



















































































































Table 5  
*Hierarchical Multilevel Analyses for Promotability (Study 2)*

Variables	Promotability					
	M1 <sup>a</sup>	M2	M3	M4	M5	M6
Employee age	.01 (.02)	.01 (.02)	.01 (.02)	.02 (.02)	.01 (.02)	.02 (.02)
Employee gender	-.13 (.11)	-.16 (.11)	-.14 (.11)	-.11 (.10)	-.12 (.10)	-.13 (.10)
Employee education	.04 (.09)	.08 (.08)	.10 (.08)	.08 (.08)	.09 (.08)	.10 (.08)
Employee tenure	-.02 (.03)	-.01 (.03)	-.01 (.03)	-.02 (.03)	-.02 (.03)	-.01 (.03)
Past performance	.93*** (.08)	.85*** (.08)	.82*** (.08)	.74*** (.08)	.75*** (.08)	.72*** (.08)
Promotive voice (PMV)		.06 (.06)	.04 (.06)	.04 (.06)	.03 (.06)	.07 (.06)
Prohibitive voice (PHV)		.25*** (.07)	.19** (.07)	.23*** (.07)	.27*** (.07)	.27*** (.07)
PMV <sup>2</sup>			-.04 (.04)	-.04 (.04)	-.05 (.04)	-.05 (.04)
PHV <sup>2</sup>			-.17** (.05)	-.11* (.05)	-.15** (.06)	-.09* (.06)
LMX				.28*** (.07)	.23*** (.07)	.07 (.10)
PMV x LMX					-.01 (.06)	-.01 (.06)
PHV x LMX					.12* (.05)	.16** (.05)
PMV <sup>2</sup> x LMX						-.00 (.04)
PHV <sup>2</sup> x LMX						.09* (.04)
$\Delta\chi^2$ (df)	112.9(5)***	14.23(2)***	10.84(2)**	16.42(1)***	5.65(2)	5.08(2)
Pseudo $\Delta R^2$	.26	.02	.02	.01	.03	.04

Note. <sup>a</sup>M = Model.  
 \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table 6  
*Means, Standard Deviations, and Correlations among the Variables (Study 3)*

Variables	Means	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Employee age <sup>a</sup>	34.33	4.79	--													
2 Employee gender <sup>b</sup>	.48	.50	-.04	--												
3 Employee education <sup>c</sup>	.28	.45	.01	.00	--											
4 Employee tenure <sup>a</sup>	5.57	4.17	.49***	-.08	-.00	--										
5 Dyadic tenure <sup>a</sup>	3.56	2.12	.34***	-.10	-.06	.80***	--									
6 Proactivity	4.70	1.09	.08	-.04	.00	-.04	-.03	--								
7 Past performance	4.23	1.38	-.03	.01	.06	-.01	-.01	.05	--							
8 Negative affect	3.29	.98	-.03	-.13	-.01	.13	.04	-.04	-.12	--						
9 Managerial openness	4.02	.50	-.01	.04	-.03	-.14	-.08	-.03	.13	-.08	--					
10 Promotive voice	4.39	1.14	.06	.04	-.08	.09	.08	.24***	.09	.02	.06	--				
11 Prohibitive voice	4.24	1.27	.06	-.04	.04	.07	.03	.13	.19**	-.03	-.08	.20**	--			
12 LMX	4.53	1.36	.08	.12	-.06	-.02	-.08	-.10	.07	-.08	-.00	.01	-.00	--		
13 Voice constructiveness	4.41	1.41	-.01	.09	-.02	.00	.07	-.04	.22**	-.06	-.05	.05	.01	.33***	--	
14 Overall performance	4.50	1.43	-.04	.03	.04	-.05	-.04	-.13	.04	-.11	-.02	.06	.06	.16*	.21**	--

*Note.*  $N = 206$ . <sup>a</sup> Age, tenure, and dyadic tenure were measured in years. <sup>b</sup> 0 = male; 1 = female. <sup>c</sup> 0 = bachelor's degree or below; 1 = master's degree or above.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table 7

*Hierarchical Multilevel Analyses for Manager-Perceived Voice Constructiveness (Study 3)*

Variables	Voice Constructiveness					
	M1 <sup>a</sup>	M2	M3	M4	M5	M6
Employee age	.01 (.02)	.01 (.02)	.00 (.02)	-.01 (.02)	-.01 (.02)	-.01 (.02)
Employee gender	.24 (.20)	.22 (.19)	.223(.19)	.16 (.18)	.14 (.18)	.08 (.17)
Employee education	-.07 (.17)	-.06 (.17)	-.07 (.17)	-.02 (.16)	-.04 (.16)	-.04 (.15)
Employee tenure	-.01 (.04)	-.01 (.04)	.01 (.04)	.00 (.04)	.01 (.04)	.00 (.04)
Dyadic tenure	.06 (.08)	.05 (.08)	.03 (.08)	.06 (.07)	.06 (.07)	.07 (.07)
Past performance	.21** (.07)	.21** (.07)	.22** (.07)	.20** (.07)	.16* (.07)	.16* (.07)
Proactivity	-.07 (.10)	-.07 (.10)	-.08 (.10)	-.02 (.09)	-.02 (.09)	-.00 (.09)
Negative affect	-.02 (.10)	-.03 (.10)	-.05 (.10)	-.02 (.10)	-.04 (.10)	-.04 (.09)
Managerial openness	-.25 (.20)	-.28 (.20)	-.30 (.20)	-.29 (.19)	-.28 (.19)	-.31 (.18)
Promotive voice (PMV)		.08 (.11)	.07 (.11)	.06 (.10)	.03 (.10)	.07 (.10)
Prohibitive voice (PHV)		-.09 (.10)	-.06 (.10)	-.04 (.10)	-.03 (.10)	-.05 (.09)
PMV <sup>2</sup>			-.05 (.08)	-.09 (.08)	-.09 (.08)	-.13 (.07)
PHV <sup>2</sup>			-.14 (.09)	-.10 (.09)	-.09 (.09)	-.04 (.08)
LMX				.45*** (.09)	.45*** (.09)	-.01 (.14)
PMV x LMX					.08 (.10)	.17 (.10)
PHV x LMX					.17* (.08)	.11(.08)
PMV <sup>2</sup> x LMX						.07 (.08)
PHV <sup>2</sup> x LMX						.34*** (.08)
$\Delta\chi^2$ (df)	12.10(9)	1.20(2)	2.88(2)	22.37*** (1)	4.91(2)	17.97***(2)
Pseudo $\Delta R^2$	.06	.01	.02	.11	.03	.09

Note. <sup>a</sup>M = Model.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table 8  
*Hierarchical Multilevel Analyses for Overall Performance (Study 3)*

Variables	Overall Performance						
	M1 <sup>a</sup>	M2	M3	M4	M5	M6	M7
Employee age	.00 (.02)	.00 (.02)	-.00 (.02)	-.01 (.02)	-.01 (.02)	-.01 (.02)	-.01 (.02)
Employee gender	-.03 (.19)	-.02 (.19)	-.01 (.19)	-.05 (.19)	-.06 (.19)	-.09 (.18)	-.09 (.18)
Employee education	.02 (.17)	.03 (.17)	-.02 (.17)	.00 (.17)	-.03 (.17)	-.03 (.16)	-.03 (.16)
Employee tenure	-.02 (.05)	-.03 (.05)	-.01 (.05)	-.01 (.04)	-.00 (.05)	-.00 (.04)	-.00 (.04)
Dyadic tenure	.02 (.08)	.02 (.08)	.00 (.08)	.02 (.08)	.00 (.08)	.01 (.08)	-.00 (.07)
Past performance	.07 (.07)	.04 (.07)	.05 (.07)	.04 (.07)	-.00 (.07)	-.00 (.07)	-.03 (.07)
Proactivity	-.23* (.09)	-.27** (.09)	-.27** (.09)	-.24** (.09)	-.26** (.09)	-.26** (.09)	-.27** (.09)
Negative affect	-.06 (.14)	-.08 (.13)	-.09 (.14)	-.09 (.14)	-.12 (.13)	-.11 (.13)	-.11 (.13)
Managerial openness	-.06 (.26)	-.06 (.26)	-.07 (.26)	-.07 (.27)	-.04 (.26)	-.04 (.25)	.01 (.25)
Promotive voice (PMV)		.14 (.10)	.12 (.10)	.11 (.10)	.07 (.10)	.09 (.10)	.09 (.10)
Prohibitive voice (PHV)		.12 (.11)	.15 (.11)	.15 (.11)	.15 (.10)	.14 (.10)	.14 (.10)
PMV <sup>2</sup>			-.08 (.07)	-.10 (.07)	-.09 (.07)	-.07 (.07)	-.07 (.07)
PHV <sup>2</sup>			-.13 (.09)	-.11 (.09)	-.09 (.09)	-.07 (.09)	-.06 (.09)
LMX				.21* (.10)	.20* (.09)	-.02 (.15)	-.02 (.15)
PMV x LMX					.21* (.10)	.24* (.10)	.22* (.10)
PHV x LMX					.15 (.09)	.13 (.09)	.10 (.09)
PMV <sup>2</sup> x LMX						-.02 (.07)	-.05 (.07)
PHV <sup>2</sup> x LMX						.20* (.09)	.15 (.09)
<i>Mediator</i>							
Voice constructiveness							.16* (.07)
$\Delta\chi^2$ (df)	7.19(9)	4.44(2)	5.22(2)	5.02*(1)	6.20*(2)	5.44(2)	4.41*(1)
Pseudo $\Delta R^2$	.04	.03	.01	.02	.04	.04	.03

Note. <sup>a</sup>M = Model. \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table 9

*Tests of Simple Slopes for Quadratic-By-Linear Interactions of Prohibitive Voice and LMX for Manager-Perceived Voice Constructiveness and Manager-Rated Overall Performance (Study 3)*

	$\beta$ X <sup>a</sup> (2SD <sup>b</sup> low)	$\beta$ X (1SD low)	$\beta$ X (medium)	$\beta$ X (1SD high)	$\beta$ X (2SD high)
Voice constructiveness					
High LMX	-.85	-.38	.09	.56*	1.02*
Low LMX	1.36**	.61*	-.14	-.89***	-1.63**
Overall performance					
High LMX	-.13	.06	.25	.44	.63
Low LMX	1.12*	.57*	.02	-.53*	-1.08*

*Note.* <sup>a</sup> X indicates independent variable. <sup>b</sup> SD = standard deviation.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .



Table 10

*Conditional Indirect Effect of Prohibitive Voice on Manger-Rated Overall Performance Through Manager-Perceived Voice Constructiveness (Study 3)<sup>a</sup>*

Moderator	Predictor	Overall Performance	
LMX	Voice	Indirect effect	95% confidence interval
High	Very low <sup>b</sup>	-.14	-.39, .03
High	Low	-.06	-.20, .03
High	Medium	.01	-.03, .07
High	High	.09	-.00, .23
High	Very high	.16	-.00, .42
Low	Very low	.22*	.02, .49
Low	Low	.10*	.01, .24
Low	Medium	-.02	-.07, .02
Low	High	-.14*	-.31, -.02
Low	Very high	-.26*	-.56, -.03

Note. <sup>a</sup>Based on 20,000 Monte Carlo samples (Selig & Preacher, 2008). <sup>b</sup>Very high = 2 SD above the mean, High = 1 SD above the mean, Medium = Mean value, Low = 1 SD below the mean, Very low = 2 SD below the mean.

\* $p < .05$ .

Table 11

*Summary of the Results of Hypothesis Testing*

Hypotheses	Study 1	Study 2	Study 3
	(Chinese sample)	(U.S. sample)	(U.S. sample)
	Results	Results	Results
H1a (curvilinear effect of promotive voice)	NS <sup>a</sup>	NS	NS
H1b (curvilinear effect of prohibitive voice)	NS	S	NS
H1c (comparative effects of two types of voice)	NS	S	NS
H2a (curvilinear interactive effect of promotive voice and LMX on managers' evaluations)	NS	NS	NS
H2b (curvilinear interactive effect of LMX and prohibitive voice and LMX on managers' evaluations)	S	S	S
H2c (comparative moderating effects of LMX on two types of voice for managers' evaluations)	S	S	S
H3a (curvilinear interactive effect of promotive voice and LMX on voice constructiveness)			NS
H3b (curvilinear interactive effect of prohibitive voice and LMX on voice constructiveness)			S
H3c (comparative moderating effects of LMX on two types of voice for voice constructiveness)			S
H4a (mediating role of voice constructiveness for promotive voice x LMX)			NS
H4b (mediating role of voice constructiveness for prohibitive voice x LMX)			S
H4c (comparative mediating role of voice constructiveness for both types of voice in high vs low LMX dyads))			S

*Note.* <sup>a</sup> S means supported and NS means not supported in the column "Results."

Figure 1.

*Proposed theoretical model*

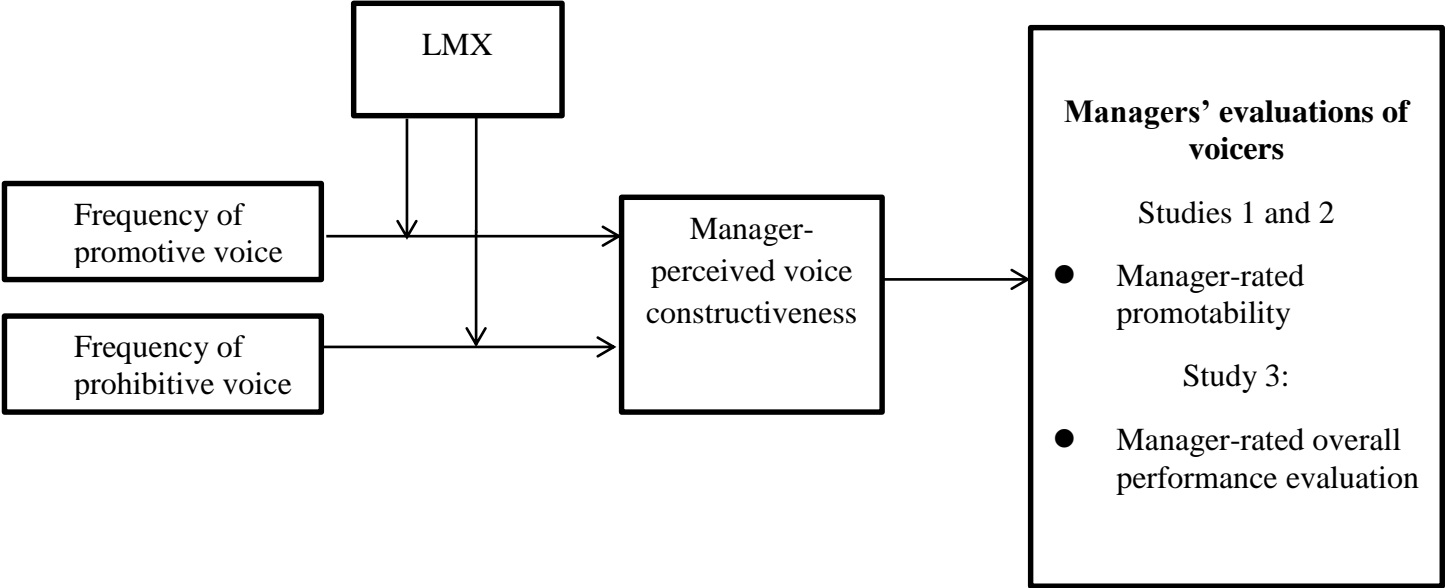
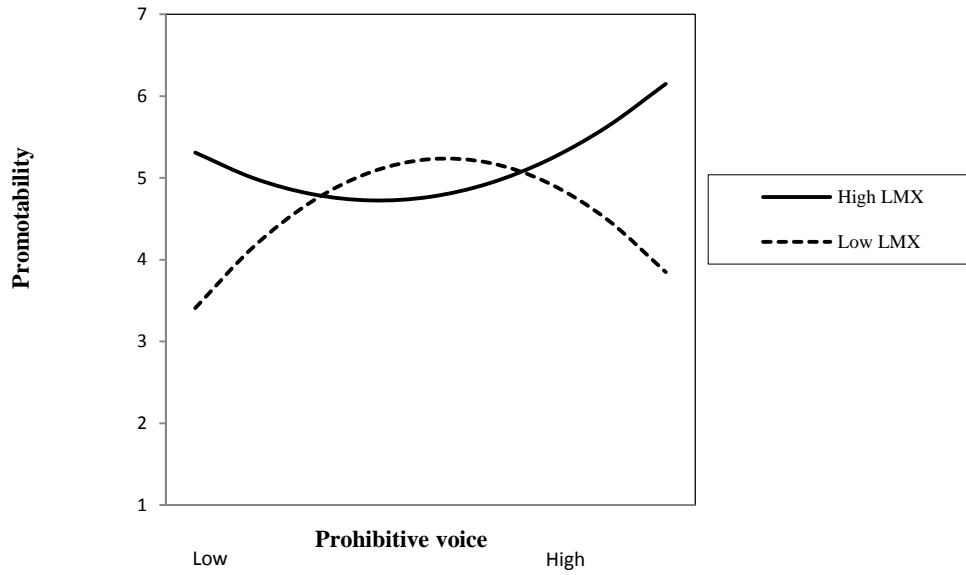


Figure 2. Results of the quadratic-by-linear interactive effect of prohibitive voice and LMX on promotability (Studies 1 and 2)

A: Study 1



B: Study 2

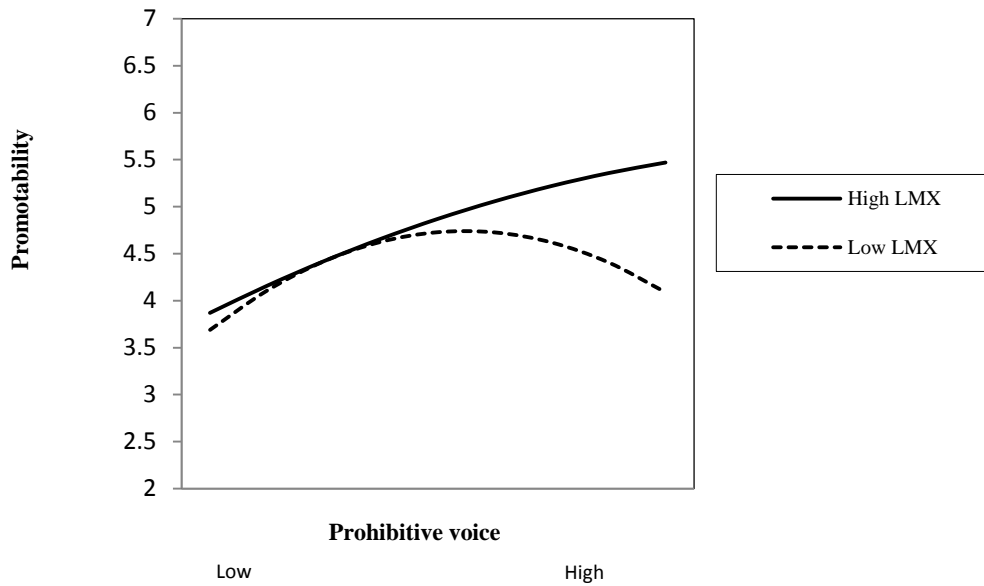
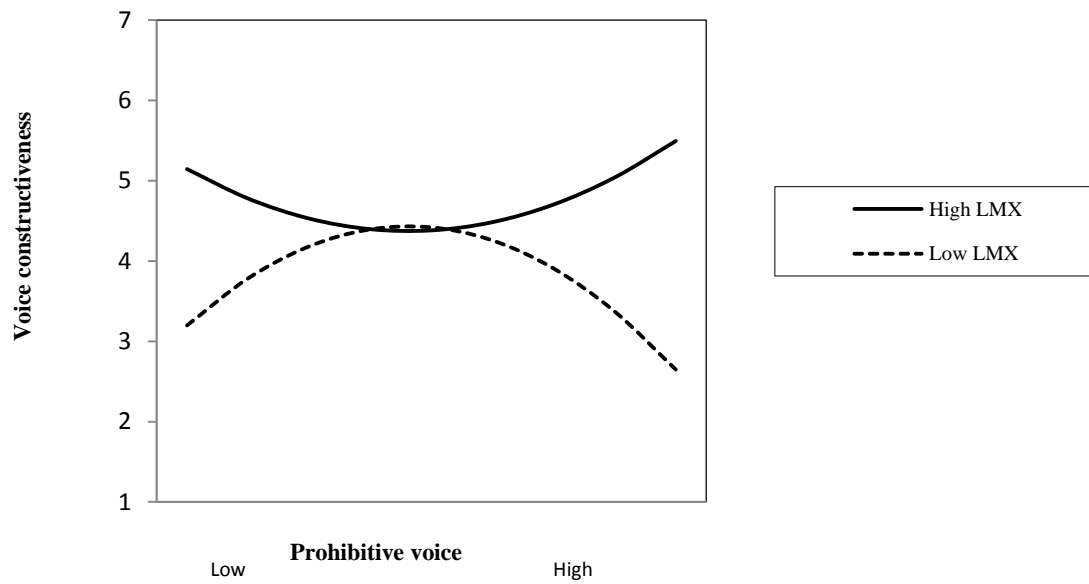


Figure 3. Results of the quadratic-by-linear interactive effect of prohibitive voice and LMX on voice constructiveness and overall performance (Study 3)

A:



B:

