When identification with your group matters: Leader consultation in response to constructive follower voice

Karolina W. Nieberle[a], Birgit Schyns[b], Angela Kuonath[c], Dieter Frey[c]

[a]*Department of Psychology, Durham University, Durham, UK*

[b]*NEOMA Business School, Reims, France*

[c]*Center for Leadership and People Management, LMU Munich, Munich, Germany*

When identification with your group matters: Leader consultation in response to

constructive follower voice

Integrating social exchange and social identity theory, the present research investigates to what extend and why follower social identification matters for the relationship between constructive follower voice and leader consultation. We argue that when the voicing follower is strongly identified with the joint workgroup, leaders will positively reciprocate constructive voice with consultation, as a concrete participatory leader behavior, because they perceive this follower's voice as more constructive. We conducted a multi-wave field study ($N = 177$) and two pre-registered experiments ($N = 199$ and $N = 528$). Overall, we found that leaders consulted constructive voicers more when they were strongly rather than weakly identified with the joint workgroup, because they perceived their voice as a more constructive contribution. Comparison with a neutral control condition further showed that this effect was mainly due to leaders refraining from consultation when voicing followers were weakly identified. Additionally comparing constructive voice to two other types of proactive expressions (i.e., destructive voice, supportive voice) in Study 3 showed that followers' weak social identification attenuated the positive effect of voice on leaders' perceived voice constructiveness only for constructive voice (i.e., challenging and promotive) but not for non-challenging (i.e., supportive) or non-promotive (i.e., destructive) follower expressions.

Keywords: Constructive follower voice, leader consultation, perceived voice constructiveness, social identification

When identification with your group matters: Leader consultation in response to constructive follower voice

Constructive voice is a "promotive behavior that emphasizes the expression of constructive challenge intended to improve rather than merely criticize" (Van Dyne & LePine, 1998, p. 109). Two fundamental characteristics define constructive follower voice and differentiate it from other proactive follower expressions (e.g., supportive or destructive voice): Constructive follower voice is both *challenging,* that is aimed at bringing about change, and it is *promotive,* that is constructively intended (e.g., Maynes & Podsakoff, 2014; Morrison, 2014, 2023; Van Dyne & LePine, 1998). Scholars argue that constructive follower voice has the potential to positively shape leadership outcomes (Oc et al., 2023; Uhl-Bien et al., 2014) as it can grant social influence to followers (McClean et al., 2018; Weiss & Morrison, 2019). Although constructive voice has been in the spotlight of organizational science since decades (e.g., Van Dyne & LePine, 1998), it has only been in recent years that scholars focused on the consequences of constructive follower voice, and leader responses to it (Morrison, 2023), in particular leaders' immediate responses to the voice message (e.g., idea endorsement; Burris, 2012; Urbach & Fay, 2018) or their decisions regarding the voicer's career (e.g., performance or promotability; Grant et al., 2009; X. Huang et al., 2018).

While recent studies focused on the quality of leader-follower exchange relationships (e.g., A. J. Xu et al., 2023), we still know little about the type of voicing followers for whom leaders are willing to positively reciprocate in terms of their behavior. Not knowing when and why leaders are willing to invest in positive behavioral exchanges with a voicing follower limits our understanding of how follower voice affects future leader-follower interactions. We are specifically interested in how constructive voice can drive leaders to grant voicing followers a say in topics beyond those initially raised, such as through leader consultation. Consultation is a relational and participative leadership behavior that in its essence "is involving followers in making important decisions" (Yukl et al., 2002, p. 21). It can be an

important outcome of constructive voice as it indicates the leader's willingness to grant the

voicing follower a say, and include them into their decision-making, thus investing in a

reciprocal behavioral exchange. Constructive voice represents the predominant view of voice

as being challenging and promotive (e.g., J. Liang et al., 2012; Maynes & Podsakoff, 2014;

Morrison, 2014, 2023, p. 202; Van Dyne & LePine, 1998), and has been labelled as

'voice'(e.g., Weiss & Morrison, 2019), 'constructive voice' (e.g., A. J. Xu et al., 2023),

'promotive voice'(e.g., Fürstenberg et al., 2021) or 'challenging voice' (e.g., Duan, Lin, et al.,

2022). We are interested in constructive follower voice because, despite its promotive and

constructive intend, it may not always be perceived as such by leaders (e.g., Burris, 2012;

Whiting et al., 2012). We argue that leaders may not equally perceive the constructive value

of voice from all followers, and that followers' social identification with the joint work group

plays a crucial role in this process.

Our research investigates in how far follower identification with the joint work group

enhances the relationship between constructive voice and leader consultation. Drawing on

social exchange theory (SET; Cropanzano et al., 2017; Cropanzano & Mitchell, 2005), we

concur with the view that constructive voice is a means by which followers initiate a positive

exchange with their leaders (Kim et al., 2023), and that leader consultation can be a positive

behavioral response to it. Constructive voice involves two parties, a follower who expresses

voice and a leader as the receiver of voice. A positive behavioral exchange takes place when

the leader provides benefits to the follower in return for the benefits they received through

voice (Kim et al., 2023; Molm et al., 2007). That is, a follower who expresses constructive

voice intends to take positive action towards their leader, who may reply by offering

consultation, thus fostering a reciprocal exchange.

However, evidence suggests that despite its constructive intentions, constructive voice

is not always received positively by leaders (e.g., voicer derogation, voice rejection or non-

endorsement; Popelnukha et al., 2021; Schreurs et al., 2020). This raises the question as to

under what circumstances leaders are willing to positively reciprocate constructive voice with consultation. We argue that for leaders to be willing to positively reciprocate to a constructive voicer, they have to acknowledge that the follower's voice is a constructive behavior, thus, in SET terminology, they have to value what is offered by the follower (Cropanzano et al., 2017; Mitchell et al., 2012). That is, seeing voice as a constructive follower contribution will prompt leaders to reciprocate by offering consultation to the voicing follower. In fact, perceived voice constructiveness has been demonstrated as a mechanism that explains why leaders provide positive evaluations to voicers (X. Huang et al., 2018; Whiting et al., 2012).

Integrating social identity theory (Hogg, 2001; Tajfel & Turner, 1985) with SET, we argue that a key information for leaders to recognize the constructive value of voice is the followers' positive attitude towards the joint work group, that is their degree of social identification. We argue that followers' social identification signals leaders that voice is constructive as it is expressed in the interest of the group, which eliminates doubts that it could be driven by self-interest or destructive intentions (e.g., self-interested or destructive voice; Duan et al., 2021; Maynes & Podsakoff, 2014). This, in turn, will make it more likely that leaders intend to positively reciprocate. That is, we argue that followers' social identification with the joint work group determines if leaders are willing to behaviorally respond to follower constructive voice by offering consultation to the voicing follower.

The contribution of our research is twofold. First, we draw on SET to contribute to a better understanding of voice as a positive behavioral exchange between followers and leaders. Prior research on leaders' immediate response to the voice message (e.g., voice endorsement; Schreurs et al., 2020), and their decisions on voicers' career (e.g., performance or promotability; Howell et al., 2015; Whiting et al., 2012) offers little insight into the potentials for a leader's longer-term behavioral exchange with the voicer. Complementing these perspectives, we focus on leader consultation as a specific relational leadership behavior, which has been shown to positively contribute to future voice opportunities (e.g.,

Duan et al., 2020; Tangirala & Ramanujam, 2012). Investigating leader consultation as a meaningful response to constructive voice emphasizes that voice and voice opportunities can be co-dependent, such that constructive voice and leader consultation are building blocks of a positive behavioral leader-follower exchange.

Second, integrating SIT with SET, we explain the conditions under which a positive behavioral exchange between voicing followers and leaders is likely to occur. Prior research argued that leader consultation depends upon rather stable leader characteristics (i.e., social-comparison motivation; managerial self-efficacy; Fast et al., 2014; Guarana et al., 2017). We depart from this view to argue that leader consultation is a function of leaders seeing the voicing follower's positive attitude towards the joint work group as informative about the constructiveness of their voice (i.e., perceived voice constructiveness; X. Huang et al., 2018; Whiting et al., 2012).

Theoretical Background and Hypotheses

Contemporary perspectives regard leadership as a process of mutual social influence (Oc & Bashshur, 2013; Uhl-Bien et al., 2014), with leaders responding to follower behaviors and characteristics (e.g., Han et al., 2019; A. J. Xu et al., 2019). SET aligns with this perspective, emphasizing that leader-follower transactions are interdependent, such that the behaviors of a follower can provoke a response in the leader (Cropanzano et al., 2017; Cropanzano & Mitchell, 2005). Such leader-follower exchanges start with an initial move by one actor and can result in further rounds of exchanges if the exchange partner positively responds (Cropanzano & Mitchell, 2005).

Drawing on SET, we maintain that followers express constructive voice in order to initiate a positive exchange with their leaders (Kim et al., 2023). When followers express constructive voice, they approach their leaders to verbalize their improvement-oriented ideas (Morrison, 2014, 2023; Van Dyne & LePine, 1998), showcasing their interest in making a lasting contribution at work. When leaders see the follower's voice as beneficial, they will be

willing to reciprocate the follower's initiative for a positive exchange. Kim et al. (2023) suggest that as long as leaders and followers see their mutual actions (i.e., voice and the response to it) as beneficial, they will continue to reciprocate their exchanges and over time develop into a positive social exchange relationship. In fact, recent research demonstrated that constructive voice can result in high-quality relationships, particularly when leaders value originality (A. J. Xu et al., 2023) or attribute pro-social values to the voicer (Cheng et al., 2013).

Here, we go beyond the focus of relationships and focus on leader consultation as a specific behavior that shows that leaders are positively reciprocating to a follower who expresses voice. Leader consultation is a form of participative leadership, in that leaders actively seek followers' ideas and concerns to include into their decision making (Yukl et al., 2002; Yukl & Fu, 1999). Consultation has also been regarded as a form of empowering leadership as it provides followers influence opportunities over important leadership decisions (Yukl & Fu, 1999). Prior studies have highlighted that leaders' willingness to consult with followers is driven by leaders' own personal characteristics. Leaders with low levels of leadership self-efficacy or with high levels of social comparison motivation were less likely to solicit followers' opinion due to ego-defensiveness (Fast et al., 2014; Guarana et al., 2017). Conversely, leaders who experienced high levels of personal control were more likely to consult with their followers (Sherf et al., 2019). We go beyond stable personality characteristics and focus on constructive voice as a follower behavior that invites leader consultation as a behavioral response, that is, a social exchange process.

In line with SET, we argue that a key for leaders to positively reciprocate follower's voice is that they see the initial voice expression as a valuable and beneficial contribution. Social identity theory helps to explain when this will be the case such that leaders are more likely to reciprocate constructive follower voice with consultation.

Constructive Voice, Followers' Social Identification and Leader Consultation

Social identity and self-categorization theory argue that individuals define themselves in terms of the group to which they belong, such as their workgroup (Ashforth & Mael, 1989; Tajfel & Turner, 1985). Strongly identified individuals see their group's successes and failures as their own (Kark et al., 2003; Mael & Ashforth, 1992) and devote themselves to the group's welfare, placing little importance on their personal interests (Ellemers et al., 2004; Turner et al., 1987; Van Knippenberg, 2000). We argue that when a voicing follower is strongly identified with the joint workgroup, it signals to leaders that their voice is of constructive value for the group, strengthening leaders' willingness to reciprocate with consultation.

Although followers are driven by promotive intentions when expressing constructive voice, the challenging nature their expressions can make it difficult for leaders to discern the constructive intention behind the employees' comments. While constructive voice can be seen as a resource by leaders (A. J. Xu et al., 2023), it is also seen as more threatening and less loyal when compared to supportive and non-challenging follower expressions (Burris, 2012). That is, despite the promotive intention inherent in constructive voice, leaders often feel threatened (e.g., Burris et al., 2022; Isaakyan et al., 2021) and respond negatively to constructive voice (e.g., voice rejection; Krenz et al., 2019; Popelnukha et al., 2021).

Followers' social identification with the joint workgroup is a social signal that can make it more likely that leaders decide to positively reciprocate to the voicing followers by consulting with them. When constructive voice is raised by someone who is strongly identified with the joint workgroup, leaders can attribute voice to the followers' concern for the group rather than other intentions that could drive follower voice (e.g., destructive intentions, self-interest; Duan et al., 2021; Maynes & Podsakoff, 2014). For example, for strongly identified followers, leaders can better rule out that voice is expressed due to follower's self-serving or power-striving purposes, which can hamper their willingness to

solicit voice in the future (Guarana et al., 2017), a concept similar to leader consultation. Rather, a strong social identification allows leaders to presume that follower's suggestions serve the workgroup's interests as the followers' identity is tied to the positive value of the group.

Further, leaders are likely to see voice that is raised by strongly identified followers as useful, as it supports them in their duty of solving workgroup issues. This is empirically underlined by Burris et al. (2017) who showed that leaders placed high value on voice from followers who were identified with the workgroup as their voice targeted issues of immediate relevance for the group. A follower's strong social identification thus informs leaders that their follower's voice - as an initiative for a positive exchange - is both well-intended and relevant to their workgroup. As such, leaders will be more likely to reciprocate with consultation to constructive voice from a follower who is strongly rather than weakly identified with the joint workgroup. Indeed, qualitative findings from Benson et al. (2016) showed that leaders value the input of proactive followers who showed a collective orientation and addressed team values, as this offered support for their leadership. Similarly, leaders were more likely to give credits to voicers high rather than low in prosocial values (Grant et al., 2009). Recent findings further demonstrated that voice had a greater influence on leaders' decisions when the voicing follower belonged to the same rather than a different social group as the leader (Oc et al., 2019). In sum, these findings speak to the relevance of followers' social identification for a leaders' reciprocating constructive voice with consultation.

Hypothesis 1: Follower social identification with the joint workgroup moderates the relationship between constructive follower voice and leader consultation, such that the relationship is positive and stronger with increasing levels of follower social identification with the joint workgroup.

Perceived Voice Constructiveness as an Explaining Mechanism

Based on SET, we regard perceived voice constructiveness as a key cognitive mechanism that explains why constructive follower voice and social identification interplay to predict leader consultation. For leaders to positively reciprocate a follower's exchange initiative, they will need to see the follower's action as a valuable input, that is as a constructive contribution that can make a positive difference. Perceived voice constructiveness describes the extent to which leaders perceive followers' voice as a positive and valuable contribution for the organization (Whiting et al., 2012). That is, perceived voice constructiveness captures the degree to which leaders recognize that the follower's voice is driven by constructive intentions and able to make a valuable contribution to the team rather than merely criticizing. Previous research has shown that perceived voice constructiveness can explain positive leader responses, such that it prompts leaders to see voicers as more competent (Duan, Lin, et al., 2022) and to rate their performance and promotability more positively (X. Huang et al., 2018; Whiting et al., 2012).

Perceived voice constructiveness explains why a strong social identification enhances the positive relationship between constructive follower voice and leader consultation. A follower's social identification with the joint workgroup is a social cue that helps leaders to positively evaluate the constructiveness of the follower's action (i.e., voice), and thus be more willing to reciprocate (i.e., leader consultation), thereby reflecting the interactive nature of the leadership process. Leaders form their perception of voice constructiveness in the light of stable personal or contextual characteristics of the voicer (Duan, Lin, et al., 2022; Whiting et al., 2012), such as the degree of followers' social identification with the joint workgroup. Strongly identified followers care deeply about their workgroup and often show behaviors that support their workgroup (e.g., altruistic behaviors; Riketta & Dick, 2005). When these followers express constructive voice, leaders are more likely to view their input as a valuable constructive contribution to the team. In contrast, when weakly identified followers express

constructive voice, leaders have fewer social cues to interpret the promotive intent behind the challenging behavior, making them less likely to perceive the voice as a constructive contribution to the team. Furthermore, the more leaders perceive voice as constructive, the more they will be willing to reciprocate and consult with followers on workplace issues in response to voice. In summary, we propose that perceived voice constructiveness explains why constructive voice from strongly identified followers drives leader consultation.

Hypothesis 2: Perceived voice constructiveness mediates the interactive effect of follower social identification and constructive follower voice on leader consultation, so that the indirect relationship between follower constructive voice and leader consultation via perceived voice constructiveness is positive and stronger with increasing levels of follower social identification.

The Present Research

To test our Hypotheses, we conducted a multi-wave field-study (Study 1) and two scenario-experiments (Study 2 and 3). Study 1 collected data from employees in pre-existing leader-follower relationships at three-points in time, assessing the strength of their social identification with their workgroup (time 1), their self-indicated constructive voice (time 2), and their perception of leaders' consultation with them (time 3). Study 1 serves to test Hypothesis 1, which will be supported if the relationship between constructive voice and perceived leader consultation is positive and stronger with increasing levels of followers' social identification with their workgroup.

Studies 2 and 3 use an online scenario-experiment with a managerial sample. The experimental paradigm allows us to capture constructive voice more explicitly as an initiating event. The managerial sample further allows to assess leader consultation as indicated by managers, as well as to test leaders' perceived voice constructiveness as explaining mechanism. Study 2 presents participants with a constructive voice scenario and manipulates the strength of voicer's social identification. Subsequently, it measures perceived voice

constructiveness, and leader consultation via a scale and a behavioral decision task. Hypothesis 1 will be supported if leaders consult more with a constructive voicer who is strongly as compared to weakly identified with the joint work group. Hypothesis 2 will be supported if perceived voice constructiveness mediates the positive effect of constructive voicers' social identification on leader consultation. Study 3 extends the paradigm to additionally manipulate follower constructive voice, which can inform if the effect a voicers' social identification is unique to constructive voice or expands to other forms of proactive follower expressions. Based on the defining criteria of constructive voice to be (a) challenging / focused on changing the status quo, and (b) promotive / constructively intended (see Detert & Burris, 2007; Van Dyne & LePine, 1998, LePine & Van Dyne, 2001; Morrison et al., 2011), Study 3 compares constructive voice to two alternative verbal expressions that differ from these dimensions respectively: Destructive (i.e., challenging but non-promotive), and supportive (i.e., non-challenging but promotive) voice. For Study 3, Hypothesis 1 will be supported if leader consultation is higher for constructive (but not destructive, supportive) voice expressed by followers strongly rather than weakly identified with the joint workgroup. Hypothesis 2 will be supported if perceived voice constructiveness mediates the interactive effect, such that perceived voice constructiveness is higher for constructive (but not destructive, supportive) voice expressed by followers strongly rather than weakly identified with the workgroup, and positively related to leader consultation.

Study 1

Method

Sample and Procedure

      We collected data from full-time employees in Germany via a panel provider. Data was collected at three time points, each approximately four weeks apart. Informed written consent was collected at the onset of the study. To be included, participants had to be direct

reports working under the supervision of a formally assigned leader, have regular interactions with their supervisor (i.e., minimum once per week), be in full-time employment, and hold an academic degree (i.e., established indicator of job autonomy which is an important predictor for employee voice; Chamberlin et al., 2017; Karasek, 1979). We assessed these criteria prior to participation and verified at the second and third data point via an open text box that participants continued to work in the same organization for their formally assigned leader.

Initially, 198 participants completed all surveys and fulfilled our inclusion criteria. We excluded 16 participants based on archival and statistical screening (DeSimone et al., 2015; Goldammer et al., 2020), including checks on open responses (n = 12 indicated random characters), response times (n = 3 fell below the conservative criteria of minimum 2 seconds/item; Curran, 2016; J. L. Huang et al., 2012), and personal reliability (n = 6 with an adjusted personal reliability below .30; J. A. Johnson, 2005). The final sample comprised 177 employees (103 male, 74 female), with a mean age of 44.57 years ($SD = 11.25$, ranging from 25 to 66 years). Participants worked in public administration (26.6%), service (23.2%), manufacturing (17.5%), education (15.8%) and other industries (16.9%). They worked in units with an average size of 12.93 members ($SD = 12.81$). On average, participants had worked for 5.85 years with their supervisors ($SD = 5.80$, ranging up to 28 years), who were predominantly male (67.8%). Participants interacted with their supervisors at multiple times per day (19.8%), every day (44.1%) or a minimum of once a week (36.2%). Participants specified the type of their interactions with the manager (1 = *not at all* to 5 = *all the time*): Face-to-face *(M = 4.29, SD = .79*, ranging from 2 to 5), e-mails (*M = 3.08, SD = .97*, ranging from 1 to 5), and phone-calls (*M* = 2.81, *SD* = 1.04; ranging from 1 to 5).

Measures

At time 1, we assessed employees' general level of social identification, their social-demographics, and control variables. Approximately four weeks later, at time 2, participants rated their constructive voice as directed towards their supervisor. Further four weeks later,

participants rated perceived leader consultation. If not indicated otherwise, measures were

based on 5-point Likert scales (1 = *strongly disagree* to 5 = *strongly agree*) and translated via

standard procedures (Brislin, 1970).

Follower social identification (α = .90) was assessed with ten items developed by the

authors of Kark et al. (2003), based on the work by Mael and Ashforth (1992) as well as

Shamir et al. (1998). Participants worked in ongoing leader-follower relationships, such that

leaders were aware of their followers' social identification. The full list of items is available

via the Online Supplementary Material (OSM). Sample item: When I talk about employees in

the unit, I usually say 'we' rather than 'they'.

Follower constructive voice (α = .95) was assessed with Liang et al.'s (2012) 5-item

measure of promotive voice, which aligns with the conceptualization of voice as constructive

challenge (Van Dyne & LePine, 1998). Items were rated on a 7-point Likert scale (1=strongly

disagree to 7 strongly agree), and instructions adapted to include leader as recipient (e.g., W.

Liu et al., 2010). Sample item: I raise suggestions to my manager to improve the unit's

working procedure.

Leader consultation (α = .92) was assessed via a total of six items. We combined the

3-item consultation measure from Tangirala and Ramanujam (2012) with the 3-item measure

of fostering participation in decision making by Ahearne et al. (2005). Our rational for adding

the three Ahearne et al (2005) items was that although the items by Tangirala and Ramanujam

(2012) assess leader listening and leader encouraging suggestions, more emphasis on

involving followers in important decision making is needed to represent the definition of

leader consultation (Yukl et al., 2002). We decided for Ahearne et al.'s (2015) measure of

fostering participation in decision-making as it is a subscale of empowering leadership, which

has been claimed to gauge consultation (Richardson et al., 2021). The full list of items is

available via the OSM. A sample item reads "My manager often consults me on strategic

decisions". Our 6-item measure was strongly correlated with the original 3-item measure (*r* =

.82). Confirmatory Factor Analyses (CFA) indicated acceptable fit for a one-factor solution (χ^2(9, 177) = 30.819, p < .001, RMSEA = 0.117, CFI = 0.971, TLI = 0.951), yet a worse fit as compared to a two-factor solution based on the two distinct scales (χ^2(8, 177) = 26.068, p < .01, RMSEA = 0.113, CFI = 0.976, TLI = 0.955, χ^2diff = 4.75, p < .05), which may be due to a more active (e.g., making decisions together with the follower) and passive consultation (e.g., listening carefully to follower concerns). We retained the six items to represent the breadth of the construct.[1]

Control variables. We followed previous research (e.g., X. Huang et al., 2018) and controlled for voicer gender, and the frequency of leader-follower interaction (How often are you normally in direct interaction with your manager (e.g., telephone, face-to-face meetings)? Scale anchors: 1= *less than once per week*, 2 = *minimum once per week*, 3 = *every day*, 4 = *multiple times per day*). Analyses without control variables (Becker et al., 2016) resulted in the same conclusions.[2]

Results

The correlations and descriptive statistics can be found in Table 1.

Confirmatory Factor Analysis

To test our measurement model, we performed a series of CFAs with the lavaan package in R and a Maximum Likelihood estimator. Our proposed model with three latent factors (i.e., social identification, voice, leader consultation), exhibited adequate model fit with the data (χ^2(186, 177) = 321.75, *p* < .001, RMSEA= 0.064, CFI = 0.948, TLI = 0.941). It had a better fit compared to the best-fitting two-factor model, in which voice and consultation

---

[1] As robustness check, we repeated our analysis with the original 3-item measure for leader consultation by Tangirala & Ramanujam (2012), which resulted in the same pattern of results.

[2] Since participants were in established leader-follower relationships, we followed the advice by an anonymous reviewer to conduct additional checks on the robustness of our findings. We repeated our analysis with relational tenure as additional variable that could account for leader consultation. Adding relational tenure did not change the results. Further, we added unit size as additional control variable, yielding the same pattern of results. Finally, we additionally controlled for LMX as rated by the follower at time 1 (LMX7 by Graen & Uhl-Bien, 1995) German translation of the by Schyns, 2002), which yielded the same pattern of results.

loaded on one factor (χ^2(188,177) = 991.27, p < .001), RMSEA= 0.155, CFI = 0.69, TLI = 0.653, χ^2diff = 669.52, p < .001), and compared to a one-factor model in which all items loaded on one common factor (χ^2(189,177) = 1732.43, p < .001), RMSEA= 0.215, CFI = 0.404, TLI = 0.338, χ^2diff = 1410.7, p < .001).

Hypothesis Testing

Hypothesis 1 proposed that followers stronger in social identification who show voice instill higher leader consultation. In Study 1, we tested whether the relationship between follower voice (rated at time 2) and perceived leader consultation (rated at time 3) would be stronger for followers with generally stronger, as compared to weaker, social identification (rated at time 1). We conducted a linear regression analysis using the function lm in R, entering main and interaction effects of follower voice and social identification. Table 2 displays the results. Results showed a significant interaction between follower voice and social identification to predict leader consultation (b = .22, SE = .10, p = .03, 95% CI [0.03, 0.42]). Simple slope analyses showed that for followers stronger in social identification (+1 SD), the positive relationship between voice and leader consultation was significant (b = .41, SE = .12, p < .001, 95% CI [0.18, 0.64]), but not for followers weaker in social identification (- 1 SD; b = .08, SE = .09, p = .38, 95% CI [-0.10, 0.27]. This supports that voicers with stronger as compared to weaker social identification receive more leader consultation. Figure 1 depicts the interaction.

Insert Table 1, 2, and Figure 1 about here.

Study 2

We conducted an experiment with a managerial sample to better capture constructive follower voice as an *initiating* event for a positive exchange, as well as to allow for a better test of causality (Project title: "Managerial responses to employee voice"; Institutional

Review Board (IRB) approval at Durham University reference: DUBS-2021-07-

22T11_54_35-bbvs3).

Method

      We conducted a between-subjects online experiment, manipulating a constructive

voicing follower's social identification at three levels (strong vs. weak vs. neutral). We

randomized the voicer's gender (male / Eric vs. female / Erica) across our experimental

conditions, to control for potential gender effects (e.g., McClean et al., 2018). Hypotheses,

methods, and analyses were preregistered at

https://osf.io/hb8x4/?view_only=aded9cd460f947e7a4f9da35a626d1c2.

Sample

      Based on a-priory power analysis using the Shiney App in R by Schoemann et al.

(2017), we targeted a sample size of 200 participants. We recruited full time working (min.

31h/week) managers in the United Kingdom via Prolific Academic (Palan & Schitter, 2018).

Out of initially 207 participants, eight were excluded due to concerns about their data quality

(six failed an attention check; two did not recall the topic of the scenario upon enquiry),

resulting in a final sample of 199 participants. In the final sample, 109 were male (54.77%).

Participants were on average 40.10 years old ($SD = 10.82$), and worked in education (13.1%),

government (13.1%), healthcare (11.6%), retail (10.1%), manufacturing (11.1%), media and

communication (8%), finance and insurance (7.5%), transportation (5.5%), hospitality (3.5%),

and others (16.6%). On average, participants had 9.55 years ($SD = 8.92$) of managerial

experience and were leading units with an average size of 10.51 ($SD = 22.13$).

      Table 3 gives a breakdown of participants assigned to the three experimental

conditions that saw the scenario with Erica or Eric as voicer.

Insert Table 3 about here.

Procedure

In line with prior research on managerial responses to voice (e.g., Burris, 2012; Isaakyan et al., 2021), we used a two-stage scenario. The full scenario, along with further information on its development and pre-testing is available in the OSM.

The first stage described the constructive voice event and was identical across experimental conditions. We adapted an existing vignette (Isaakyan et al., 2021; Sijbom et al., 2015a) to reduce verbal cues on voicer social identification (e.g., use of collective pronouns; Mael & Ashforth, 1992; Steffens & Haslam, 2013). Participants took the role of a marketing manager who presented the details of a new campaign to the team. After the presentation, one team member (Eric / Erica) spoke up, raised concerns, and proposed an alternative approach.

The second stage manipulated the constructive voicer's social identification at three levels (strong, weak, neutral). While for the neutral identification condition, no further information was provided, participants in the strong and weak identification conditions read that they passed the voicing follower at lunchtime, who was chatting with others about the marketing group to which both the voicing follower and the leader belong. We manipulated voicing follower's social dentification by integrating references on pride, praise, shared values, and interest in others' opinion about the group (Kark et al., 2003; Randsley de Moura et al., 2009). Afterwards, we assessed the manipulation check, mediator, and outcome variables.

Measures

All measures were rated on 7-point Likert scales (1 = *strongly disagree* to 7 = *strongly agree*).

Manipulation check (α = .98)*.* To check our manipulation of voicers' social identification, we adapted three items from Kark et al. (2003) and Randsley de Moura et al. (2009). Participants rated the extent to which their employee Eric / Erica showed a strong

sense of belongingness to the team, strong ties with the team, and strongly identified with the team members.

Perceived voice constructiveness ($\alpha = .90$). We assessed leaders' perceived voice constructiveness via five items from previous research that assessed leaders' cognitive appraisal of voice as a constructive contribution (Burris et al., 2017; Fast et al., 2014; Whiting et al., 2012). The list of items and supportive evidence can be accessed via the OSM.

Leader consultation intention ($\alpha = .85$). Leaders' intention to consult with the voicer was assessed via the six items used in Study 1 adjusted to indicate the voicer's name (Eric / Erica).

Leader consultation decision. To complement the scale measurement, we further implemented a behavioral decision task. Scholars recommend for experimental research to make participants' answers to dependent variables that focus on behavior consequential, such as linking them to the monetary compensation (Lonati et al., 2018). We thus designed a task that made it costly for participants to consult with the voicer. Participants read that they have been offered the lead for a prestigious three-person project on internal organizational transformations, and that the executive board wants one more marketing person to join, which participants would closely work with. The board offers the opportunity to recommend someone or otherwise they would appoint the best-fitting person based on an HR statistic. Participants were presented with an e-mail draft had the option to write a recommendation for a specific employee (Eric / Erica), or to move directly to the end of the survey. Writing a recommendation was costly because it required effort and time, and time, resulting in lower reimbursement per study duration (i.e., reimbursement was fixed and independent of actual completion time). Nevertheless, albeit being consequential and clearly quantifiable, the behavioral decision was still hypothetical as participants did subsequently not interact with the voicer. The instruction is presented in the OSM.

Results

All analyses were conducted in R (R Core Team, 2021), using the R stats package (R

Core Team, 2021) and the R package *mediation* (Tingley et al., 2014). Table 4 presents the

descriptive statistics and correlations of the study variables.

Manipulation Check

Results from a one-way analysis of variance (ANOVA) confirmed that the three

experimental conditions were significantly different in their ratings of the manipulation check

items ($F(2, 196) = 399.4$, $p < .001$, $\eta^2 = 0.80$). Participants in the strong-identification

condition ($M = 6.19$, $SD = 0.76$) rated voicing follower's social identification higher as those

in the conditions of weak ($M = 1.93$, $SD = 0.78$) and neutral identification ($M = 4.94$, $SD = $

1.08). An additional two-way ANOVA confirmed that there was no effect of voicer gender

($F(1, 193) = 1.53$, $p = .22$), and no interaction effect of voicer gender and identification

($F(2, 193) = 1.08$, $p = .34$). We concluded that our manipulation of voicer identification was

successful and that we would not have to control for voicer's gender in our analyses.

Leader Consultation Intention

Hypothesis 1 proposed that leaders intend more consultation with constructive voicers

who are strongly as compared to weakly identified. We ran a linear regression analysis,

entering the predictor voicer identification via two dummy-coded variables. Strong

identification was specified as the reference category for the contrast coding. Contrasting

strong ($M = 5.35$, $SD = .86$) versus weak ($M = 4.69$, $SD = .91$) voicer identification confirmed

a significant effect of voicer social identification on leader consultation intention ($b = 0.65$,

$p < .001$), $F(2, 196) = 14.41$, $p < .001$, $R^2 = 0.12$. There was no effect when contrasting strong

versus neutral ($M = 5.40$, $SD = .76$) voicer identification ($b = -.06$, $p = .70$). The findings

support Hypothesis 1 in that leaders show more consultation to constructive voicing followers

who are strongly as compared to weakly identified. Comparison with the neutral identification

condition showed that this effect is driven by leaders being less willing to consult with weakly-identified followers.

Leader Consultation Decision

We conducted a logistic regression using voicer identification as predictor (introduced as two dummy-coded variables) and leader consultation decision as outcome (0 = no recommendation letter, 1 = recommendation letter). Figure 2 displays the results. Findings showed that strong as compared to weak voicer identification significantly increased the likelihood that participants wrote a recommendation letter (b = 1.80, p < .001, 95% CI [1.04, 2.56]). For strongly as compared to weakly identified voicers the odds that leaders wrote a recommendation letter increased by 83.44%. There was no significant difference when comparing strong identification to neutral identification (b = 0.58, p = .12, 95% CI [1.32, - 0.16]). This provided additional support for Hypothesis 1, that leaders consult more often with constructive voicers who are strongly as compared to weakly identified with the work group. It also supports the finding that the effect is driven by leaders' intention to consult less with followers who are weakly identified.[3]

Insert Table 4 and Figure 2 about here.

_____

[3] For exploratory purposes, we had collected a measure of LMX (LMX-MDM; Liden & Maslyn, 1998, rated on a 7-point Likert scale) at the end of the experimental study. When entering LMX as a control variable in the regression analysis to test Hypothesis 1, findings did not confirm our Hypotheses anymore. Results showed that leaders' rating of LMX was positively related to their consultation intention (b = 0.71, p < .001), indicating that leaders' consultation intention and their affective rating of the relationship quality were linked. Contrary to the findings without LMX, there was no difference in leader consultation for strongly as compared to weakly identified voicers (b = - 0.09, p = .55). However, again contrary to the findings without LMX, there was a difference for strongly as compared to neutrally identified followers, in the direction that leaders intended to consult more with voicers in the neutral condition (b = - .26, p = .04). We note that conceptually LMX depicts (longer-term) relationship quality which seems difficult to appropriately assess just after a short interaction in the context of a scenario experiment, in particular as LMX was assessed at the end of the experimental study and not manipulated. We conclude that LMX might more likely represent an outcome (i.e., momentary perceived positive relationship) rather than a control variable.

Perceived Voice Constructiveness as Mediator

Hypothesis 2 predicted an indirect effect of constructive voicer social identification on leader consultation intention via perceived voice constructiveness. We applied the model-based causal mediation analysis via the R package *mediation* (Tingley et al., 2014), with the default quasi-Bayesian Monte Carlo method with 2000 simulations. We quantified the robustness of the effect via a sensitivity analysis[4] (*medsens* function), specifying 2000 simulations, with the sensitivity parameter Rho (ρ) varying in 0.01 increments (Tingley et al., 2014). This parameter indicates the degree and direction of possible unobserved confounders that affect both the mediator and the outcome, and is represented by the correlation of their error terms (Imai et al., 2010, 2011).

Results confirmed the indirect effect of constructive voicer social identification (strong vs. weak) on leader consultation intention via perceived voice constructiveness (estimate = .44, 95% CI [0.26, 0.65], $p < .001$). For the sensitivity analysis, Figure 3 depicts the values of the true mediation effect against the values of ρ. When ρ equals zero, the true mediation effect corresponds to the one estimated in our findings. Results show that the estimated mediation effect gets non-significant when ρ exceeds 0.39 and is exactly zero for $\rho = 0.50$. That is, for the true mediation effect to be non-significant, an unobserved confounder must affect both perceived voice constructiveness (mediator) and leader consultation intention (outcome) in the same direction, making the correlation between the two error terms greater than 0.39.

In sum, our findings supported Hypothesis 2 as constructively voicing followers strong as opposed to weak in social identification caused leader consultation intention due to higher

---

[4] Sensitivity analysis tests how sensitive the result is to potential violations of sequential ignorability. Sequential ignorability includes two assumptions. First, voicers' social identification to be independent of the mediator and outcome, which is met due to the experimental randomization. Second, given voicers' social identification, the mediator is independent of the outcome (i.e., no unobserved covariates affect both the mediator and the outcome), which is untestable. Sensitivity analysis thus informs how robust the findings are to possible unobserved confounders that may violate this assumption.

levels of perceived voice constructiveness. Comparison with the neutral-identification group indicated that this effect was largely driven by weak voicer identification.

Overall, the findings from Study 2 showed that leaders responded with more consultation to constructive voice expressed by followers who were strongly identified with the joint work group, compared to those who were weakly identified (Hypothesis 1), because they perceived their voice as a more constructive contribution (Hypothesis 2). Notably, leaders did not consult strongly identified voicers more than they did voicers for whom they had no information regarding their level of social information. This indicates that leaders preferred to consult with voicers for whom they had no reason to believe that they are weakly identified with the joint workgroup. In essence, this means that constructive voicers who were weakly identified were consulted less by leaders.

Insert Figure 2 and 3 about here.

Study 3

Study 2 demonstrated that leaders intended to consult less with constructive voicers that were weakly identified with the workgroup as they perceived their voice as less constructive. The same constructive voice scenario was used in all experimental condition manipulating only the strength of voicers' identification. To further investigate whether the effect of voicer social identification on leader consultation is specific to constructive voice, we conducted a follow-up experiment that additionally manipulates the type of voice (Project title: "Managerial responses to employee voice"; Institutional Review Board (IRB) approval at Durham University reference: DUBS-2024-02-19T09_09_46-bbvs3). Specifically, we expected that follower voice and social identification interact to predict leader consultation such that leader consultation is higher when constructive voice (but not destructive or supportive voice) is expressed by a follower who is strongly rather than weakly identified

with the joint workgroup. Further, we would expect this effect to be mediated by perceived voice constructiveness.

Method

We conducted a three-by-three between-subjects online experiment, manipulating followers' social identification (strong vs. weak vs. neutral), and the type of voice (constructive vs. supporting vs. destructive). Similar to Study 2, we randomized the voicer's gender (male / Eric vs. female / Erica), and additionally randomized the presentation order of the experimental factors. Hypotheses, methods, and analyses were preregistered at https://aspredicted.org/HXD_PKH.

Sample and Procedure

Recruitment and sample inclusion criteria were identical to Study 2. Out of initially 587 participants, fifty-nine were excluded due to concerns about data quality (55 failed an attention check; 4 did not recall the topic of the scenario upon enquiry), resulting in a final sample of 528 participants. Out of these, 338 were male (64.02%). Participants were on average 40.61 years old ($SD = 10.10$), and worked in manufacturing and construction (13.4%), education (12.5%), healthcare (11.4%), government (10%), retail (8.9%), finance and insurance (9.7%), media and communication (6.3%), information technology (5.3%), hospitality (4.2%), transportation (3.6%), and others (14.8%). Participants had 9.9 years ($SD = 8.02$) of managerial experience and were leading units with an average size of 10.85 ($SD = 17.90$). Table 3 shows the breakdown of participants assigned to the nine experimental conditions seeing the scenario either with Erica or Eric as voicer.

Procedure and Measures

We applied a similar procedure as in Study 2, and additionally randomized the presentation order for the two manipulations. The manipulation of follower social identification was identical to Study 2. To manipulate voice type, we adapted the scenario of Study 2 based on Maynes and Podsakoff's (2014) definition of constructive, destructive, and

supportive voice. We chose these comparison groups as they differ either in their constructive intention or their challenging nature. Whereas constructive voice is both challenging and promotive, destructive voice is challenging but not promotive. Supportive voice on the other hand is promotive, but not challenging. Table 5 outlines our manipulation text. We confirmed the effectiveness of our voice manipulation in a separate sample with $N = 80$ Undergraduate students from a large University in the UK who received study credits in return for their participation. The full scenario and pre-test are available in the OSM. After reading the scenarios, participants rated the perceived voice constructiveness ($\alpha = .95$) and leader consultation intention ($\alpha = .87$)[5] using the same measures as in Study 2.

Insert Table 5 about here

Results

All analyses were conducted in R, using the R stats package (R Core Team, 2021), and lavaan (Rosseel, 2012). Table 6 and 7 presents the descriptive statistics and correlations of the study variables.

Hypothesis 1 proposed that leaders intend more consultation with followers who express constructive voice that are strong as compared to weak in social identification. We conducted a two-way Analysis of Variance (ANOVA), entering follower voice type (constructive, destructive, supportive), and social identification (strong, weak, neutral) and their interaction term. There was a main effect of voice type on leader consultation, $F(2, 519) = 27.39$, $p < .001$. Leader consultation was higher for followers who expressed constructive ($M = 5.12$, $SD = 1.04$) as compared to destructive ($M = 4.44$, $SD = 1.07$, diff = 0.68, $p < .001$) voice, but not when compared to supportive voice ($M = 5.12$, $SD = 0.90$, diff = 0.01, $p = 1.0$).

---

[5] Again, we additionally intended to include a consultation decision for participants. We adapted the decision scenario from Study 2 to ask participants directly whether they would decide to knock out a marketing task themselves or consult with the voicer. The results did not provide a clear pattern and are reported in the supplementary material.

Further, there was a main effect of social identification on leader consultation, $F(2, 519) =$ 5.94, $p < .001$. Leader consultation was higher for followers strong ($M = 4.97$, $SD = 1.34$) as compared to weak ($M = 4.69$, $SD = 1.07$, diff $= 0.28$, $p = .02$) in social identification, but not higher than in the neutral identification condition ($M = 5.03$, $SD = 1.03$, diff $= - 0.06$, $p = 0.85$). This replicated the findings from Study 2. There was no interaction between voice type and social identification ($F(4, 519) = 1.22$, $p = .30$). Overall, the findings did not support the proposed moderation but showed two main effects. These suggest that leaders intend to consult more with followers who express promotive forms of voice (constructive, supportive), and, similar to Study 2, with followers for whom they have no reason to believe that they are weakly identified with the joint workgroup (i.e., strong identification, neutral).

To test the mediating role of perceived voice constructiveness (Hypothesis 2), we first conducted an ANOVA to test the main and interactive effects of voice and social identification on the mediating variable perceived voice constructiveness. Constructive voice ($M = 5.34$, $SD =1.16$) was perceived as a more constructive than destructive ($M = 3.06$, $SD =1.39$, diff $= 2.28$, $p < .001$) or supportive voice ($M = 4.88$, $SD = 1.16$, diff $= 0.47$, $p <$ .001), $F(2, 519) = 171.40$, $p < .001$). Voice of strongly identified followers ($M = 4.70$, $SD =$ 1.57) was perceived as more constructive than voice of weakly identified followers ($M = 4.17$, $SD = 1.52$, diff $= 0.53$, $p < .001$), but not more constructive than in the neutral identification condition ($M = 4.44$, $SD = 1.61$, diff $= 0.24$, $p = .15$), $F(2, 519) = 8.06$, $p < .001$). The interactive effect of voice and social identification was marginally significant ($F(4, 519) =$ 2.35, $p = .05$). Post-hoc comparisons showed that leaders perceived constructive voice as more constructive for voicers strong ($M = 5.66$, $SD = 1.18$) rather than weak in social identification ($M = 4.80$, $SD = 0.96$, diff $= .86$, $p < .01$), but not more than in the neutral identification condition ($M = 5.54$, $SD = 0.06$, diff $= 0.12$, $p < .99$). For the other forms of voice (supportive, destructive) there was no difference in perceived voice constructiveness depending upon the strength of follower social identification (diff$_{supportive} = 0.40$, $p = .68$;

diff$_{destructive}$ = 0.30, p = .93). That is, the positive effect of constructive voice (but not the other voice types) on perceived voice constructiveness was stronger for strongly as compared to weakly identified followers, and this effect was driven by weak voicer identification as in Study 2. Figure 4 plots the perceived voice constructiveness as a function of follower voice and identification.

Insert Table 6, 7, and Figure 4 about here

Next, we conducted moderated mediation analyses (Hayes, 2015) with estimations based on 5000 bootstrap samples. As in Study 2, we applied dummy coding for our moderator with strong social identification as the reference group. We first tested the conditional indirect effect of constructive as compared to destructive voice on leader consultation (constructive = 1, destructive = 0). Constructive voice had an indirect effect on leader consultation via perceived voice constructiveness at all levels of the moderator (strong identification: B = 1.12, SE = 0.13, p < .001, 95%CI [0.88, 1.40]; weak identification; B = 0.85, SE = 0.15, 95%CI [0.57, 1.18], p <.001; neutral: B = 1.30, SE = 0.14, 95%CI [1.04, 1.61], p < .001). This indirect effect was not stronger when followers were strongly identified with the joint work group than when they were weakly identified (estimate = 0.27, SE = 0.17, p = .10; 95% CI [-0.06, 0.60]) or when there was no information regarding their level of identification (estimate = -0.18, SE = 0.15, p = .24; 95% CI [- 0.52, 0.10]) [6]. We then tested the conditional indirect effect of constructive as compared to supportive voice on leader consultation (constructive = 1, supportive = 0). Constructive voice was indirectly related to leader consultation at high and neutral levels of the moderator (strong identification: B = 0.34, SE = 0.11, p = .003; 95%CI

---

[6] We additionally run the conditional mediation analyses with neutral identification as the reference group for the dummy-coding. Results showed that the indirect effect was stronger at neutral as compared to low levels of the moderator (estimate = 0.45, SE = 0.15, p = .004, 95% CI [.0177, .785]). This indicates that weak identification with the joint workgroup reduces the positive indirect effect that constructive (vs destructive) voice has on leader consultation via perceived voice constructiveness.

[0.13, 0.56]; neutral: $B = 0.32$, $SE = 0.10$, $p = .002$; 95%CI [0.12, 0.54]), but not at weak levels of the moderator ($B = 0.08$, $SE = 0.12$, $p = 0.50$; 95%CI [- 0.16, 0.31]). However, the difference between the indirect effects at strong as compared to weak (estimate = 0.25, $SE = 0.16$, $p = .14$, 95% CI [- 0.06, 0.60]) or neutral levels (estimate = 0.01, $SE = 0.15$, $p = .97$, 95% CI [- 0.28, 0.31]) did not reach statistical significance[7]. Taken together, constructive voicers were more consulted than destructive voicers because their voice was perceived as a more constructive irrespective of their strength of social identification. Further, there was a tendency that constructive voicers were more consulted than supportive voicers due to higher levels of perceived voice constructiveness when leaders had no reason to believe that the voicer would be weakly identified with the joint workgroup (i.e., strong and neutral identification). In sum, we found partial support for Hypothesis 2. Follower social identification changed leaders' perceived constructiveness for constructive (but not supportive, destructive) voice. That is, leaders perceived constructive voice as less constructive when it was expressed by weakly identified followers rather than strongly identified followers or followers without information regarding their social identification. However, there was no conditional indirect effect on leader consultation when constructive voice was compared to destructive voice. That is, constructive voice was always seen as more constructive and responded with more consultation than destructive voice. There was preliminary support for a conditional indirect effect on leader consultation when constructive voice was compared to supportive voice. The tendency was that constructive voice was indirectly and positively related to leader consultation only at high and neutral levels of the moderator, but not for weakly identified voicers.

---

[7] Running the conditional mediation analysis with neutral identification as reference group for the dummy-coding of the moderator showed that the difference in the indirect effect between neutral and low levels of the moderator was not statistically significant (estimate = 0.24, $SE = 0.16$, $p = .14$, 95% CI [-.072, .577]).

General Discussion

We integrated Social Exchange and Social Identity theory to predict in how far follower identification with the joint work group enhances the relationship between constructive voice and leader consultation via perceived voice constructiveness. We assumed that follower constructive voice is an invitation for a positive social exchange in that leaders respond to voice with consultation behavior. Although constructive voice is considered as a way for followers to contribute to the leadership process, this assumption has barely been tested empirically. With the goal to determine under which circumstances and why constructive follower voice provokes leader consultation, we conducted a multi-wave field-study with employees and two scenario experiments with managers. Findings from the field study showed that constructive voicers perceived more consultation from their leaders one month later, when they were stronger rather than weaker identified with the joint workgroup. Findings from our two experimental studies further showed that without a pre-existing leader-follower relationship history, cues of weak follower identification were most relevant for leaders' intention and decision to consult with followers. That is, weakly identified followers were consulted less than strongly identified followers or followers for whom leaders had no cues on their level of identification, because their voice was perceived by leaders as less constructive. Findings from Study 3 further showed that strong levels of follower social identification did not strengthen the positive indirect effect of constructive voice on leader consultation via higher levels of perceived voice constructiveness. Rather, there was a tendency that weak social identification undermined the positive indirect effect of constructive voice on leader consultation. Overall, our findings speak to weak social identification as a hindrance for followers to gain social influence, as leaders perceive their voice as less constructive and are subsequently less willing to consult with them.

Theoretical implications

Our research provides theoretical insights into the conditions under which constructive follower voice is seen as constructive by leaders and leads to a behavioral response in the sense of social exchange theory. Based on social identity theory, our findings show that leaders' perception of voice constructiveness depended upon the follower's social identification with the joint workgroup. Leaders evaluated the same voice message as less constructive when it was delivered from a follower whom they regarded as weakly rather than strongly identified. This expands earlier research on the content of voice as a driver for leaders' evaluation of its value (Burris, 2017) to show that even the same voice content can be interpreted differently in light of followers' social identification. While we assumed that strong identification would lead to higher perceptions of constructiveness and higher consultation, we found a more differentiated picture. In leader-follower settings with a pre-existing relational history (Study 1), followers indicated that they received more leader consultation when they were more strongly identified with the joint workgroup, indicating that strong social identification can be an asset for followers, helping them to initiate a positive behavioral exchange by expressing constructive voice. However, in leader-follower settings without a pre-existing relational history (Study 2 and 3), it was not strong but weak social identification that drove the effect. Leaders indicated that they would consult less with constructive voicers who are weakly identified with the joint work group, as they regard their expressions as a less constructive contribution. This may indicate that in new leader-follower dyads, voice in itself prompts leaders to make assumptions about follower stable characteristics such as their identification with the team, similar to what has been labelled as a fundamental attribution error (Ross, 1977) where behavioral information is overemphasized as an indicator of personality. If future research finds further examples of such a connection, this has interesting implications for the integration of social identity theory and social

exchange theory, in that some types of offers of exchange due conclusions about identity in observers.

Our research moves the focus from voice-specific (e.g., voice endorsement, support, implementation; Isaakyan et al., 2021; Schreurs et al., 2020; Zhang et al., 2022) or career-related leader responses (e.g., performance, promotability, salary; X. Huang et al., 2018; Sibunruang & Kawai, 2022) towards leader consultation as indicator of leaders' granting followers a say in issues beyond those initially raised. Recently, scholars shifted attention to relational voice outcomes (Kim et al., 2023) and demonstrated that – particularly when leaders advocated high originality – constructive voice can improve the relational exchange between leaders and followers, because it provides leaders with valuable resources (A. J. Xu et al., 2023). We extend these findings in two important ways. First, rather than focusing on dyadic relationship quality, we investigated a more behavioral type of exchange from both sides of the leadership equation. Second, we found that constructive voice is not always seen as equally constructive by leaders. Indeed, leaders did not recognize the constructive value of constructive voice that was raised by weakly identified followers, with consequences for their willingness to consult them further. This highlights that leader consultation, as a longer-term behavioral voice outcome, is undermined when leaders see followers as weakly identified with the joint workgroup.

Finally, our findings contribute to the relationship between voice and subsequent voice opportunities. Recently, scholars tapped into more dynamic approaches for understanding the relationship between voice and followers' subsequent voice intention, showing that leaders' immediate responses to voice (i.e., voice endorsement and the explanations they provide for non-endorsement; King et al., 2019; Wu et al., 2021) determined followers subsequently willingness to engage in voice. Our findings complement this research in that we show that constructive voice itself can promote subsequent voice opportunities offered by the leader: Leaders are less willing to foster contributions of some voicers (i.e., those weakly identified),

thereby reducing followers' subsequent opportunities to contribute to decision making due to not consulting them. For voicing followers who send signals of being weakly identified with the joint workgroup, constructive voice may thus backfire in that they receive less subsequent voice opportunities in the form of leader consultation. As prior research showed that lower levels of leader consultation in turn reduce followers' voice engagement (Sherf et al., 2019; Tangirala & Ramanujam, 2012), and indicate that it may not be safe to express voice (Duan et al., 2020), our results might help to break this cycle by encouraging followers to be clear about their identification with the team.

Practical Implications

One practical recommendation is that followers who raise voice need to be mindful of any cues that may indicate a weak identification with the joint workgroup, hindering their leaders to perceive the constructive value of their voice (e.g., inclusiveness of language; Weiss et al., 2018). As leaders in our experimental studies evaluated the constructiveness of voice based on how identified they perceived the voicer, it might be important to help leaders understand that constructive voice can also origin from weakly identified followers. As such, trainings can help leaders to assess voice more objectively based on its content rather than the source. In fact, if leaders respond to voice from weakly identified followers with consultation, this could help the respective followers to feel more included, which might in turn strengthen their social identification. This links to recent findings showing that leaders' behavioral response to a voicer and their message can affect voicers' identification with the joint work group. That is, when leaders endorse voice and grant the credits to the voicer, it increases voicers' social identification as they feel more respected (H. Johnson et al., 2024).

Limitations and Future Research

Our research combines correlational and experimental methodologies and collects data from different perspectives. Yet, limitations remain. While we extend prior research on voice-specific leader responses (e.g., voice endorsement) into more general and longer-term leader

consultation, our research does not account for a possible further circular exchange process, that is, a possible spiral starting with one voice event that leads to consultation, leading to further voice, and further consultation (e.g., Kim et al., 2023). Particularly, our Study 1 is correlational and focuses on employee perceptions in a sample in which leader-follower-relationships were already established. Although controlling for relationship tenure did not alter our results, future research should examine voice and consultation in newly formed leader-follower-dyads, as well as over a longer period of time (e.g., repeated measurements across several months) to more fully capture the interactive process and identify in which ways it may result in objectively improved leadership decision-making. Especially a focus on dyads and their mutual perceptions of and behavioral responses towards each other would be a fruitful extension of our research. Although our research collected data from direct reports (Study 1) and managers (Study 2 and 3) respectively, the interactive and processual nature that underpins our theorizing can only be fully captured with leader-follower dyads. Future research could thereby simultaneously consider both behavioral (e.g., consultation) and relationship (e.g., LMX) exchanges between leaders and followers, investigating the role of follower social identification for both the formation of affective and behavioral exchange processes in response to constructive follower voice. This could build on prior research that indicated a positive relationship between follower constructive voice and leaders' perception of LMX with the voicer (H.-L. Liang & Yeh, 2019; A. J. Xu et al., 2023). Finally, studying reciprocal leader-follower-processes over longer time frames can further indicate potential ceiling effects in leaders' positive response to voicing followers. In fact, a recent work pointed to a potential downside of leader consultation: When leaders showed strong (vs. weak) levels of consultation, they viewed voice as a fulfilment of their expectations rather than an expression of followers' proactivity, and provided voicing followers with less reward (Park et al., 2022).

Measuring leader consultation in our experimental research via both a scale and a behavioral decision is a strength of the present study. At the same time, the behavioral decision still comes with limitations. For example, we asked participants to decide whether or not they would like to recommend the voicing employee for a project on which they would work together. Albeit working on a project provides the opportunities to consult, participants may not have considered the notion of consultation in their decision. We thus recommend future research to conduct lab experiments in which participants interact in a controlled setting and consultation behavior can be directly observed. Future research could also combine our results with research on leader characteristics stimulating a negative response to voice, explaining why leaders react to weakly identified followers' voice more negatively than to voice by strongly identified voicers or when they do not have information about identification. An interesting research question might be if leaders who perceive voicing followers as weakly identified with the work group feel threatened (e.g., ego, image, or competence threat; Fast et al., 2014; Isaakyan et al., 2021; Popelnukha et al., 2021; Sijbom et al., 2015b), and thus decide to consult less with them in subsequent interactions.

Further, for Study 3, we compared constructive (challenging and promotive) with supportive (not challenging but promotive), and destructive (challenging but not promotive) voice. Contrasting different types of voice aligns with previous experimental research (e.g., constructive vs. supportive voice; Burris, 2012; Duan, Lin, et al., 2022; E. Xu et al., 2020), and offers fine-grained insight into different defining aspects of constructive voice (i.e., challenging nature and constructive intent). However, the limitation remains that contrasting different types of voice does not answer whether the effect of social identification on leader consultation would also be present when a follower does not express voice at all. Operationalizing no or low levels of constructive voice in experimental studies has been proven challenging as some manipulations opted to manipulate silence (e.g., X. Liu et al., 2023 Study 1; Weiss & Morrison, 2019 Study 2), which describes followers withholding

ideas, concerns, or information about problems (Knoll & van Dick, 2013; Morrison, 2023), and represents more than just an absence of constructive voice (Knoll & van Dick, 2013). A promising approach for future research can be found in Parker et al. (2022) who manipulate the frequency of voice by varying the number of ideas that followers raise across two meetings.

Finally, we would like to discuss potential limitations with regards to our sampling approach via crowdsourcing platforms. Although online panels are a reliable and appropriate source of convenience sample data (e.g., Buhrmester et al., 2011; Landers & Behrend, 2015; Walter et al., 2019), careful methodological and ethical considerations are required. We followed recommendations to ensure the appropriateness of the sample and the data quality (e.g., sample inclusion criteria; post-hoc data screening; Cheung et al., 2017; Fleischer et al., 2015). Further, we adhered to recommendations to mitigate ethical concerns, such as relying on good payment, transparent information on compensation in the consent form, as well as detailed explanations for participants whose payment was rejected (e.g., due to missed attention checks) (Du et al., 2024). Despite these efforts, limitations may remain, in particular when investigating leadership and team processes. Due to the nature of the data, online samples give access to the perspective of one individual in isolation of their social context at work. This limits more detailed insights into the social context, including participants' teams, their managers or direct reports, and their organizational context that go beyond socio-demographic information. Further, employees may have distinct characteristics that may favor self-selection to become part of crowdsourcing platforms (e.g., interest in monetary incentives, inherent enjoyment in study participation; Cheung et al., 2017). Self-selection may also play a role at the study level (Du et al., 2024), such that participants signing up to our research were particularly interested in learning more about teamwork and leadership. Finally, our inclusion criteria for Study 1 to recruit participants that hold an academic degree could further fuel selection biases as it targeted a professional sample of highly skilled individuals.

Nevertheless, we are confident that our paper offers fruitful insights that should be extended in terms of generalizability in future research.

Conclusion

The present research determines whether and why followers' social identification with the joint work group drives leader consultation as a behavioral response to constructive voice. While we find that followers' social identification increased the positive relationship between constructive voice and leader consultation in long-standing leader-follower relationships, the pattern was different when leaders had no long-standing relational history with the voicer. Without pre-existing relational history, leaders intended to consult more with voicing followers for whom they had no reason to believe that they would be weakly identified with the joint workgroup. This was explained by leaders perceiving voice of weakly identified followers as a less constructive contribution to the organization, and thus refrained from consulting them on issues beyond those initially raised. Followers, leaders, and organizations should emphasize social identification in voice processes to keep leaders from reacting negatively to voicing followers and thereby possibly hindering a positive and fruitful leadership process.

Data Availability Statement

The data and analysis code that support the findings of the experimental studies are available in the OSF repository at

https://osf.io/re2p5/?view_only=84dda3f6f4e9405a908769543589baff. Data for Study 1 can be made available by the corresponding author upon request.

References

Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales

force? An empirical examination of the influence of leadership empowerment

behavior on customer satisfaction and performance. *Journal of Applied Psychology*,

90(5), 945–955. https://doi.org/10.1037/0021-9010.90.5.945

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of

Management Review*, *14*(1), 20–39. https://doi.org/10.2307/258189

Becker, T. E., Atinc, G., Breaugh, J. A., Carlson, K. D., Edwards, J. R., & Spector, P. E.

(2016). Statistical control in correlational studies. *Journal of Organizational Behavior*,

37(2), 157–167. https://doi.org/10.1002/job.2053

Berson, Y., Waldman, D. A., & Pearce, C. L. (2016). Enhancing our understanding of vision

in organizations. *Organizational Psychology Review*, *6*(2), 171–191.

https://doi.org/10.1177/2041386615583736

Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural

Psychology*, *1*(3), 185–216. https://doi.org/10.1177/135910457000100301

Buhrmester, M., Kwang, T., & Gosling, S. D. (2011). Amazon's Mechanical Turk: A new

source of inexpensive, yet high-quality, data? *Perspectives on Psychological Science*,

6(1), 3–5. https://doi.org/10.1177/1745691610393980

Burris, E. R. (2012). The risks and rewards of speaking up: Managerial responses to employee

voice. *Academy of Management Journal*, *55*(4), 851–875.

https://doi.org/10.5465/amj.2010.0562

Burris, E. R., Martins, L. L., & Kimmons, Y. (2022). Mixed Messages: Why managers (do

not) endorse employee voice. *Organizational Behavior and Human Decision

Processes*, *172*, 104185. https://doi.org/10.1016/j.obhdp.2022.104185

Burris, E. R., Rockmann, K. W., & Kimmons, Y. S. (2017). The value of voice to managers:

      Employee identification and the content of voice. *Academy of Management Journal*,

      60(6), 2099–2125. https://doi.org/10.5465/amj.2014.0320

Chamberlin, M., Newton, D. W., & Lepine, J. A. (2017). A meta-analysis of voice and its

      promotive and prohibitive forms. *Personnel Psychology*, *70*(1), 11–71.

      https://doi.org/10.1111/peps.12185

Cheng, J.-W., Lu, K.-M., Chang, Y.-Y., & Johnstone, S. (2013). Voice behavior and work

      engagement: The moderating role of supervisor-attributed motives. *Asia Pacific*

      Journal of Human Resources, *51*(1), 81–102. https://doi.org/10.1111/j.1744-

      7941.2012.00030.x

Cheung, J. H., Burns, D. K., Sinclair, R. R., & Sliter, M. (2017). Amazon mechanical turk in

      organizational psychology. *Journal of Business and Psychology*, *32*(4), 347–361.

      https://doi.org/10.1007/s10869-016-9458-5

Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social Exchange

      Theory: A Critical Review with Theoretical Remedies. *Academy of Management*

      Annals, *11*(1), 479–516. https://doi.org/10.5465/annals.2015.0099

Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary

      Review. *Journal of Management*, *31*(6), 874–900.

      https://doi.org/10.1177/0149206305279602

Curran, P. G. (2016). Methods for the detection of carelessly invalid responses in survey data.

      Journal of Experimental Social Psychology, *66*, 4–19.

      https://doi.org/10.1016/j.jesp.2015.07.006

DeRue, D. S., Nahrgang, J. D., & Ashford, S. J. (2015). Interpersonal perceptions and the

      emergence of leadership structures in groups. *Organization Science*, *26*(4), 1192–

      1209. https://doi.org/10.1287/orsc.2014.0963

DeSimone, J. A., Harms, P. D., & DeSimone, A. J. (2015). Best practice recommendations for data screening. *Journal of Organizational Behavior*, *36*(2), 171–181. https://doi.org/10.1002/job.1962

Du, S., Babalola, M. T., D'Cruz, P., Dóci, E., Garcia-Lorenzo, L., Hassan, L., Islam, G., Newman, A., Noronha, E., & Van Gils, S. (2024). The Ethical, Societal, and Global Implications of Crowdsourcing Research. *Journal of Business Ethics*. https://doi.org/10.1007/s10551-023-05604-9

Duan, J., Guo, Z., & Brinsfield, C. (2020). Does leader integrity facilitate employee voice? A moderated mediation model of perceived risk and leader consultation. *Leadership & Organization Development Journal*, *41*(8), 1069–1087. https://doi.org/10.1108/LODJ-08-2019-0353

Duan, J., Lin, X., Wang, X., & Xu, Y. (2022). How organizational cultures shape social cognition for newcomer voices. *Journal of Occupational and Organizational Psychology*, *95*(3), 660–686. https://doi.org/10.1111/joop.12390

Duan, J., Xu, Y., Wang, X., Wu, C., & Wang, Y. (2021). Voice for oneself: Self-interested voice and its antecedents and consequences. *JOURNAL OF OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGY*, *94*(1), 1–28. https://doi.org/10.1111/joop.12334

Duan, J., Zhou, A. J., & Yu, L. (2022). A dual-process model of voice endorsement. *The International Journal of Human Resource Management*, *33*(18), 3765–3787. https://doi.org/10.1080/09585192.2021.1949624

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *The Academy of Management Review*, *29*(3), 459–478. https://doi.org/10.2307/20159054

Fast, N. J., Burris, E. R., & Bartel, C. A. (2014). Managing to stay in the dark: Managerial self-efficacy, ego defensiveness, and the aversion to employee voice. *Academy of Management Journal*, *57*(4), 1013–1034. https://doi.org/10.5465/amj.2012.0393

Fleischer, A., Mead, A. D., & Huang, J. (2015). Inattentive responding in MTurk and other online samples. *Industrial and Organizational Psychology*, *8*(2), 196–202. https://doi.org/10.3758/s13428-011-0081-0

Fürstenberg, N., Alfes, K., & Shantz, A. (2021). Meaningfulness of work and supervisory-rated job performance: A moderated-mediation model. *Human Resource Management*, *60*(6), 903–919. https://doi.org/10.1002/hrm.22041

Goldammer, P., Annen, H., Stöckli, P. L., & Jonas, K. (2020). Careless responding in questionnaire measures: Detection, impact, and remedies. *The Leadership Quarterly*, 101384. https://doi.org/10.1016/j.leaqua.2020.101384

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, *6*(2), 219–247. https://doi.org/10.1016/1048-9843(95)90036-5

Grant, A. M., Parker, S., & Collins, C. (2009). Getting credit for proactive behaviors: Supervisor reactions depend on what you value and how you feel. *Personnel Psychology*, *62*(1), 31–55. https://doi.org/10.1111/j.1744-6570.2008.01128.x

Guarana, C. L., Li, J. (Jason), & Hernandez, M. (2017). Examining the effects of manager-subordinate gender match on managerial response to voice. *Journal of Experimental Social Psychology*, *72*, 147–160. https://doi.org/10.1016/j.jesp.2017.04.004

Han, S., Harold, C. M., & Cheong, M. (2019). Examining why employee proactive personality influences empowering leadership: The roles of cognition- and affect-based trust. *Journal of Occupational and Organizational Psychology*, *92*(2), 352–383. https://doi.org/10.1111/joop.12252

Hayes, A. F. (2015). An Index and Test of Linear Moderated Mediation. *Multivariate Behavioral Research*, *50*(1), 1–22. https://doi.org/10.1080/00273171.2014.962683

Hogg, M. A. (2001). A Social Identity Theory of Leadership. *Personality and Social Psychology Review*, *5*(3), 184–200. https://doi.org/10.1207/S15327957PSPR0503_1

Howell, T. M., Harrison, D. A., Burris, E. R., & Detert, J. R. (2015). Who gets credit for input? Demographic and structural status cues in voice recognition. *Journal of Applied Psychology*, *100*(6), 1765–1784. https://doi.org/10.1037/apl0000025

Huang, J. L., Curran, P. G., Keeney, J., Poposki, E. M., & DeShon, R. P. (2012). Detecting and deterring insufficient effort responding to surveys. *Journal of Business and Psychology*, *27*(1), 99–114. https://doi.org/10.1007/s10869-011-9231-8

Huang, X., Xu, E., Huang, L., & Liu, W. (2018). Nonlinear consequences of promotive and prohibitive voice for managers' responses: The roles of voice frequency and LMX. *Journal of Applied Psychology*, *103*(10), 1101–1120. https://doi.org/10.1037/apl0000326

Imai, K., Keele, L., & Tingley, D. (2010). A general approach to causal mediation analysis. *Psychological Methods*, *15*(4), 309–334. https://doi.org/10.1037/a0020761

Imai, K., Keele, L., Tingley, D., & Yamamoto, T. (2011). Unpacking the black box of causality: Learning about causal mechanisms from experimental and observational studies. *American Political Science Review*, *105*(4), 765–789. https://doi.org/10.1017/S0003055411000414

Isaakyan, S., Sherf, E. N., Tangirala, S., & Guenter, H. (2021). Keeping it between us: Managerial endorsement of public versus private voice. *Journal of Applied Psychology*, *106*(7), 1049–1066. https://doi.org/10.1037/apl0000816

Johnson, H., Wu, W., Zhang, Y., & Lyu, Y. (2024). Ideas endorsed, credit claimed: Managerial credit claiming weakens the benefits of voice endorsement on future voice behavior through respect and work group identification. *Human Relations*, *77*(5), 709–736. https://doi.org/10.1177/00187267231156791

Johnson, J. A. (2005). Ascertaining the validity of individual protocols from web-based

personality inventories. *Journal of Research in Personality*, *39*(1), 103–129.

https://doi.org/10.1016/j.jrp.2004.09.009

Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for

job redesign. *Administrative Science Quarterly*, *24*(2), 285–308.

Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership.

Journal of Applied Psychology, *88*(2), 246–255. https://doi.org/10.1037/0021-

9010.88.2.246

Kim, Y. J., Lam, C. F., Oh, J. (Kyoungjo), & Sohn, W. (2023). Employee Constructive Voice:

An Integrative Review and a Dyadic Approach. *Journal of Management*, *49*(1), 430–

473. https://doi.org/10.1177/01492063221108654

King, D. D., Ryan, A. M., & Dyne, L. V. (2019). Voice resilience: Fostering future voice after

non-endorsement of suggestions. *Journal of Occupational and Organizational

Psychology*, *92*(2), 535–565. https://doi.org/10.1111/joop.12275

Knoll, M., & van Dick, R. (2013). Do I hear the whistle…? A first attempt to measure four

forms of employee silence and their correlates. *Journal of Business Ethics*, *113*(2),

349–362. https://doi.org/10.1007/s10551-012-1308-4

Krenz, H. L., Burtscher, M. J., & Kolbe, M. (2019). "Not only hard to make but also hard to

take:" Team leaders' reactions to voice. *Gruppe. Interaktion. Organisation. Zeitschrift

Für Angewandte Organisationspsychologie (GIO)*, *50*(1), 3–13.

https://doi.org/10.1007/s11612-019-00448-2

Landers, R. N., & Behrend, T. S. (2015). An inconvenient truth. *Industrial and

Organizational Psychology*, *8*(2), 142–164. https://doi.org/10.1017/iop.2015.13

Li, J. (Jason), Barnes, C. M., Yam, K. C., Guarana, C. L., & Wang, L. (2019). Do not like it

when you need it the most: Examining the effect of manager ego depletion on

managerial voice endorsement. *Journal of Organizational Behavior*, *40*(8), 869–882.

https://doi.org/10.1002/job.2370

Liang, H.-L., & Yeh, T.-K. (2019). The effects of employee voice on workplace bullying and

job satisfaction: The mediating role of leader–member exchange. *Management*

Decision, *58*(3), 569–582. https://doi.org/10.1108/MD-01-2019-0112

Liang, J., Farh, C. I. C., & Farh, J.-L. (2012). Psychological antecedents of promotive and

prohibitive voice: A two-wave examination. *Academy of Management Journal*, *55*(1),

71–92. https://doi.org/10.5465/amj.2010.0176

Liao, Z., Liu, W., Li, X., & Song, Z. (2019). Give and take: An episodic perspective on

leader-member exchange. *Journal of Applied Psychology*, *104*(1), 34–51.

https://doi.org/10.1037/apl0000371

Liden, R. C., & Maslyn, J. M. (1998). Multidimensionafity of Leader-Member Exchange: An

Empirical Assessment through Scale Development. *Journal of Management*, *24*(1),

43–72. https://doi.org/10.1177/014920639802400105

Liu, W., Zhu, R., & Yang, Y. (2010). I warn you because I like you: Voice behavior,

employee identifications, and transformational leadership. *The Leadership Quarterly*,

21(1), 189–202. https://doi.org/10.1016/j.leaqua.2009.10.014

Liu, X., Mao, J., Chiang, J. T., Guo, L., & Zhang, S. (2023). When and why does voice

sustain or stop? The roles of leader behaviours, power differential perception and

psychological safety. *Applied Psychology*, *72*(3), 1209–1247.

https://doi.org/10.1111/apps.12432

Lonati, S., Quiroga, B. F., Zehnder, C., & Antonakis, J. (2018). On doing relevant and

rigorous experiments: Review and recommendations. *Journal of Operations*

Management, *64*(1), 19–40. https://doi.org/10.1016/j.jom.2018.10.003

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, *13*(2), 103–123. https://doi.org/10.1002/job.4030130202

Martin, R., Ono, M., Legood, A., Dello Russo, S., & Thomas, G. (2023). Leader–member exchange (LMX) quality and follower well-being: A daily diary study. *Journal of Occupational Health Psychology*, *28*(2), 103–116. https://doi.org/10.1037/ocp0000346

Maynes, T. D., & Podsakoff, P. M. (2014). Speaking more broadly: An examination of the nature, antecedents, and consequences of an expanded set of employee voice behaviors. *Journal of Applied Psychology*, *99*(1), 87–112. https://doi.org/10.1037/a0034284

McClean, E. J., Martin, S. R., Emich, K. J., & Woodruff, Col. T. (2018). The social consequences of voice: An examination of voice type and gender on status and subsequent leader emergence. *Academy of Management Journal*, *61*(5), 1869–1891. https://doi.org/10.5465/amj.2016.0148

Mitchell, M. S., Cropanzano, R. S., & Quisenberry, D. M. (2012). Social Exchange Theory, Exchange Resources, and Interpersonal Relationships: A Modest Resolution of Theoretical Difficulties. In K. Törnblom & A. Kazemi (Eds.), *Handbook of Social Resource Theory* (pp. 99–118). Springer New York. https://doi.org/10.1007/978-1-4614-4175-5_6

Molm, L. D., Schaefer, D. R., & Collett, J. L. (2007). The Value of Reciprocity. *Social Psychology Quarterly*, *70*(2), 199–217. https://doi.org/10.1177/019027250707000208

Morrison, E. W. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 173–197. https://doi.org/10.1146/annurev-orgpsych-031413-091328

Morrison, E. W. (2023). Employee voice and silence: Taking stock a decade later. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*, pp 79-107. https://doi.org/10.1146/annurev-orgpsych-120920-054654

Ng, T. W. H., & Feldman, D. C. (2012). Employee voice behavior. *Journal of Organizational Behavior*, *33*(2), 216–234. https://doi.org/10.1002/job.754

Oc, B., & Bashshur, M. R. (2013). Followership, leadership and social influence. *The Leadership Quarterly*, *24*(6), 919–934. https://doi.org/10.1016/j.leaqua.2013.10.006

Oc, B., Bashshur, M. R., & Moore, C. (2019). Head above the parapet: How minority subordinates influence group outcomes and the consequences they face for doing so. *Journal of Applied Psychology*, *104*(7), 929–945. https://doi.org/10.1037/apl0000376

Oc, B., Chintakananda, K., Bashshur, M. R., & Day, D. V. (2023). The study of followers in leadership research: A systematic and critical review. *The Leadership Quarterly*, 101674. https://doi.org/10.1016/j.leaqua.2022.101674

Palan, S., & Schitter, C. (2018). Prolific.ac—A subject pool for online experiments. *Journal of Behavioral and Experimental Finance*, *17*, 22–27. https://doi.org/10.1016/j.jbef.2017.12.004

Park, H., Tangirala, S., Hussain, I., & Ekkirala, S. (2022). How and when managers reward employees' voice: The role of proactivity attributions. *Journal of Applied Psychology*. https://doi.org/10.1037/apl0001008

Parke, M. R., Tangirala, S., Sanaria, A., & Ekkirala, S. (2022). How strategic silence enables employee voice to be valued and rewarded. *Organizational Behavior and Human Decision Processes*, *173*, 104187. https://doi.org/10.1016/j.obhdp.2022.104187

Popelnukha, A., Almeida, S., Obaid, A., Sarwar, N., Atamba, C., Tariq, H., & Weng, Q. (Derek). (2021). Keep your mouth shut until I feel good: Testing the moderated mediation model of leader's threat to competence, self-defense tactics, and voice

rejection. *Personnel Review*, *51*(1), 394–431. https://doi.org/10.1108/PR-09-2019-0508

R Core Team. (2021). *R: A language and environment for statistical computing.* R Foundation for Statistical Computing, Vienna, Austria. https://www.R-project.org/

Randsley de Moura, G. R., Abrams, D., Retter, C., Gunnarsdottir, S., & Ando, K. (2009). Identification as an organizational anchor: How identification and job satisfaction combine to predict turnover intention. *European Journal of Social Psychology*, *39*(4), 540–557. https://doi.org/10.1002/ejsp.553

Richardson, H. A., Kluemper, D. H., & Taylor, S. G. (2021). Too little and too much authority sharing: Differential relationships with psychological empowerment and in-role and extra-role performance. *Journal of Organizational Behavior*, *42*(8), 1099–1119. https://doi.org/10.1002/job.2548

Riketta, M., & Dick, R. V. (2005). Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment. *Journal of Vocational Behavior*, *67*(3), 490–510. https://doi.org/10.1016/j.jvb.2004.06.001

Ross, L. (1977). The Intuitive Psychologist And His Shortcomings: Distortions in the Attribution Process. In *Advances in Experimental Social Psychology* (Vol. 10, pp. 173–220). Elsevier. https://doi.org/10.1016/S0065-2601(08)60357-3

Rosseel, J. A. (2012). lavaan: An R package for structural equation modeling. *Journal of Statistical Software*, *48*(2), 1–36.

Schoemann, A. M., Boulton, A. J., & Short, S. D. (2017). Determining power and sample size for simple and complex mediation models. *Social Psychological and Personality Science*, *8*(4), 379–386. https://doi.org/10.1177/1948550617715068

Schreurs, B., Hamstra, M. R. W., & Davidson, T. (2020). What's in a word? Using construal-level theory to predict voice endorsement. *European Journal of Work and*

Organizational Psychology, *29*(1), 93–105.

https://doi.org/10.1080/1359432X.2019.1694509

Schyns, B. (2002). Überprüfung einer deutschsprachigen Skala zum Leader-Member-Exchange-Ansatz. *Zeitschrift Für Differentielle Und Diagnostische Psychologie*, *23*(2), 235–245. https://doi.org/10.1024//0170-1789.23.2.235

Shamir, B., Zakay, E., Brainin, E., & Popper, M. (1998). Leadership and social identification in military units: Direct and indirect relationships. *Journal of Applied Social Psychology*, *30*(3), 612–640. https://doi.org/10.1111/j.1559-1816.2000.tb02499.x

Sherf, E. N., Tangirala, S., & Venkataramani, V. (2019). Why managers do not seek voice from employees: The importance of managers' personal control and long-term orientation. *Organization Science*, *30*(3), 447–466.

https://doi.org/10.1287/orsc.2018.1273

Sibunruang, H., & Kawai, N. (2022). The instrumental role of employee voice in achieving promotability: Social influence perspective. *Personnel Review*, *52*(3), 687–702. https://doi.org/10.1108/PR-05-2020-0332

Sijbom, R. B. L., Janssen, O., & Van Yperen, N. W. (2015a). How to get radical creative ideas into a leader's mind? Leader's achievement goals and subordinates' voice of creative ideas. *European Journal of Work and Organizational Psychology*, *24*(2), 279–296. https://doi.org/10.1080/1359432X.2014.892480

Sijbom, R. B. L., Janssen, O., & Van Yperen, N. W. (2015b). Leaders' receptivity to subordinates' creative input: The role of achievement goals and composition of creative input. *European Journal of Work and Organizational Psychology*, *24*(3), 462–478. https://doi.org/10.1080/1359432X.2014.964215

Steffens, N. K., & Haslam, S. A. (2013). Power through 'us': Leaders' use of we-referencing language predicts election victory. *PLOS ONE*, *8*(10), e77952.

https://doi.org/10.1371/journal.pone.0077952

Tajfel, H., & Turner, J. C. (1985). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (2nd ed., pp. 7– 24). Nelson-Hall.

Tangirala, S., & Ramanujam, R. (2012). Ask and you shall hear (but not always): Examining the relationship between manager consultation and employee voice. *Personnel Psychology*, *65*(2), 251–282. https://doi.org/10.1111/j.1744-6570.2012.01248.x

Tingley, D., Yamamoto, T., Hirose, K., Keele, L., & Imai, K. (2014). mediation: R package for causal mediation analysis. *Journal of Statistical Software*, *59*(5). https://doi.org/10.18637/jss.v059.i05

Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S. D., & Wetherell, M. S. (1987). *Rediscovering the social group: A self-categorization theory* (pp. x, 239). Basil Blackwell.

Uhl-Bien, M., Riggio, R. E., Lowe, K. B., & Carsten, M. K. (2014). Followership theory: A review and research agenda. *The Leadership Quarterly*, *25*(1), 83–104. https://doi.org/10.1016/j.leaqua.2013.11.007

Urbach, T., & Fay, D. (2018). When proactivity produces a power struggle: How supervisors' power motivation affects their support for employees' promotive voice. *European Journal of Work and Organizational Psychology*, *27*(2), 280–295. https://doi.org/10.1080/1359432X.2018.1435528

Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, *41*(1), 108–119. https://doi.org/10.2307/256902

Van Knippenberg, D. (2000). Work Motivation and Performance: A Social Identity Perspective. *Applied Psychology*, *49*(3), 357–371. https://doi.org/10.1111/1464-0597.00020

Vough, H. (2012). Not All Identifications Are Created Equal: Exploring Employee Accounts for Workgroup, Organizational, and Professional Identification. *Organization Science*, *23*(3), 778–800. https://doi.org/10.1287/orsc.1110.0654

Walter, S. L., Seibert, S. E., Goering, D., & O'Boyle, E. H. (2019). A tale of two sample sources. *Journal of Business and Psychology*, *23*, 425–452. https://doi.org/10.1007/s10869-018-9552-y

Weiss, M., Kolbe, M., Grote, G., Spahn, D. R., & Grande, B. (2018). We can do it! Inclusive leader language promotes voice behavior in multi-professional teams. *The Leadership Quarterly*, *29*, 389–402. https://doi.org/10.1016/j.leaqua.2017.09.002

Weiss, M., & Morrison, E. W. (2019). Speaking up and moving up: How voice can enhance employees' social status. *Journal of Organizational Behavior*, *40*(4), 5–19. https://doi.org/10.1002/job.2262

Whiting, S. W., Maynes, T. D., Podsakoff, N. P., & Podsakoff, P. M. (2012). Effects of message, source, and context on evaluations of employee voice behavior. *Journal of Applied Psychology*, *97*(1), 159–182. https://doi.org/10.1037/a0024871

Wu, S., Kee, D. M. H., Li, D., & Ni, D. (2021). Thanks for your recognition, boss! A study of how and when voice endorsement promotes job performance and voice. *Frontiers in Psychology*, *12*, Article e706501. https://doi.org/10.3389/fpsyg.2021.706501

Xu, A. J., Loi, R., & Cai, Z. (2023). Not threats, but resources: An investigation of how leaders react to employee constructive voice. *British Journal of Management*, *34*(1), 37–56. https://doi.org/10.1111/1467-8551.12581

Xu, A. J., Loi, R., Cai, Z., & Liden, R. C. (2019). Reversing the lens: How followers influence leader–member exchange quality. *Journal of Occupational and Organizational Psychology*, *92*(3), 475–497. https://doi.org/10.1111/joop.12268

Xu, E., Huang, X., Ouyang, K., Liu, W., & Hu, S. (2020). Tactics of speaking up: The roles of

   issue importance, perceived managerial openness, and managers' positive mood.

   Human Resource Management, *59*(3), 255–269. https://doi.org/10.1002/hrm.21992

Yukl, G., & Fu, P. P. (1999). Determinants of delegation and consultation by managers.

   Journal of Organizational Behavior, *20*, 219–232.

Yukl, G., Gordon, A., & Taber, T. (2002). A Hierarchical Taxonomy of Leadership Behavior:

   Integrating a Half Century of Behavior Research. *Journal of Leadership &*

   Organizational Studies, *9*(1), 15–32. https://doi.org/10.1177/107179190200900102

Zhang, L., Liang, J., & Liu, F. (2022). I spoke up, did you hear? The impact of voice

   (in)congruence on employee-initiated constructive changes. *Human Relations*.

   Advance online publication. https://doi.org/10.1177/00187267221110781

Tables

Table 1. *Means, Standard Deviations, and Correlations among Variables in Study 1*

Variable	*M*	*SD*	1	2	3	4
1. Follower gender[a]	0.42	0.49				
2. Leader-follower interaction frequency[b]	2.84	0.73	.22**			
			[.08, .36]			
3. Follower social identification (t1)	3.59	0.73	.14	.01		
			[-.01, .28]	[-.14, .16]		
4. Follower constructive voice (t2)	3.55	0.95	.08	-.02	.26**	
			[-.06, .23]	[-.17, .13]	[.12, .40]	
5. Perceived leader consultation (t3)	3.40	1.00	.07	.04	.36**	.28**
			[-.08, .21]	[-.11, .19]	[.22, .48]	[.14, .41]

Note. N = 177 employees. Values in square brackets indicate the 95% confidence interval for each correlation. Measurement points (t1, t2, t3) were separated by approx. 4 weeks, respectively. [a] Gender is coded as 0 = male, 1 = female. [b] Leader-follower interaction frequency is coded as 1 = less than once/week, 2 = minimum once/week, 3 = each day, 4 = multiple times/day. * indicates *p* < .05. ** indicates *p* < .01.

Table 2. *Results from Regression Analyses in Study 1.*

	DV = Perceived Leader Consultation (Time 3)								
	Model 1			Model 2			Model 3		
Variables	B	SE	p	B	SE		B	SE	p
Intercept	3.13	0.34	< .001	1.00	0.48	.04	3.80	1.34	.01
Gender	0.12	0.16	.74	0.00	0.15	.99	0.05	0.15	.72
Frequency of interaction	0.04	0.11	.43	0.06	0.10	.52	0.03	0.10	.73
Social Identification (Time 1)				0.42	0.10	< .001	-0.41	0.39	.29
Constructive Voice (Time 2)				0.21	0.08	.01	-0.56	0.35	.11
Constructive Voice * Social Identification							0.22	0.10	.03
R2	0.01			0.17			0.19		
F statistic	$F(2, 174) = 0.44$		.64	$F(4, 172) = 8.62$		< .001	$F(5, 171) = 8.05$		< .001

Note. N = 177 employees. Gender coded as 0 = male, 1 = female. Frequency of interaction with leader coded as 1= less than once per week, 2 = minimum once per week, 3 = every day, 4 = multiple times per day).

Table 3. *Breakdown of Participants per Condition in Study 2 and Study 3.*

Social Identification Study2 / Study3	Voice Type Study2 / Study3	Voicer Gender	n Study2 / Study3
Strong (n = 66 / 175)	Constructive (n = 66 / 59)	Female	33 / 28
		Male	33 / 31
	Destructive (- / n = 57)	Female	29
		Male	28
	Supportive (- / n = 59)	Female	28
		Male	31
Weak (n = 65 / 173)	Constructive (n = 65 / 57)	Female	31 / 31
		Male	34 / 26
	Destructive (- / n = 56)	Female	30
		Male	26
	Supportive (- / n = 60)	Female	30
		Male	30
Neutral (n = 68 / 180)	Constructive (n = 68 / 61)	Female	34 / 28
		Male	34 / 33
	Destructive (- / n = 60)	Female	29
		Male	31
	Supportive (- / n = 59)	Female	31
		Male	28

Notes. N = 199 (Study 2) and N = 528 (Study 3).

Table 4 *Means, Standard Deviations, and Correlations with Confidence Intervals for Study 2*

Variable	*M*	*SD*	1	2	3	4	5
1. Constructively-voicing follower social identification[a] (strong vs. neutral)	0.49	0.50					
2. Constructively-voicing follower social identification[a] (strong vs. weak)	0.50	0.50	NA				
3. Constructively-voicing follower gender[b]	0.49	0.50	.00 [-.17, .17]	.02 [-.15, .19]			
4. Perceived voice constructiveness	5.56	0.91	.10 [-.08, .26]	.45** [.30, .58]	.07 [-.07, .21]		
5. Leader consultation intention	5.15	0.90	-.03 [-.20, .14]	.35** [.19, .49]	.06 [-.08, .20]	.57** [.46, .65]	
6. Leader consultation decision[c]	0.56	0.50	.13 [-.04, .30]	.42** [.27, .55]	.02 [-.12, .16]	.41** [.28, .52]	.41** [.29, .52]

Note. N = 199 managers. Values in square brackets indicate the 95% confidence interval for each correlation. [a] Dummy coded: 0 = neutral or weak social identification, 1 = strong social identification; [b] Dummy coded 0 = Eric, 1 = Erica; [c] Dummy coded 0 = no recommendation for project, 1 = recommendation for project. * indicates *p* < .05. ** indicates *p* < .01.

Table 5. *Manipulation of Follower Voice Type in Study 3*

Voice Type	Definition (Maynes & Podsakoff, 2014)	Manipulation
Constructive	*Challenging and promotive follower expression* Expression of ideas, information, opinions that are focused on effecting change (e.g., proposing ideas and improvements).	"The strategy is focusing on advertising the new product at sporting events. But do people at these events really care about French Fries? Recent market research shows that people don't pay attention and easily forget products that they try at these kinds of events. I thus have difficulties to see it working. Instead, I propose to go with an online campaign. Advertisement with online banners on social media like Facebook or Twitter should get customers attention much better than the current strategy. I am confident that the sales number will be higher and hit the target if the strategy is changed to an intensive online marketing."
Supportive	*Non-challenging but promotive follower expression* Expression of support for worthwhile work-related procedures (e.g., supporting or defending ideas or policies).	"The strategy is focusing on advertising the new product at sporting events. I agree that people at these events will care about French Fries. As you say, recent market research shows that people will pay attention and remember products that they try at these events as. Despite what others in the group might think, I see it working. A campaign at sports events can advertise healthy features of the French Fries. I am confident that the sales number will hit the target if we go with the proposed event marketing strategy."
Destructive	*Challenging but non-promotive follower expression* Expression of hurtful, critical, or debasing opinions (e.g., bad-mouthing, overly criticizing).	"The strategy is focusing on advertising the new product at sporting events. But do people at these events really care about French Fries? People don't pay attention and easily forget products that they try at these kinds of events. I can't see it working. I don't agree at all that people at these events will care about French Fries. This is another one of these nonsense campaigns that is typically supported by management in this organization. By all means, this event marketing strategy is rubbish. It is a waste of time, and it will lead nowhere. I don't see it working at all."

Table 6. *Means, Standard Deviations, and Correlations among Study Variables in Study 3.*

Variable	M	SD	1	2	3	4	5	6	7
1. Follower voice[a] (constructive vs. supportive)	0.50	0.50							
2. Follower voice[a] (constructive vs. destructive)	0.51	0.50	NA						
3. Follower social identification[b] (strong vs neutral)	0.49	0.50	-.01 [-.14, .12]	.00 [-.12, .13]					
4. Follower social identification[b] (strong vs weak)	0.50	0.50	.01 [-.12, .14]	.00 [-.13, .13]	NA				
5. Follower gender[c]	0.50	0.50	-.01 [-.11, .10]	-.02 [-.12, .09]	-.00 [-.11, .10]	-.04 [-.14, .07]			
6. Display order	0.48	0.50	.06 [-.05, .16]	-.04 [-.14, .06]	.01 [-.10, .11]	-.02 [-.13, .08]	-.02 [-.10, .07]		
7. Perceived voice constructiveness	4.44	1.58	.20** [.09, .29]	.67** [.61, .72]	.08 [-.02, .18]	.17** [.06, .27]	-.03 [-.12, .05]	-.07 [-.16, .01]	
8. Leader consultation intention	4.90	1.05	.00 [-.10, .11]	.31** [.21, .40]	-.03 [-.13, .08]	.13* [.03, .24]	.01 [-.07, .10]	-.08 [-.16, .01]	.62** [.56, .67]

Note. $N = 528$ managers. Values in square brackets indicate the 95% confidence interval for each correlation. [a] Dummy coded: 0 = supportive or destructive voice; [b] Dummy coded: 0 = neutral or weak social identification, 1 = strong social identification; [c] Dummy coded 0 = Eric, 1 = Erica; * indicates $p < .05$. ** indicates $p < .01$.

Table 7. *Means and Standard Deviations for Conditions in Study 3.*

Condition Voice	Condition Identification	N	Perceived Voice Constructiveness	Leader Consultation
Constructive Voice	Strong identification	59	5.66 (1.11)	5.18 (1.18)
	Weak identification	57	4.80 (1.24)	4.94 (0.96)
	Neutral	61	5.54 (0.96)	5.25 (0.95)
Destructive Voice	Strong identification	57	3.33 (1.40)	4.69 (0.89)
	Weak identification	56	3.03 (1.50)	4.14 (1.17)
	Neutral	60	2.83 (1.23)	4.48 (1.09)
Supportive Voice	Strong identification	59	5.05 (1.17)	5.05 (0.94)
	Weak identification	60	4.65 (1.16)	4.97 (0.88)
	Neutral	59	4.94 (1.15)	5.35 (0.84)

Note: Standard deviations in brackets.

Figures

Figure 1. *Interaction Effect of Constructive Follower Voice and Follower Social*

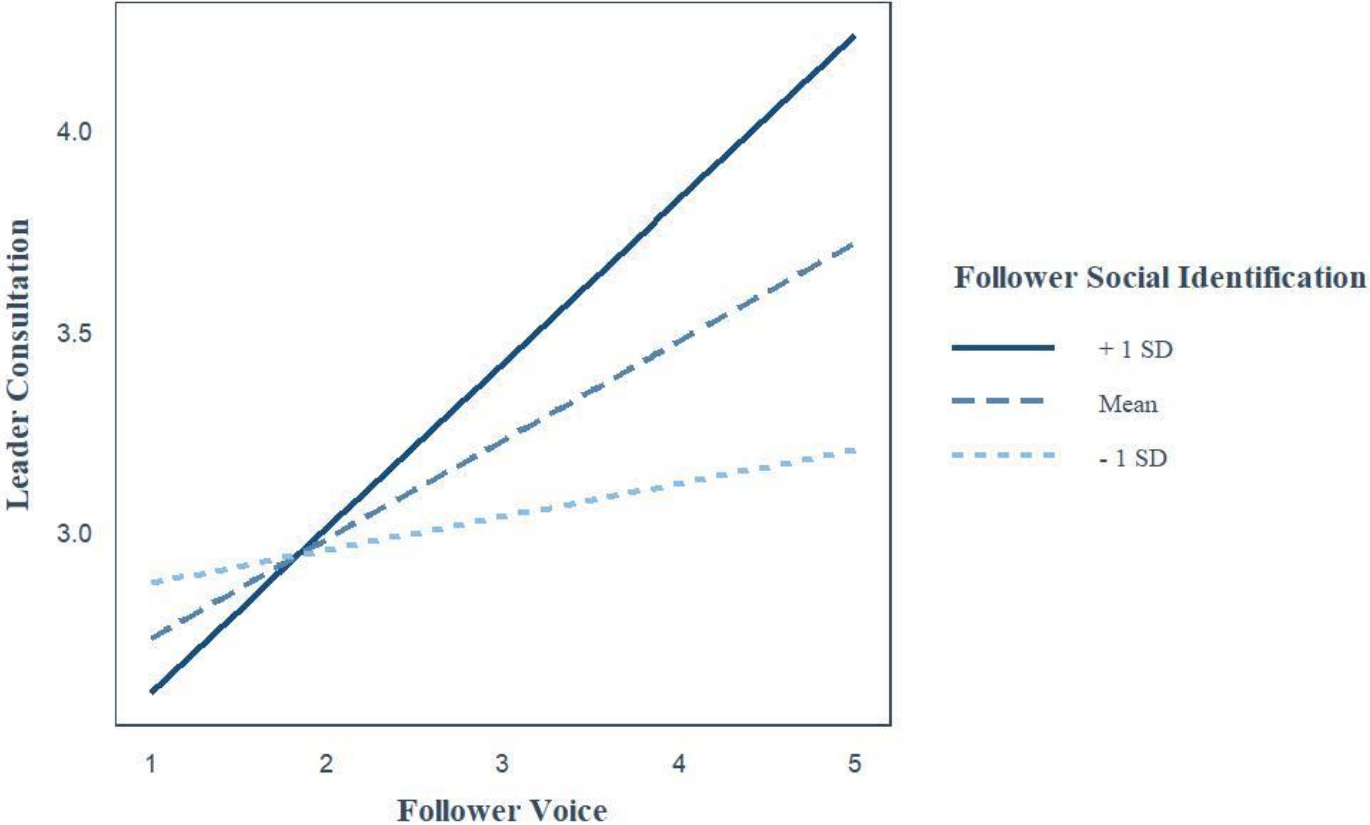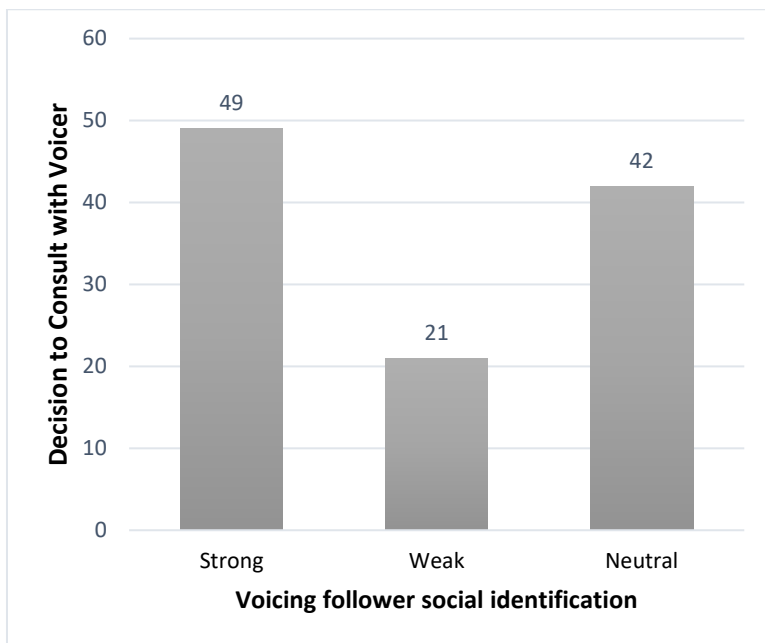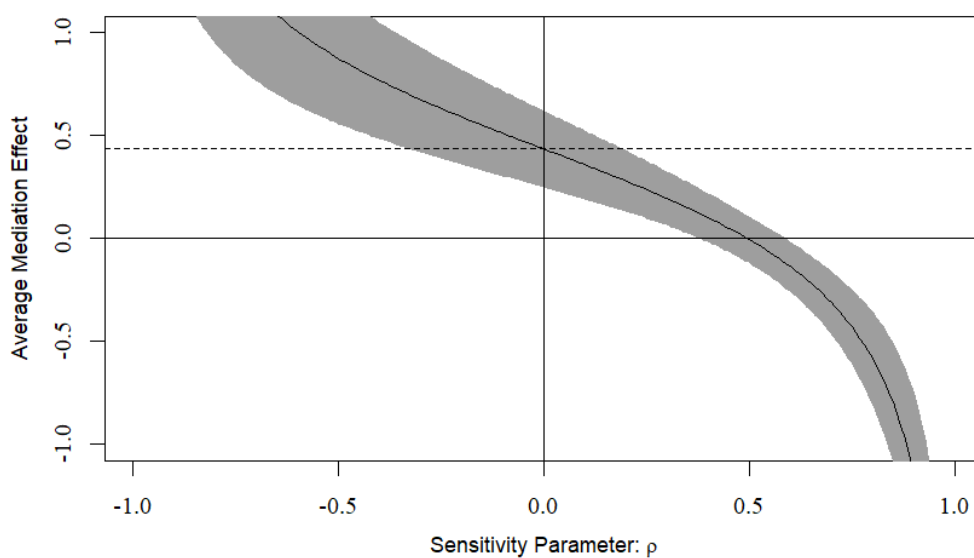*Identification on Leader Consultation (Study 1).*

Figure 2. *Leader Consultation Decision as a Function of Constructive Voicer Social Identification (Study 2).*

Note. The Y-axis displays the number of participants that decided to write a recommendation letter for the follower who expressed constructive voice, indicating their consultation decision.

Figure 3. *Graphical Display of Sensitivity Analysis (Study 2).*

Note. Mediation effect of voicer social identification (strong vs. weak) on leader consultation intention as a function of sensitivity parameter ρ.

Figure 4. *Perceived voice constructiveness as a function of follower voice type and follower social identification.*