



DOES VOICE GO FLAT? HOW TENURE DIMINISHES THE IMPACT OF VOICE

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Although many studies have shown that the opportunity to provide input (voice) leads to more favorable employee reactions, fewer studies have examined the boundary conditions for the effect of voice on worker outcomes. Building upon Greenberg and Strasser's (1986) model of personal control in organizations, we hypothesize that the positive effect of voice on intent to remain will be less pronounced for employees with longer organizational tenures. Converging results of national surveys from the United Kingdom and the United States support the anticipated relationships. It appears the beneficial effects of voice on employee attitudes may decrease as employees accrue tenure with their employer.
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One of the more robust findings in organizational research is that providing the opportunity for employees to express their views and concerns (i.e., voice opportunity) leads to more favorable workplace outcomes. This tendency, known as the voice effect, has been linked to outcomes such as trust for the organization, procedural and distributive justice perceptions, motivation, outcome satisfaction, satisfaction with leaders, reduced turnover, and better performance (Brockner et al., 1998; Folger & Cropanzano, 1998; Hunton, 1996; Spencer, 1986; Travis & Mor Barak, 2010). Despite the apparent consistency of the voice effect, however, research has fo-

cused on identifying its limitations or boundary conditions (e.g., Avery & Quiñones, 2004; Price, Lavelle, Henry, Cocchiara, & Buchanan, 2006; van Prooijen, van den Bos, & Wilke, 2007). Collectively, these studies have shed considerable light on characteristics that influence the nature and magnitude of voice effects, but many relevant boundary conditions likely remain unexamined.

One such condition is the duration of an employee's tenure. Organizational socialization theory suggests those with less tenure are apt to have and perceive less control (Nicholson, 1984). Consequently, newcomers tend to engage in job-change negotiating to usurp more control (e.g., Ashford & Black,

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