

Does Voice Endorsement by Supervisors Enhance or Constrain Voicer's Personal Initiative? Countervailing Effects via Feeling Pride and Feeling Envid

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Abstract

While previous research has examined antecedents of supervisors' voice endorsement, it has generally overlooked its effects on voicers' affective and behavioral reactions, probably because of the underlying assumption that supervisors' voice endorsement is inherently beneficial and likely to encourage more proactive behaviors in the future. In this research, we offer a theoretical model of the double-edged effects of supervisors' voice endorsement on voicers' subsequent personal initiative. Drawing on cognitive appraisal theory and related research, we proposed that supervisors' voice endorsement prompts two different cognitive appraisal processes in voicers that evoke two distinct emotional experiences—feeling pride and feeling envied—with countervailing effects on voicers' subsequent personal initiative. Specifically, voice endorsement results in voicers not only feeling pride, which enhances their subsequent personal initiative, but also in their feeling envied, which reduces their later personal initiative. Moreover, we extend the cognitive appraisal theory of emotion from a social constructionist approach by incorporating coworker support—an important relational context—as a contingent factor shaping the effects of voice endorsement on feeling pride and feeling envied and on voicers' subsequent personal initiative. The results from two field studies—a weekly experience sampling study with 574 observations from 119 employees and an event-based daily experience sampling study with 787 observations from 180 employees—largely support our theoretical model. This research suggests the importance of considering the perspectives of all the stakeholders in the proactivity triad (i.e., the focal employee, the supervisor, and coworkers) in order to sustain employee proactivity.

Keywords: voice endorsement, feeling pride, feeling envied, personal initiative, coworker support

Does Voice Endorsement by Supervisors Enhance or Constrain Voicer's Personal Initiative? Countervailing Effects via Feeling Pride and Feeling Envid

Voice behavior—employees' voluntary expression of ideas intended to change the status quo and contribute to organizational effectiveness (Morrison, 2014; Van Dyne & LePine, 1998)—has received significant scholarly attention in the past two decades, perhaps due to its beneficial effects on employee job performance, innovation, and learning (Detert & Burris, 2007; Edmondson, 2003; Nemeth et al., 2001). Recently, voice scholars have come to realize that voice behavior alone is not enough to bring these positive effects into full play; supervisors also need to listen to, value, and adopt employee voice, a practice known as *voice endorsement* (Burris, 2012). Yet previous research has predominantly focused on factors that drive supervisors to endorse employee voice (e.g., Burris, 2012; Burris et al., 2017; Fast et al., 2014; Isaakyan et al., 2021; Lam et al., 2019), overlooking the potential affective and behavioral consequences of such endorsement. The broader literature on workplace proactivity (Frese & Fay, 2001; Kim et al., 2023) suggests that the consequence of supervisors' voice endorsement represents a crucial aspect of the proactivity life cycle and thus warrants more research attention.

One possible explanation for this neglect is the common belief that supervisors' voice endorsement motivates voicers to be more proactive in the future (Burris, 2012; Detert et al., 2013; Isaakyan et al., 2021). Voice endorsement is generally considered a powerful barometer of whether supervisors value employees' perspectives and are willing to act upon their suggestions (e.g., Burris, 2012; Kim et al., 2023). However, this dominant view overlooks some potential negative effects of voice endorsement on voicers' subsequent proactive behaviors. The supervisor's voice endorsement serves as an important signal highlighting the voicer's potential impact on the workplace (Burris, 2012). While the endorsed employee may indeed feel validated,

they may also develop a heightened awareness of whether they pose an interpersonal threat to their coworkers (Exline & Lobel, 1999). This perception may dampen their motivation to be more proactive in the future. Therefore, the supervisor's voice endorsement is likely to have a double-edged effect on the voicer's subsequent proactive behaviors.

Drawing upon the literature on cognitive appraisal theory (Lazarus, 1991, 2006) and proactivity (Frese & Fay, 2001), we propose that voice endorsement leads to two distinct emotional experiences for voicers: feeling pride and feeling envied. *Feeling pride* refers to an uplifting emotion that arises when individuals achieve something meaningful and difficult in a socially valued domain (Lazarus, 1991).¹ *Feeling envied* refers to the complex affective experience of being the target of coworker envy (Vecchio, 2005).² On the one hand, voice endorsement reflects the supervisor's positive evaluation of the voicer's contributions (Burris, 2012). Therefore, voice endorsement is an important workplace achievement that likely triggers the feeling of pride in the voicer. On the other hand, voice endorsement signals the voicer's potential impact on the workplace and thus likely elevates their status within the organization. This elevated status of the voicer may generate social comparison among coworkers (Exline & Lobel, 1999), leading the voicer to perceive or anticipate feeling envied by their coworkers. Accordingly, voice endorsement likely evokes both feeling pride and feeling envied in voicers, which may translate into different behavioral tendencies (Lazarus, 1991). In particular, feeling pride likely promotes and feeling envied likely hinders the voicer's personal initiative, a constellation of proactive work behaviors featured as self-starting, change-oriented, and

¹ This definition is similar to that of the construct of "authentic pride" proposed by Tracy et al. (2009), which is achievement-oriented and event-based (e.g., voice endorsement is a specific achievement event that elicits pride). Tracy et al. (2009) also proposed "hubristic pride," which is trait- and ability-oriented and thus was not examined in this research.

² Van de Ven et al. (2009) differentiated benign and malicious envy from the perspective of the envier. However, we study envy from the perspective of the envied. The existing literature has not provided guidance on whether the envied person can differentiate between feeling benignly envied and feeling maliciously envied. Therefore, we focus on feeling envied in general.

persistent (Frese & Fay, 2001).

We further examine how interpersonal relationships shape the effects of supervisors' voice endorsement, drawing inspiration from the social constructionist approach to emotion. This approach complements cognitive appraisal theory by emphasizing the importance of social contexts in the appraisal processes and suggesting that individuals' emotional experiences are shaped by their interactions with those around them (Barrett, 2009; Boiger & Mesquita, 2012; Mesquita & Boiger, 2014; Smith & Kirby, 2009).³ A supervisor's endorsement of one employee's voice may mean the rejection of a coworker's idea or a decrease in the resources and attention that a coworker receives (Chen & Treviño, 2022; Morrison, 2023). Accordingly, the voicer's general interpersonal relationships with their coworkers may constitute an important boundary condition in the voice endorsement context. Therefore, we propose *perceived coworker support*—coworkers' care for and trust of a fellow employee (Dunkel-Schetter et al., 1987; Settoon & Mossholder, 2002)—as a relational factor shaping the extent to which voice endorsement prompts the voicer to feel pride or feel envied. Taken together, we develop a moderated mediation model that investigates the double-edged effects of the supervisor's voice endorsement on the voicer's subsequent initiative via feeling pride and feeling envied, contingent upon general coworker support (Figure 1).

---Insert Figure 1 about here---

Our research contributes to the literature in several ways. First, we provide a more comprehensive understanding of the consequences of voice endorsement than is currently available. The voice literature has primarily concentrated on antecedents of voice behavior (e.g., Chamberlin et al., 2017; Farh & Chen, 2018; Hussain et al., 2019) and voice endorsement (e.g.,

³ We thank our action editor for this suggestion.

Isaakyan et al., 2021; Lam et al., 2019; Li et al., 2019), overlooking the voicer's responses to voice endorsement. Yet the broader proactivity literature has long recognized—but little research has examined—the importance of supervisor feedback for proactive behaviors in the dynamic life cycle of proactivity (Frese & Fay, 2001; Parker et al., 2010). Our research suggests that voice endorsement represents an important stimulus that shapes the voicer's affective experiences and subsequent personal initiative, which have far-reaching implications for organizational effectiveness (Frese & Fay, 2001; Frese et al., 1996; Parker et al., 2010).

Second, our research challenges a prevailing assumption in the voice literature regarding the beneficial impact of supervisors' voice endorsement on future employee proactivity (Burris, 2012; Lam et al., 2019). Such conventional wisdom represents an incomplete understanding of the consequence of voice endorsement (Locke & Golden-Biddle, 1997). Our theoretical model suggests that the supervisor's voice endorsement may prompt the voicer to feel both pride about themselves and that they are envied by coworkers, with the former motivating and the latter demotivating the voicer's subsequent personal initiative. As such, we unravel two competing affect-related mechanisms in the relationship between supervisors' voice endorsement and voicers' subsequent personal initiative. Such a fine-grained understanding of the influences of supervisors' voice endorsement may shift the conventional view in the literature and thus help generate new consensus (Hollenbeck, 2008) in voice research regarding both positive and negative influences of supervisors' voice endorsement on voicers' future proactive behaviors.

Third, our research contributes to the broader scholarship on proactivity by shedding light on the dynamic processes from supervisors' positive responses to employees' proactivity (i.e., voice endorsement) to employees' subsequent initiative behaviors (Grant & Ashford, 2008).⁴

⁴ We are indebted to a reviewer for pointing this out.

Scholars have sought to understand the dynamic processes through which personal initiative develops and evolves over time (e.g., Frese & Fay, 2001; Parker et al., 2010). The proactivity literature largely posits that if supervisors respond positively to employees' proactive behaviors, the employees will feel encouraged to take initiative later (e.g., Burris, 2012). Our research enriches this dominant view by showing that supervisors' voice endorsement can both encourage and unintentionally inhibit employees' personal initiative via feeling pride and feeling envied, respectively. Moreover, coworker support serves as a crucial factor in moderating the effects of voice endorsement. Our research thus highlights the importance of considering all stakeholders in the proactivity triad involved in the dynamic proactivity processes: the focal employee, the supervisor, and coworkers (Frese & Fay, 2001; Morrison, 2023; Parker et al., 2019).

Theoretical Background and Hypothesis Development

We draw upon cognitive appraisal theory and proactivity research as the guiding frameworks for our theoretical model. Cognitive appraisal theory (Lazarus, 1991, 2006) posits that individuals' experiences of and responses to the external environment are largely shaped by the individuals' appraisal of their relationship with the environment. Cognitive appraisal refers to the evaluative process by which individuals assess the personal significance of an event or stimulus in relation to their goals, values, and well-being. It often occurs rapidly without individuals' conscious awareness. Importantly, cognitive appraisal theory suggests that different appraisals of the same stimulus can elicit distinct affective experiences and behavioral responses.

According to cognitive appraisal theory (Lazarus, 1991, 2006), people may have different feelings about and reactions to the same stimulus due to incompatible goals. In the workplace, employees often have two major goals: achievement and affiliation (Hogan & Blicke, 2018). Achievement goal reflects individuals' desire and motivation to accomplish something difficult

by setting high standards and attaining excellence (Kanfer et al., 2017). Affiliation goal refers to individuals' motivation and preferences for establishing and maintaining positive relationships with others (Kanfer et al., 2017). These two goals do not always align (Wolfe et al., 1986). In this research, we submit that when supervisors listen to and endorse employees' ideas, employees feel good about their achievement goal but concerned about their affiliation goal.

According to cognitive appraisal theory (Lazarus, 1991, 2006), when a stimulus indicates that individuals have received positive evaluation from supervisors, the individuals appraise the stimulus as achievement goal-congruent and feel pride. Feeling pride motivates them to engage in similar behaviors to maintain their positive feelings and outcomes. Yet the same stimulus may also create a sense of social comparison, making individuals anticipate or perceive that others envy their superior status (Exline & Lobel, 1999). Individuals may then appraise the stimulus as affiliation goal-incongruent and feel that they are envied by others. Feeling envied likely demotivates individuals from engaging in similar behaviors so as to reduce others' negative responses and restore their relationships with others (Exline & Lobel, 1999). Accordingly, we expect that the supervisor's voice endorsement leads to the voicer's feeling pride and feeling envied, which in turn have countervailing influences on the voicer's subsequent personal initiative.

Feeling Pride and Feeling Envied after Voice Endorsement

Building on cognitive appraisal theory and the related literature, we propose a positive relationship between voice endorsement and feeling pride. Individuals pursue self-worth and have achievement goals in the workplace (Lazarus, 1991). They are motivated to make significant contributions to the organization and earn appreciation of their supervisors because supervisors generally control more resources than they do and have discretion in distributing

these resources (Bauer & Green, 1996). The supervisor's voice endorsement goes beyond simple recognition to reflect a high level of appreciation for an employee's voice. It involves not only acknowledging the employee's voice but also potentially adopting the voiced ideas and enacting them in practice (Burris, 2012). Moreover, voice endorsement often means that more attention and resources are allocated to the employee, such as feedback, guidance, and opportunities (Burris, 2012). As such, voice endorsement represents a significant workplace achievement that fulfills the employee's achievement goal of making a positive impact and acquiring status in the organization. Thus, voice endorsement is likely to elicit the emotion of pride in the voicer.

Lazarus (1991) defined pride as an affirming appraisal of "the enhancement of personal worth as a result of an accomplishment of a valued object" (p. 823). Similarly, Mascolo and Fischer (1995) defined pride as a discrete emotion "generated by appraisals that one is responsible for a socially valued outcome" (p. 66). Put differently, pride signals that a person has achieved something meaningful that is valued by others. This is consistent with what voice endorsement represents: a supervisor's positive evaluation of and plausible intention to enact an employee's voice. Moreover, employees discretionarily display voice behaviors without the pressure of prescribed job requirements (Van Dyne & LePine, 1998). Such discretionary efforts make a voicer feel ownership over their voiced ideas (Baer & Brown, 2012). Therefore, the supervisor's voice endorsement may be appraised favorably and elicit pride in the voicer.

However, the supervisor's voice endorsement may also make the voicer feel that they are envied by others. Individuals strive for both self-worth and positive interpersonal relationships (Lazarus, 1991). In the workplace, employees have the affiliation goal of maintaining harmonious relationships with their coworkers (Hogan & Holland, 2003). Even as voice endorsement implies that the supervisor appreciates an employee's voice, it may create a sense

of comparison among coworkers (Bindl & Parker, 2010; Frese & Fay, 2001; Grant & Ashford, 2008). Accordingly, the voicer may appraise voice endorsement as incongruent with their affiliation goals and infer that their coworkers envy their achievement of voice endorsement.

Feeling envied emerges when individuals find themselves to be the target of others' envy. Feeling envied has been generally referred to as a complex experience from the perspective of the envied person (e.g., Duffy et al., 2021; Lee et al., 2018; Puranik et al., 2019). While the literature has yet to reach a definitive conclusion regarding whether being envied is a mostly cognitive or mostly affective experience (Duffy et al., 2021), some scholars have focused on the emotional experiences of being envied and utilized the term *feeling envied* to reflect the emotional component of such an experience (e.g., Ng, 2017; Rodriguez Mosquera et al., 2010; Vecchio, 2005). In keeping with this line of research, we focus on the affective experience of being envied and label it as "feeling envied" in the current research. However, we do not discount that there may be cognitive aspects of such complex experiences.

The supervisor's voice endorsement is likely to elicit feeling envied in the voicer for the following reasons. First, organizational resources are limited, and employees often compete for valuable resources (Katz & Kahn, 1978; Weber, 1978). Therefore, when a supervisor endorses an employee's voice, it implies that more attention and resources may be allocated to that individual, leaving fewer resources available for others. Second, employees often generate ideas from diverse perspectives. One employee's voice being endorsed often implies other employees' voices will be rejected. Even when multiple employees have the same idea, the endorsement of the voicer's idea may overshadow the contributions of the voicer's coworkers. The voicer may realize that coworkers would have received the attention and resources if they had presented the same ideas earlier to the supervisor. Third, after one employee's voice is endorsed, coworkers

are often required to make work adjustments to adapt to new practices (Brykman & Raver, 2023; Burris et al., 2023). These adjustments may involve shifts in responsibilities, changes in processes, or additional efforts, creating a disparity between the voicer and their coworkers in terms of status, power, and influence. For these reasons, the voicer may anticipate or perceive that their coworkers envy their superior position (Sun et al., 2021).

It is worth noting that envy is considered a covert emotion and individuals often come to feel envied by observing others' negative behaviors (e.g., Scott et al., 2015). However, even when there are no overt signs of negative reactions from coworkers, the voicer may still feel envied based on their own cognitive appraisal. In this case, the voicer may attribute the lack of negative reactions to coworkers' suppression or concealment of their envy (Smith & Kim, 2007). Moreover, actual envy and feeling envied are not always strongly correlated (Puranik et al., 2019). Accordingly, even if coworkers do not envy the voicer after voice endorsement, the voicer themselves may feel envied. Take together, we predict that:

Hypothesis 1: Supervisor's voice endorsement positively relates to voicer's feeling pride (1a) and feeling envied (1b).

Indirect Effects of Voice Endorsement on Personal Initiative

Cognitive appraisal theory (Lazarus, 1991, 2006) postulates that emotions caused by cognitive appraisals of an environmental stimulus spur action tendencies and subsequent behaviors. Accordingly, we expect that feeling pride and feeling envied as a result of voice endorsement influence the voicer's subsequent personal initiative, which represents a general form of proactive behavior that is self-starting, change-oriented, and persistent (Frese & Fay, 2001). Compared with more specific proactive behaviors (e.g., voice), personal initiative captures the broader spectrum of proactivity-related consequences of receiving positive

responses (i.e., supervisors' voice endorsement), and thus was selected as the outcome variable.

Specifically, cognitive appraisal theory (Lazarus, 1991, 2006) suggests that positive emotions energize individuals to participate in day-to-day activities, expand their work roles, and engage in initiative behaviors. Feeling pride triggers an activated state in individuals by reinforcing the positive aspects of the self (Fredrickson, 2001; Tracy et al., 2009). It propels individuals to enact behaviors that make them "view themselves as better than others, thus maintaining and enhancing their own self-esteem" (Taris, 2000, p. 35). Accordingly, when a voicer feels pride following voice endorsement, the voicer is likely to expand their range of initiative behaviors to make more contributions to organizations and earn more recognitions from their supervisors. In addition, feeling pride activates individuals' approach action tendency (Lazarus, 1991), broadens momentary action-thought repertoires (Fredrickson, 1998; Isen, 1999), promotes setting more challenging goals (Ilies & Judge, 2005), and motivates individuals to persevere in performing difficult tasks (Williams & DeSteno, 2008). All these functions enable the voicer to display more personal initiative (Parker et al., 2010). Empirical research also suggests that a major function of pride is to motivate individuals to expend significant effort to achieve even bigger goals in similar arenas (e.g., Williams & DeSteno, 2009).

Cognitive appraisal theory (Lazarus, 1991, 2006) also suggests that certain emotions inhibit individuals from expanding their work roles and engaging in initiative behaviors. Although feeling envied may be internally satisfying because of the feeling of superiority it engenders (Lee et al., 2018), it may also be a source of interpersonal strain (Exline & Lobel, 1999; Rodriguez Mosquera et al., 2010; van de Ven et al., 2010). To reduce such interpersonal strain, the envied party decreases behaviors that are likely to further induce others' envy. In addition, individuals who feel envied tend to fear that achieving greater success in the future may

elicit social sanctions from those who are envious (Exline & Lobel, 1999). All these considerations may reduce the voicer's motivation and ability to display personal initiative later (Parker et al., 2010). Consistent with our arguments, previous research has found that individuals who feel envied are motivated to repair weakened social bonds and avoid social sanctions by engaging in self-deprecating behaviors to reduce their advantages (e.g., White et al., 2002; Zell & Exline, 2010). Integrating these arguments with those for Hypothesis 1, we propose that:

Hypothesis 2: Feeling pride (2a) and feeling envied (2b), respectively, mediate the positive and negative indirect effects of supervisor's voice endorsement on voicer's personal initiative.

The Moderating Effects of Coworker Support

Voice and voice endorsement are often embedded within interpersonal settings that usually involve the voicer, the supervisor, and coworkers (Morrison, 2023). Therefore, merely focusing on supervisors' voice endorsement is inadequate when studying how voicers appraise voice endorsement and form emotional experiences in response. A comprehensive understanding requires considering the broader context, including coworker relationships. The cognitive appraisal theory of emotion focuses on how individuals' personal goals, values, and beliefs shape their appraisal processes and emotional experiences (Lazarus, 1991) without specifically addressing the influence of the social context on these processes. Extending this theory, the social constructionist approach to emotion emphasizes the contextual nature of appraisal and suggests that emotions are shaped by the specific situation from which they arise and, in particular, the surrounding people (Barrett, 2009; Boiger & Mesquita, 2012; Mesquita & Boiger, 2014; Smith & Kirby, 2009). Integrating insights from the social constructionist approach to emotion, we examine general coworker support as a critical boundary condition influencing a

voicer's emotional experiences in response to the supervisor's voice endorsement. Coworker support reflects a voicer's perception of care and trustworthiness from their coworkers (Dunkel-Schetter et al., 1987; Halbesleben & Wheeler, 2015; Hayton et al., 2012; Settoon & Mossholder, 2002). We propose that coworker support enhances the effect of voice endorsement on feeling pride but attenuates the effect of voice endorsement on feeling envied.

High coworker support is characterized by mutual trust, reliability, and emotional support among colleagues (Settoon & Mossholder, 2002). It fosters collaboration, positive interactions, and recognition of each other's contributions. When individuals perceive their coworkers as supportive, mutual trust develops among them (Halbesleben & Wheeler, 2015). This mutual trust leads individuals to believe that their coworkers will respond positively when their voice receives the endorsement of their supervisor. As a result, the voicer is likely to feel valued not only by their supervisor but also by their coworkers. In this context, the voicer is inclined to view voice endorsement as aligned with their achievement goal and experience a sense of pride in having their voice endorsed. Research has shown that the experience of pride is socially influenced. For example, Watkins et al. (2023) found that sharing positive events with coworkers can enhance employees' feelings of pride regarding their own achievements, as these accomplishments are socially valued and supported by the employees' social groups.

In contrast, low coworker support is marked by a lack of trust, limited emotional support, and minimal collaboration among colleagues (Settoon & Mossholder, 2002). In a workplace where there is low coworker support, interactions with coworkers may be negative, characterized by a lack of recognition of and appreciation for colleagues' efforts. When individuals perceive their coworkers as unsupportive, there is rarely mutual trust between them (Halbesleben & Wheeler, 2015). As a result, the voicer tends to believe that the coworkers will respond

negatively when their voice is endorsed by their supervisor. In this case, the voicer is likely to perceive their voice endorsement as posing an interpersonal threat to others, appraise voice endorsement as incongruent with the affiliation goal of maintaining positive relationships with their coworkers, and feel envied by their coworkers. Accordingly, we propose that:

Hypothesis 3: Coworker support influences voicer's emotional response to supervisor's voice endorsement, such that the relationship with feeling pride is stronger when coworker support is higher than lower (a) and the relationship with feeling envied is stronger when coworker support is lower than higher (b).

Integrating the previous hypotheses, we propose that coworker support plays a moderating role in the indirect effects of supervisors' voice endorsement on voicers' personal initiative through the mediating mechanisms of feeling pride and feeling envied. Voice endorsement likely triggers both feeling pride and feeling envied in the voicer, with the relative strengths depending on how supportive the voicer perceives their coworkers to be. Furthermore, feeling pride and feeling envied can have different consequences for the voicer's subsequent personal initiative, with feeling pride enhancing the voicer's willingness and ability to engage in personal initiative, whereas feeling envied undermining the voicer's motivation and capacity to display personal initiative. Therefore, we expect that under the high coworker support condition, the voicer feels more pride and shows more personal initiative in response to voice endorsement; under the low coworker support condition, the voicer feels more envied and shows less personal initiative as a result of voice endorsement. More formally,

Hypothesis 4: As coworker support increases, the indirect effect of supervisor's voice endorsement on voicer's personal initiative is stronger via feeling pride (a) and weaker via feeling envied (b).

Overview of the Research

To test our theoretical model, we conducted two studies.⁵ In Study 1, we collected data via a weekly experience sampling method (ESM). In Study 2, we replicated the findings of Study 1 with data collected via an event-based daily ESM and included more control variables to rule out alternative mechanisms. Using the two ESM designs helps us demonstrate the robustness of our findings. In both studies, we separated measures of key variables with two short surveys to reduce common method bias (Podsakoff et al., 2003).

To adhere to the methodological checklist of the *Journal of Applied Psychology*, we describe each study's sampling plan, data exclusion criteria, and measures in the method part. Analysis codes are included in the additional online materials.⁶ Other research materials are available upon request from the first author. Data were analyzed using Mplus 8.0. The study design, hypotheses, and analysis were not preregistered.

Study 1 Method

Participants and Procedure

We invited 130 full-time employees working for an international hotel chain to participate in the research. Following previous research (e.g., Lam et al., 2019; Lin et al., 2019), we adopted a weekly ESM approach to collect data. Compared to a daily interval, a weekly interval enhances the chance of capturing more incidents of voice endorsement. First, we asked the participants to complete the pre-survey (Time 0) to assess their perceived coworker support, negative affectivity, and demographic information (e.g., age, gender, and tenure with supervisor). We also included screening questions in the pre-survey to determine the participants' eligibility

⁵ Both studies received Institutional Review Board approval from The Hong Kong Polytechnic University. Title: Will having your voice endorsed make you more proactive? Double-edged effects of voice endorsement on subsequent personal initiative. Number for Study 1: HSEARS20220512001. Number for Study 2: HSEARS20220512001-01.

⁶ Additional online materials link: https://osf.io/67cem/?view_only=6e5d2270ef80447eb2db58cd86e2cb91

to participate in the following weekly surveys. Eleven responses were excluded because of participants' low effort and interest, indicated by their survey completion time and incorrect answers to attention checks (e.g., Bauer et al., 2020; Probst et al., 2020; Sayre et al., 2020; Shockley et al., 2021), leaving us with 119 eligible participants.

One week after administering the pre-survey, we invited the 119 eligible participants to complete our weekly surveys. In particular, we sent two surveys every week for five consecutive weeks. The first weekly survey (Time 1), which included the measures of employee voice and voice endorsement, was sent to the participants at 5 p.m. on Friday. The participants were asked to complete the survey by Saturday noon. It is important to note that, during these weekly surveys, we acknowledge that there may be instances where participants did not report any voice incidents but still experienced voice endorsement. This situation could arise because supervisors may endorse employee voices that occurred prior to the survey period. The second weekly survey (Time 2), which included the measures of feeling pride, feeling envied, and personal initiative, was delivered at 9 a.m. on Sunday. The participants were required to finish the survey by Sunday midnight. This time window accounts for the potential time needed for the experience of feeling envied to develop. Given that the employees work five days a week, from Monday to Friday, they were instructed to respond to the surveys based on their work experience during weekdays. We offered an incentive of approximately US\$ 6 to participants who completed the pre-survey and approximately US\$ 2.5 to participants who completed a weekly survey. In total, participants received approximately US\$ 31 if they completed all the questionnaires of our study (1 pre-survey and 10 weekly surveys, twice a week \times 5 consecutive weeks).

Our final sample included 119 participants who provided a total of 574 week-level matched observations (i.e., cases in which participants completed both two weekly surveys, 4.82

matched observations per participant on average). Among the participants, 53% were female, with an average age of 30.8 years ($SD = 9.0$). In terms of tenure with supervisor, 49% of the participants had worked with their supervisors for less than a year, 27% had worked with their supervisors for 1–2 years, 19% had worked with their supervisors for 3–5 years, 5% had worked with their supervisors for 6 years or more.

Measures

Given our surveys were in Chinese, we followed the translation and back-translation procedures in preparing our surveys (Brislin, 1980). First, two authors who are bilingual in English and Chinese translated the original English scales into Chinese. Then, a research assistant who is also bilingual in English and Chinese back-translated all the scales into English. Such back-translated scales were compared against the original English scales to resolve any discrepancies while maintaining the scales' original meaning.

To address concerns of overburdening participants with many repeated measures during experience sampling studies, we followed previous recommendations (Beal, 2015; Ohly et al., 2010) by assessing constructs of voice, voice endorsement, and feeling pride with abbreviated scales that did not compromise their psychometric properties. To compare the shortened scales to the full version scales, we collected independent data from 200 US employees whose primary language is English through CloudResearch (Litman et al., 2017). We did not limit the industry to recruit people from diversified occupations. To be qualified, participants must be at least 18 years old and have a full-time job. We offered an incentive of US\$ 2.5 to participants. We presented the validation results in Table S1a-S1c in the additional online materials.

Supervisor's voice endorsement. We measured supervisor's voice endorsement with three items adapted from Burris (2012) which were designed to gather supervisors' responses. To craft

a version with a self-reported scale for employees to complete, we followed Heggstad et al. (2019) for changing the referent. One sample item was “My supervisor considered my recommendations” (1= “*Never*,” 7 = “*Always*”). A similar three-item scale of voice endorsement has been used by Lam et al. (2019). This short-version scale correlated highly ($r = .97$) with the long-version scale (Burris, 2012). The short and long measures had similar correlation patterns with employee voice (Van Dyne & LePine, 1998), silence (Tangirala & Ramanujam, 2008), voice politeness (Lam et al., 2019), and voice credibility (Lam et al., 2019).

Feeling pride. Three items from Williams and DeSteno (2009) were used to measure feeling pride. Participants rated the extent to which they experienced feelings of “proud,” “fulfilled,” and “accomplished” during this week at work (1= “*Not at all*,” 5 = “*Extremely*”). Similar short-version scales of pride have been used in previous research (e.g., Sanders et al., 2018; Wubben et al., 2012; Zipay et al., 2021). This short-version scale correlated highly ($r = .94$) with the long-version scale (Williams & DeSteno, 2009). Furthermore, the two measures had similar correlation patterns with narcissism (Ames et al., 2006), neuroticism (Donnellan et al., 2006), perceived impact in the organization (Spreitzer, 1995; Tangirala & Ramanujam, 2012), and ability (Mayer & Davis, 1999).

Feeling envied. We used a three-item scale developed and validated by Vecchio (2005) to capture feeling envied. This scale captures the emotional experiences of being envied (Vecchio, 2005). Particularly, participants rated to what extent they agree with three statements based on their work experiences during this week at work. One sample item was “Some of my coworkers were envious of my accomplishments” (1= “*Strongly Disagree*,” 7 = “*Strongly Agree*”).

Personal initiative. We measured personal initiative with a seven-item scale developed and validated by Frese et al. (1997). One sample item was “I did more than I was asked to do”

(1= “*Never*,” 7 = “*Always*”).

Coworker Support. We measured perceived coworker support using three items from Eisenberger et al. (1986). One sample item was “My coworkers strongly consider my goals and values” (1= “*Strongly Disagree*,” 7 = “*Strongly Agree*”). A similar three-item scale of coworker support has been used by Halbesleben and Wheeler (2015).

Control Variables

We controlled for feeling pride, feeling envied, and personal initiative in the previous week to provide stronger evidence of the causality of our findings (e.g., Johnson et al., 2014; Koopman et al., 2016; Scott & Barnes, 2011). Additionally, we controlled for participants’ trait negative affectivity, which was found to be positively related to feeling envied by coworkers (Lee et al., 2018). *Trait negative affectivity* ($\alpha = .90$) was measured in the pre-survey with a five-item brief version of the negative affect scale developed and validated by Watson et al. (1988). Participants rated to what extent they experienced feelings of “upset”, “hostile”, “afraid”, “nervous”, and “ashamed” in general (1= “*Not at all*,” 5 = “*Extremely*”).

Further, we controlled for employees’ weekly voice, as previous research has suggested that voice was positively associated with pride (Welsh et al., 2022). *Voice* was assessed with three items from Van Dyne and LePine (1998). One sample item was “I spoke up in my unit with ideas for new projects or changes in procedures” (1= “*Never*,” 7 = “*Always*”). A similar measure has been used in previous research (e.g., Liu et al., 2022; Madrid et al., 2015). This short-version voice scale correlated highly ($r = .96$) with the long-version scale (Van Dyne & LePine, 1998). The short and long measures had similar correlation patterns with proactive personality (Seibert et al., 2001), voice self-efficacy (Spreitzer, 1995; Tangirala et al., 2013), psychological safety (Liang et al., 2012), and organization-based self-esteem (Chattopadhyay, 1999). Excluding these

control variables produced comparable results that did not change our conclusions.

Analytical Approach

Considering that weekly reports were nested within employees, we utilized multilevel path analyses to test our hypotheses via Mplus 8.0 (Preacher et al., 2010). To address the non-normal distributions of the proposed relationships, we applied the Monte Carlo resampling method to obtain improved estimates of indirect effects and conditional indirect effects (Preacher & Selig, 2012). Specifically, we used an R-web utility developed by Selig and Preacher (2008) to obtain asymmetric confidence intervals (CIs). In addition, we followed Bauer et al.'s (2006) procedure to calculate the indirect effects at high (1 *SD* above mean) and low (1 *SD* below mean) levels of coworker support and their effect difference. Moreover, we used full information maximum likelihood (FIML; Muthén & Muthén, 2017) to deal with missing data, which yields less biased estimates than a listwise or pairwise deletion procedure (Newman & Cottrell, 2015; Schafer & Graham, 2002).⁷ Finally, we group-mean centered the within-level exogenous variables of voice endorsement, voice, and previous-week variables of feeling pride, feeling envied, and personal initiative to remove between-person confounds (e.g., demographic information) and sources of individual bias (e.g., social desirability, Gabriel et al., 2019; Podsakoff et al., 2003). In testing the moderating effect, we grand-mean centered the between-level variables of coworker support and trait negative affectivity to alleviate multicollinearity concerns in cross-level interactions (Kreft et al., 1995).

Study 1 Results

Descriptive Statistics

As shown in Table 1, the results of null models suggested that all weekly measured

⁷ We have also conducted analyses using listwise deletion and found that the results were comparable to those obtained using FIML.

variables displayed considerable variance at the week level, ranging from 29% to 44%.

Therefore, it is appropriate to utilize multilevel modeling for data analysis. Table 2 presents the means, standard deviations, correlations, and Cronbach alphas for the variables.

---Insert Table 1 and Table 2 about here---

Test of Measurement Model

We conducted a series of multilevel CFAs to examine the discriminate validity of the seven focal variables measured in our study (i.e., voice endorsement, feeling pride, feeling envied, personal initiative, perceived coworker support, voice, and negative affectivity). The results indicated that the hypothesized seven-factor model fit the data well ($\chi^2 (289) = 491.09, p < .001$ CFI = .96; TLI = .96; RMSEA = .04; SRMR-within = .03, SRMR-between = .08). Based on the Satorra-Bentler χ^2 difference test (Satorra & Bentler, 2001), the seven-factor model fit the data significantly better than the best fitting six-factor model (i.e., the model combining coworker support with negative affectivity: $\chi^2 (295) = 760.40, p < .001$ CFI = .92; TLI = .90; RMSEA = .05; SRMR-within = .03, SRMR-between = .17).

Hypothesis Testing

As shown in Table 3, after accounting for the control variables, we found that voice endorsement was positively related to feeling pride ($\gamma = .13, SE = .06, p = .035$), supporting Hypothesis 1a. However, voice endorsement was not significantly related to feeling envied ($\gamma = .08, SE = .09, p = .386$). Thus, Hypothesis 1b was not supported.

Hypotheses 2a and 2b proposed that voice endorsement was significantly related to personal initiative via feeling pride and feeling envied. We found that feeling pride ($\gamma = .14, SE = .06, p = .025$) and feeling envied ($\gamma = -.11, SE = .05, p = .011$) were significantly related to personal initiative. Building on such results, we tested the indirect effect of voice endorsement

on personal initiative through feeling pride and feeling envied. A 10,000-repetition Monte Carlo test indicated that voice endorsement was positively related to personal initiative via feeling pride ($\rho = .02$, $SE = .01$, 95% bias-corrected CI = [.0002, .0459], excluding zero). Thus, Hypothesis 2a was supported. Yet, the indirect effect of voice endorsement on personal initiative through feeling envied was not significant ($\rho = -.01$, $SE = .01$, 95% bias-corrected CI = [-.0384, .0093], including zero). Thus, Hypothesis 2b was not supported.

---Insert Table 3 about here---

As shown in Table 4, after accounting for the control variables, perceived coworker support moderates the relationship between voice endorsement and feeling pride ($\gamma = .08$, $SE = .04$, $p = .024$) and the relationship between voice endorsement and feeling envied ($\gamma = -.13$, $SE = .05$, $p = .013$). Following Aiken and West's (1991) approach of plotting 1 *SD* above and below the mean, we did multilevel simple slope analysis and found that the relationship between voice endorsement and feeling pride was stronger when coworker support was high ($\gamma = .22$, $SE = .07$, $p = .002$) than when it was low ($\gamma = .01$, $SE = .08$, $p = .882$), the difference between these two effects was significant ($\gamma = .21$, $SE = .09$, $p = .024$); the relationship between voice endorsement and feeling envied was stronger when coworker support was low ($\gamma = .25$, $SE = .13$, $p = .042$) than when it was high ($\gamma = -.07$, $SE = .09$, $p = .414$), the difference between these two effects was significant ($\gamma = .33$, $SE = .13$, $p = .013$). These interactions were probed in Figure 2a and Figure 2b. These results provide support for Hypotheses 3a and 3b.

---Insert Table 4, Figures 2a, and 2b about here---

Finally, following previous practices (e.g., Lam et al., 2022), we employed the multilevel moderated mediation procedures to examine Hypotheses 4a and 4b (see Table 5). We found that the indirect relationship between voice endorsement and personal initiative via feeling pride was

stronger when coworker support was high ($\rho = .029$, $SE = .016$, 95% bias-corrected CI = [.0027, .0668], excluding zero) than when it was low ($\rho = .002$, $SE = .010$, 95% bias-corrected CI = [-.0205, .0261], including zero). The difference between these two indirect effects was significant ($\Delta\rho = .028$, $SE = .017$, 95% bias-corrected CI = [.0002, .0684], excluding zero). Additionally, the indirect relationship between voice endorsement and personal initiative via feeling envied was stronger when coworker support was low ($\rho = -.029$, $SE = .021$, 95% bias-corrected CI = [-.0808, -.0001], excluding zero) than when it was high ($\rho = .008$, $SE = .011$, 95% bias-corrected CI = [-.0112, .0338], including zero). The difference between these two indirect effects was significant ($\Delta\rho = -.037$, $SE = .027$, 95% bias-corrected CI = [-.0967, -.0023], excluding zero). Taken together, the above results provide support for Hypotheses 4a and 4b.

---Insert Table 5 about here---

Study 1 Discussion

Adopting a weekly ESM approach, Study 1 showed that supervisors' voice endorsement elicited feeling pride in voicers when coworker support was high, and feeling pride positively influenced the voicers' subsequent personal initiative; supervisors' voice endorsement elicited feeling envied in voicers when coworker support was low, and feeling envied negatively influenced the voicers' subsequent personal initiative.

While these findings are promising, Study 1 has some limitations that merit mentioning. First, although the weekly ESM design captured more voice endorsement events than a daily design would have, a voice endorsement event eliciting feeling pride may be different from a voice endorsement event eliciting feeling envied (i.e., not the same voice endorsement event simultaneously elicits both feeling pride and feeling envied). In addition, the weekly design with time-lagged measures might have reduced participants' recall of the week's voice endorsement

and related emotions and increased reporting bias. Furthermore, there may have been other factors that influenced the effects of supervisors' voice endorsement and alternative mechanisms that transmitted the effects of voice endorsement on the voicer's personal initiative (e.g., task performance and motives). Third, the hospitality context of Study 1 may limit the generalizability of our findings. To address these limitations and replicate our findings, we conducted Study 2 with an event-based daily ESM approach.

Study 2 Method

Participants and Procedure

In Study 2, we adopted an event-based daily ESM, whereby participants were asked to submit their momentary assessments once they received voice feedback from their supervisors (e.g., Barclay & Kiefer, 2019; Conway & Briner, 2002; Kiefer et al., 2022). By capturing the occurrence of voice feedback, we were able to effectively and efficiently investigate this event in ESM research, eliminating the necessity to track employees after they express their opinions. Our objective was to gain valuable insights into how supervisors respond to employees' voices, as well as the subsequent effects on the voicer's experiences and behaviors. The event-based daily ESM design allows us to capture the occurrence of voice feedback, collect data on voice endorsement and its effects whenever they occur in the natural setting, and examine the within-person processes with low memory distortion (e.g., Beal, 2015; Beal & Gabriel, 2019; Gabriel et al., 2019; Koopman & Dimotakis, 2022). We collected data from U.S. employees whose primary language is English via CloudResearch (Litman et al., 2017). We did not limit the industry to recruit people from diverse backgrounds. To be qualified for this study, participants must be at least 18 years old, have a full-time job, have at least one direct supervisor to whom they report and with whom they have interactions at work, and can complete surveys via a computer, laptop,

or similar device as our surveys involve typing tasks. We first invited participants to complete the pre-survey (Time 0) to assess their perceived coworker support, dispositional variables (e.g., negative affectivity, achievement motivation, and prosocial motivation), and demographic information (e.g., age, gender, and tenure with supervisor). Three hundred participants provided eligible pre-survey responses and received USD \$1.3 as compensation.

One week after administering the pre-survey, we invited the 300 eligible respondents to participate in the daily surveys. Participants received two survey links every day across ten consecutive working days over two weeks. For the first daily survey (Time 1), participants were directed to complete the survey within one hour after they received voice feedback from their supervisors. One hour has been suggested in previous research as the time lag to ensure that participants can still have a clear memory of the event and offer more precise recalls (Schwarz & Oyserman, 2001). Participants were first instructed to elaborate on the voice feedback. The instruction of the elaboration task followed event reconstruction principles by asking participants to answer detailed questions about the event contexts (e.g., what your voice was about?), which has been suggested to be able to facilitate access to the episodic memory about the event and reduce recall errors and biases (Grube et al., 2008; Robinson & Clore, 2002). Then, the details appeared again to remind participants about such voice feedback when they indicated the type of voice (supportive vs. challenging voice) and rated voice endorsement based on the described voice feedback event. In addition, participants reported their general voice and task performance on the same day. As in Study 1, it is crucial to acknowledge that participants may not report any instances of voice but could still experience voice endorsement. This circumstance can occur when supervisors endorse employee voice that took place before the survey period.

We sent the Time 1 survey to participants at the beginning of the workday (8 a.m. Central

Time). To enhance the response rate and facilitate the data collection process, we sent a reminder to the participants who had not taken the Time 1 survey at 1 p.m. Central Time. Consistent with the event-based ESM research design (Kiefer et al., 2022), in our reminder, participants were instructed to wait and complete the survey only after they had received supervisory voice feedback. The Time 1 survey link was available until 6 p.m. Central Time. If no voice feedback event transpired on a given workday, the participants did not need to fill in the survey. We paid USD \$1.65 to participants who took the Time 1 survey.

To reduce the possibility of common-method bias (Podsakoff et al., 2003), we measured mediators and outcome variables (feeling pride, feeling envied, and personal initiative) in the second daily survey (Time 2) among participants who completed the Time 1 survey. Participants were instructed to give evaluations based on the voice feedback event they described at Time 1. The Time 2 survey was sent to participants at 7 p.m. Central Time. A reminder was sent at 9 p.m. Central Time to participants who had answered the Time 1 survey but had not finished the Time 2 survey. The link to the Time 2 survey was available until midnight. This time window allowed for the emergence of feeling envied, which may take some time to develop. We paid USD \$1 to participants who finished the Time 2 survey.

Following previous research (e.g., Bauer et al., 2020; Probst et al., 2020; Sayre et al., 2020; Shockley et al., 2021), we excluded eight observations that failed attention check questions or showed low effort and interest, as indicated by short survey completion time. Our final sample included 180 participants who provided a total of 787 day-level matched observations (i.e., cases in which participants received voice feedback and completed both two daily surveys, 4.37 matched observations per participant on average). Among the participants, 40% were female, with an average tenure with supervisors of 5.07 years ($SD = 4.14$). In terms of age, 18% of the

participants were 18–30 years old, 50% were 31–45 years old, 27% were 45–60 years old, and 5% were more than 60 years old. Participants were from various industries, including computers/information systems (18%), finance/insurance/real estate/public policy (11%), retail (11%), manufacturing/construction (10%), health care (8%), education/training/library (7%), arts/entertainment/sports (7%), science/engineering/architecture (7%), and others (21%).

Measures

Employee voice, voice endorsement, feeling pride, feeling envied, coworker support, personal initiative, and trait negative affectivity were measured using the same scales as in Study 1, with weekly variables being adapted to the corresponding daily and event-based anchoring.

Control Variables

As in Study 1, we controlled for employee voice, trait negative affectivity, and previous-day variables of feeling pride, feeling envied, and personal initiative. Besides, we also included several other control variables in this study. First, we controlled for the day of the week and the sine and cosine of this variable to take into account the cyclical variation in daily states and behaviors across the same week (Beal & Weiss, 2003; Gabriel et al., 2019). Second, we accounted for types of voice contained in voice endorsement to eliminate the possibility that different types of voice were responsible for generating feeling pride and feeling envied. We measured participants' supportive and challenging voice using a six-item scale developed by Burris (2012), with three items for each construct. For supportive voice, a sample item was "I spoke up and encouraged others to get involved in issues that affect this organization." For challenging voice, a sample item was "I challenged my supervisor to deal with problems around here." Participants rated their agreement with each statement on a scale from 1 ("*Strongly Disagree*") to 7 ("*Strongly Agree*").

In addition, we controlled employees' task performance to rule out the possibility that feeling pride and feeling envied are driven by employees' performance instead of voice endorsement. Specifically, high performers may feel pride as well as envied by coworkers at work (Exline & Lobel, 1999). In addition, high performance is indicative of voicer credibility (Lam et al., 2019). As a result, high performers are more likely to have their voice endorsed by supervisors, making performance a critical covariate with both voice endorsement and feelings of pride and being envied. We assessed employees' task performance with seven items from Williams and Anderson (1991). One sample item was "I fulfilled responsibilities specified in job description" (1 = "*Strongly Disagree*," 7 = "*Strongly Agree*").

Finally, we controlled for participants' prosocial and achievement motives, which can influence how they interpret supervisors' voice endorsement as being goal-consistent. Specifically, individuals with higher prosocial or achievement motives are likely to have stronger emotional responses to supervisors' voice endorsement compared to those with lower motives. We measured prosocial motivation with five items (e.g., "I prefer to work on tasks that allow me to have a positive impact on others") from Grant and Sumanth (2009) and achievement motivation with seven items (e.g., "I set difficult goals for myself which I attempt to accomplish") from Mathieu (1990). Excluding these control variables produced comparable results that did not significantly change our conclusions.

Analytical Approach

We used the same analytical strategy as in Study 1. We group-mean centered the within-level exogenous variables of voice endorsement, voice, challenging voice, supportive voice, task performance, previous-day variables of feeling pride, feeling envied, and personal initiative to remove between-person confounds and sources of individual bias (Gabriel et al., 2019;

Podsakoff et al., 2003). We grand-mean centered the between-level variables of coworker support, negative affectivity, achievement motivation, and prosocial motivation to reduce multicollinearity concerns in cross-level interactions (Kreft et al., 1995).

Study 2 Results

Descriptive Statistics

As shown in Table 6, the results of null models suggested that all daily measured variables displayed considerable variance at the daily level, ranging from 32% to 63%. Therefore, it is appropriate to utilize multilevel modeling for data analysis. Table 7 presents the means, standard deviations, correlations, and Cronbach alphas. We presented examples of participants' elaborations on supervisors' voice feedback in Table S2 in the additional online materials.

---Insert Tables 6 and 7 about here---

Test of Measurement Model

We conducted a series of multilevel CFAs to examine the discriminate validity of the twelve variables measured in our study (i.e., voice endorsement, feeling pride, feeling envied, personal initiative, voice, supportive voice, challenging voice, task performance, perceived coworker support, achievement motivation, prosocial motivation, and negative affectivity). The results indicated that the hypothesized 12-factor model fit the data well ($\chi^2(898) = 1420.49, p < .001$ CFI = .94; TLI = .93; RMSEA = .03; SRMR-within = .04, SRMR-between = .07). Based on the Satorra-Bentler χ^2 difference test (Satorra & Bentler, 2001), the 12-factor model fit the data significantly better than the best fitting 11-factor model (i.e., the model combining supportive voice with challenging voice: $\chi^2(916) = 1486.10, p < .001$ CFI = .93; TLI = .92; RMSEA = .03; SRMR-within = .04, SRMR-between = .08). The detailed CFA results were presented in Table S3 in the additional online materials.

Hypothesis Testing

As shown in Table 8, after accounting for the control variables, we found that voice endorsement was positively related to feeling pride ($\gamma = .21, SE = .05, p < .001$), supporting Hypothesis 1a. However, voice endorsement was not significantly related to feeling envied ($\gamma = .06, SE = .03, p = .082$). Thus, Hypothesis 1b was not supported.

Hypotheses 2a and 2b proposed that voice endorsement was significantly related to personal initiative via feeling pride and feeling envied. We found that feeling pride ($\gamma = .16, SE = .07, p = .014$) and feeling envied ($\gamma = -.13, SE = .05, p = .016$) were significantly related to personal initiative. Building on such results, we tested the indirect effect of voice endorsement on personal initiative through feeling pride and feeling envied. A 10,000-repetition Monte Carlo test indicated that voice endorsement was positively related to personal initiative via feeling pride ($\rho = .03, SE = .02, 95\% \text{ bias-corrected CI} = [.0069, .0677]$, excluding zero). Thus, Hypothesis 2a was supported. However, the indirect effect of voice endorsement, via feeling envied, on personal initiative was not significant ($\rho = -.01, SE = .01, 95\% \text{ bias-corrected CI} = [-.0245, .0005]$, including zero). Thus, Hypothesis 2b was not supported.

---Insert Table 8 about here---

As shown in Table 9, after accounting for the control variables, perceived coworker support moderates the relationship between voice endorsement and feeling pride ($\gamma = .11, SE = .04, p = .003$) and the relationship between voice endorsement and feeling envied ($\gamma = -.07, SE = .03, p = .018$). The results of multilevel simple slope analysis showed that the relationship between voice endorsement and feeling pride was stronger when coworker support was high ($\gamma = .38, SE = .08, p < .001$) than when it was low ($\gamma = .12, SE = .05, p = .006$), the difference between these two effects was significant ($\gamma = .25, SE = .09, p = .003$). Also, the relationship

between voice endorsement and feeling envied was stronger when coworker support was low ($\gamma = .10$, $SE = .04$, $p = .006$) than when it was high ($\gamma = -.05$, $SE = .05$, $p = .375$), the difference between these two effects was significant ($\gamma = .15$, $SE = .06$, $p = .018$). These interactions were plotted in Figure 3a and Figure 3b. These results support Hypotheses 3a and 3b.

---Insert Table 9, Figures 3a, and 3b about here---

Finally, following previous practices (e.g., Lam et al., 2022), we employed the multilevel moderated mediation procedure to examine Hypotheses 4a and 4b (see Table 10). We found that the indirect relationship between voice endorsement and personal initiative via feeling pride was stronger when coworker support was high ($\rho = .060$, $SE = .025$, 95% bias-corrected CI = [.0119, .1148], including zero) than when it was low ($\rho = .020$, $SE = .012$, 95% bias-corrected CI = [.0020, .0491], including zero). The difference between these two indirect effects was significant ($\Delta\rho = .040$, $SE = .018$, 95% bias-corrected CI = [.0064, .0808], excluding zero). Additionally, the indirect relationship between voice endorsement and personal initiative via feeling envied was stronger when coworker support was low ($\rho = -.013$, $SE = .008$, 95% bias-corrected CI = [-.0339, -.0011], excluding zero) than when it was high ($\rho = .006$, $SE = .006$, 95% bias-corrected CI = [-.0088, .0186], including zero). The difference between these two indirect effects was significant ($\Delta\rho = -.019$, $SE = .011$, 95% bias-corrected CI = [-.0442, -.0010], excluding zero). Taken together, the above results provide support for Hypotheses 4a and 4b.

---Insert Table 10 about here---

Study 2 Discussion

In Study 2, we adopted an event-based daily ESM design to better align our hypotheses testing with our theoretical model and consider more control variables and alternative mechanisms. The results of Study 2 replicated the main findings of Study 1: when coworker

support was high, the supervisor's voice endorsement elicited the voicer's feeling pride, subsequently increasing the voicer's personal initiative; however, when coworker support was low, the supervisor's voice endorsement triggered the voicers's feeling envied, subsequently reducing the voicer's personal initiative. Therefore, we provided evidence for our theoretical model with a different research design.

Post-hoc Analyses

To gain a deeper understanding of our findings, we conducted additional analyses. First, we examined the mediating roles of feeling pride and feeling envied in the relationship between supervisors' voice endorsement and voicers' subsequent voice behavior. Supervisors' voice endorsement may increase voicers' subsequent voice behavior, as it has the potential to encourage voicers to continue expressing their ideas later on (Detert & Burris, 2007).

Second, to further test the robustness of the mediating role of feeling envied, we examined several alternative mechanisms, including anxiety, feelings of frustration, relational threat, and negative affect, to link voice endorsement to personal initiative. Including these alternative mechanisms allowed us to explore their potential mediating effects while highlighting the distinctiveness of feeling envied. Feeling envied involves the perception of one's own superiority and others' inferiority (Puranik et al., 2019; Vecchio, 2015). Moreover, feeling envied is of an inferential nature, which involves making inferences about others' envy toward oneself (Exline & Lobel, 1999; Puranik et al., 2019). These two unique features of feeling envied set it apart from other negative emotions and experiences. By examining and ruling out alternative mechanisms, we strengthened the empirical support for feeling envied as a unique mediating factor in the relationship between voice endorsement and personal initiative.

Finally, we examined various boundary conditions that were derived from cognitive

appraisal theory of emotion to further enrich the conceptual understanding of our theoretical model. In particular, cognitive appraisal theory posits that individuals evaluate the significance and implications of events or situations based on personal goals, values, and beliefs (Lazarus, 1991). As such, researchers have focused on examining individual traits relevant to personal goals as moderators of different appraisal processes (e.g., Koopman et al., 2021; Ma et al., 2021; Rodell & Judge, 2009). To contrast, our study of coworker support as a moderator was informed by the social constructionist approach to emotion, which suggests that emotions are predominantly shaped by the social context in which individuals operate (Barrett, 2009; Boiger & Mesquita, 2012; Mesquita & Boiger, 2014; Smith & Kirby, 2009). To facilitate a comparison of these two theoretical frameworks in relation to emotional variability, we investigated negative affectivity, achievement and prosocial motivations, different types of voices contained in voice endorsement, as alternative moderators aligned more with cognitive appraisal theory of emotion.

The findings of these additional analyses suggest that supervisors' voice endorsement did not have a significant impact on voicers' subsequent voice behaviors through feeling pride and feeling envied. Anxiety, feelings of frustration, relational threat, and negative affect as alternative mechanisms did not significantly mediate the relationship between voice endorsement and personal initiative and controlling them did not change our conclusions. Negative affectivity, achievement and prosocial motivations, different types of voices contained in voice endorsement did not significantly moderate the effects of voice endorsement on feeling pride or feeling envied. We reported the detailed results of these post-hoc analyses and discussed their theoretical implications in the additional online materials.

General Discussion

Given the benefits of employee voice (Detert et al., 2013; Liang et al., 2012) and the need

for supervisors to listen to and endorse employees' voice to reap these benefits, the voice literature has started to look at voice endorsement. Yet it has focused predominantly on the antecedents of supervisors' voice endorsement and overlooked voice endorsement's important consequences for voicers (Morrison, 2023). Integrating cognitive appraisal theory and the social constructionist approach to emotion, we capture the double-edged effects of voice endorsement on the voicer's affective experiences and subsequent personal initiative.

Theoretical Implications

Our research extends the voice and proactivity literature in several ways. First, we investigated the underexamined consequences of supervisors' voice endorsement related to voicers' affective experiences and subsequent proactive behaviors. The literature attends carefully to the factors that influence an employee's decision to speak up (e.g., Grant, 2013; Kakkar et al., 2016; Liang et al., 2012) as well as a supervisor's endorsement of employee voice (e.g., Brykman & Raver, 2021; Burris, 2012; Fast et al., 2014; Isaakyan et al., 2021; Lam et al., 2019). However, studies have generally assumed that voice endorsement elicits positive responses from employees (e.g., Burris, 2012), paying little attention to its potential downside. Our research challenges and complements this dominant view, revealing that supervisors' voice endorsement induces both positive and negative responses in voicers. In particular, we illuminate why seemingly positive evaluations from supervisors may not necessarily engender positive responses from employees. We find these effects hold even after controlling for task performance, indicating the unique role of voice endorsement in shaping voicers' feeling pride and feeling envied as well as their subsequent personal initiative. Given the importance of employees' proactive behaviors for organizations' effectiveness in the face of increasing uncertainty and complexity (Crant, 2000; Parker & Collins, 2010), we suggest that understanding

these dynamics can help supervisors navigate the complex effects of voice endorsement and foster a supportive environment that facilitates employees' ongoing proactive contributions.

Second, our findings show that feeling pride and feeling envied are two distinct processes that mediated the positive and negative influences of supervisors' voice endorsement on voicers' personal initiative, respectively. The significant main effect of voice endorsement on feeling pride supports the notion that pride is a prototypical emotion associated with recognition (Oveis et al., 2010). This suggests that when individuals receive acknowledgment through voice endorsement, they are more likely to experience feelings of pride. In contrast, the nonsignificant main effect of voice endorsement on feeling envied highlights the importance of contextual factors and more nuanced appraisal processes in shaping the voicer's experience of feeling envied. It suggests that feeling envied may require a more in-depth consideration of the social context than feeling pride. As a result, feeling envied may be a less prototypical and more context-dependent emotional response to voice endorsement.

Third, our research reveals that the consequences of supervisors' voice endorsement on voicers' feeling pride and feeling envied were moderated by the interpersonal relationships between voicers and their coworkers. This finding provides additional evidence of the social nature of feeling pride and feeling envied (e.g., Exline & Lobel, 1999; Puranik et al., 2019). Overall, these results indicate the importance of considering the organizational triad of voicers, supervisors, and coworkers when seeking a comprehensive understanding of the consequence of voice endorsement (Morrison, 2023; Parker et al., 2019). This triadic perspective takes into account the interconnectedness of these parties, shedding light on the complex dynamics that shape emotional experiences and proactive processes in the workplace.

Fourth, our research contributes to the broader proactivity literature by examining how

positive responses to previous proactive behaviors lead to employees' personal initiative.

Previous literature has found that it is not easy and indeed it is often risky to engage in personal initiative because taking initiative involves uncertainty and requires one to "rock the boat"; likewise, the outcomes of such initiative behaviors are often unknown (Frese & Fay, 2001; Bindl & Parker, 2010). In looking for important antecedents of proactivity, researchers have regarded supervisor's recognition, encouragement, and support as effective means to facilitate employee initiative and proactivity (Parker et al., 2010; Wu & Parker, 2017). Yet the findings of our research serve as a cautionary note in making this assumption. Our results point to the importance of different affective experiences in shaping voicers' personal initiative after their voice has been endorsed by their supervisors. More importantly, our results suggest the crucial role of coworker relationships in sustaining voicers' initiative behaviors after supervisors' voice endorsement. Research exploring other forms of proactive behaviors is needed to determine how such behaviors can be sustained over time.

Practical Implications

Our research offers several practical implications for organizations and supervisors to manage employee proactivity. Whereas the literature has recognized the importance of employee voice to organizational functioning (Van Dyne & LePine, 1998) and has regarded supervisors' voice endorsement as necessary for achieving the benefits of employee voice (Burris, 2012), our research suggests that supervisors' voice endorsement allows organizations to benefit not only directly from the ideas communicated by employees but also indirectly via an increase in voicers' subsequent personal initiative through feeling pride. To achieve such positive effects of voice endorsement, supervisors should guide voicers to evaluate voice endorsement positively, recognizing it as a reflection of their supervisor's and organization's appreciation of their

contributions. As agents who endorse employee voice, supervisors might consider explicitly recognizing the voicer's value and contributions in communicating their intentions to endorse employees' suggestions. In this context, voicers are more likely to realize their accomplishment, feel proud, and display more personal initiative later.

Of course, voicers might react negatively to supervisors' voice endorsement, reducing their subsequent personal initiative because they feel envied by their coworkers. Considering this potential negative effect, it might be tempting for supervisors and organizations to discourage voice endorsement to reduce the likelihood of voicers' feeling envied and encourage them to maintain their personal initiative. However, doing so would also reduce the likelihood of benefiting from employee voice. In some instances, ignoring employee voice could lead to serious errors and even disasters (e.g., Greenberg & Edwards, 2009; Milliken et al., 2003; Welsh et al., 2022). Thus, instead of reducing voice endorsement, supervisors should guide voicers to appraise voice endorsement positively. In this way, supervisors can mitigate the voicer's experience of feeling envied that is associated with voice endorsement.

Our findings highlight the critical role coworker support plays in shaping the voicer's appraisal processes associated with the supervisor's voice endorsement. It is important for supervisors and organizations to pay attention to interpersonal relationships among employees when endorsing one employee's voice. To promote voicers' feeling pride and minimize their feeling envied following voice endorsement, supervisors and organizations should cultivate a supportive and trusting atmosphere among employees. Creating a climate that fosters employees' proactivity and values their contributions is one approach to achieve this (e.g., Baer & Frese, 2003; Frazier & Bowler, 2015; Wihler et al., 2017). Such a climate can help reduce an employee's likelihood of feeling envied, which is triggered by the supervisor's voice

endorsement, as it can foster a sense of common purpose among team members, as well as a willingness to embrace and appreciate the ideas of others. By fostering such an environment, organizations can reap the rewards of sustained employee proactivity.

Additionally, supervisors should be mindful of the public nature of voice endorsement. While feeling pride can be experienced without a public endorsement, feeling envied may be triggered by a voicer's awareness that others have observed or known about the supervisor's endorsement. Thus, supervisors may consider endorsing voice in private settings to avoid triggering the voicer's feeling envied by coworkers. This approach acknowledges the social dynamics involved in the experience of feeling envied and aims to create a supportive environment in which individuals can contribute their voices and enjoy the benefits of voice endorsement without fearing negative social dynamics between themselves and their coworkers.

Limitations and Directions for Future Research

Our research has several strengths. We conducted two ESM studies with different designs, measuring variables at different times, controlling for previous variables to strengthen causal inference, and incorporated general coworker support as a boundary condition. Yet there are limitations to our studies that may usher in opportunities for future research. First, although the event-based approach in Study 2 allowed us to examine the possibility that feeling pride and feeling envied are due to the same voice endorsement event, the design also posed some challenges. One particular challenge was the inability to differentiate between participants who did not receive any voice feedback from their supervisors and those who chose not to respond to the survey due to factors such as study fatigue. This is a common limitation of event-based ESMs (e.g., Fisher & To, 2012). This limitation may have introduced noise or bias into our data. Moreover, capturing the voice feedback event in Study 2 did not allow us to track the life cycle

of voice, from employees voicing their thoughts to their receiving feedback on their voice and potentially engaging in proactive behaviors. A more comprehensive exploration of alternative methods is needed to capture the complexities of voice endorsement.

Second, we examined the effects of supervisors' voice endorsement on voicers' feeling pride and feeling envied without considering different forms of voice behavior and different types of feeling pride and feeling envied. In fact, previous voice literature has differentiated promotive voice from prohibitive voice (Liang et al., 2012), authentic pride from hubristic pride (Tracy & Robins, 2007), and benign envy from malicious envy (Lange et al., 2018; van de Ven et al., 2009). Furthermore, it is important to note that feeling pride and feeling envied may not perfectly parallel with each other. While feeling pride has been clearly defined as an emotion (Lazarus, 1991), the nature of feeling envied is more complex. Some researchers focus on its emotional nature (Vecchio, 2005), while others view it as a complex experience of perceiving oneself as the target of others' envy (e.g., Lee et al., 2018; Puranik et al., 2019). Although our preliminary examination of the consequences of voice endorsement focused on the effects of voice endorsement on the voicer's feeling pride and feeling envied generally, we encourage future researchers to develop more comprehensive and nuanced understandings by taking into account these distinctions, nuances, and complexities.

Third, our research shows how supervisors' responses to employee voice shape employees' subsequent personal initiative. However, proactivity takes different forms, including active adjustment to new work conditions (Ashford & Black, 1996), self-initiated role expansion (Parker et al., 1997), the expression of voice (Van Dyne & LePine, 1998), taking-charge behaviors (Morrison & Phelps, 1999), and network building (Morrison, 2002). Some types of proactive behaviors (e.g., personal initiative) are more likely to influence coworkers and to be

shaped by interpersonal relationships than other types of proactive behaviors (e.g., self-initiated role expansion). Future research is needed to differentiate the effects of supervisors' responses to employees' prior proactive behaviors on different types of subsequent proactive behaviors. Such work would contribute to a more comprehensive understanding of the relationships among supervisor feedback, interpersonal relationships, and employee proactivity. Additionally, it is necessary to explore the voice implementation stage that occurs after supervisors' voice endorsement and investigate the factors that influence the successful translation of voiced ideas into tangible actions while maintaining employees' proactivity. Such research would deepen our understanding of the proactivity cycle and offer insights into how organizations can effectively nurture and sustain employee proactivity during the implementation process (He et al., 2020; Newton et al., in press).

Fourth, our studies did not explicitly measure specific cognitive appraisal processes. While Lazarus (1991, 2006) described cognitive appraisal as often occurring automatically and rapidly, the reliance on inferred appraisal in most empirical investigations limits our understanding of the specific cognitive mechanisms at play. Because we did not directly measure cognitive appraisal processes, we were unable to fully capture the complexities of these processes. Creative measures are needed to capture the automatic cognitive appraisal processes and examine their mediating roles in the relationship between supervisors' voice endorsement and voicers' affective responses. In this way, future research can contribute to the further development of cognitive appraisal theory and gain a deeper understanding of the underlying cognitive processes that drive emotional experiences and behavioral reactions.

Finally, in our research, we examined the influence of general coworker support and explored the impact of other stable traits that may moderate the effects of voice endorsement.

Future research could expand on this by investigating related states as additional moderators. By considering states such as momentary emotions or situational factors, researchers would gain a more comprehensive understanding of the dynamic nature of individuals' reactions to voice endorsement. It might also help researchers to better capture individuals' situation-based goals, offering a more nuanced perspective on the complex interplay between voice endorsement and the voicer's affective processes, experiences, and behavioral outcomes. Future research could also integrate different theoretical perspectives on emotions, thereby offering a more holistic and dynamic understanding of the emotional processes involved in voice endorsement.

Conclusion

Organizational scholars have identified supervisors' voice endorsement as an effective strategy to achieve the benefits of employee voice and maintain voicer's proactivity. Nevertheless, voice endorsement may engender unintended consequences for voicers. In our two ESM studies, we found support for both the self-congratulatory nature of voice endorsement and the potential costs of voice endorsement to the voicer. Coworker support is an important boundary condition in shaping voicers' affective experiences and subsequent personal initiative. Voicers perceiving high coworker support tend to feel pride and increase their personal initiative, whereas voicers perceiving low coworker support tend to feel envious and reduce their initiative. Future research should consider the proactivity triad of the focal employee, supervisor, and coworkers to enhance scholarly understanding of the dynamic processes of proactivity.

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Table 1*Study 1 Percentage of Within-Individual Variance among Weekly Variables*

Variable	Within-individual variance (e^2)	Between-individual variance (r^2)	Percentage of variance within-individual (%)
Supervisor's voice endorsement	0.448	0.873	34%
Feeling pride	0.343	0.731	32%
Feeling envied	0.662	0.828	44%
Personal initiative	0.360	0.876	29%

Note. The percentage of variance within individuals was calculated as $e^2/(e^2+r^2)$.

Table 2*Study 1 Means, Standard Deviations, and Correlations Estimates*

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
Within-person level												
1. Voice	4.35	1.17	(.90)	.62**	.13	.72**	.84**	.61**	.10	.71**	-.08	.35**
2. Previous week feeling pride	2.98	1.03	.08	(.91)	.11	.58**	.64**	.98**	.09	.57**	.10	.35**
3. Previous week feeling envied	2.55	1.22	-.03	-.04	(.83)	-.18	.01	.10	.98**	-.19*	.21*	-.09
4. Previous week personal initiative	5.42	1.12	.14**	.12*	-.16**	(.94)	.70**	.58**	-.21*	.99**	-.08	.35**
5. Supervisor's voice endorsement	4.60	1.15	.56**	-.02	.01	.10*	(.96)	.63**	-.01	.69**	-.06	.42**
6. Feeling pride	2.99	1.04	.18**	-.16**	-.02	.03	.01	(.91)	.07	.57**	.09	.38**
7. Feeling envied	2.55	1.22	.01	-.09*	-.11*	-.03	.24**	.003	(.84)	-.22*	.24**	-.10
8. Personal initiative	5.40	1.11	.11**	.07	.08	-.14*	.14**	.16**	-.16**	(.94)	-.12	.34**
Between-person level												
9. Negative affectivity	1.94	0.88	---	---	---	---	---	---	---	---	(.90)	.01
10. Coworker support	5.20	1.30	---	---	---	---	---	---	---	---	---	(.91)

Notes. Within-person level, $N = 574$; Between-person level, $N = 119$. Internal reliability coefficients (alphas) appear in italics along the diagonal. Correlations below the diagonal are within-person correlations; Correlations above the diagonal are between-person correlations. At the within-person level, internal reliability coefficients were calculated by averaging the coefficients of every week.

* $p < .05$. ** $p < .01$

Table 3*Study 1 Multilevel Path Analysis Results for the Mediation Model*

Variables	Feeling pride	Feeling envied	Personal initiative
Intercept	2.98*** (.08)	2.54*** (.09)	5.40*** (.09)
Level-1 controls			
Voice	.06 (.04)	-.001 (.06)	.05 (.07)
Previous week feeling pride	-.18** (.05)		
Previous week feeling envied		-.15** (.05)	
Previous week personal initiative			-.17** (.05)
Level-2 control			
Trait negative affectivity	.09 (.10)	.28** (.09)	-.13 (.10)
Level-1 predictor			
Supervisor's voice endorsement	.13* (.06)	.08 (.09)	.08 (.07)
Level-1 Mediator			
Feeling pride			.14* (.06)
Feeling envied			-.11* (.05)
Level-1 residual variance	27%	53%	33%
Level-2 residual variance	74%	80%	87%
<i>Pseudo R²_{within}</i>	.056	.109	.032
<i>Pseudo R²_{between}</i>	.006	.058	.016

Notes. Within-person level, $N = 574$; Between-person level, $N = 119$. Unstandardized coefficients are presented. Standard errors are shown in parentheses. *Pseudo R²_{within}* and *Pseudo R²_{between}* were calculated according to Snijders and Bosker (1999, pp. 102-103). *Pseudo R²_{within}* represents within-person variance explained; *Pseudo R²_{between}* represents between-person variance explained. The results were similar when controls were excluded.

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

Table 4*Study 1 Multilevel Path Analysis Results for the Moderated Mediation Model*

Variables	Feeling pride	Feeling envied	Personal initiative
Intercept	2.98*** (.08)	2.54*** (.09)	5.39*** (.08)
Level-1 controls			
Voice	.06 (.05)	.00 (.06)	.05 (.07)
Previous week feeling pride	-.18** (.05)		
Previous week feeling envied		-.14** (.05)	
Previous week personal initiative			-.17** (.05)
Level-2 control			
Trait negative affectivity	.09 (.09)	.28** (.09)	-.13 (.09)
Level-1 predictor			
Supervisor's voice endorsement	.11* (.06)	.09 (.09)	.05 (.07)
Level-2 predictor			
Coworker support	.26*** (.06)	-.07 (.07)	.26*** (.06)
Cross-level interaction			
Supervisor's voice endorsement × Coworker support	.08* (.04)	-.13* (.05)	
Level-1 Mediator			
Feeling pride			.14* (.06)
Feeling envied			-.11* (.05)
Level-1 residual variance	27%	53%	33%
Level-2 residual variance	63%	79%	76%
<i>Pseudo R²_{within}</i>	.162	.114	.121
<i>Pseudo R²_{between}</i>	.149	.068	.133

Notes. Within-person level, $N = 574$; Between-person level, $N = 119$. Unstandardized coefficients are presented. Standard errors are shown in parentheses. $Pseudo R^2_{within}$ and $Pseudo R^2_{between}$ were calculated according to Snijders and Bosker (1999, pp. 102-103). $Pseudo R^2_{within}$ represents within-person variance explained; $Pseudo R^2_{between}$ represents between-person variance explained. The results were similar when controls were excluded.

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

Table 5*Study 1 Summary of Conditional Indirect Effects*

Supervisor's voice endorsement → Feeling pride → Personal initiative	Conditional Indirect Effects	95% CI
High coworker support	.029	[.0027, .0668]
Low coworker support	.002	[-.0205, .0261]
Difference	.028	[.0002, .0684]
Supervisor's voice endorsement → Feeling envied → Personal initiative		
High coworker support	.008	[-.0112, .0338]
Low coworker support	-.029	[-.0808, -.0001]
Difference	-.037	[-.0967, -.0023]

Note. The conditional indirect effect tests were based on Monte Carlo simulation from 10,000 parametric resamples.

Table 6*Study 2 Percentage of Within-Individual Variance among Daily Variables*

Variables	Within-individual variance (e^2)	Between-individual variance (r^2)	Percentage of variance within-individual (%)
Supervisor's voice endorsement	1.129	0.670	63%
Feeling pride	0.438	0.928	32%
Feeling envied	0.393	0.623	39%
Personal initiative	0.377	0.636	37%

Note. The percentage of variance within individuals was calculated as $e^2/(e^2+r^2)$.

Table 7*Study 2 Means, Standard Deviations, and Correlations Estimates*

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Within-person level																	
1. Voice	4.74	1.46	(.89)	.57**	.54**	.33**	.58**	-.23*	.70**	.31**	.45**	-.09	.62**	-.01	.40**	.27**	.21**
2. Supportive voice	5.40	1.19	.20**	(.70)	.64**	.16*	.61**	-.11	.69**	.28**	.37**	-.05	.61**	.02	.48**	.35**	.18*
3. Challenging voice	4.89	1.50	.26**	.49**	(.80)	.00	.43**	.01	.53**	.06	.18*	.12	.46**	.12	.27**	.16*	.04
4. Task performance	6.31	0.62	.23**	.19**	.16**	(.74)	.43**	-.39**	.52**	.38**	.37**	-.40**	.47**	-.05	.25**	.30**	.22**
5. Previous day feeling pride	3.33	1.20	-.003	-.04	-.004	-.03	(.93)	-.21*	.64**	.53**	.96**	-.22*	.67**	-.22*	.47**	.39**	.53**
6. Previous day feeling envied	1.55	0.83	.01	.04	-.05	-.12*	-.02	(.86)	-.18	-.17	-.20*	.92**	-.16	.22*	-.17	-.34**	-.35**
7. Previous day personal initiative	5.51	1.04	.10*	.01	.08	.02	.30**	-.13**	(.93)	.55**	.60**	-.23*	.93**	-.16	.61**	.40**	.42**
8. Supervisor's voice endorsement	5.85	1.34	.13**	.18**	.02	.18**	-.09	-.02	-.06	(.91)	.35**	-.24**	.41**	-.09	.26**	.48**	.44**
9. Feeling pride	3.25	1.20	.11**	.09**	.02	.12**	-.15**	-.15**	.10*	.34**	(.93)	-.14	.51**	-.21**	.37**	.34**	.34**
10. Feeling envied	1.61	0.94	-.03	-.02	-.04	-.10**	-.12**	-.15**	-.002	.10**	.02	(.91)	-.16*	.18*	-.03	-.19*	-.19*
11. Personal initiative	5.41	1.04	.23**	.07	.11**	.14**	-.03	-.002	.26**	.16**	.25**	-.12**	(.93)	-.07	.53**	.38**	.28**
Between-person level																	
12. Negative affectivity	1.58	0.79	---	---	---	---	---	---	---	---	---	---	---	(.86)	-.13	-.10	-.17*
13. Achievement motivation	4.93	0.97	---	---	---	---	---	---	---	---	---	---	---	---	(.78)	.46**	.26**
14. Prosocial motivation	5.50	1.08	---	---	---	---	---	---	---	---	---	---	---	---	---	(.95)	.54**
15. Coworker support	5.28	1.14	---	---	---	---	---	---	---	---	---	---	---	---	---	---	(.88)

Notes. Within-person level, $N = 787$; Between-person level, $N = 180$. Internal reliability coefficients (alphas) appear in italics along the diagonal. Correlations below the diagonal are within-person correlations; Correlations above the diagonal are between-person correlations. At the within-person level, internal reliability coefficients were calculated by averaging the coefficients of every day.

* $p < .05$. ** $p < .01$

Table 8*Study 2 Multilevel Path Analysis Results for the Mediation Model*

Variables	Feeling pride	Feeling envied	Personal initiative
Intercept	3.15*** (.07)	1.68*** (.06)	5.32*** (.05)
Level-1 controls			
Day of week	-.12 (.07)	-.13 (.08)	-.09 (.06)
Sine of the day of week	-.20 (.11)	-.26* (.13)	-.11 (.10)
Cosine of the day of week	-.12* (.05)	-.07 (.07)	-.12 (.07)
Voice	.04 (.05)	-.002 (.02)	.13** (.04)
Supportive voice	.03 (.04)	.01 (.05)	-.04 (.05)
Challenging voice	-.01 (.03)	.02 (.03)	.04 (.03)
Task performance	.08 (.07)	-.19 (.11)	.08 (.08)
Previous day feeling pride	-.11 (.08)		
Previous day feeling envied		-.21 (.11)	
Previous day personal initiative			.28* (.12)
Level-2 controls			
Trait negative affectivity	-.19 (.10)	.19* (.08)	-.01 (.10)
Achievement motivation	.27*** (.08)	.08 (.08)	.42*** (.06)
Prosocial motivation	.20** (.08)	-.18** (.06)	.12 (.07)
Level-1 predictor			
Supervisor's voice endorsement	.21*** (.05)	.06 (.03)	.07 (.04)
Level-1 Mediator			
Feeling pride			.16* (.07)
Feeling envied			-.13* (.05)
Level-1 residual variance	30%	35%	31%
Level-2 residual variance	74%	58%	40%
<i>Pseudo R</i> ² _{within}	.235	.085	.299
<i>Pseudo R</i> ² _{between}	.210	.074	.344

Notes. Within-person level, $N = 787$; Between-person level, $N = 180$. Unstandardized coefficients are presented. Standard errors are shown in parentheses. *Pseudo R*²_{within} and *Pseudo R*²_{between} were calculated according to Snijders and Bosker (1999, pp. 102-103). *Pseudo R*²_{within} represents within-person variance explained; *Pseudo R*²_{between} represents between-person variance explained. The results were similar when controls were excluded.

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

Table 9*Study 2 Multilevel Path Analysis Results for the Moderated Mediation Model*

Variables	Feeling pride	Feeling envied	Personal initiative
Intercept	3.15*** (.07)	1.68*** (.06)	5.32*** (.05)
Level-1 controls			
Day of week	-.12 (.07)	-.13 (.08)	-.09 (.06)
Sine of the day of week	-.20 (.11)	-.26* (.13)	-.11 (.10)
Cosine of the day of week	-.12* (.06)	-.07 (.07)	-.12 (.07)
Voice	.04 (.05)	.002 (.02)	.13** (.04)
Supportive voice	.03 (.04)	.01 (.05)	-.04 (.05)
Challenging voice	-.01 (.03)	-.01 (.03)	.04 (.03)
Task performance	.08 (.06)	-.21 (.11)	.08 (.08)
Previous day feeling pride	-.12 (.08)		
Previous day feeling envied		-.21 (.12)	
Previous day personal initiative			.28* (.12)
Level-2 controls			
Trait negative affectivity	-.16 (.09)	.18* (.08)	.01 (.09)
Achievement motivation	.27*** (.07)	.08 (.08)	.42*** (.06)
Prosocial motivation	.08 (.09)	-.13* (.06)	.07 (.07)
Level-1 predictor			
Supervisor's voice endorsement	.25*** (.05)	.03 (.03)	.07 (.04)
Level-2 predictor			
Coworker support	.21* (.08)	-.08 (.07)	.09 (.07)
Cross-level interaction			
Supervisor's voice endorsement × Coworker support	.11** (.04)	-.07* (.03)	
Level-1 Mediator			
Feeling pride			.16* (.07)
Feeling envied			-.13* (.05)
Level-1 residual variance	30%	35%	31%
Level-2 residual variance	70%	57%	39%
<i>Pseudo R²_{within}</i>	.272	.092	.310
<i>Pseudo R²_{between}</i>	.258	.086	.359

Notes. Within-person level, $N = 787$; Between-person level, $N = 180$. Unstandardized coefficients are presented. Standard errors are shown in parentheses. *Pseudo R²_{within}* and *Pseudo R²_{between}* were calculated according to Snijders and Bosker (1999, pp. 102-103). *Pseudo R²_{within}* represents within-person variance explained; *Pseudo R²_{between}* represents between-person variance explained. The results were similar when controls were excluded.

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

Table 10*Study 2 Summary of Conditional Indirect Effects*

Supervisor's voice endorsement → Feeling pride → Personal initiative	Conditional Indirect Effects	95% CI
High coworker support	.060	[.0119, .1148]
Low coworker support	.020	[.0020, .0491]
Difference	.040	[.0064, .0808]
Supervisor's voice endorsement → Feeling envied → Personal initiative		
High coworker support	.006	[-.0088, .0186]
Low coworker support	-.013	[-.0339, -.0011]
Difference	-.019	[-.0442, -.0010]

Note. The conditional indirect effect tests were based on Monte Carlo simulation from 10,000 parametric resamples.

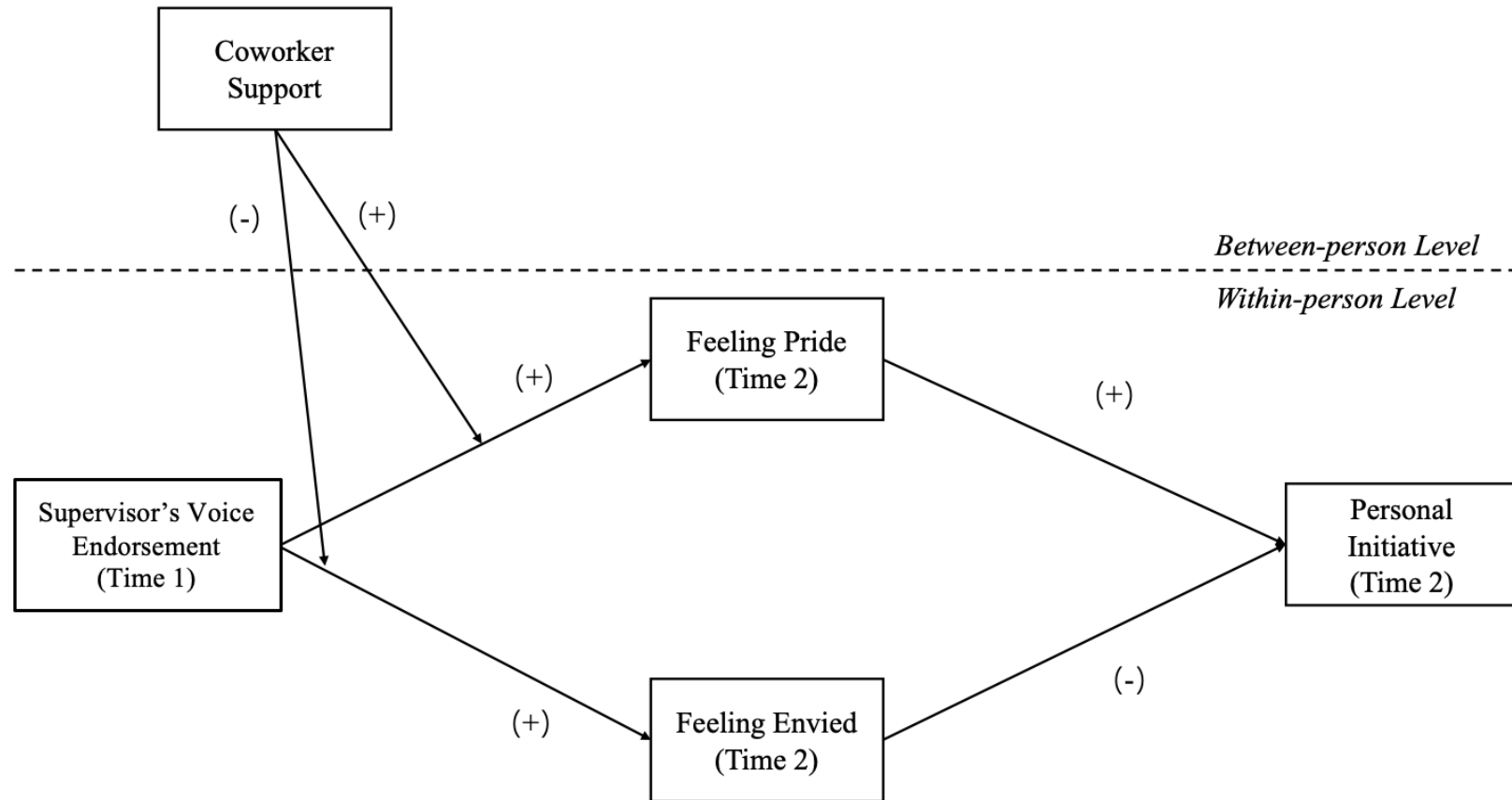
Figure 1*The Conceptual Model*

Figure 2a

The Cross-level Interaction between Supervisor's Voice Endorsement and Coworker Support on Feeling Pride (Study 1)

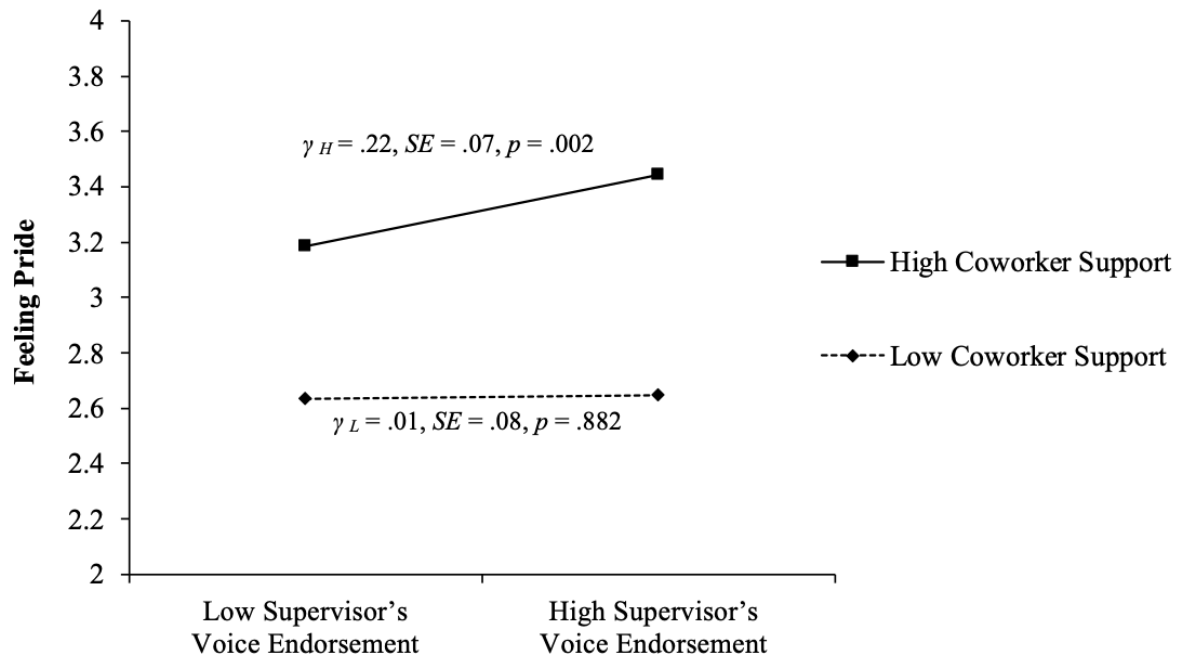


Figure 2b

The Cross-level Interaction between Supervisor's Voice Endorsement and Coworker Support on Feeling Envid (Study 1)

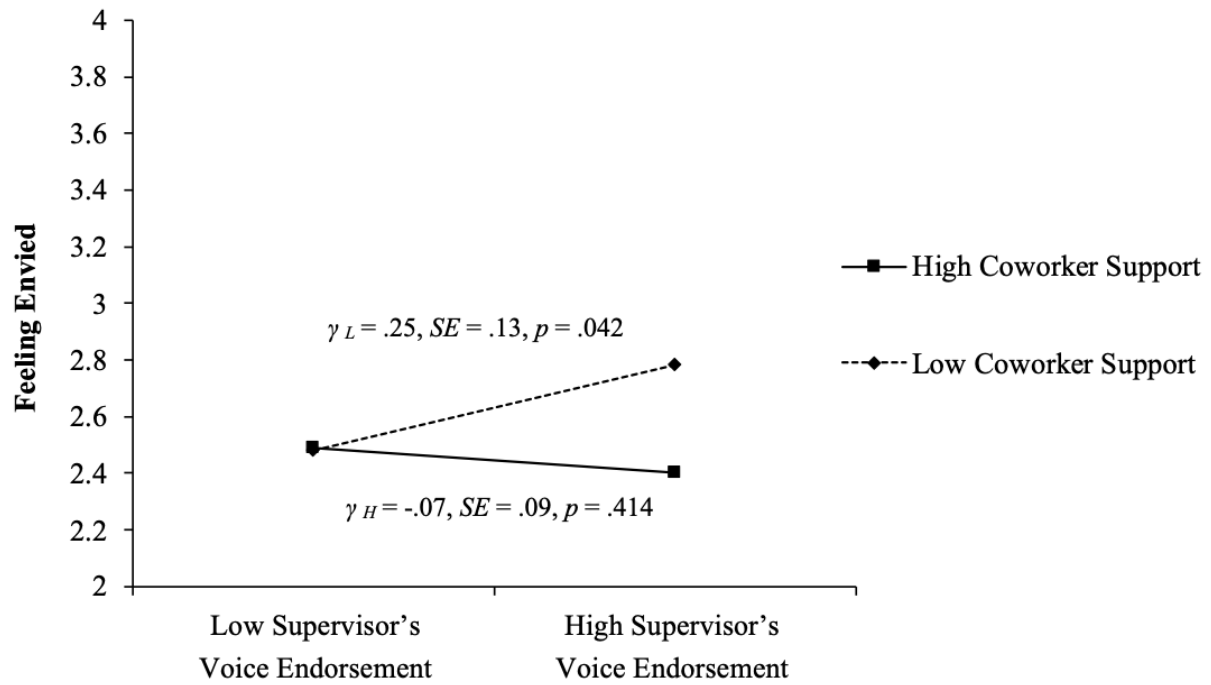


Figure 3a

The Cross-level Interaction between Supervisor's Voice Endorsement and Coworker Support on Feeling Pride (Study 2)

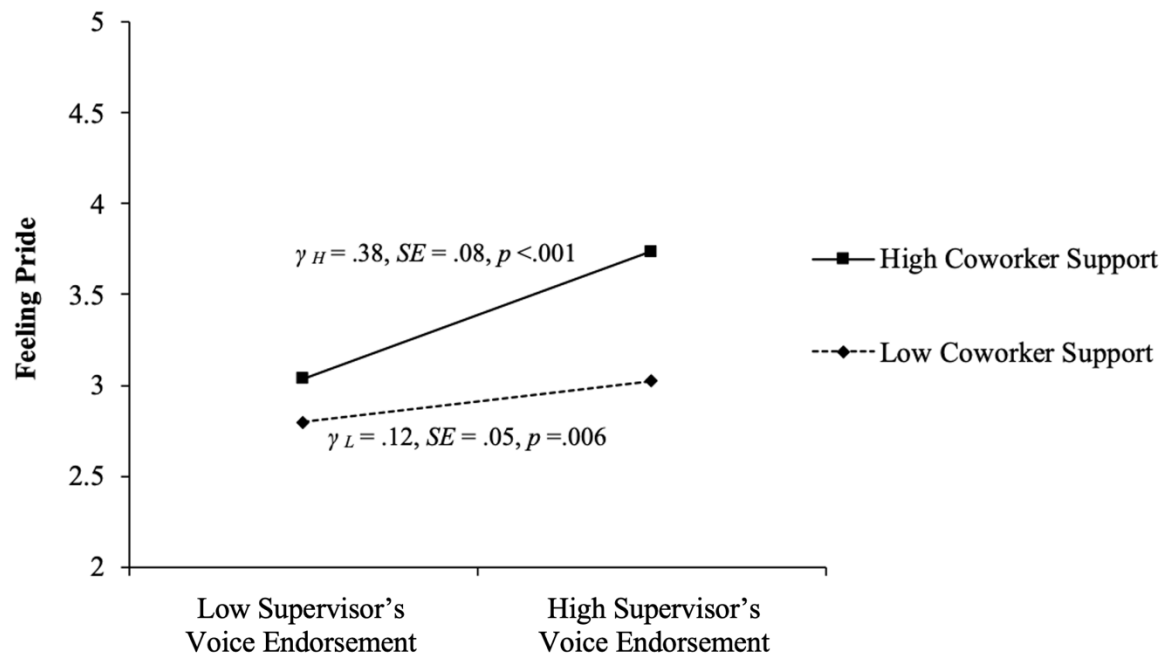


Figure 3b

The Cross-level Interaction between Supervisor's Voice Endorsement and Coworker Support on Feeling Envied (Study 2)

