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THE ROLE OF INDIVIDUAL AND CONTEXTUAL FACTORS ON THE EMERGENCE OF EMPLOYEES' VOICE BEHAVIOR

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Abstract

The purpose of the study is to examine the impact of individual (power distance orientation) and contextual (perceived organizational support) factors on voice behavior. The study utilized online survey method using google form on 103 employees in DKI Jakarta and its surrounding areas using a measuring instrument with reliability between .77-.81. The results of moderated regression analysis found that (1) power distance orientation has a negative effect on voice behavior; (2) perceived organizational support as a moderator has imperative role in explaining the relationship between power distance orientation and voice behavior. Perceived organizational support strengthens the negative relationship between power distance orientation and voice behavior. This study explained 38% of the formation of voice behavior. High perceived organizational support became significant factor in strengthening employees with low power distance orientation to exhibit voice behavior. The study revealed the interaction between power distance orientation, perceived organizational support, and voice behavior.

Keywords: perceived organizational support; power distance orientation; voice behavior

Abstrak

Penelitian ini bertujuan untuk menguji faktor individual (*power distance orientation*) dan kontekstual (*perceived organizational support)* yang mempengaruhi *voice behavior.* Penelitian menggunakan metode *online survey* menggunakan *google form* pada 103 karyawan yang berada di daerah DKI Jakarta dan sekitarnya menggunakan alat ukur dengan reliabilitas antara 0,77–0,81. Hasil analisis *moderated regression* menunjukkan bahwa: (1) *power distance orientation* berpengaruh negatif terhadap *voice behavior,* (2) terdapat peran penting *perceived organizational support* sebagai moderator untuk menjelaskan hubungan antara *power distance orientation* dengan *voice behavior*. *Perceived organizational support* berperan dalam memperkuat hubungan negatif antara *power distance orientation* dengan *voice behavior.* Model penelitian ini menjelaskan 38% terbentuknya *voice behavior*. *Perceived organizational support* tinggi menjadi faktor signifikan dalam memperkuat karyawan dengan *power distance orientation* rendah untuk semakin menunjukkan *voice behavior*. Penelitian ini berkontribusi pada interaksi antara *power distance orientation, perceived organizational support,* dan *voice behavior.*

Kata kunci: *perceived organizational support; power distance orientation; voice behavior*

INTRODUCTION

To strive the excellence, the organization need to respond the environment with the developing and changing itself. Cumming and Worley (2005) defined organizational development and change as organization effort to grow based on demand. It can be change in strategy, structure of organization, and entire used of organization' system. This is related to organization ability to find the solution so it can fit to the environment. Employees has important role to organization effort in term of adaptive to environment. Their contribution such as giving ideas, information, communicating the problem to the authorities, well known as voice behavior.

Some phenomena that illustrate the importance of employee's opinion towards company can be seen in international merchandising and wholesale companies, Tesco Plc. (Edwards, 2014). The company's CEO, Dave Lewis, asked for advice and criticism about the company's business. Then he sent emails to all of his employees, who numbered more than 500 thousand people. In his e-mail he asked what could be done to improve the company's sluggish business. Dave explained the business of Tesco Plc. in the whole country is experiencing hard times and changing very fast. In addition, he also told that the company's shares continue to suffer losses and all employees must help each other to overcome these problems for the common interest. They were finally able to overcome the hardships by the ideas and suggestions from Tesco Plc.'s employees. Another phenomenon that illustrates the importance of employee opinions in companies can be seen in international toy companies and retailers, namely Toys R Us (Sharp, 2018). Toys R Us disastrous to deal with the changes and transformation era due to the role of employee voice behavior. The company does not gain benefit from voice behavior, which is innovation from employees. Voice behavior can play a role in increase company profitability and innovation according to Matthew Taylor, chief executive of the Royal Society, Manufacturing and Commerce (RSA). The story of Tesco Plc and Toys R Us illustrated that employees have an essential role in the progress and development of the company, can even play a role in finding solutions for company's problem. Further, it's not only provided many benefits for the organization, voice behavior can also minimize the risk of problems that might occur.

The voice behavior concept was introduced by Hirschman on 1970's as employees' endeavor in shows dissatisfaction. Later on, Van Dyne and LePine (1998) include voice behavior as form of organizational citizenship behavior (OCB). OCB is well-defined as employees' desired behavior, but its beyond formal tasks and job description (Jex & Britt, 2008). In other words, voice behavior is non-required behavior for employee. Maynes and Podsakoff (2014) characterized voice behavior as sincere voice that challenge to change organization's status quo. This potential to harming the organization in order to lead differences of opinion which can damage the organization members' relationships, especially for those who voice, are likely to be shunned by their colleagues. Emphasizing that voice behavior can be beneficial to the organization, on the other side could be the source of risks.

Voice behavior is defined as "promotive behavior that emphasizes the expression of constructive challenges intended to improve rather than merely criticizes" (Van Dyne & LePine, 1998). It is a form of employee behavior that is not only critical but also express opinion for the organization's improvement. Van Dyne and LePine (1998) classified voice behavior as extra-role behavior. Extra-role behavior is a positive employee behavior as they cannot be required in a given job, but voluntary to do it (Morrison & Phelps, 1999).

Specifically, voice behavior is the form of giving opinion that determine to bring organization improvement. Considering that voice behavior helps organizations face challenges in the future (Andiyasari, Matindas, & Riantoputra, 2017), then organization needs to encourage this behavior. Since it's imperative then the organization should take an active role in order to obtained benefits from this behavior. Further, it's become principal to recognize the employees' voice behavior because its impact on their performance and morale (Morrison, 2014). Once ignored, it potentially caused employees to withhold important information that detrimental to the company.

According to Morrison (2014), motivators and inhibitors are factors that influence the emergence of voice behavior. Motivators are

factors that encourage the emergence of behavior, while inhibitors are factors that restrain the emergence of behavior. The first factor is individual dispositions, which are individual traits or something that are specifically owned by someone and have different capacities to interpret stimulus. Some individual disposition factors according to Morrison (2014) are extraversion and proactive personality as motivators and achievement orientations as inhibitors. The second factor that predisposed the appearance of voice behaviors are job, attitudes, and perceptions of employees towards the organization such as organizational identification and organizational supports as motivators and detachment and powerlessness as inhibitors (Morrison, 2014). The third factor consists of emotions, beliefs, and schemes such as psychological safety as motivators and fear as inhibitors (Morrison, 2014). In addition, Morrison (2014) also grouped superiors and leaders' behavior into one factor such as transformational leadership inhibitors. The fifth factor according to Morrison (2014) is other contextual factors such as voice climate group and caring climate as motivators and social stressors as inhibitors. Factor that causing the emergence of voice behavior can also be in the form of demographic variables such as gender, ethnicity, age and working years' experiences (Van Dyne & LePine, 1998). In general, these factors can be divided into individual and contextual factors. This study will investigate the role of individual namely power distance orientation and contextual factors, namely perceived organizational support to explain the emergence of voice behavior. It is worthy to note because power distance orientation as inhibitors can hamper the emergence of voice behavior, while perceived organizational support acts as motivators that promote the emergence of voice behavior.

One of factor that inhibits the emergence of voice behavior is powerlessness or helplessness (Morrison, 2014). Individual with powerlessness tend to believe that their opinion merely has a small influence on decisiveness of organization so that they tend not to contribute in giving opinion. The cause helplessness arises since of high authority distance orientation in employees which feeling of not able to make powerful impact (Wei, Zhang, & Chen, 2015). According to Daniels and Greguras (2014) power distance orientation also plays a role in employee participation, job description, communication, decision making, and organizational structure.

Power distance is an important theoretical concept in research related to the cultural values (Dorfman & Howell, 1988). National culture plays a role in creating norms that exist in organizations upon country, which can also affect employee attitudes and behavior (Robbins & Judge, 2017). According to Dorfman and Howell (1988) power distance explains how people accept power differences that are distributed unevenly within organizations. On individual level, this construct was known as the power distance orientation (Lian, Ferris, & Brown, 2012). Those explains how individuals perceive differences in the distribution of power both as individuals in organizations and employees in a company.

According to cross-cultural research, people in Asia generally have authority distance (Andreassi, Lawter, Brockerhoff, & Rutigliano, 2014). In addition, leadership research in Indonesia showed paternalism as expected behavior characterized by high distance and collectivism (Selvarajah, Meyer, Roostika, & Sukunesan, 2016). This leadership style placed superiors as "parents" for their subordinates, where superiors form working relationships through protection and guidance, which makes subordinates, approves of superiors' decisions and obey their superiors (Rawat & Lyndon, 2016; Selvarajah et al., 2016). Subsequently, it tends to be compliant the authority figure, social status, and hierarchy, especially in organizations with top-down form and adhere to higher management. Previous research

shows that in high power distance countries, people tend to hold their opinions that contradict with authorities' opinions and acquiescent authority figure as respect platform (Song, Gu, Wu, & Xu, 2019). Voice behavior tends to appear less in cultures with high power distances than low ones (Ward, Ravlin, Klaas, Ployhart, & Buchan, 2016).

High power distance orientation employees tend to concede and believe that an unequal distribution of power within an organization is normal (Dorfman & Howell, 1988). It made employees with high power distance orientation feel obliged to submit and show respect to their leader because the leader has power over greater power (Lian et al., 2012). Therefore, employees with high power distance orientation considered voice behavior to change the status quo very risky because of fear and anxiety because it can cause interpersonal conflict (Burris, 2012). Meanwhile, employees with low power distance orientation place more emphasis on relationships who are egalitarian with their authorities or superiors and they like open communication with their leaders, and consider criticism and disapproval of something is natural (Lin, Wang, & Chen, 2013; Tian & Peterson, 2016). Employees with high power distance orientation inhibit employees in eliciting voice behavior; conversely employees with a low power distance orientation are easier to display voice behavior. It can be concluded, the higher power distance orientation an employee has, the lower voice behavior that will be displayed.

Power distance orientation has an impact on voice behavior and has a negative relationship with voice behavior; as its orientation prevents employees from showing voice behavior and tends to withhold information that can be conveyed (Hsiung & Tsai, 2017; Lam & Xu, 2018). However, the results of Kwak and Shim's research (2017) showed that power distance orientation have a positive association with voice behavior which means that the higher power distance orientation, the higher employee's voice behavior. This is due to the high power distance orientation of the workshop that supports employees to display social learning towards ethical leadership of superiors which causes employees to be more active in social learning such as giving attention, observation and competition which have an impact on the emergence of employee voice behavior (Kwak & Shim, 2017). Because of differences in the results of those studies, researchers are interested in examining the relationship between power distance orientation and voice behavior in Indonesia.

In addition to individual factors such as power distance orientation, it is also necessary to pay consideration to contextual factors in observing the emergence of voice behavior. Voice behavior is painstaking as behavior that is not perpetually in safe hand because it has negative consequences (Lebel, 2016). Based on the social information processing theory (Salancik, Pfeffer, Salancik, & Pfeffer, 1978) and conceded the risks, the employees must rationally assess the norms and the overall atmosphere of their work arrangements before process into movement. However, the social contexts in organizations probably depreciate or aggravate employee anxiety in showing voice behavior (Chiaburu, Lorinkova, & Van Dyne, 2013). Therefore, employees must evaluate whether social contexts such as perceived organizational support will or not will affect their voice behavior. Perception of organizational support is known as perceived organizational support. One of the results of the study bolster a positive relationship between perceived organizational support and voice behavior (Chiang & Hsieh, 2012).

The results in addition show that employees are often indisposed to voice their opinions to superiors or senior colleagues, even though this information could be necessarily needed by the organization (Morrison, 2014). The grant information can help the organization in making decisions, implementing new

ideas, or correcting and avoiding problems in the organization. On the other hand, questioning the status quo can bring out the unpleasant feelings because of the risk that people have to face. Therefore, employees must appraise the effect of social contexts such as perceived organizational support to their voice behavior.

Perceived organizational support refers to employee perceptions about the extent to which organizations value their contributions and conscientiousness about employee's welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Organizational support is considered as a schema of recognition given by the organization to employee attainment. The relationship between perceived organizational support at work and voice behavior can be explained by social exchange theory (Eisenberger et al., 1986). Build on this theory, when one party provides benefits to the other party, then there is aspire that the other party also provides benefits in return. In the context of the organization one form of exchange given by employees is to provide ideas, advice or just suggestion to the organization (voice behavior). Because voice behavior is controlled by individuals themselves, therefore often used by employees to reciprocate the benefits received from the organization (Van Dyne & LePine, 1998). Employees with positive perceived support organization develop hope and optimism about the organization. Perceived organizational support promote employees by meeting social and emotional needs and strengthening employee beliefs that organizations recognize and content their contributions (Eisenberger et al., 1986). When employees perceived organizational support (perceived organizational support) from the organization, employees will feel gratified to reciprocate that support with behaviors that can benefit the organization, such as voice behavior. However, when organizational support is not felt, employees feel no obligation to reciprocate the support.

The existence of a high perceived organizational support will certainly strengthen employees who perceive that the distance of power is not an obstacle to voice opinions. With the confidence that the organization will accept and appreciate their contributions, these employees will be more confident in displaying voice behavior. In other words, employees with low power distance orientation will burgeoning display voice behavior if they also perceive strong support from the organization than if there is no support from the organization. The two factors mentioned above namely power distance orientation and perceived organizational support are predicted to affect voice behavior.

Furthermore, integrating individual and contextual factors in behavioral research can present important information to comprehend how a behavior can be strengthened or weakened. Several previous studies have shown that individual and contextual factors interact with one another in explaining voice behavior (Morrison, 2014; Riantoputra, Maharisa, & Faridhal, 2018). Thus, future research on voice behavior needs to emphasize how individual factors and contextual factors work concurrently. This opinion encourages the importance of investigating individual and contextual factors simultaneously as an integrated model. This model can also help researchers to have a deeper understanding and develop theoretical concepts about voice behavior. The main objective of this study is to explore the mechanism underlying how power distance orientation and perceived organizational support affect voice behavior. This study uses an interaction model that integrates individual and contextual factors in influencing behavior. We tend also explores the role of perceived organizational supports as moderators. This led to the following hypotheses:

Hypothesis 1: Power distance orientation is negatively related to voice behavior. The lower the power distance orientation an

employee has, the higher the voice behavior that will be displayed.
Hypothesis 2: Perceived organizational support moderates the negative relationship between power distance orientation and voice behavior. The negative relationship between power distance orientation and voice behavior will be stronger in employees with high perceived organizational support than employees with low perceived organizational support.

METHOD

There were 103 employees involved in this study (Male = 38, Female = 65) with characteristics have worked for at least one year in their respective positions. Participants' age varies between 21-57 years old (M = 33.4; SD = 10.6), working year's experiences between 1-28 years (M = 1.77; SD = 3.67); the majority of employees were married (Married: 53.4% and Unmarried: 46.6%). The data collection method used an online survey using Google forms with convenience sampling technique. Questionnaires are distributed via messages using the WhatsApp application with criteria for employees living in Jakarta and surrounding areas and have worked for at least 1 year. Before filling out the participant's questionnaire, general purpose of the study was informed. Participants were also explained about informed consent related to willingness to collect data. Drop out is allowed if they are not willing to continue filling out the questionnaire. The study instrument were voice behavior scale, power distance orientation, and perceived organizational support.

All data collection was done using the self-report method and ranked using a 6-point Likert type scale marked 1 = strongly disagree and 6 = strongly agree. The measuring instrument used was an adaptation used from previous research by translating the measuring instrument into Indonesian and adjusting contextually to the participants' conditions. All measuring instruments have relatively good internal consistency, with reliability coefficients ranging from .7 to .8.

Voice behavior was measured using the adaptation of 6 item voice behavior scale (Van Dyne & LePine, 1998). The Cronbach's α for this scale was 0.81 which consider reliable in measuring voice behavior. Example of item of the scale: "I suggest solutions related to problems that affect the performance of this work unit." The power distance orientation variable was measured using the 6 item of Dorfman & Howell (1988). This scale consists of 1 dimension (α = 0.77). Example of item of the scale: "Superiors must make most decisions without consulting subordinates". The perceived organizational support variable was measured using the 8 item of Eisenberger et al. (1986) which and consist of 1 dimension (α = 0.79). Example of item of the scale: "My work unit is very concerned with my well-being".

To define better concept of the voice behavior, we also assess the control variable, such as the length of working year of employees, the number of employees both in units and in organizations. Participants in this study are required to have worked for at least one year. Researchers also controlled the psychological safety of employees. Psychological safety is a shared belief that teams are safe for taking interpersonal risks (Edmondson, 1999). Individuals with high psychological safety tend to present voice behavior (Edmondson, 1999). Controlling psychological safety could facilitate data accuration. The measurement was adapted from Edmondson (1999) consist of 6 items in 1 dimension. The Cronbach's α for this measurement was .75. Example of item of the scale: "Employees of this work unit are open to discuss problems or difficulties in doing work". The 6-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree) was used for this instrument.

With the help of SPSS v20.0, moderated regression analysis and slope analysis were used to test all hypotheses.

RESULTS AND DISCUSSION

Demographic data can be seen on Table 1. In terms of age, about 62 participants (60%) were aged between 25-44 years (M = 33.4 years; SD = 10.6); as many as 65 participants (63.1%) were female, and mostly 72 participants (69.9%) were graduated from university. More than half were married (53.4%). About 48 participants (45.6%) have less than 2 years of work experience (M = 1.77 years; SD = 3.67).

Table 1.
Characteristic of Participants (N = 103)

Sample Description	Category	Total	(%)
Age	15-24	22	21.3
	25-44	62	60.1
	45-64	19	18.4
Sex	Male	38	36.9
	Female	65	63.1
Education	High school	5	4.9
	D3	11	10.7
	D4/ bachelor	72	69.9
	Master	14	13.6
	Doctoral	1	1.0
Marital status	Married	55	53.4
	Single	48	46.6
Years of experience	< 2 years	48	45.6
	3 – 10 years	26	25.2
	> 10 ears	29	28.1

Table 2.
Variables' Decriptive Data

Variable	Hypothetical Score				Empirical Score			
	Min	Max	Average	Standard Deviation	Min	Max	Average	Standard Deviation
Voice Behavior	0	36	18	6	15	36	28.78	4.09
Power Distance Orientation	0	36	18	6	7	31	14.95	4.14
Perceived Organizational Support	0	48	24	8	11	49	34.47	5.65

The study was conducted with a total sample of 103 employees. From table 2, based on the categorization, for voice behavior, only 1 participant (1%) is in the low category, 14 participants (13.6%) are in the medium category and 88 participants are (85.4%) in the high category. In term of the power distance orientation variable, as many as 86 participants (83.5%) are in the low category, 15 participants (14.6%) are in the medium category and 2 participants (1.9%) are in the high category. Whilst the categorization of perceived organizational support shows 2 participants (1.9%) are in the low category, 48 participants (46.6%) are in the medium category, and 53 participants (51.5%) are in the high category.

As shown on Table 3, voice behavior correlates with the power distance orientation (r = -.41, p < .01) and perceived organizational support (r = .44, p < .01).

Table 3.

Means, Standard Deviations, and Correlations

No	Variable	M	SD	1	2	3	4
1	Psychological Safety	4,64	,86	1			
2	Power Distance Orientation	2,49	,69	-,37**	1		
3	Perceived Organizational Support	4,30	,70	,64**	-,56**	1	
4	Voice Behavior	4,79	,68	,16	-,41**	,44**	1

Note: * significant at p <0.05; ** significant at p <0.01

Table 4.

The Voice Behavior Differences based on Age, Work Period, Gender, Education, Marital Status, Employment Status, Business Type, Company Size, and Work Unit Size

Group	*Voice Behavior*				df,1df2	p
	Low	Moderate	High	Total		
Age						<0,001**
15-24 years	0	4	18	22	3,38	
25-44 years	1	10	51	62		
45-64 years	0	0	19	19		
Total	1	14	88	103		
Years of experience					5,59	0,30
< 2 years	1	9	38	48		
2-10 years	0	4	22	26		
> 10 years	0	1	28	29		
Total	1	14	88	103		
Sex					4,77	0,28
Male	0	5	33	38		
Female	1	9	55	65		
Total	1	14	88	103		
Education					4,53	0,88
High school	0	0	5	5		
D3	0	2	9	11		
D4/bachelor	1	11	60	72		
Master	0	1	13	14		
Doctoral	0	0	1	1		
Total	1	14	88	103		
Marital status					6,37	0,45
Maried	1	9	45	55		
Single	0	5	43	48		
Total	1	14	88	103		
Employment status					3,93	0,92
Permanent	1	11	67	79		
Temporary	0	3	21	24		
Total	1	14	88	103		
Business type					12,53	0,11
Services	1	11	80	92		
Manufacture	0	3	8	11		
Total	1	14	88	103		
Organizational Size					2,79	0,45
< 10 people	0	0	1	1		
10 – 49 people	0	2	18	20		
50-100 people	0	4	19	23		
100-250 people	1	5	30	36		
> 250 people	0	3	20	23		
Total	1	14	88	103		
Size of the Work Unit					1,34	0,91
< 10 people	0	8	29	37		
10 – 15 people	0	3	34	37		
15 – 20 people	0	0	12	12		
> 20 people	1	3	13	17		
Total	1	14	88	103		

Note: * significant at p <0.05; ** significant at p <0.01

The results of different tests analysis to see differences in voice behavior are shown in Table 4. Participants characteristic are known based on age, years of work experience, sex, educational background, marital status, and employment status, type of business, size of the organization and size of work units.

With consideration of the correlation results (Table 3), we decided to statistically control for age in the regression model. This is aligned with previous studies on voice behavior (Morrison, 2011; Van Dyne & LePine, 1998). As shown in Table 5, 38% of the variance in voice behavior was explained in the regression model, F (3.94) = 8.85, p <.01. Consistently with hypothesis 1, participants with high power distance orientation (*Bpower distance orientation* = -2.58; *SEpower distance orientation* = .09) tend to demonstrate low voice behavior. Strengthening the hypothesis 2, we found a significant interaction effect between power distance orientation and perceived organizational support (*Bperceived organizational support* = -1.96; *SEperceived organizational support* = .06).

Table 5.
Regression Analysis Results (Outcome Variable: Voice Behaviour)

Variable	Model/Step 1 [$\beta(p)$]	Model/Step 2 [$\beta(p)$]	Model/Step 3 [$\beta(p)$]
Age	.20* (.03)	.30** (<.001)	.30** (<.001)
Power Distance orientation		-.26* (.01)	-.33** (<.001)
Perceived Organizational Support		.34** (<.001)	.37** (<.001)
Power Distance Orientation x Perceived Organizational Support			-.25** (<.001)
R^2	.04	.32	.38
ΔR	.04	.28	.05
F	4.57	20.69	8.85
df1, df2	3.94	6.90	3.94

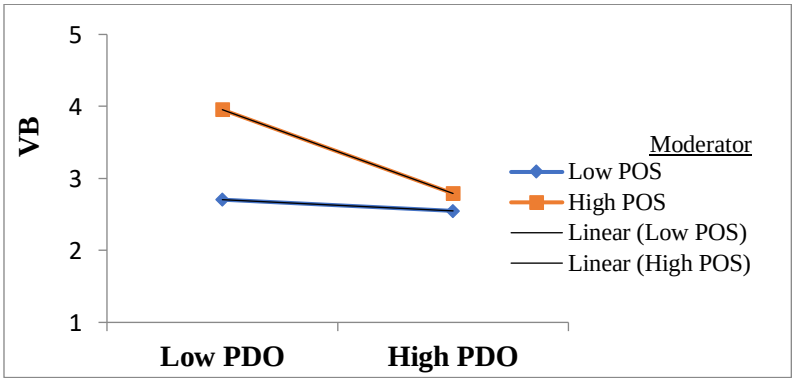
Note: * significant at p <0.05; ** significant at p <0.01

As shown on Table 5, the regression analysis model explained of 3 model/steps. Model/ step 1 showed step 1 in the moderated regression process, which include age as the control variable into the research model. In step two, power distance orientation and perceived organizational support are included in the research model as independent variables. Next, model 3 shows that the interaction variables are included in the research model to test the moderating effect between power distance orientation and perceived organizational support. Before making interaction variables, we made mean centered for each variable, explicitly power distance orientation and perceived organizational support by reducing the overall average for power distance orientation and perceived organizational support with employee scores for each of these variables. Afterward, the mean centered power distance orientation and perceived organizational support are multiplied to create interaction variables. Hypothesis testing is interpreted from model 3 since at this stage all control variables, independent variables, and interaction variables have been included in the research model to test its relationship with voice behavior.

Moderated regression results showed the coefficient R^2 = .38, means as much as 38% of the variance of voice behavior can be explained by research models based on age, power distance orientation, and interactions between power distance orientation and perceived organizational support. First hypothesis was conducted to see whether there is a relationship between power distance orientation and voice behavior. The results of moderated regression in model 3 distinguish that power distance orientation is

associated with voice behavior (H1: β = -, 33; p <.05). The hypothesis 1 is declared supported by the data. Further, second hypothesis 2 is tested to examine the effect of interactions between power distance orientation and perceived organizational support for voice behavior. The results of moderated regression in model 3 shown a relationship between the interaction of power distance orientation and perceived organizational support with voice behavior (H2: β = -, 252; p <.05). As a result, hypothesis 2 is verified. Perceived organizational support moderates the relationship between power distance orientation and voice behavior.

The slope analysis in Figure 1 further explains the interaction effect. It concluded that employees with low power distance orientation and high perceived organizational support have high voice behavior compared to employees with low perceived organizational support. An added, that the perceived high support organization has a robust moderator role in strengthening the negative relationship between power distance orientation and voice behavior. When perceived organizational support is low, then voice behavior become stagnant, regardless of low or high power distance orientation. It shown that perceived organizational support is able precisely elucidates the effects of interactions in the relationship between power distance orientation and voice behavior.



VB=*Voice Behavior*; PDO=*Power Distance Orientation*
POS=*Perceived Organizational Support*

Figure 1. Slope Analysis

The objective of this study is to enhance understanding of the mechanisms behind the process of forming voice behavior in employees. This study analyzes the factors that play a role in the emergence of voice behavior. The results designate that power distance orientation has negative relationship with voice behavior. The lower employees' power distance orientation then the higher possibility that employees exhibit voice behavior. In sequence with previous research which the power distance orientation is negatively related to voice behavior, so employees with high power distance orientation tends not to demonstrate voice behavior (Hsiung & Tsai, 2017). Employees with high power distance orientation tend to look upon leaders as superiors and elites, so assume that superiors have better abilities in making decisions (Chen, Zhang, & Wang, 2014; Daniels & Greguras, 2014) These assumptions make employees think that what will be conveyed does not have an impact on change and makes themselves they feel helpless or powerlessness (Wei et al., 2015). In addition, employees with high power distance orientation have anxiety and fear in showing voice behavior compared to employees with low power distance orientation (Yu, 2017).

The findings of this study are in line with the research of Rawat and Lyndon (2016) which showed that employees in Indonesia tend to agree with superiors' decisions and tend to be obedient. That is because there is a high power distance because superiors are positioned as "parents" as father figures by their subordinates and given respect (Selvarajah et al., 2016). In addition, because this research was conducted in Indonesia which has the highest power distribution, it can inhibit the emergence of voice behavior, consistent with the results of the research of Bashshur and Oc (2014) which states that voice behavior will be lower in countries with high power distance culture compared to countries with power distance low orientation. This happens because employees with a high power distance orientation tend to maintain interpersonal harmony (Li & Sun, 2014). In addition, the potential risk in showing voice behavior and this risk is perceived to be lower in employees with lower power distance orientations because they tend to consider the relationship between superiors and subordinates to be more egalitarian or equivalent (Yu, 2017). Therefore, employees with high power distance orientation will difficult to display voice behavior.

The results also showed that perceived organizational supports significantly explained the effects of interactions in the relationship between power distance orientation and voice behavior. The role of moderation perceived organizational support is more visible in employees with low power distance orientation. When employees have high perceived organizational support and low power distance orientation, employees will increasingly show high voice behavior. Eisenberg et al., (1986) showed that employees with positive perceived organization support would exhibit willing-ness to achieve organization's goal, adding the organization role as their social identity and reinforcing their beliefs about the organization given reward for their achievement.

Perceived organizational support is proved to employees that they are respected and acknowledged by the company (Loi, Ao, & Xu, 2014). Employees will show the voice behavior when they perceived the organization encourages them positively (Kwon, Farndale, & Gyu, 2016). Therefore, employees with positive perceived organizational support will exhibit higher voice behavior in consideration of their contribution helping the organization.

Julita and Andriani (2017) study's found that the caring company which valued their employees' performance with reward as compensation, promotion and acknowledgement will make the employees showed the helping behavior or put extra job performance.

Parallel with social exchange theory that employees will do mutual exchange with support they already received from the organization (Eisenberger et al., 1986). They felt obliged to the organization for support they received from (Chiang & Hsieh, 2012; Stinglhamber, Ohana, Caesens, & Meyer, 2019). So those, voice behavior become the form of organization's endorsement.

The social exchange tend to involving the emotional and social mutual benefit in long term way (Eisenberger et al., 1986). This is related to organizational emotional bonding. Whilst the relationship with the organization develop by social exchange, then its produce better performance, enhancing organizational citizenship behavior and putting the beneficial contribution to the organization (Kurtessis et al., 2017). One of the forms of organizational citizenship behavior is fruitful voice behavior. With employees' proactive fresh ideas and organization improvement, it will help organization effectively in lengthy period (Chiang & Hsieh, 2012). In other word, the lack of perceived organizational support will not provide transformation to voice behavior in term of high even low power distance orientation. Employees with insufficient

perceived organizational support will consider poor organizational support, so no need to put extra on their achievement (Kim, Eisenberger, & Baik, 2016).

Notably the risk in voice behavior so careful consideration is needed. Study of Neves and Eisenberger (2014) stated that perceived organizational support the risk-taking behavior, so the higher perceived organizational support then the risk taking of voice behavior is inclined. This emphasizes the essential role of contextual factors such as perceived organizational support in emergence of voice behavior.

The high perceived organizational support denoting the organization assisting. It led the employees' obligation to exchange with something that beneficial to organization. Nevertheless, the lack of perceived organizational support will contribute to feeling of abandoned and unrespected. Then, the employees will inhibit the productive performance toward the organization as voice behavior.

This study shown the power distance became the single fundamental factor especially in Indonesia with high power distance. The higher of employees' power distance, then the lowest voice behavior. It caused by individual with high power distance tend to not showed suspiciousness and not questioning their superior. They consider superior as powerful figure (Kwak & Shim, 2017). The employees with high power distance tend to reasonable accepted the unequal power. They assumed that the competent superior will have high position and believe they will make properly decision. It allowed them to hold their opinion about the organization.

The business environment pursues the organization to more dynamic and adaptive. The organization need to actively involving the employees in term of communication the ideas or suggestion for organization's improvement (Maynes & Podsakoff, 2014). Therefore, giving back up to the employees could provide as communication' bridge between power distance among senior and junior, include pursuing the appearance of ideas, critics, and suggestion for organization. Still, with supporting from the organization, the employees will avoid counterproductive work behavior (Kurtessis et al., 2017).

This study has limitation. Firstly, this study arose from the cross-sectional design. We suggest the longitudinal for further investigation because length of time will yield employees appraisal become more objective. Longitudinal study could also decrease common method bias compared to one-time data collection. Other factors need to considered for future studies, such as to control several individual factors like personality (e.g., proactive personality and extraversion). Besides, contextual variables such as voice climate and organizational culture, the dynamic interaction of leader member exchange (LMX).

CONCLUSION

It was established that voice behavior significantly influenced by power distance orientation and perceived organizational support. Power distance has shown its role in term of employees' decision on exhibit or inhibit voice behavior. Perceived organizational support also has pivotal role in the emergence of voice behavior. The higher of employees' perceived organizational support with low of power distance orientation then the higher their voice behavior. The findings expand the understanding about the role of individual and contextual factor in explaining of voice behavior.

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