(1) Ng, T. W. H. and Feldman, D. C. (2012). Employee voice behavior: A meta-analytic test of the conservation of resources framework. *Journal of Organizational Behavior* 33, 216–234. doi: 10.1002/job.754

INTRODUCTION

- voice: “constructive change-oriented communication intended to improve the situation” (LePine and Van Dyne, 2001)
- “positive voice” - improving the situation at work
- voice in the work ~ positive attitudes toward jobs and org.
- research within **social exchange theory** (Blau, 1964) - **norm for reciprocity** (Cropanzano & Mitchell, 2005): individuals satisfied with their work envi. use more actively their voice. Assumption that employees use voice to regulate social exchanges w/others.
- What about the **possibility to regulate personal resources as well?** Voice as a response to stress, to protect resources, accumulate more resources (*resources* acc. to **conservation of resources** (COR) theory - Hobfoll, 1989: limited personal res. and motivation to protect/save them). Voice instrumental to achieve it (costs some res. but if used strategically may conserve/give more in return)
- stress-voice relationship? Fear of wasting energy in using voice or stronger using it to obtain another res.?
- obtaining meta-analytic data to test the stress-voice usage relationship, formulation of pairs of **competing hypotheses**:

1. Job stressors and strains are negatively/positively related to voice
2. Social stressors and strains are negatively/positively related to voice
3. Organizational stressors and strains are negatively/positively related to voice
4. Voice behavior is negatively/positively related to in-role performance, creativity, and implementation of new ideas

METHOD

- looking for **field studies** published in or before 2010, which examined employee voice and its correlates:
  - keywords: employee voice, suggestions, opinions, and ideas etc., + conf.papers, dissertations/via ref.lists
  - wanted: voice behavior at the individual level of analysis (not group-wise or org.-wise)
  - wanted: correlations between voice and any other key variables in the study
  - only those that operationalized voice as **“positive”**
- 55 articles, 2 unpublished dissertations, 1 conference paper = 66 independent studies
- **51 % USA**, 40 % other Western countries 9 % Asia
- 3 % -1990, 18 % 1990-1999, **79 % 2000-**
- 71 %: **self-report measures of voice**, avg.rel.: α=0.77; for rest: α=0.88

results and discussion

own discussion to the article