EXPLAINING EMPLOYEE VOICE BEHAVIOR THROUGH INTRAGROUP RELATIONSHIP QUALITY AND THE ROLE OF THRIVING AT WORK

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ABSTRACT

In this study, we propose an underlying mechanism that provides a link between high-quality relationships as a group-level concept and employee voice as individual behavior. After an extent literature scanning, we employed the concept of thriving since it comprehends both hedonic and eudemonic well-being as well as his roots in social dynamics. To test this mediation link, we conducted an online survey with 462 participants and used structural equation modeling with the bootstrapping method to reveal whether thriving at work mediates the relationship. The results show that the data fit the model well, and the significant indirect effect exists, which confirms the full mediator role of thriving at work. This study has value as it shows what extent social environment impacts individual states and behaviors.

Keywords: Thriving at Work, Employee Voice Behavior, High Quality Connections, Intragroup Relations

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ÇALIŞAN SES DAVRANIŞININ GRUPİÇİ İLİŞKİ KALİTESİ İLE AÇIKLANABİLİRLİĞİ VE İŞTE KENDİNİ YETİŞTİRMENİN ROLÜ

ÖZ

Bu çalışmada grup düzeyindeki bir kavram olan grup içi ilişki kalitesi ile birey düzeyindeki kavram olan çalışan ses davranışının arasında ilişki kurulmasını sağlayan bir mekanizma önerilmiştir. Literatür taramasıyla karşılaştırılan kavramlar arasında işte kendini yetiştirmenin hem hazcı ve mutçu esenlik boyutlarını kapsaması hem de köklerinin sosyal dinamiklerde olması nedeniyle kullanılması düşünülmüştür. Bu aracılık etkisini test etmek için online anket yoluyla 462 katılımcıdan veri toplanmıştır. Yapısal eşitlik modellemesi ve bootstrapping metodu kullanılarak işte kendini yetiştirmenin ilişkide aracı olup olmadığı test edilmiştir. Sonuçlar, verilerin modele uyumlu olduğunu, anlamlı dolaylı etkinin bulunduğunu göstermiştir. Buna göre işte kendini yetiştirmenin tam aracı etkisi olduğu doğrulanmıştır. Bu çalışma, sosyal çevrenin birey hal ve davranışları üzerindeki etkiyi göstermesi açısından önemlidir.

Anahtar Kelimeler: İşte Kendini Yetiştirme, Çalışan Ses Davranışı, Yüksek İlişki Kalitesi, Grupiçi İlişkiler

Introduction

In today's changing social and organizational environment, organizations need to implement new ideas and novel opinions that emerge from employees (Cummings & Oldham, 1997). If employees come up with new ideas and opinions, organizations will more likely be better places for innovation (Fuller, Barnett, Hester, Relyea, & Frey, 2007; Kanter, 1988). Recent practices suggest that organizations' success remarkably relies on the emotional and cognitional capacity of their workforce which possess insightful opinions that may trigger a positive change in the work environment (Detert & Burris, 2007). Thus, individuals should be encouraged to say something for organizational development (Liu, Song, Li &Liao, 2017).

The concept of speaking up for work-related ideas, so-called as voice behavior, has been firstly mentioned by Hirschman (1970). According to him, voice behavior was crucial because employees can speak in the face of tough times and make an organization more efficient. In this way, deficiencies may come to the surface; in turn, organizations can fix or improve themselves. Since one primary requirement of today's competitive business life is to adapt to the changing environment, voice behavior seems to be inevitably serving to the realization of this goal. A recent work by Maynes and Podsakoff (2014) states that voice can be either constructive, supportive, defensive or destructive in its nature, and promotive types of voice behavior (constructive and supportive) represent employees' exhibiting specific in-role and extra-role performances at work (Maynes & Podsakoff, 2014).

Connections at work refer to everyday interactions which occur with awareness among at least two parties in a short or long-term period, or sometimes it is just for an instant (Dutton & Heaphy, 2003). In the same time, they have a dynamic structure because they can vary depending on parties' emotions and beliefs (Reis, 2007). So that, we think that workplaces, where individual affective and cognitive states fluctuate, are decent field to study interpersonal connections. Nevertheless, research on interpersonal relationships and connections have not been studied within work contexts so often. Since businesses are composed of complex social processes, the importance of understanding the relationship structure (Oliver & Ebers, 1998) and value of increasing quality of relationships (Dutton & Ragins, 2007) makes sense. Evidence shows that psychological discomfort emerges from the workplace is one of the significant predictors of psychological loss (Pearson, Andersson & Porath, 2000), showing the influence of workplace connections. Previous

studies linked voice behavior is positively related to relationship-based concepts such as leader-member exchange (Botero & Van Dyne, 2009), trust to supervisor (Çetin & Güven, 2017; Derin, 2017; Gao, Janssen & Shi, 2011), supervisor support (Pekdemir, Koçoğlu & Çetin Gürkan, 2013) authentic leadership (Hsiung, 2012), organizational trust (Palalar Alkan & Çankır, 2016), and communication satisfaction (Şener, Çetinkaya, Yüksel & Akkoca, 2018). In addition to these, Yener (2017) stresses that team collaboration predicts positive voice behavior via perceived psychological safety, emphasizing interpersonal mechanisms. Thus, it can be asserted that several relationship-based phenomena can explain the variance in voice behavior.

Dutton and Heaphy (2003) state that individuals' interaction and the quality of connections between people within work units increase employee motivation and trust. A positive work climate by giving employees a strong ability to be resilient under strict circumstances reflected as high-quality relations can raise employee outcomes such as helping, performance or innovative work behaviors (such as voice behavior). Moreover, we suggest that employee thriving as an underlying mechanism (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant 2005). Thriving at work is a positive psychological state indicated by the blend of a sense of learning (i.e., acquisition of new knowledge/skill) and feeling vitality (i.e., positive energy and excitement). A positive work environment can boost learning and vitality as previous studies suggest (Abid, Zahra & Ahmed, 2016; Spreitzer et al., 2005). Therefore, possessing positive connections within work group is likely to predict employee thriving at work, which is conducive to the well-being, positive behavior, and commitment (Porath et al., 2012; Spreitzer et al., 2005) as well as promotive voice behavior (Maynes & Podsakoff, 2014).

Herewith the information above, we concluded with that a supportive organizational climate enables employee thriving via leveraging feelings of vitality and learning of employees (Colquitt, Scott & LePine, 2007; Wiesenfeld, Raghuram, & Garud, 2001). Also, the more employees thrive at work, the more likely they show innovative and supportive behavior (Carmeli & Spreitzer, 2009). Previous studies relate positive interactions to innovative behaviors (Carmeli & Spreitzer, 2009) and supportive behaviors (Ren, Yünlü, Shaffer & Fodchuk, 2014) separately, and test direct effects. In addition to the previous literature, this study proposes an underlying mechanism of thriving at work between high-quality connections as a group-level concept and individual voice behavior. Therefore, we suggest that thriving at work

to be a psychological state through which group dynamics can influence individual behavior.

1. Literature Review

1.1 Employee Voice Behavior

Hirschman (1970) noted that when employees speak up, organizations can initiate effective change which helps organizations adapt to the business environment better. The voice behavior has two functions (i)speaking up behavior such as making suggestions for change (Farrell & Rusbult, 1992; LePine &Van Dyne, 1998; Vandevella, Van Dyne & Kostova, 1995; Withey & Cooper, 1989) (ii)employee participation in the decision-making process (Bies & Shapiro, 1988; Lind, Kanfer & Earley,1990). Besides, many other employee voice conceptualizations in the literature emphasize speaking up, making suggestions, participation, dissenting, or challenging the status quo.

Many studies conceptualize the voice behavior upon studies of LePine and Van Dyne (1998) and Maynes and Podsakof (2014). LePine and Van Dyne (1998) defined voice behavior as beneficial expressions including the intention of change in order to make works more efficient and effective. They theorized it as a specific positive and constructive extra-role behavior. A recently extending study conducted in 2014 by Maynes and Podsakoff strived to reveal characteristics of voice behavior in detail. They define the voice behavior as "*an individual's voluntary and open communication directed toward individuals within the organization that is focused on influencing the context of the work environment.*" According to Maynes and Podsakoff (2014) voice behavior does not merely consist of vocal expression. Written expressions such as e-mails and memos should be considered as voice behaviors. They suggest that voice behaviors have standard features, such that, i) they are shown by individuals ii) they are not silent, anonymous or neutral, iii) they unquestionably stake out employee's position, iv) it holds risks for relationships at work (Maynes & Podsakoff, 2014). They examined voice behavior on a quadrant which is constituted by two axes: promotive/prohibitive and preservation/challenge. The first dimension distinguishes voice behaviors directed to encouraging from those focuses on hindering. The second dimension distinguishes voice behaviors oriented to sustain the present situation from those oriented to question or correct. Hence, they yield four types of voice behavior which are namely supportive, constructive, defensive, and

destructive forms. They state this quadrant illustrates two opposite sides of a medallion. While one side reflects a positive intention to challenge the status quo in the workplace (promotive), the other side reflects the contrary, malicious intention (prohibitive). In this study, only the promotive dimension of voice is investigated since thriving employees are not likely to exhibit prohibitive voice (Abid et al., 2016). Also, it would be a contradiction that a thriving employee who is full of vitality and learning cannot show hurtful or highly-critical expressions or may not stand against change process; only with an exception that if that individual has over-identification with the organization which we neither measure nor modeled.

When individuals believe that they are socially included and essential, and when they feel mutual respect in organizations, they are more likely to present their opinions in a constructive way (LePine & Van Dyne, 1998). Employee voice behavior is influenced by many individual-level and group-level factors (Chen & Kanfer, 2006). Such as participative leadership or work environment foster voice behavior in an organization. Previous studies have also reported that there are significant positive associations between top management openness, psychological well-being, superior-subordinate communication, and quality of employees to voice (Guzley, 1992; Parker, Baltes, Young, Huff, Altmann, Lacost & Roberts, 2003; Premeux, 2011). It is probably due to that employees benefit from information sharing climate by learning from others and feeling recognized and, in turn, they share their knowledge and contribute to the participative and supportive work environment (Parker et al., 2003; Smidts, Pruyn, & Van Riel, 2001).

1.2 High Quality Connections

Relationships, or connections as their smallest constituent, play a significant role regarding their substantive effect on emotional, cognitive and behavioral nature of the human. They help people to reach intellectual, material, physical and psychological resources via usually creating social capital (Coleman, 1988; Putnam, 2001). Thus, relationships become an essential source of happiness and a way of throwing stress out by supplying social support and interaction (Argyle & Crossland, 1987). Berscheid and Ries (1998) assert that every scientific study concerning human happiness finds that satisfying relationships (may refer to high-quality) are the best thing in the life, and there is no more meaningful thing than relationships for people's mental and physical health. Likewise, as humans are social being

and need of belonging exists (Baumeister & Leary, 1995; Maslow, 1968), high-quality connections are becoming significant in life. Today, high-quality connections are essential for those who spend a substantial amount of time at work (Hochschild, 1997).

When it comes to the quality of the relationships, some definitions exist in the literature. Scholars defined relationship quality by the power of relationship (Mills & Clarck, 1982), the strength of emotional attachment (Kahn, 1998), reciprocity and frequency of communication (Granovetter, 1973). Also, relational coordination which composed of shared goals shared knowledge, and mutual respect has revealed the importance of quality of relationships (Gittell, 2003; Gittell, Cameron, Lim, & Rivas, 2006). In leader-member exchange studies, relationship quality definitions vary (e.g., Schriesheim, Castro & Cogliser, 1999) and in mentorship literature, it is the relationship satisfaction which scholars ascribe (Ragins, Cotton & Miller, 2000). Dutton (2003) makes a bivious classification: positive and negative relationships. High-quality relationships are energizing and productive interactions that generate positive affect and have positive outcomes, while low-quality relationships refer to life-depleting and disaffecting interactions.

In their conceptual framework, Dutton and Heaphy (2008) indicated three main structural features that initiate high-quality connections. Fundamentally, these three features determine connections' capacity of being high quality. First one is the connections' emotional carrying capacity which is related to what extent parties can transfer both positive and negative emotions to each other. Connections with high emotional carrying capacity may decrease ambiguity among parties through enabling them to express their feelings without repressing themselves (Kram & Isabella, 1985). In relationships with high emotional carrying capacity, people can be open and may express their thoughts freely. The second structural feature is the capacity of resiliency which refers to enduring and withstanding the potential of relationships in times of stress and strain. That is to say, it indicates how parties cope together under pressure and complexity, and they tend to bounce back after setbacks. Relationships with high resilience capacity are less likely to be damaging or at least help restore quickly (Dutton & Heaphy, 2003).

Therefore, resilient relationships do not trigger anxiety or depression so much and hinder individual withdrawals from social interactions even when problems are difficult to solve. The last one is the connectivity and openness

to new opportunities along with exhibiting innovative behaviors. In relationships with high connectivity, people are open to interaction, novel, and innovative ideas and avoiding unproductive behaviors as well (Dutton & Heaphy, 2003). In turn, this will boost individual learning.

Considering these three features of high-quality connections, it is likely to say that high-quality relationships and employee voice behavior are associated. First, high-quality connections may lead to positive outcomes (Dutton, 2003). Secondly, based on the theory of social exchange (Blau, 1964), we assert that those employees experiencing high-quality connections with their workgroup will be more likely to have a higher motivation to reciprocate, and thus they exert effort in generating new ideas, share information. This point of view would indicate that high-quality connections become a benefit for employees and speaking up is a reciprocal behavior of this benefit. Previous studies show that perceived organizational support emphasizes the quality of the relationship (Afzali, Motahari & Hatami-Shirkouhi, 2014) that it can affect employee motivation to express opinions. Van Dyne, Joireman and Kamdar's (2008) study showed that high-quality leader-member exchange makes employee voice stronger. High-quality connections develop a positive work environment, creates open communication that makes an employee feel valued which enacts engagement to work and organization. As a result, employees can speak up what they think about the work processes and workplace (Dutton, 2003; Dutton & Heaphy, 2008; Kahn, 2007; Weick & Sutcliffe, 2001). The more they perceive high-quality connections at work, the more they feel free to speak up. We, therefore, posit that high-quality connections will promote employee voice behavior.

H_1: There is a relationship between High-Quality Connections and Employee Voice Behavior.

1.3 Mediating Role of Thriving at Work

In this study, high-quality relationships are expected to predict voice behaviors via thriving at work. We propose thriving at work as a potential underlying mechanism in this relationship. When considering three structural features; the emotional carrying capacity, the capacity of resiliency, and the connectivity and openness, we concluded that high-quality connections trigger individuals to present with their authentic personality in all situations, as well as problematic ones which will decrease emotional strain and incre-

ase vitality. Even it can help individuals to restore their energies after stressful situations namely recovery after stress (Cameron & Spreitzer, 2011). Secondly, it can affect parties learning processes through stimulating their potential to produce novel ideas, making resilient against hard circumstances (Brueller & Carmeli, 2011). Moreover, it can facilitate personal growth and can help to create a trusting climate. Other associations are worth to note, as high-quality connections increase coordination within groups and between individuals in the organization. It also facilitates spreading and internalizing the organizational culture, galvanize and catalyzes change. These may contribute to individuals' positive feelings (vitality) and help acquire new knowledge and skills. Its positive relationship with the affective commitment to the organization (Dutton, 2003) may implicitly reflect HQC is likely to predict thriving at work positively.

Thriving at work is expected to predict voice behaviors as it implies feeling progress and momentum at what one does and sets off an enrichment in one's talent reservoir. It is reported that it enhances creativity and innovation skills (Spreitzer et al., 2005). Thus, thriving employees may be different from others with their ability to generate new and distinguished ideas. Moreover, depending on Blau's Social Exchange Theory (1964) and Frederickson's (2000) broaden-and-build theory of positive emotions , it can be said that thriving employees who are feeling positive emotions (e.g. vitality) experience an enhancement in their cognitive capacities, so that their self-efficacy is likely to increase, and this will drive them to speak up conveniently. Employees with high self-efficacy and with high-quality communication in the work environment, they will be more likely to show voice behavior (Smidts et al.,2001).

Moreover, they may strive in exchange for what the organization provides them during their development. Therefore, they may exhibit a constructive voice to trigger the change to work more efficiently and effectively, even nobody asks. Hence, we expect that when employees thrive at work, they tend to exhibit more constructive voice. Furthermore, it is expected that the more employees thrive, the more they exhibit a supportive voice. Because those employees tend to establish an emotional connection with the organization, knowing that they develop themselves in there, in turn, this connection would lead to an increase in identification. Thus, they may be oriented to exhibit a supportive attitude. We, therefore, assume that the association

between high-quality connections and employee voice behavior will be mediated by thriving at work. The research model is shown in Figure 1.

H2: Thriving at work mediates the relationship between High-Quality Connections and Employee Voice Behavior.
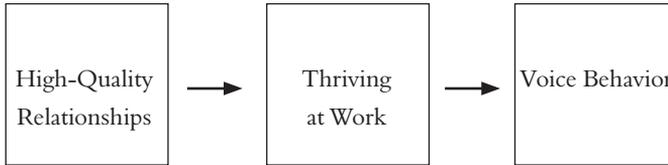
Figure 1. Research model

2. Method

2.1 Participants and Procedure

In order to reach a sufficient amount of sample which allows us to examine the relationships between study variables, we employed the snowballing sampling method (Bowling, 2010; Huck, Cormier & Bouds, 1974). Snowballing sampling method is a widely used technique in studies which has similar designs (Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar & Douglas 2005; Wheeler, Gallagher, Brouer & Sablynski 2007; Zickar, Gibby & Jenny, 2004). In the end, 462 employees working at diverse industries (banking, information technologies, communication, and FMCG) from Turkey (İstanbul, Bursa, Adana, Ankara) participated in the study via filling an online questionnaire. Since we were using snowball sampling and are not interested in generalizability but associations between study variables, we did not constrain sample for any specific industry. The link to the questionnaire which also contains a short description of the research on the first page was sent via e-mails. E-mail recipients were required to give their consent before they see the survey. We see that all e-mails belong to a company e-mail address which ensures all participants are actively working at any organization. Fifty-three percent of the sample was male, and the average age was 33 (s.d.=6.78), while average total working years was 15.47 (s.d.=9.49). All participants have at least a university degree.

2.2 Measures

Voice was assessed using constructive and supportive voice sub-dimensions of the scale initially developed by Maynes and Podsakoff (2014) which has been adapted in Turkish by Ünler, Çalışkan, and Durmaz (2015). We asked five items for each of the two types of voice. One sample item for constructive voice is "I make suggestions about how to do things in new or more effective ways at work," and for supportive voice is "I defend useful organizational policies when other employees unfairly criticize the policies." Items were scored on a 1 (never) – 6 (always) Likert-type scale. The internal consistency for this scale was excellent (Composite Reliability: .87, AVE: .77).

Thriving at work was measured with the scale developed by Porath et al. (2012). The scale has been translated and tested in Turkish by Koçak (2016). The scale consists of two sub-dimensions: vitality and learning. A sample item for vitality is "At work, I feel full of positive energy," and for learning is "At work, I acquire new skills." The items were measured on a six-point Likert-type scale with anchors from 1 (strongly disagree) to 6 (strongly agree). The internal consistency for this scale was excellent (Composite Reliability: .85, AVE:.74).

High-Quality Connections Capacity was assessed with the 13-items scale of Carmeli, Brueller and Dutton (2009) which have been adapted into Turkish by Erdil and Müceldilli (2013). The scale captures three dimensions of emotional carrying capacity (ECC), resiliency capacity (RC), and openness capacity (OC). A sample item for ECC is "We are not afraid to express unpleasant feelings at work," for RC is "Even during times of stress and pressure, we always manage to find effective solutions," for OC is "We are always open to listening to our co-workers' new ideas." Items were measured on a six-point Likert-type scale with anchors from 1 (strongly disagree) to 6 (strongly agree). The reliability of the scale was excellent. (Composite Reliability: .92, AVE:.80).

2.3 Analyses

To test our hypothesis, we employed structural equation modeling (SEM) analyses using the AMOS software package (Arbuckle, 2008). The maximum-likelihood estimator was applied to analyze the covariance matrix. We selected SEM as it allows to account for measurement error and provides fit measures of the models. In the beginning, we run a confirmatory factor analysis to evaluate the theorized factor structure. Thriving at work and voice were modeled as higher-order factors, each has two first-order fa-

ctors. We tested for convergent and discriminant validity. Thus, we determined the measurement model. After computing reliabilities using composite reliability as it gives more robust reliability than Cronbach's Alpha (Peterson & Kim, 2013), we estimated the means, standard deviations, and correlations between latent variables. Second, the research model and hypothesis were tested simultaneously with a structural model (Bollen, 1989). The model for these analyses included one exogenous factor, high-quality relationships, operationalized by three parcels which were estimated depending on the suggestions given by Little, Cunningham, Shahar, and Widaman (2002). The indicators of HQR were imputed scores of each subscale.

The fit of the models was assessed with the χ^2 statistic, and the root means the square error of approximation (RMSEA), the comparative fit index (CFI), the Tucker-Lewis index (TLI), and the standardized root mean square residual (SRMR). For CFI and TLI statistics, values of .90 or higher are acceptable (Hu & Bentler, 1999), and for RMSEA and SRMR for which values up to .08 indicate an acceptable fit to the data (Hair, Tatham, Anderson & Black, 2010). We used structural equation modeling to test the research model (Bollen, 1989) because it allows the estimation of more than one association and using latent constructs as well as accounts for random measurement error (Medsker, Williams & Holahan, 1994). For mediation analysis, the bootstrapping method was employed with bias-corrected confidence intervals of 95% as suggested by Preacher and Hayes (2004). The indirect effects, direct effects and total effects were estimated.

3. Results

Preliminary Analyses

The kurtosis and skewness values were between +1 and -1 which indicate good support for the normality of the data (Tabachnick & Fidell, 2007). As the online questionnaire did not allow participants to leave unanswered questions, there were no missing values in the data. Means, standard deviations, correlations, and reliabilities are displayed in Table 1.

Measurement Model

Before testing the research model and hypothesis, we tested the construct validity of all variables. Running a confirmatory factor analysis (CFA) with all variables (HQC was a first-order latent construct indicated by three

parcels, thriving at work and voice behavior were second-order latent constructs each indicated by their dimensions), we examined whether measurement items load onto the relevant scales. The results of the overall CFA showed adequate fit with the data; a $\chi^2=633.987$ with 182 degrees of freedom along with other goodness-of-fit statistics (CFI=.954, RMSEA=.073, SRMR=.041) were obtained. Standardized factor loadings of items ranged from .69 to .96 and were significant (p<.05). However, the software suggested some modification for the model. Therefore, we added four correlation terms between error terms all of which were between the items under the same latent factor. Thus, we obtained a significantly better model ($\chi^2=406.640$, df=178, CFI=.977, RMSEA=.053, SRMR=.041) in which standardized factor loadings of items ranged from .65 to .97 and were significant (p<.05), indicating that strong support has been found for convergent validity.

Then we tested discriminant validity which can be ensured through comparing the square root of AVE of a respective variable with its correlation with other variables (Hair et al., 2010). As seen in Table 1, the square root of the AVE value of all factors exceeds correlation coefficients with other variables. Additionally, we compared a five-factor model (all first-order) with the present model in which thriving a work and voice behavior are second-order constructs. However, we could find no significant difference ($\Delta\chi^2=3.687$, Δdf=3, p=.297). So, the second-order model is selected as it fits the theory better. Thus, we concluded that we also have strong support for discriminant validity.

Table 1: Means, Standard Deviations and Correlations

Variables	M.	s.d.	1	2	3	4	5	6	7	8
1. Gender										
2. Age	33.00	6.78	-.163**							
3. Total Work Experience	15.58	9.64	-.007	.425**						
4. Daily Work Hours	9.30	4.56	-0.78	.075	.011					
5. Marital Status	1.40	0.48	.219**	-.388**	-.161**	-.079				

6. Thriving at Work	4.19	0.91	-.073	.098*	.098*	.033**	-.054	**0.95**	
7. Voice Behavior	3.52	0.60	-.090	.165**	.192**	.038**	-.083	.774**	**0.93**
8.High-Quality Relationships	4.00	0.85	-.110*	.007	.048	.028	-.032	.575**	.438**	**0.85**

* . p<.05 ✱✱.p<.01 (2-tailed). n=462. M=Mean, s.d.=Standard Deviation. AVE values are given in bold.

Test of Research Model and Hypotheses

Testing Hypothesis 1, we tested a model including only HQC and Voice Behavior. The model fit the data well (χ^2=159.825, df=59; CFI=.979; RMSEA=.061; SRMR=.043). HQC explained 14% of the variance in voice behavior. The findings showed that HQC positively predicted voice behavior (β=.38, SE=.045, p<.000).

Testing Hypothesis 2, we included thriving at work in the model as mediator. Results showed that this model also fits the data well (χ^2=406.640, df=178; CFI=.977; RMSEA=.053; SRMR=.041) as well as 46% of total variance for the voice behavior and 27% of the total variance of the thriving at work were explained. Further, we estimated the indirect effects of HQC on voice behavior using the 2000 samples bootstrap method with 95% confidence interval around the indirect effect. Table 2 presents the results of direct and indirect effects estimations. The findings indicate that HQC was positively related to thriving at work (β=.52, SE=.058, p<.000), and thriving at work positively predicted voice behavior (β=.65, SE=.051, p<.000). We also found that the indirect effect of HQC on voice behavior was significant (γ=.34, SE=.050, 95%CI=.28, .39). However, the significant direct effect of HQC on voice behavior did not remain significant after adding thriving at work to the model (β=.05, SE=.044, p<.431). These findings indicate that thriving at work mediated the effect of the capacity of high-quality connections on individual voice behavior.

Table 2 Findings of Direct and Indirect Effects

Dependent		Independent	Direct Effect	SE (direct)	Indirect Effect	SE (indirect)	95% CI (indirect)
Voice	<=	HQC[a]	.38***	.045			

Thriving at Work	<=	HQC[b]	.52***	.058			
Voice	<=	Thriving at Work	.65***	.051			
Voice	<=	HQC[b]	.05	044	.34***	.050	[.283 – .386]

***p<.001; **p<.01; *p<.05

[a] denotes the effect regarding Hypothesis 1.

[b] denotes the effect regarding the Hypothesis 2.

4. Discussion

This study aimed to shed light on the link between group attributes and individual behavior. Briefly, we examined the relationship between high-quality connections at the workplace and employee voice behavior by providing thriving at work as an underlying mechanism.

The findings supported our hypothesis such that HQC has a positive impact on promotive voice behavior of an employee and thriving at work fully mediate this relationship. This may give an insight that positive group dynamics energize and nurture employees. We can also say that energized and learning employees tend to express their feelings and deliver their opinions. We concluded that positive group dynamics today can cultivate development and innovativeness for the future.

Dutton (2003) suggests that HQC has many positive outcomes such as respectful interactions, adequacy of information sharing in work units and relational resources within groups all of which contribute to creating a safe work environment. In line with these outcomes, our findings extend and manifest that individuals both can learn from others and feel alive. For this reason, employees are not likely afraid to share their new or supporting ideas in the organization. These findings may highlight those social dynamics are crucial for employees at work because they feel an upward momentum in personal development and well-being through it.

Positive effects of HQC within work groups lead to promote positive individual outcomes through individual thriving. Hence, this study may contribute to the positive organizational scholarship literature which briefly asserts that positivity influence organizational effectiveness and development (Cameron, Dutton & Quinn, 2003). Moreover, according to the results, individuals who are thriving at work can exhibit constructive voice behavior. Since thriving at work with individuals learning skills and vitality enhance

one's innovation skills, it contributes their cognitive abilities. Maybe in return, they express novel ideas and speak up voluntarily to change the work environment efficiently. So, our findings confirm the arguments of Blau's social exchange theory (1964).

Our study also confirms the broaden-built theory of positive emotions (Frederickson, 2000) by showing that feeling full of pep at work leads to giving constructive suggestions and feedbacks. Individuals extract positive emotions from their high-quality interactions, and these positive emotions facilitate their contributive behaviors. This is also in line with previous research which asserts that thriving employees tend to exhibit more innovative behaviors. People who find themselves amidst HQC can present authentic personality, which in turn may promote learning and information sharing. Hence, people with high HQC in our study may experience psychological comfort and safety, which leads to feelings of vitality. Also, they can feel a brighter sense of positive emotions which broaden an individual's thoughts and actions at work, increase their willingness to express ideas and opinions. This is in line with Yener and Salur's (2017) findings which assert that using motivating expressions in the workplace can facilitate employees to speak up because it creates a supportive environment.

Thriving at work encourages individuals to work for the greater benefit of the organization rather than self-interests. Because when employees thrive at work, they are less likely to need external motivators. Whatever they learn may energize them to verbalize their constructive ideas. Moreover, thriving employees are equipped with aliveness, which can provide them they available energy to feel an emotional attachment to the work environment. Therefore, they can be more willing to make the extra effort and share their novel ideas. Briefly, feeling safe and believing that they receive psychological and emotional support, employees tend to thrive and show more supportive voice behavior to the organization (Spreitzer et al., 2005). Our results also confirm prior studies in Turkey. For instance, Yener (2017) found that accountability and openness in communication brings about constructive voice as it lets employees feel psychologically safe when they express their feelings or put forward a new idea.

Organizations need their employees' novel and newest ideas. Given the investigated associations, thriving and working amidst high-quality connections, employees can raise their promotive voice and also work for the be-

nefit of the organization. Organizations should take a closer look into the importance of positive workplace dynamics.

In terms of practical implications, our findings show that it is mainly through positive connections which are energizing and evoke learning while working that employees can speak up and add additional value to the organization. It is crucial to increase everyone's awareness of the importance of developing high-quality connection culture within the organization. Organizational leaders can promote positive interpersonal behaviors such that everyone says thanks to each other. Even organizing socializing breaks including everyone which may let people discuss any topics with each other. Those can help people to share feelings or helping each other. These sessions can be the ways that people discuss the strengths or deficits of the organization. Besides, since the supervisor is a significant colleague for any employee, the quality of connection with supervisor becomes crucial. Thus, the supervisor can serve as a model by engaging in supportive behaviors and caring which demonstrate to others how connections can be positive. Employees also can have possible strategies for themselves if they want to be shown up like a good soldier. First, they can challenge themselves for ten days to share their own both positive and negative emotions with others. By doing so, they can gauge how these moments make them alive, and they can learn from others. Second, employees can craft their social job resources such as asking for feedback or support from supervisors or peers. This can provide episodes of positive interactions which in turn can foster both vitality and learning. In general, it is most likely the managers' responsibility that they should implement socially inclusive strategies which increase communication level.

5. Limitations and Suggestions for Future Research

This study has several limitations that should be taken into account when interpreting the results. One limitation arises from the heterogeneity of the sample (e.g., sectors, age, work experience) and from selecting participants with non-random sampling method. Therefore, future research should replicate these findings in more homogenous and larger samples for generalizability. Another limitation results from the fact that we collected all individual data from a single source which has the potential to lead to common method bias. Moreover, the data were gathered from several industries in İstanbul which is the biggest city and the one holding most diversity. Similar

data collections may be carried out in different cities so that we could have a better comprehension of the generalizability.

As suggestions for the future studies, we introduced thriving at work as an underlying mechanism, nevertheless, there could be other potential mediators explaining the link between HQC and voice behavior. Investigating other positive mediators such as work engagement (Bakker & Demerouti, 2008) or organizational commitment (Allen & Meyer, 1993) could add more to our knowledge. Also, some moderators such as organizational identification (Mael & Ashforth, 1995) or organizational culture (Cameron & Quinn, 2011) can help conditions that these relationships differ. Last but not least, it would be valuable to study possible other positive outcomes of thriving at work, such as innovative work behavior, well-being, and positive health. Also, the future researcher may examine the association between relationship-quality within the workgroup and thrive as a collective phenomenon (Jenkins, 2010; Walumbwa, Muchiri, Misati, Wu & Meiliani, 2018).

Conclusion

This study shows that having great workplace connections is related to employee speaking in a promotive way. Because that good social environment trigger employees to grow and gain momentum. The more employees gain complexity they tend to speak up. This showed that the social environment has impacts on individual processes which in turn benefits the social environment again.

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