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Mitigating the psychologically detrimental effects of supervisor undermining: Joint effects of voice and political skill

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Abstract

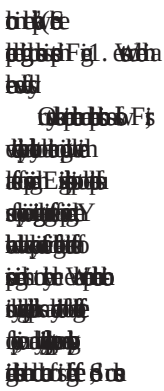
three-way interactions), and that this buffering effect is realized through mitigating the adverse effects of supervisor undermining on employee psychological empowerment. In contrast, when employees possess low levels of political skill, engaging in high levels of voice exacerbates the detrimental effects of supervisor undermining on employee psychological empowerment, and subsequently decreases employee work-related well-being and heightens employee turnover intention. The theoretical and practical implications of our findings are discussed.

Keywords
political skill, psychological empowerment, supervisor undermining, voice

[illegible] H[illegible] (1970: 16) [illegible] “[illegible] interest articulation.” E[illegible] H[illegible] -[illegible] (K[illegible], 2012; [illegible] 2014; [illegible] et al., 2003).

[illegible] (D[illegible] B[illegible], 2007; [illegible] et al., 2003), [illegible] change-oriented prosocial voice [illegible] (V[illegible] et al., 2003). [illegible] (M[illegible] 2014; [illegible] et al., 2003). [illegible] (D[illegible] 2010: 249). F[illegible] (D[illegible] B[illegible], 2007; D[illegible] 2010).

[illegible] BD[illegible] 232 [illegible] 3).



l, 2011; p 2002: 714). T

[illegible]
[illegible] (B[illegible] 1997; G[illegible] A[illegible]
2008). [illegible]
[illegible] (E[illegible], 2014).
[illegible]
[illegible] (F[illegible], 2019;
[illegible] 2014; [illegible], 2017).

[illegible]
[illegible] (E[illegible], 2014; F[illegible],
2007, 2019). [illegible]
[illegible] (H[illegible], 2007; [illegible], 2005).

Supervisor undermining and employee psychological empowerment

Hypothesis 1:

Joint moderating effects of employee voice and political skill

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(Mea, 2018). As
(1996).
(Fi, 2007; Fi, 2019; 2015; , 2000).
As Fi (2007: 302)
(A 1989; 1972). As

Hypothesis 2:

Hypothesis 3:

Hypothesis 4:

Method

Participants and procedures

[illegible] 266
[illegible] 25 CN
($3.50) [illegible]
[illegible]
[illegible]
1. E[illegible] 2.
E[illegible]
3. Al[illegible]
[illegible] 266 [illegible] 305 [illegible] 87%. [illegible]
[illegible] 266 [illegible] 31.64 [illegible]
(SD = 6.73). [illegible]
[illegible] 38% [illegible]

Measures

Al[illegible] E[illegible]
[illegible] (Bass, 1980). A [illegible] 1 (Not
[illegible] 7 (To [illegible]

Supervisor undermining (Time 1) [illegible] (1996) [illegible]
[illegible] (e.g. [illegible],
2013; [illegible], 2014). [illegible]
[illegible] A [illegible]
[illegible] 1 (Not at all) to 5 (A great deal) [illegible] 0.96.

Political skill (Time 1) [illegible] 18-[illegible]
[illegible] (2005). [illegible]
[illegible]
[illegible] 0.92.

Voice (Time 2) [illegible]
[illegible] (2007). [illegible]
[illegible]
[illegible] 0.89.

Psychological empowerment (Time 2) [illegible] 12-[illegible]
[illegible] (Spreitzer, 1995). [illegible]
[illegible]
[illegible] 0.93.

Work engagement (Time 3) [illegible]
[illegible] 2003). [illegible]
[illegible] 0.96.

Job satisfaction (Time 3) [illegible]
Cam [illegible] a (1983). [illegible]
[illegible] 0.97.

Turnover intention (Time 3) [illegible]
Cam [illegible] a (1983). [illegible]
[illegible] 0.95.

Control variables. [illegible]
[illegible]
[illegible]
[illegible] (Bee [illegible], 2011).
[illegible]
[illegible], 2005). [illegible]
[illegible]
[illegible]

Results

[illegible]
[illegible] (CFAs), [illegible]
[illegible]. [illegible]
[illegible], [illegible] F ^{2}(303, N 257) 618.20, [illegible] (CFI) 0.95, [illegible] (T 0.94, [illegible] (RMSEA) 0.06. [illegible]
[illegible], [illegible]

[illegible]
[illegible] -
[illegible] (i.e., 266 [illegible] 61 [illegible] the CC1 [illegible] 0.25 for [illegible] 0.16 for [illegible] 0.22 for [illegible] 0.22 for [illegible]
[illegible] (Bliese & Hanges, 2004). [illegible]
[illegible] 16 (Shrout & Lip, 2019).

Hypothesis 1 [illegible]
[illegible] As shown in Table 3 (Model 1), [illegible]
[illegible] J [illegible] −0.15, p 0.05). [illegible] Hypothesis [illegible]

Hypothesis 2 [illegible] a [illegible] with [illegible]
[illegible] -
[illegible]
[illegible] Table 3 (J [illegible] −0.04, p 0.43, Model 2). [illegible]
[illegible]

Table 1. Means, standard deviations, and correlations among study variables.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 Age	31.58	6.73												
2 Education	1.38	0.49	0.07											
3 Gender	0.01	0.09	0.03	0.02										
4 Tenure with supervisor	4.37	3.68	0.22**	0.06	0.06									
5 Organization dummy	0.38	0.49	0.42**	0.32**	0.07	0.04								
6 Supervisor undermining	1.67	0.80	0.15*	0.08	0.05	0.01	0.19**	.96						
7 Political skill	4.55	0.84	0.01	0.01	0.08	0.06	0.10	0.04	.92					
8 Voice	4.36	1.24	0.04	0.12	0.01	0.04	0.0[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Table 2. Comparison of measurement models of key study variables.

Model	Description	χ^2	d.f.	CFI	TLI	RMSEA	$\Delta\chi^2$(d.f.)
1	Hypothesized seven-factor model	618.20	303	0.95	0.94	0.06	Baseline
2	Six-factor model (job satisfaction and turnover intention combined)	1623.85	309	0.80	0.77	0.13	1005.65 (6)**
3	Five-factor model (work engagement, job satisfaction, and turnover intention combined)	1631.72	314	0.80	0.77	0.13	1013.52 (11)**
4	Four-factor model (psychological empowerment, work engagement, job satisfaction, and turnover intention combined)	2002.39	318	0.74	0.72	0.14	1384.19 (15)**
5	Three-factor model (voice, psychological empowerment, work engagement, job satisfaction, and turnover intention combined)	2479.89	321	0.67	0.64	0.16	1861.69 (18)**
6	Two-factor model (political skill, psychological empowerment, work engagement, job satisfaction, and turnover intention combined)	2764.27	323	0.63	0.60	0.17	2146.07 (20)**
7	One-factor model	4821.78	324	0.32	0.26	0.23	4203.58 (21)**

N 266; **p 0.01. The hypothesized seven-factor model served as the baseline model. All alternative models were compared with it. CFI comparative fit index; TLI Tucker Lewis index; RMSEA Root mean squared error of approximation.

0.11,

−0.36, p 0.01),

−0.06, p 0.51),

−0.14, p 0.31),

Table 3. HLM analyses for hypothesis testing.

Variables	Model 1: Psychological empowerment	Model 2: Psychological empowerment	Model 3: Psychological empowerment	Model 4: Work engagement	Model 5: Work engagement	Model 6: Job satisfaction	Model 7: Job satisfaction	Model 8: Turnover intention	Model 9: Turnover intention
Intercept	4.95 (0.21)**	4.99 (0.19)**	4.92 (0.18)**	4.08 (0.26)**	4.10 (0.25)**	4.86 (0.28)**	4.88 (0.28)**	3.51 (0.31)**	3.50 (0.30)**
Age	0.00 (0.01)	0.00 (0.01)	0.00 (0.01)	0.01 (0.01)	0.01 (0.01)	0.01 (0.01)	0.01 (0.01)	0.04 (0.01)**	0.04 (0.01)*
Education	0.08 (0.12)	0.04 (0.11)	0.08 (0.11)	0.09 (0.15)	0.07 (0.15)	0.08 (0.17)	0.11 (0.16)	0.07 (0.18)	0.05 (0.18)
Gender	0.32 (0.64)	0.47 (0.59)	0.24 (0.56)	1.02 (0.81)	0.96 (0.80)	0.47 (0.87)	0.42 (0.86)	0.38 (0.93)	0.43 (0.92)
Tenure with supervisor	0.01 (0.01)	0.01 (0.02)	0.00 (0.01)	0.01 (0.02)	0.00 (0.02)	0.03 (0.02)	0.03 (0.02)	0.00 (0.02)	0.00 (0.02)
Organization dummy	0.19 (0.18)	0.12 (0.15)	0.09 (0.14)	0.08 (0.19)	0.10 (0.19)	0.26 (0.22)	0.23 (0.22)	0.07 (0.25)	0.05 (0.24)
Supervisor undermining (SU)	0.15 (0.07)*	0.20 (0.07)**	0.21 (0.07)**	0.26 (0.10)**	0.21 (0.10)*	0.28 (0.11)*	0.23 (0.11)*	0.36 (0.12)**	0.31 (0.12)**
Voice		0.33 (0.04)**	0.29 (0.04)**	0.36 (0.06)**	0.30 (0.07)**	0.29 (0.07)**	0.22 (0.07)**	0.01 (0.07)	0.07 (0.08)
SU voice		0.04 (0.05)	0.00 (0.05)	0.00 (0.08)	0.00 (0.08)	0.10 (0.08)	0.10 (0.08)	0.04 (0.09)	0.04 (0.09)
Political skill (PS)			0.27 (0.06)**	0.26 (0.09)**	0.19 (0.09)*	0.21 (0.10)*	0.14 (0.10)	0.21 (0.10)*	0.16 (0.10)
SU PS			0.05 (0.08)	0.03 (0.11)	0.01 (0.11)	0.02 (0.12)	0.03 (0.12)	0.04 (0.13)	0.05 (0.13)
PS Voice			0.03 (0.04)	0.03 (0.06)	0.03 (0.06)	0.07 (0.07)	0.06 (0.07)	0.00 (0.07)	0.01 (0.07)
SU Voice PS			0.11 (0.05)*	0.18 (0.07)**	0.16 (0.07)*	0.19 (0.08)*	0.16 (0.07)	0.17 (0.08)*	0.15 (0.08)
Psychological empowerment					0.23 (0.09)**		0.25 (0.09)**		0.21 (0.10)*
Variance (Level 2 intercept)	0.204	0.114	0.092	0.141	0.120	0.252	0.201	0.358	0.346
Variance (Level 1 residual)	0.708	0.607	0.549	1.159	1.129	1.306	1.277	1.471	1.450
Pseudo R^2	0.013	0.234	0.325	0.237	0.259	0.201	0.225	0.134	0.149
' Pseudo R^2	0.012	0.094	0.109	0.066	0.028	0.051	0.030	0.043	0.018
Deviance	712.443	658.079	628.851	820.020	813.236	862.869	856.055	901.317	896.906

N 266. *p 0.05; **p 0.01. Table entries represent unstandardized parameter estimates with standard errors in parentheses. Values in bold are relevant to tests of hypotheses.

H[illegible]3 [illegible]
[illegible]
(H[illegible]3a), [illegible](H[illegible]3b), [illegible](H[illegible]
3c) [illegible] A [illegible] B, [illegible]
[illegible] H[illegible]3a, [illegible]
[illegible]
(J 0.11, p 0.05, [illegible]), [illegible]
(J 0.23, p 0.01, [illegible]). [illegible] (2006)
[illegible]
[illegible] J

Discussion

Theoretical implications

Implications for the supervisor undermining literature.

Practical implications

Limitations and additional future directions

Funding

[illegible]
[illegible]
[illegible] A. B. [illegible]

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[illegible] https://orcid.org/0000-0003-2058-7649

Supplemental material

[illegible]

Note

1 [illegible]

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