP and outcomes (Ferris et al. 1989; Ferris and King, 1991; Ferris and Judge, 1991; Ferris and Kacmar, 1992; Ferris et al. 1996). POP creates an uncertain work environment where employees are surrounded by threats and fear. In such a political setting an employee voice may be below. An employee who is alert, active, enthusiastic, excited, confident (positive affectivity) about an organization even faces political work environment may raise his voice high for giving constructive ideas for growth and betterment of an organization, but when positive affectivity plays its role as a moderator the relationship between POP and employee voice weakens. As in the presence of POP, employee voice may be below but in the presence of positive affectivity as a moderator an employee voice may be high which weakens the relationship.

If an employee has high negative affectivity i.e., he feels anger, frustration, un-pleasurable association, sadness about an organization treatment or with fellow members and surroundings, then in a political setting his voice may be lower, and it strengthens the relationship as a moderator between POP and Employee Voice. As per social exchange theory, an employee when reciprocating what he receives may not indulge in activities that help an organization to grow. Thus, in a political work environment, an employee voice may be below which is, even more, strongly in the presence of negative affectivity as a moderator. In case an employee has positive affectivity, he has positive emotions about the organization and per social exchange theory he reciprocates what he receives, thus he may raise his voice high. Thus, it is hypothesized:

H_{2a}: *PA acts as a moderator between POP and Employee Voice such that this negative relationship will be weaker for individuals high in positive affectivity.*

H_{2b}: *NA acts as a moderator between POP and Employee Voice such that this negative relationship will be stronger for individuals high in negative affectivity.*

1.4 | PA/NA as a Moderator between POS and Employee Voice

Positive and negative affectivity can be high, both can be below, one high one low and one low one high (Carver, Scheier, 1990; Clark, Carey, and Watson, 1988; Clark, Tellegen, and Watson, 1988; Nazir et al., 2020; Eibl et al., 2020; King et al., 2020; Khan et al., 2021; Naqvi et al., 2020; Mowbray et al., 2020; Abdulgalimov et al., 2020; Kim et al., 2020; Townsend et al., 2020; Ellmer et al., 2021). When an employee feels confident, excited, happy, alert, and active (positive affectivity) about an organization, in the presence of POS he may raise his voice high as he knows that an organization is standing at his back to support him.

With positive affectivity in a supportive work setting, an employee may raise his voice high for giving creative ideas so that organization can prosper and compete in a dynamic world. Thus, the relationship of perception of organizational support and employee voice strengthens in the presence of positive affectivity as a moderator. When an employee feels anger, sadness, frustration (negative affectivity) about an organization, even in the presence of POS he may keep his voice low, which weakens the relationship between POS and employee voice (Gouldner, 1960). Thus, it is hypothesized:

H_{3a}: *PA acts as a moderator between POS and Employee Voice such that this positive relationship will be stronger for individuals high in positive affectivity.*

H_{3b}: *NA acts as a moderator between POS and Employee Voice such that this positive relationship will be weaker for individuals high in negative affectivity.*

2 | RESEARCH METHODOLOGY

2.1 | Sample and Data Collection

Field data was collected by personally administered surveys to full-time employees working in the telecom sector of Pakistan. We distributed a total of 700 questionnaires to employees working in 7 different telecommunication companies in Islamabad, Pakistan. Out of the 700 distributed surveys, we included 447 completely usable questionnaires resulting in a final response rate of 63.8%. The response rate was 63.8%, i.e., 447 filled questionnaires out of 700. A cover letter was sent to the employees through their respective Human resource departments explaining the purpose of the study and participation in the study. The respondents were assured of confidentiality and anonymity, and it was mentioned that participation in the study was voluntary.

Our respondents belonged to a wide variety of occupations, gender, age groups, experience, and area of specialization. Males were 52.8% and females comprised 47.2% of the total sample. The majority of the respondents had Accounts/Finance/Audit 24.6% as their area of specialization, were mostly entry-level managers 37.8% and master's degree holders (89.3%). The majority of the employees had a present experience with the current organization comprising of 2 years 34.5%, and a total working experience of 6 years.

2.2 | Measures

Perception of Organization Politics: We measured perceived organization politics by a 12-item scale adapted from Ferris & Kacmar (1991). A sample item is "One group builds up by tearing others down". The scale anchors ranged from 1=Strongly Disagree to 7= Strongly Agree. The Cronbach alpha reliability of the POP scale in the present study was 0.72.

Perception of Organizational Support: We tapped the perceived organization scale established by Eisenberger et al. (1986) which is an 8-item scale. A sample item is “Help is available from my organization when I have a problem. The scale anchors ranged from 1=Strongly Disagree to 7= Strongly Agree. The scale was aggregated in such a way that higher scores reflected higher POS. The Cronbach alpha reliability of the POS scale in the present study was 0.93.

Employee Voice: Employee voice was measured in the current study from an aggregate 4 item scale developed and adopted from Farrell, Rusbult, Rogers & Mainous (1988). A sample item is “I would go to my immediate supervisor to discuss the problem”. The scale anchors ranged from 1=Strongly Disagree to 7= Strongly Agree. The Cronbach alpha reliability of the employee voice scale in the present study was 0.77.

Positive and Negative Affectivity: PA/NA personality type was measured in our study from a 20-item developed by Clark, Tellegen & Watson (1988). PA had 10 items with sample items "I feel strong" with a Cronbach alpha reliability for this scale in the present study as $\alpha = 0.88$. The rest of the 10 items measure the NA personality trait with a sample item “I feel Upset.” The Cronbach’s alpha reliability for the Negative affectivity scale is 0.89.

2.3 | Data Analysis Techniques

Data received from the questionnaires were coded in SPSS 15 software. Frequencies were run to identify missing values and errors in the data. After the treatment of the missing and errors in the data, reverse coded items were transformed into the original. Cronbach alpha reliabilities were run to check the reliabilities of the measures used in the study. One-way analysis of variance (ANOVA) was run to identify controls for the present study. Means of the variables were created.

Bivariate Pearson correlation analysis was performed to check the inter-construct correlations. Regression analysis was run to test the direct effects hypothesis. Moderated Multiple regression analysis (MMR) was conducted to check the moderating effects hypotheses. Interaction plots were formed to determine the significance, strength, and direction of the moderator variable between the independent and outcome variable.

4 | Results and Discussion

We ran a one-way analysis of variance (ANOVA) to check the impact of our demographic variables on our dependent variable of voice. The results demonstrated that only organization type was significant. In this variable, only two organizations depicted significant effects on employee voice. Therefore, we created dummy coding for these organization 3 as org3 and organization 7 as org7. These dummy coded variables were added as controls in step-1 of all subsequent regression analyses.

4.1 | Bivariate Correlation

Bivariate correlations were run in SPSS 15. Correlation analysis tells identifies the relationship between variables i.e., either the variables are having a positive relationship or a negative relationship (Cohen, 1988). POP and POS are significantly negative correlated ($r = -0.941$, $p < 0.01$). POP and PA are also significantly negatively correlated ($r = -0.96$, $p < 0.01$), POP and NA are positively significantly correlated ($r = 0.911$, $p < 0.01$). POS and PA ($r = 0.934$, $p < 0.01$) are positively correlated and are significant, whereas POS and NA ($r = -0.888$, $p < 0.01$) are

negatively correlated and are significant. There is a negative and highly significant correlation between POP and EV ($r = -0.894$, $p < 0.01$), and a positive and highly significant correlation between POS and EV ($r = 0.910$, $p < 0.01$).

Table 1: Mean, Standard Deviations, Correlations and alpha Reliabilities of main variables of the Study

	Variables	SD	Mean	1	2	3	4	5
1	POP	1.4	3.7	(.96)				
2	POS	1.7	4.4	-.24**	(.94)			
3	EV	1.7	4.4	-.29**	.31 **	(.77)		
4	PA	1.7	4.4	-.27**	.33**	.10**	.20**	(.88)
5	NA	1.6	3.5	.21**	-.19**	-.35**	-.15**	(.89)

Note: $n=447$; Control variables are organization type i.e., two dummy coded variables of org3 and org7 were created; POP= perceived organizational politics, EV = Employee Voice, POS=Perception of Organizational Support, Alpha reliabilities are shown in parenthesis.

4.1 | Regression Analysis

H_{1a} and H_{1b} hypothesized the direct effects of POP and POS on employee voice respectively. The results of the simple regression analysis highlighted that POP had a significant and negative relationship with employee voice ($\beta = -0.44$, $p < 0.001$) whereas POS had a significant positive relationship with employee voice ($\beta = 0.44$, $p < 0.001$). Thus, Hypothesis 1a and Hypothesis 1b were accepted.

Table 2: Regression Analysis Results Showing the direct Effects of POP, POS on Employee's voice and the Moderating effects of PA/NA in this Relationship

	Dependent Variable
	Employee Voice β
Step 1	
Org3	.27***
Org7	.35***
Step 2	
Perceived Organizational Politics (POP)	-.44***
Perceived Organization Support (POS)	.40***
Positive Affectivity (PA)	.48***
Negative Affectivity (NA)	-.20***
Step 3	
POP x PA	-.34**
POP x NA	-1.04***
POS x PA	-.04†
POS x NA	.13**

N= 447; Control variables are Org 3 and Org 7; *** $p < .001$, ** $p < .01$, * $p < .05$, † $p < .10$,

4.2 | Moderated Multiple Regression (MMR) Analysis

To test our moderation hypothesis, we followed the procedure of Baron & Kenny (1986) whereby controls were added in step 1. In step-2 the independent variable of POP, POS, and the moderator variable i.e., PA/NA was entered and lastly in step-3, four interaction terms of POP with PA/NA and POS with PA/NA were created and entered to see the significant moderation effects. H_{2a} hypothesized the moderating effects of PA between POP

and employee voice. The results demonstrated that PA significantly interacted with POP to predict employee voice ($\beta = -.34, p < 0.01$). To further clarify the moderation effect of PA the graph is plotted through an interaction plot. By going through the interaction plot the values at low PA show ($\beta = -1.07, P < 0.05$), and the values at high PA show ($\beta = -0.78, p < 0.05$). So, Hypothesis 2a is supported for low PA.

4.3 | Interaction of Perceived Organization Politics (POP) by Positive Affectivity (PA) on Employee Voice

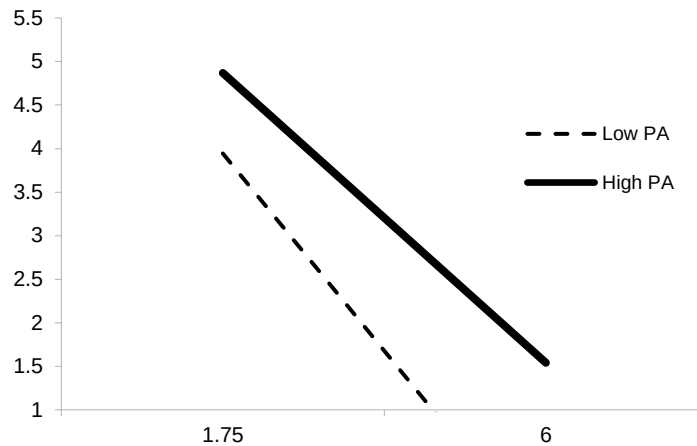


Figure 2. Perceived Organization Support

H_{2b} hypothesized the moderating effects of NA between POP and employee voice. The results demonstrated that NA significantly interacted with POP to predict employee voice ($\beta = -1.04, p < 0.001$). An interaction plot was created to determine the significance, strength, and direction of the moderator variable at 1 SD above and 1 SD below the mean point. The results of the slope test analysis highlighted that the POP and employee voice negative relationship was significant in the case of high NA ($\beta = -0.49, p < 0.001$) whereas insignificant in the case of low NA ($\beta = -0.01, p = n.s$). So, Hypothesis 2b is fully supported.

4.4 | Interaction of Perceived Organization Politics (POP) by Negative Affectivity (NA) on Employee Voice

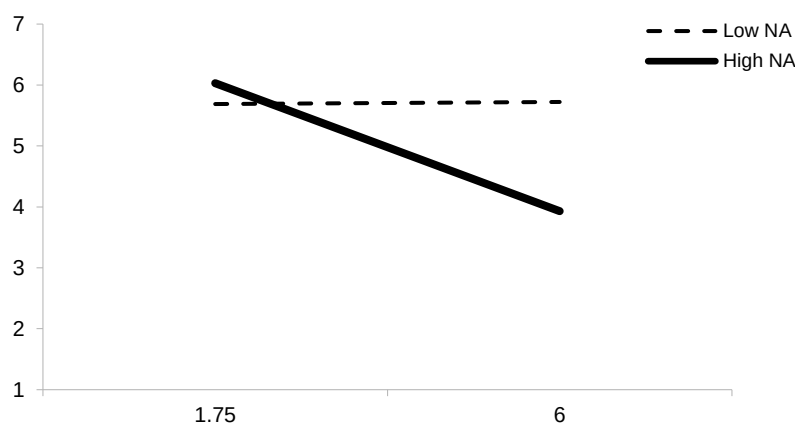


Figure 3. Perceived Organization Support

H_{3a} hypothesized the moderating effects of PA between POS and employee voice. The results demonstrated that PA significantly interacted with POS to predict employee voice ($\beta = -.04$, $p < 0.10$). An interaction plot was created to determine the significance, strength, and direction of the moderator variable at 1 SD above and 1 SD below the mean point. The results of the slope test analysis highlighted that the POS and employee voice relationship was highly significant and positive in the case of high PA ($\beta = 1.55$, $p < 0.001$) than in the case of low PA ($\beta = 0.12$, $p < 0.05$). Thus, Hypothesis 3a is fully supported.

4.5 | Interaction of Perceived Organization Support (POS) by Positive Affectivity (PA) on Employee Voice

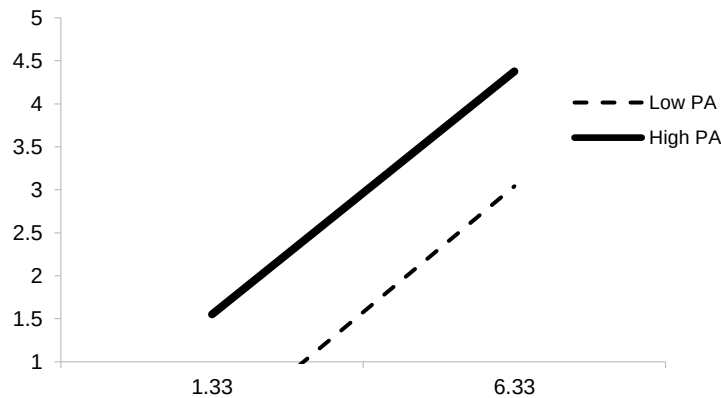


Figure 4. Perceived Organization Support

H_{3b} hypothesized the moderating effects of NA between POS and employee voice. The results demonstrated that PA significantly interacted with POS to predict employee voice ($\beta = .13$, $p < 0.01$). An interaction plot was created to determine the significance, strength, and direction of the moderator variable at 1 SD above and 1 SD below the mean point. The results of the slope test analysis highlighted that the POS and employee voice relationship was highly significant, positive, and weaker in the case of low NA ($\beta = 0.39$, $p < 0.05$) than in the case of high NA ($\beta = 0.57$, $p < 0.05$). Thus, Hypothesis 3b is fully supported.

4.6 | Interaction of Perceived Organization Support (POS) by Negative Affectivity (NA) on Employee Voice

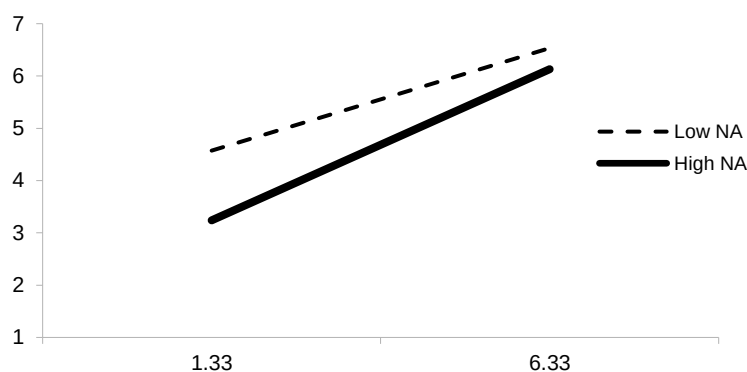


Figure 5. Perceived Organization Support

5 | DISCUSSION

In a work environment where an employee perceives politics, he may not raise his voice and eventually, his job-related outcome will be decreased. And if an employee perceives support in an organization, he may raise his voice for the betterment of an organization, and eventually, his job-related performance will be high. We hypothesized and found the role of employee positive and negative affectivity as an individual difference variable which strengthened the POP-voice and POS-voice relationship. If an employee is enthusiastic, interested, happy, diligent about his work then in the presence of a high perceived supportive environment he may raise his voice. But if an employee is sad, depressed coupled with an environment marred with high levels of politics makes him uncomfortable and he may not raise his voice. If one employee perceives politics in an organization the other at the same time may perceive support, so perception may vary from person to person. The direct relationship of POP and EV, POS and EV are fully proved statically. The role of PA/NA was seen as a moderator between POP and EV and POS and EV. The hypothesis was fully proved statically and else then beta values the interaction plots also verified the results. In other words, it is proved that PA/NA strengthens and weakens the relationship between POP, POS, and EV.

Social exchange theory laid the basis of this entire research. Based on the social exchange theory, we proposed the hypothesis, and hence the results are according to the hypothesis. According to social exchange theory, a relationship between employee and organization is based on giving and take. If an organization is depicting a political environment, an employee in response may not raise his voice neither he will perform up to mark. Vice versa if an organization is proposing a supportive environment to employees an employee may raise his voice high for the betterment of the organization and his performance may be extraordinary.

A major strength of this study is that we have used variables having high reliabilities measured through cronbach's alpha. Although we have used the private sector i.e., the telecom sector of Pakistan but the results can be generalized to semi governments and other sectors of Pakistan.

5.1 | Limitations and Recommendations

In the aspect of limitation, all the studies do have certain limitations and the same goes for this study it also has limitations. The overview of limitations will propose a significant idea for future researchers. In this study, we have used a convenience sampling technique because of our time constraints. In the future, the researchers can use other sampling techniques to avoid any recurrence. Secondly, this study is of cross-sectional nature which means the data has been gathered in one point. Whereas future researchers can go for longitudinal study so that a comparison can be made, or we can refer to any variance in results if the nature of the study is changed. Thirdly, this study is completely focusing on the Telecom sector of Pakistan which is private. Future researchers can apply the same model in any other sector to generalize the results. Probably the results of one sector or industry are different from the other.

5.2 | Managerial Implications

This study not only poses a theoretical contribution, but it also gives practical contributions to managers of an organ. OrganizOrganizations are having dynamic and diverse environments, for which managers need to hold skillful and efficient employees for the growth of an organization. If the manager feels that any element is causing

an environment of politics, he should quickly take notice. Another way round, if a manager feels that an employee is not participating or raising his voice or he is silent for a long time and performance is decreasing, he should check whether there is any political thing triggering an employee. The environment of support should be promoted because in such a competitive world organization can't bear to lose its competent employees.

Organizations should try to introduce policies in which an employee feels supported and promoted. Psychological types of training should be given to employees, and managers should be given training regarding different political elements a workplace can have. Off and on an employee should be reminded that an organization cares for their wellbeing and goals. Furthermore, managers must also try to make such policies that restrict political activities, and more workshops must be organized to enhance workers survival tactics to deal with stressful conditions

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