

# The Underlying Motivational Process Behind Faculty Members' Voice Behavior : An Experimental Design

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## Abstract

**Purpose :** The objective of this study was to examine the influence of employee value propositions (EVP) on psychological contract (PC), assess the mediating role of PC between EVP and employee voice behavior (EVB), examine the moderating effect of motivational orientation on the relationship between PC and employee voices, and evaluate the impact of situational stimuli on employee voices.

**Methodology :** A quasi-experimental study was conducted to analyze the relationship between variables. In the pre-post intervention, 242 faculty members from three premier higher educational institutes in India participated. Structural equation modeling was used through SmartPLS 3.0 software for data analysis.

**Findings :** The findings confirmed that PC influences the association between faculty members' voice conduct and EVP. Additionally, the research demonstrated a favorable and significant moderating influence of promotion focus between PC and promotive voice. However, when situational stimuli are present, this relationship becomes unfavorable. In a similar vein, prevention-focused had a favorable and significant moderating effect between PC and preventative voice, but it turned negative in response to situational cues.

**Practical Implications :** In view of the study's conclusions on the influence of situational stimuli on EVB, management ought to evaluate staff members' opinions of PC fulfillment and EVP. This knowledge made it possible to implement customized actions to resolve differences in employee opinions, successfully coordinating situational factors with corporate objectives.

**Originality :** This study added a new angle to PC research by utilizing the regulatory focus theory (RFT). Motivational orientation was found to be a strong moderator between PC and EVB, which is unique to this study. The study made a unique contribution to the area by demonstrating how voice behavior changes in response to situational inputs.

**Keywords :** employee value proposition, psychological contract, employee voice behavior, regulatory focus theory, promotive voice, prohibitive voice, promotion focus, prevention focus

**JEL Classification Codes :** M10, M12, M14

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The success of an organization rests on its ongoing development. One important factor in determining how well a business is doing is employee commitment (Stelson et al., 2017). The faculty at educational institutions plays a critical role in promoting ongoing development. Faculty personnel are the key to an educational institution's success, according to Alınacı and Alınacı (2012). Education establishments are aware of this and work hard to keep talented instructors on staff. Academic institutions ought to pay attention to the opinions of their faculty members because ignored complaints might cause discontent and encourage plans to leave (Akhtar et al., 2017; Özkan, 2022). This study aims to comprehend the underlying motivational processes driving faculty members' voice behavior. To achieve this, the study integrates employee value proposition (EVP), psychological contract (PC), and employee voice behavior (EVB) and leverages the insights from regulatory focus theory (RFT).

A number of driving forces are behind the study. The employment dynamic is best understood through the lenses of both EVP and PC, which provide insights into how businesses draw in, keep, and engage talent while workers negotiate their roles and contributions within the company (Chug & Vibhuti, 2017; Regy & Malini, 2019). EVP encapsulates the value an organization promises to deliver to its employees, encompassing various tangible and intangible benefits, opportunities, and work experiences (Suazo & Turnley, 2010). On the other hand, PC embodies the unspoken expectations, commitments, and mutual obligations that define the employment relationship (Hassan Jafri, 2012). A comprehensive knowledge of how these interwoven frameworks jointly impact the employee experience and influence organizational outcomes may be lost in the conspicuous lack of research that seamlessly incorporates EVP and PC despite these obvious similarities.

Moreover, the idea of EVP is still not well understood despite its importance in organizational settings. The majority of research on EVP is derived from employer branding, yet the EVP literature has not seen much substantial advancement (Binu Raj, 2021). Likewise, understanding what guides employee voices and how faculty members' voices contribute to organizational development is crucial for educational institutions (Ramaprasad et al., 2017). Furthermore, there is a noticeable study gap about how situational cues directly affect faculty members' speech behaviors, despite the fact that the impact of these stimuli on voice behaviors has been thoroughly investigated in a variety of contexts.

Furthermore, the impact of motivational orientation on employee outcomes has been extensively documented in the existing literature; however, limited studies have integrated this concept into the PC literature (Dai et al., 2021; Han & Hwang, 2019). Faculty members either play an exploratory role, using a promotive voice to maximize gains, or a decreasing one, using a preventative voice to minimize losses, in RFT, as proposed by Tory Higgins (1997).

Taking all of this into account, the main research questions are: How may faculty members' voice conduct be influenced by EVP, PC, and motivational orientation? What effects do contextual cues have on faculty members' employee voices?

To address the research questions, the purpose of this study is to explore:

- the impact of EVP on PC,
- the mediating effect of PC between EVP and EVB,
- the moderating effect of motivational orientation between PC and employee voices, and
- the impact of situational stimuli on employee voices.

In order to examine variable correlations using pre-post intervention, 242 faculty members from three of India's best universities participated in the quasi-experimental study. All of the factors had responses in Phase I, which let the researchers divide the people into two groups according to PC fulfillment/breach. In Phase II, both groups were primed, and their voice behavior was analyzed. The impact of motivational orientation on employee

voice is analyzed in the presence and absence of external stimuli. This unique aspect of the study is expected to benefit employers, academicians, and HR professionals, providing insights into how employees express their concerns and how these voices can be effectively utilized for the betterment of the organization.

## **Theoretical Foundation**

### ***Employee Value Proposition***

Employee views about the value that a business offers in return for their contributions are included in the EVP (Minchington, 2010). It reflects employees' perceptions of organizational offerings. Crafting an effective set of EVPs can significantly influence the organizational perception among employees. Effective EVPs often result from employer branding activities, which refer to an organization's initiatives to capture employees' mindshare regarding its value offerings (Mandhanya & Shah, 2010). In essence, EVP depicts the employee's perception, while employer branding activities depict the employer's efforts. The literature on EVP frequently draws content from employer branding literature. For example, Berthon et al. (2005) considered values viz, social, development, economic, interest, and application from employer branding studies. Likewise, Arasanmi and Krishna (2019) highlighted a conducive work environment and perceived organizational support as antecedents of EVP. While the concept of employer branding is well-documented, a noticeable gap exists in the literature on EVP.

### ***Psychological Contract***

PC represents an implied, unwritten agreement that forms the reciprocal relationship between employees and employers (Hassan Jafri, 2012). According to Memon and Ghani (2020), the foundation of a PC is set by shared beliefs, expectations, and values that create reciprocity standards between the two sides. The realization of pledges, duties, and unspoken agreements made by both parties within the job relationship is related to PC fulfillment. According to Baber et al. (2014) and Sanjeev (2017), favorable opinions of PC fulfillment are linked to increased levels of commitment, engagement, and job satisfaction. On the other hand, a PC breach arises when one party perceives that the other party has failed to fulfill or violated the terms of the PC, leading to feelings of disappointment, mistrust, and dissatisfaction among employees (Baber et al., 2014). The concept of PC is dynamic and evolving because of the changing experiences and expectations of both parties.

### ***Employee Voice***

Employee voice refers to valuable insights and suggestions from employees' perceptions of organizational practices (Morrison, 2014). These expressions are not critiques but rather tools aimed at enhancing organizational practices. Morrison (2011) argued that positive voices foster innovation and learning, which in turn propel organizational change. Voices from employees might be classified as either promotive or prohibitive. Promotive voices make recommendations for organizational development, whereas prohibitive voices seek to stop harmful work practices (Lin & Johnson, 2014). Critical characteristics of both types include constructiveness aligned with organizational development, ownership displaying responsibility, and an extra-role nature beyond regular job responsibilities (Liang et al., 2012). The emphasis on identifying and stopping harmful practices as opposed to making recommendations for improvements, the past or present as opposed to the future, and the purpose of calling attention to harmful practices as opposed to making helpful recommendations are some of the distinctions between prohibitive and promotive voices (Liang et al., 2012). The various facets of employee voice are emphasized by these distinctions, which support organizational growth and learning.

## ***Regulatory Focus Theory***

According to Prof. E. Tory Higgins' RFT, people can use mental strategies to attain their goals by strategically directing their thoughts, feelings, and actions (Higgins, 1997). Based on their drive to achieve their goals, the theory divides people into preventive and promotion categories. Promotion-focused individuals are driven by a desire to maximize positive outcomes aligned with their aspirations. They feel happy when these good things happen to them, and they hurt when they don't get what they expected. Promotion-focused people are more likely to pursue benefits and concentrate on reaching their objectives (MacMillan et al., 2020). On the other hand, prevention-focused individuals prioritize responsibilities and obligations and adopt safe and reliable work practices to minimize negative outcomes. They are driven by a motivation to avoid losses and uphold the status quo. Prevention-focused individuals are more concerned about fulfilling their duties and obligations (MacMillan et al., 2020).

## ***Employee Value Proposition and Psychological Contract***

Despite the fact that work-life balance, perceived organizational support, and work environment are common antecedents in the PC and EVP literature, there is a noticeable lack of integration between these ideas. Research on PC (Dulac et al., 2017; Kraak et al., 2018) and EVP (Arasanmi & Krishna, 2019; Pattnaik & Misra, 2016) frequently examine these factors separately. The lack of integration overlooks potential synergies and comprehensive understandings that could be gained by examining the relationship between PC and EVP. For a comprehensive knowledge of the employment relationship, closing this research gap will be essential in order to provide a nuanced perspective that takes into account the organizational value proposition as well as the psychological dynamics between employers and employees. Therefore, the current research hypothesizes:

☞ **Ha1** : EVP is expected to influence PC fulfillment positively.

## ***Mediating Role of Psychological Contract***

As a holistic package of rewards, benefits, and organizational values, EVP sets the stage for employees' expectations and perceptions (Memon & Ghani, 2020). As employees perceive the organization's commitment to their well-being through EVP, it shapes their PC, encompassing implicit expectations and obligations. In consequence, this developing PC affects EVB (Ahmad & Zafar, 2018). A favorable view of PC satisfaction is the result of a positive perspective of EVP, which fosters a sense of trust and dedication. Employees speak their opinions, offer ideas, and make recommendations for organizational improvement when they feel appreciated and encouraged (Ahmad & Zafar, 2018).

On the contrary, a misalignment between EVP promises and actual experiences may result in a perceived PC breach, potentially hindering positive voice behaviors (Ng et al., 2014). Studies by Fu and Cheng (2014) highlighted a positive correlation between PC fulfillment and promotive voice, where employees actively contribute ideas and suggestions for improvement. On the other hand, Balabanova et al. (2022) associated the PC breach with a prohibitive voice, reflecting employees' reluctance to express ideas or concerns. Balabanova et al. (2022) argued that the PC breach can lead to an aggressive voice characterized by argumentative expressions. Adding nuance, Ali Arain et al. (2018) introduced dual connections, highlighting both direct and indirect associations linking PC fulfillment and the expression of promotive or prohibitive voice, emphasizing the complexity of how the PC influences the nature of employee voices within organizational settings. Given the complex relationship among EVP, PC, and EVB, the study formulates the hypothesis that:

⇒ **Ha2** : PC is expected to mediate the relationship between EVP and EVB.

### ***Moderating Role of Motivational Orientation***

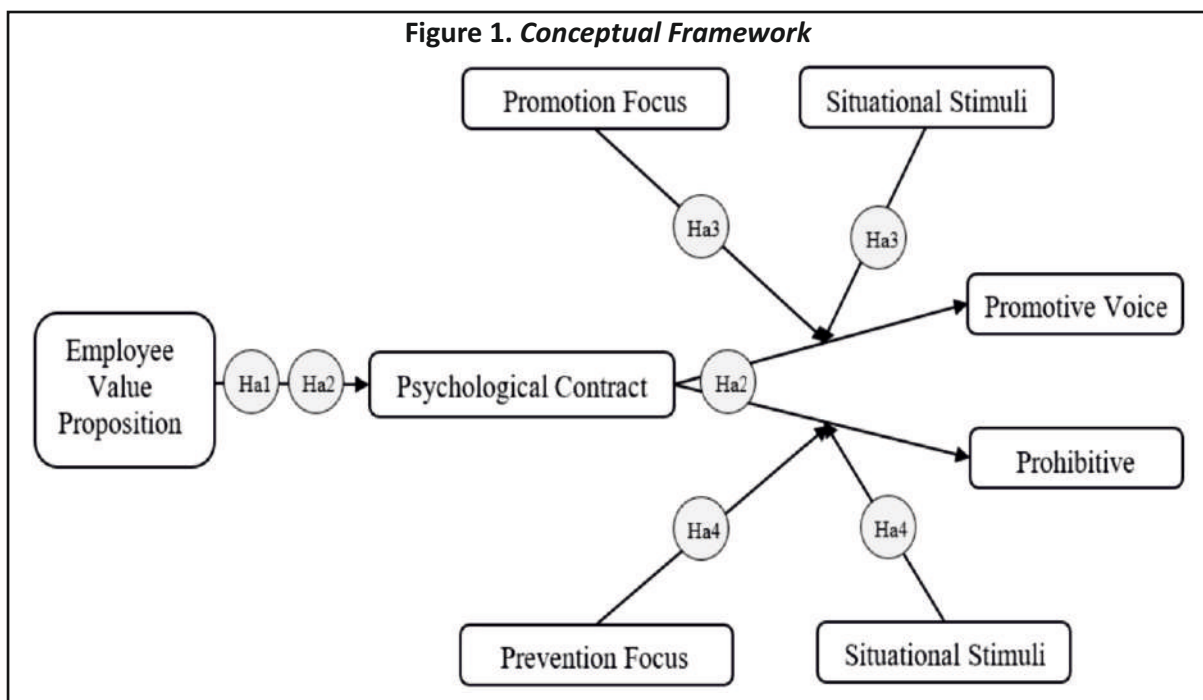
Motivational orientation has a major impact on the link between PC and EVB in PC literature. Previous research has shown a strong correlation between an individual's motivational orientation and their vocal behavior, regardless of whether it is prohibitive or promotive (MacMillan et al., 2020). Academics like Han and Hwang (2019) and Kaine (2012) highlighted the critical importance of motivational orientation as an EVB predictor, demonstrating its influence on how workers voice their problems and opinions in an organizational setting. Moreover, studies exploring the moderating effect of motivational orientation have delved into diverse areas, ranging from psychological capital to employee voice (Han & Hwang, 2019). Although situational stimuli have an impact on voice behaviors, the literature is not entirely clear on how these stimuli specifically affect faculty members' voice behaviors. In order to close this gap, this study looks at motivational orientation's function as a moderator between PC and EVB while taking into account the unique circumstances of academic staff members in educational institutions.

⇒ **Ha3** : The link between PC and promotive voice is negatively impacted by situational cues, but there is a substantial and favorable moderating influence of promotion focus.

⇒ **Ha4** : There exists a positive and significant moderating effect of prevention focus between PC and prohibitive voice, while the relationship turns negative in the presence of situational stimuli.

### ***Conceptual Framework***

The conceptual framework, which was developed based on the proposed relationships, is shown in Figure 1.



## Methodology

The study was conducted in two stages between January and June of 2023, with a seven-day break in between each stage of data gathering. This study used a two-phase, quasi-experimental research design, as described below.

### Phase I

Three prestigious Indian educational institutions were used as the source of full-time permanent faculty members, chosen through convenience sampling. Two hundred forty-two participants willingly agreed to participate in both stages out of the 470 academic members who were first recruited. The inclusion of faculty members from prestigious universities guarantees a diversity of perspectives and experiences, which enhances the study's depth and applicability to the academic community. The participants completed EVP, PC, motivational orientation, and EVB questionnaires. The study adapted scales from established literature. The reliability of the instrument was checked through Cronbach's coefficient alpha.

✧ Perceptions of EVP were assessed using a scale adapted from Berthon et al. (2005), with a Cronbach's alpha of 0.885. An example question from the questionnaire is, "My institute follows innovative work practices."

✧ Perceptions of PC fulfillment were measured using a scale adapted from Katou and Budhwar (2012), with a Cronbach's alpha of 0.929. An example question from the PC questionnaire is, "My institute provides pay proportionate with performance."

✧ Motivational orientation was measured using a scale adapted from Fellner et al. (2007), consisting of four items, each from promotion focus (Cronbach's alpha = 0.909) and prevention focus (Cronbach's alpha = 0.835). One example of a question from the promotion focus questionnaire is, "I usually use creativity to solve problems." "I prefer to complete tasks in a timely manner rather than in a creative way," according to the preventative focus questionnaire.

✧ EVB was measured using a scale adapted from Liang et al. (2012), consisting of four items, each from promotive voice (Cronbach's alpha = 0.901) and prohibitive voice (Cronbach's alpha = 0.799). A sample question from the promotive voice questionnaire is, "I give suggestions to improve working procedures." From the prohibitive voice questionnaire, "I avoid indulging in issues that may cause a loss to me." All items were rated on a 5-point scale, where 1 = "not at all true for me" and 5 = "highly true for me."

### Phase II

All of the participants were divided into two groups according to how they felt about PC fulfillment based on the Phase I replies. Both groups were then stimulated in various ways.

### Respondents with PC Fulfillment

For respondents whose PC is fulfilled, an examination of the measurement scale revealed that the items with the highest means were "interesting task" (mean = 4.52) and "respectful treatment" (mean = 4.56), respectively. Notably, these two factors emerged as the strongest predictors of PC fulfillment. To gauge the voice behavior of this group in the absence of an "interesting task" and "respectful treatment" in their profession, respondents were exposed to different priming messages, as follows:



- ✎ **Message I :** As a faculty member, your core job is teaching. The marketing person of your institute left the job, and you have been assigned to handle the marketing department for the next six months.
- ✎ **Message II :** Realizing that the new reporting head degrades you, especially in public forums and meetings, after your reporting head changes.

Relevant images accompanied both messages to aid participants in visualizing the situations and responding to the voice behavior questionnaire.

### ***Respondents with PC Breach***

For respondents whose PC was not fulfilled, an analysis of the PC fulfillment measurement scale indicated that the items with the lowest means were “pay proportionate to work” (mean = 1.35) and “promotion opportunity” (mean = 1.40), respectively. These two factors were identified as the most significant predictors of PC breach. To assess the voice behavior of this group in the presence of “pay proportionate to work” and “promotion opportunity” in their profession, respondents were exposed to different priming situations, as follows:

- ✎ **Message I :** Your institute revised the pay structure to provide a pay package at par with the industry.
- ✎ **Message II :** Your institute changed the promotion policy, and in your view, it will best suit your performance.

Again, both messages were supplemented with relevant images to facilitate participants in visualizing the situations and responding to the voice behavior questionnaire accordingly.

### ***Pre-testing the Stimuli***

There was a pre-test of the stimuli, or the messages, prior to the main experiment. Experts ( $N = 7$ ) with training in PC, motivational orientation, and voice behavior were shown the messages. The experts were asked to determine which message should be utilized for each group of respondents after being educated on the goal of the study. Each of the seven specialists was able to recognize the messages created for each group. They were directed to assess the messages on a Likert Scale of 7-point (where 1 = *not at all* and 7 = *completely*), ensuring that the messages precisely depicted the scenario of psychological fulfillment or breach. The mean values for both groups (fulfillment and breach) were 6.2 and 6.3, respectively. Additionally, using the same procedure, pre-testing was conducted in a local college, where 45 faculty members were asked to rate both messages on a 7-point scale. The mean values were 5.94 and 5.89 for both groups. This exercise helped to understand the appropriateness of both messages.

## **Data Analysis and Results**

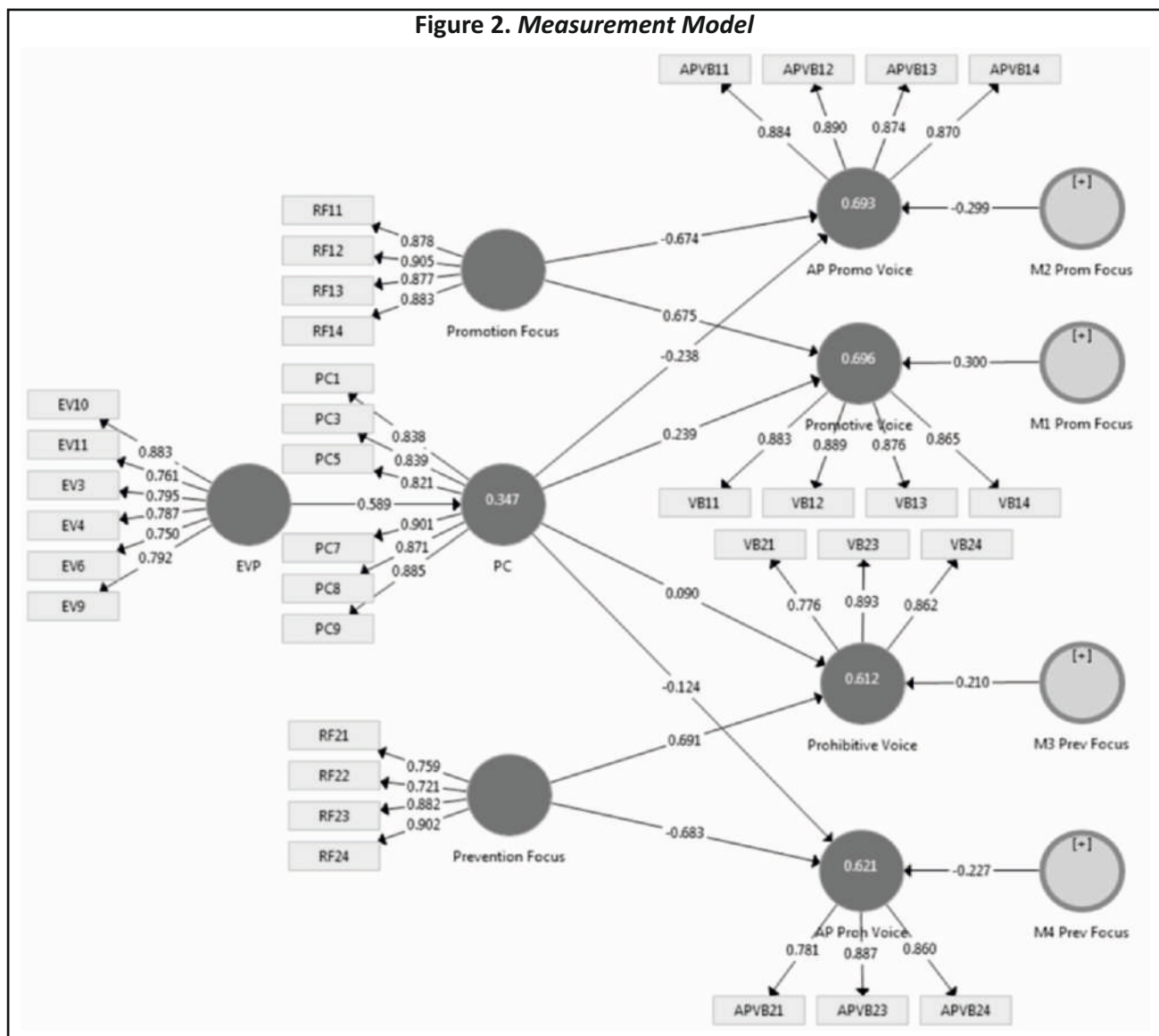
Structural equation modeling (SEM) was used through SmartPLS 3.0 software for data analysis. SEM was selected due to its capacity to simultaneously assess measurement and structural models, offering a comprehensive analysis of the associations between latent constructs and observed variables. The selection of SmartPLS 3.0 was based on its robust capabilities and user-friendly interface, which are suitable for studies with small to medium-sized samples (Ringle & Sarstedt, 2016).

## Manipulation Check

A manipulation check was conducted to identify whether the priming messages influenced the participants or not (Ladouceur et al., 2000). On a scale of 1 to 5, participants were asked to score both priming messages to determine how likely it was that the message would be connected to their line of work. The efficiency of the manipulation check was indicated by the mean values of the scores for respondents, with PC fulfillment and breach being 4.15 and 3.98, respectively.

## Measurement Model

Path coefficients,  $R^2$  values, and a variety of latent variables are shown in the measurement model (Figure 2). A measurement model, according to Hair et al. (2017), offers information about how latent variables are assessed





with relevant indicators. According to Hair Jr et al. (2019), if the loading value in a measurement model is 0.708 or greater, the indication reliability is deemed adequate. Consequently, the study's latent variables are legitimate and trustworthy. With a route coefficient value of 0.589, the model demonstrates : (a) a positive association between EVP and PC ; (b) the path coefficient value of 0.239 indicates a positive correlation between PC and promotive voice ; (c) prohibitive voice and PC have a positive correlation, as indicated by a 0.090 path coefficient value. In a similar vein, the model reveals : (a) a path coefficient of 0.300, indicating a positive association between PC and promotive voice, which promotion focus moderated ; (b) a path coefficient of 0.210 indicates a positive correlation between PC and prohibitive voice that is reduced by preventative focus.

Additionally, (a) a path coefficient of  $-0.299$  indicates a negative association between PC and promotive voice, which situational promotion focus mediates ; (b) a path coefficient of  $-0.227$  indicates a negative association between PC and prohibitive voice, which situational prohibitive focus reduces.

Finally, when considering promotive voice as the dependent variable, a 0.696 *R*-square value indicates that 69.6% of the variance in promotive voice is explained by the combined variance in PC and promotive voice moderated by promotion focus. Similarly, a 0.612 *R*-square value for prohibitive voice as the dependent variable shows that the sum of the variances in PC and prohibitive voice, moderated by prevention emphasis, accounts for 61.2% of the variance in prohibitive voice.

### **Convergent Validity**

Table 1 presents the outer loading values of items used for measuring the constructs, Cronbach's alpha ( $\alpha$ ), composite reliability (CR), and average variance extracted (AVE). Cronbach's alpha and CR measure the internal validity, while AVE evaluates the external validity of the constructs.

**Table 1. Convergent Validity**

Construct	Items	( $\alpha$ )	Loading	AVE	CR
EVPs	EV3	0.885	0.795	0.633	0.912
	EV4		0.787		
	EV6		0.750		
	EV9		0.792		
	EV10		0.883		
	EV11		0.761		
PC	PC1	0.929	0.838	0.739	0.944
	PC3		0.839		
	PC5		0.821		
	PC7		0.901		
	PC8		0.871		
	PC9		0.885		
Promotion Focus	RF11	0.909	0.878	0.785	0.936
	RF12		0.905		
	RF13		0.877		
	RF14		0.883		
Prevention Focus	RF21	0.835	0.759	0.672	0.890
	RF22		0.721		

	RF23		0.882		
	RF24		0.902		
Promotive Voice	VB11	0.901	0.883	0.771	0.931
	VB12		0.889		
	VB13		0.876		
	VB14		0.865		
Prohibitive Voice	VB21	0.799	0.776	0.714	0.882
	VB23		0.893		
	VB24		0.862		

An outer loading value of 0.708 or above, as proposed by Hair Jr et al. (2019), denotes the trustworthiness of the items. Thus, the validity and reliability of the latent variables employed in this investigation have been established.

Furthermore, according to Hair Jr et al. (2019), an outward consistency value of AVE above 0.50, an internal consistency value of CA above 0.70, and a CR value above 0.60 all indicate consistency. Therefore, it can be concluded that this study's constructs all show excellent internal dependability.

### ***Discriminant Validity***

According to Hair et al. (2017), the discriminant analysis quantifies how distinct each particular concept is from the others. According to Hair et al. (2017), discriminant validity is demonstrated when a construct's shared variance is greater than that of the other constructs. According to the general rule, the square root of the AVE for each construct should be greater than the square root of the other constructs (Fornell & Larcker, 1981). This criterion guarantees the uniqueness of each latent variable and the reliability of the measurement model by guaranteeing that each construct is different from the others (see Table 2).

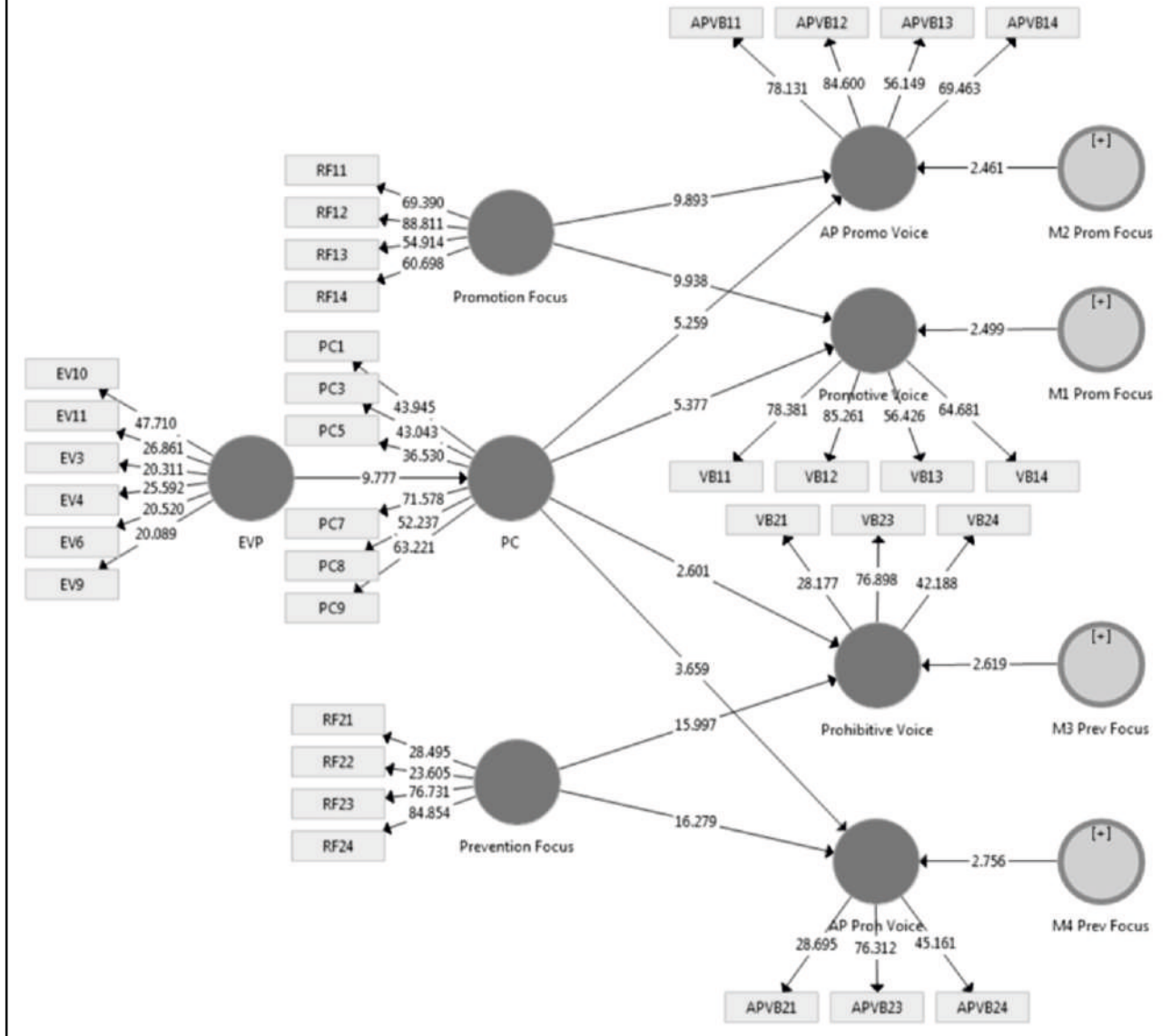
### ***Structural Model***

The connections between latent variables, or constructs, are highlighted by the structural model shown in Figure 3. A correlation between two variables is considered significant, according to Hair et al. (2017), if the *t*-value is 1.96 or above. The associations between EVP and PC, PC and prohibitive voice, and PC and promotive voice are, therefore, statistically significant, as indicated by the *t*-values of 9.77, 5.37, and 2.60 in the structural model. Furthermore, the statistical significance of the moderating connection (M1) of promotion emphasis between PC and promotive voice is indicated by its *t*-value of 2.491. Likewise, with a *t*-value of 2.619, the

**Table 2. Discriminant Validity**

	<i>EVP</i>	<i>PC</i>	<i>Prev Focus</i>	<i>Proh Voice</i>	<i>Prom Focus</i>	<i>Prom Voice</i>
<i>EVP</i>	<b>0.796</b>					
<i>PC</i>	0.589	<b>0.860</b>				
<i>Prev Focus</i>	0.079	0.110	<b>0.820</b>			
<i>Proh Voice</i>	0.085	0.131	0.775	<b>0.845</b>		
<i>Prom Focus</i>	0.006	-0.029	-0.887	-0.796	<b>0.886</b>	
<i>Prom Voice</i>	0.112	0.223	-0.754	-0.796	0.788	<b>0.878</b>

**Figure 3. Structural Model**



moderating link (M3) of preventive concentration between PC and prohibitive voice is noteworthy. Moreover, these MI, with  $t$ -values of 2.499 (M2) and 2.756 (M4), remain significant even in the presence of situational stimuli.

### SEM Model Estimation

The SEM estimation results are presented in Table 3. As demonstrated by a path coefficient of 0.589 and a highly significant  $p$ -value of 0.00, the analysis shows a substantial and positive association between EVP and PC. In support of the first hypothesis, this demonstrates a strong correlation between EVP and PC. This correlation is consistent with findings from research by Binu Raj (2021), which supports the idea that workers who have a positive experience with EVP are more likely to have a positive experience with PC fulfillment, which in turn affects their overall affiliation with the company.

**Table 3. SEM Model Estimation**

	<i>O</i>	Mean ( <i>M</i> )	STD. DEV.	<i>T</i> -Statistics	<i>P</i> -Values
<i>EVP → PC</i>	0.589	0.597	0.060	9.777	0.000
<i>EVP → PC → Promotive Voice</i>	0.141	0.143	0.029	4.824	0.000
<i>EVP → PC → Prohibitive Voice</i>	0.053	0.052	0.022	2.433	0.015
<i>M1 Prom Focus → Promotive Voice</i>	0.300	0.299	0.120	2.499	0.013
<i>M2 Prom Focus → AP Promo Voice</i>	−0.299	−0.297	0.121	2.461	0.014
<i>M3 Prev Focus → Prohibitive Voice</i>	0.210	0.203	0.080	2.619	0.009
<i>M4 Prev Focus → AP Proh Voice</i>	−0.227	−0.220	0.082	2.756	0.006

The SEM results indicate that PC is a mediator between EVP and EVB. The mediating relationship is positive and highly significant, with path coefficients of 0.141 and 0.053 and *p*-values of 0.000 and 0.013 for promotive and prohibitive voices, respectively. This positive mediation of PC between EVP and EVB accepts the second hypothesis. The observed relationship is consistent with the study conducted by Binu Raj (2021). Binu Raj (2021) highlighted the role of PC as a mediator between EVP and the outcomes related to employee behavior. According to Binu Raj (2021), the interpretation implies that workers who have a favorable opinion of EVP because of PC fulfillment are more likely to speak up in ways that are advantageous to the company.

Third, the SEM estimation table emphasizes how promotion emphasis functions as a moderator between promotive voice and PC. A strong and positive correlation is shown by the path coefficient of 0.300 and *p*-value of 0.013. The table also emphasizes the role of situational promotion emphasis as a mediator of the relationship between promotive speech and PC. A negative and significant link is indicated by the path coefficient of −0.299 and a *p*-value of 0.014. In other words, the moderating effect of promotion focus between PC and promotive voice is positive and significant, whereas the relationship is negative in the presence of situational stimuli. Hence, the third hypothesis is accepted. According to a previous study by Dai et al. (2021), promotion focus has a positive moderating effect on promotive voice. The conceivable interpretation, according to the guidance provided by Dai et al. (2021), is that a promotive voice benefits from a promotion focus.

Finally, the SEM estimation table shows the moderating role of prevention focus between PC and prohibitive voice. The path coefficient of 0.210 with a *p*-value of 0.009 represents a positive and significant relationship. Likewise, the SEM estimation table highlights the role of situational prevention focus as a moderator between PC and prohibitive voice. The path coefficient of −0.227 and a *p*-value of 0.006 represents a negative and significant relationship. In other words, the moderating effect of prevention focus between PC and prohibitive voice is positive and significant, whereas the relationship is negative in the presence of situational stimuli. Hence, the fourth hypothesis is accepted. The positive moderating role of prevention focus on prohibitive voice is consistent with the study by Dai et al. (2021). The preventive voice is encouraged by a preventative focus, which could alter when situational stimuli are present, according to the guidance provided by Dai et al. (2021).

## Discussion

The role of PC in shaping employee outcomes is well-established in earlier studies, but the integration of PC with EVP and voice behavior remains a relatively unexplored area. While some studies have separately highlighted this association, like Binu Raj (2021) emphasized the role of PC as a mediator between EVP and employee behavioral outcomes, and Kaya and Karatepe (2020) illustrated a positive impact of PC on employees' voice behavior, this study makes a significant addition to the current body of knowledge. This study extends the understanding of EVP in the Indian context, addressing a research gap, as highlighted by Arasanmi and Krishna (2019) in New Zealand

and Frank and Smith (2016) in the American context. The hypothesis that EVP has a direct impact on the perception of PC fulfillment among faculty members in Indian higher educational institutes is supported by the findings. Strengthening EVP is suggested, as a positive perception of EVP enhances the perception of PC fulfillment and strengthens faculty members' psychological attachment to the organization.

Furthermore, the findings validate the hypothesis that PC is a mediator between EVP and employee voice. A positive EVP cultivates trust in the organization's offerings, fostering a sense of fulfilled promises. When faculty members perceive the organization's commitment to fulfilling promises, they are more likely to engage in organizational development by contributing positive voices. The integration of RFT brings a unique perspective to the study. While existing PC studies draw from social exchange theory, perceived organizational support theory, and socialization theories, this study pioneers the incorporation of RFT. The moderating effect of motivational orientation between PC and EVB contributes significantly to the literature.

The study's conclusions show that whereas prevention emphasis moderates the link between PC and preventive voice, promotion focus moderates the relationship between PC and promotive voice. It is noteworthy that these associations alter when situational cues are present. The results show that positive directional guidance of EVB is possible even in PC breach situations. Providing a picture of the institute's future potential to staff members is one way to do this. Since it might reduce unfavorable behavioral effects, this strategic direction is crucial, particularly in cases of alleged PC breaches (Balabanova et al., 2022).

## **Implications**

### ***Theoretical Implications***

The present study's findings contribute significantly to the existing knowledge in the education industry as well as to human resource management studies. Earlier studies have not integrated EVP, motivational orientation, PC, and EVB, leaving a gap in the literature. While some studies have combined EVP with employee outcomes, such as turnover intention (Binu Raj, 2021), organizational commitment (Arasanmi & Krishna, 2019), and talent management (Frank & Smith, 2016), the concept of employee voice about the perception of EVP has been largely ignored. This study fills this gap by examining the mediating role of PC between EVP and EVB, revealing a significant relationship.

Additionally, the study investigates the impact of motivational orientation on EVB, another result of PC that has been reported (Kaya & Karatepe, 2020). By using the RFT, this study gives PC studies a fresh perspective. The study finds a strong link between PC and EVB by positioning motivational orientation as a moderator in a new way. The study notably contributes uniquely by showing how employee voice changes when situational cues are present. Furthermore, the value of the results is impacted by the respondents' selection from India's top universities. Through the integration of motivational orientation, PC, EVP, and EVB, the study offers a comprehensive understanding of the intricate dynamics that exist inside educational institutions. The current study fills in gaps in the literature by providing new perspectives and directions for future research on organizational behavior and management techniques.

### ***Managerial Implications***

Prior research has stressed how important it is to provide employees with a favorable impression of the EVP (Binu Raj, 2021). Employees who have a favorable opinion of the EVP are more likely to want to stay with the company, according to Binu Raj (2021). By showing a clear correlation between employees' perceptions of EVP and PC fulfillment, particularly in educational organizations, this study adds to our understanding of the subject.

Education establishments are encouraged to carefully craft an alluring bundle of value offerings for faculty members in light of the critical connection between EVP and PC fulfillment. Examples of these include social, developmental, economic, interest, and application values (Berthon et al., 2005). A positive perception of PC fulfillment can help faculty members behave well when speaking. Importantly, this suggestion suggests that large investments would not necessarily be required; instead, a change in managerial viewpoints and the development of supportive cultural environments may be adequate. As a result, academic institutions need to recognize how crucial EVP is to improving organizational dynamics.

Institutions should proactively evaluate employees' views of EVP and PC fulfillment in light of the conclusion that situational cues might influence EVB. Understanding these perceptions can enable management to develop tailored measures to address variations in employee voices, effectively utilizing situational factors to align with organizational goals. It is essential to encourage staff members to voice their opinions because this is a useful method for coming up with fresh thoughts and ideas to enhance company procedures and promote general growth. To put it briefly, the knowledge gained from this research helps managements foster a healthy work environment by implementing strategic employee voice programs and being receptive to their opinions.

## **Conclusion**

This study explores the mediating role of PC between EVP and EVB while simultaneously exploring the moderating role of motivational orientation between PC and faculty members' voices. The study introduces a novel dimension by incorporating situational stimuli to analyze how individual motivational orientation acts as a moderator between PC and faculty members' voice behavior. The findings validate that the relationship between EVP and faculty members' voice behavior is shaped by PC. The study also shows that promotion focus has a favorable and significant moderating effect between PC and promotive voice. In addition, when situational stressors are present, this relationship takes a negative turn. Comparably, the moderating effect of prevention emphasis between PC and preventive voice is favorable and noteworthy, but it turns negative when situational cues are present. This shows that, even in cases where PC is not met, outside influences may nevertheless have an impact on faculty members' voice behavior by directing them toward organizational objectives.

This study, in sum, adds to the body of knowledge by providing useful perspectives on the administration of postsecondary education. It highlights the possibility of guiding faculty members' opinions positively rather than providing a forum for criticism. As was previously said, in spite of the significant efforts, certain limits still apply. By drawing attention to these issues, we can make sure that this crucial area of research is constantly enhanced going forward.

## **Limitations of the Study and Future Research Directions**

Despite the valuable insights gained from this study, certain limitations warrant consideration and potential avenues for future research. First, the current study is confined to higher educational institutes exclusively. It is advised that this study be repeated in a variety of industries to determine the generalizability of the results, given the growing importance of EVP and EVB in the wider field of human resource management. Second, within Indian contexts, the study is based on data from a specific country. Examining faculty members' speech practices in diverse cultural contexts is essential due to the intrinsic diversity found in the education sector. This calls for a comprehensive investigation of the mediating role of PC between EVP and EVB in a cross-national context. Moreover, the concept of PC is dynamic and continuously evolving (Shafqat & Mushtaq, 2020). Therefore, future research could benefit from longitudinal studies to gain a deeper understanding of the changing mediating role of PC.



## Authors' Contribution

The study was planned and designed by Dr. Saket Jeswani. He contributed significantly to the development of the research model's theoretical framework. Dr. Archi Dubey took an active interest in carrying out the research plan. She was in charge of participant recruiting, questionnaire administration, and data collection and analysis. Durgesh Satpathy played a pivotal role in the composition and editing of the paper, guaranteeing transparency, consistency, and adherence to scholarly guidelines. Every contributor took an active part in the discussions, gave the manuscript many reviews, and offered insightful criticism.

## Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

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