
Determinants of employee voice behavior among real estate personnel: Moderating role of perceived supervisor support and organization culture

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✎ **ABSTRACT.** Il presente studio ha esaminato in che modo il comportamento dei dipendenti del settore immobiliare sia influenzato dalla personalità proattiva, dalla cultura organizzativa e dal sostegno percepito da parte dei superiori. I dati sono stati raccolti da un campione mirato di 410 individui (uomini e donne, di età compresa tra i 25 e i 55 anni) impiegati presso diverse società immobiliari in Pakistan, utilizzando un approccio di ricerca correlazionale. Tra i test standardizzati utilizzati figuravano *Proactive Personality Scale*, *Organizational Culture Questionnaire*, *Perceived Supervisor Support Scale* ed *Employee Voice Behavior Scale*. I risultati ottenuti hanno dimostrato la necessità di incoraggiare inclinazioni comportamentali proattive, una supervisione di supporto e una cultura aziendale sana al fine di migliorare il comportamento di espressione nel settore immobiliare.

✎ **SUMMARY.** The current study examined how employee voice behavior among real estate employees is influenced by proactive personality, organization culture, and perceived supervisor support. Data were gathered from a purposive sample of 410 individuals (men and women, ages 25 to 55) employed by different real estate companies in Pakistan using a correlational research approach. The *Proactive Personality Scale*, *Organizational Culture Questionnaire*, *Perceived Supervisor Support Scale*, and *Employee Voice Behavior Scale* were among the standardized tests that were used. Proactive personality, perceived supervisor support, and corporate culture all strongly predicted employee voice behavior, according to hierarchical regression studies. Additionally, moderation studies showed that the association between proactive personality and voice behavior was reinforced by corporate culture and perceived supervisor support. Gender, job title, and length of employment all showed significant group differences according to multivariate analysis (MANOVA). These results demonstrate the need of encouraging proactive behavioral inclinations, supportive supervision, and a healthy company culture in order to improve voice behavior in the real estate industry.

Keywords: Proactive personality, Organization culture, Perceived supervisor support, Employee voice behavior, Real estate

INTRODUCTION

The workplace of today is very different from that of earlier decades as there is a larger need for innovation, increased decentralization and globalization (Wallace, 2022). In contemporary world, business landscape is rapidly evolving and organizations are increasingly recognizing the critical role that employees play in driving success and sustaining competitive advantage (Cetindamar Kozanoglu & Abedin, 2021). Almost all organizations are relying on their employees to use their own initiative to recognize and seize opportunities as well as to detect and resolve problems in order to be competitive in this climate (Sears, Shen & Zhang, 2018). Considering its unique work dynamics the real estate business also requires employees who are self driven and positively motivated to engaged in proactive behaviors (Hsiung, 2012). In the real estate sector (RES), employees face unique challenges due to its competitive and customer-driven nature especially those directly involved in sales and client-facing roles. They rely heavily on proactive communication and collaborative efforts to navigate the complexities of market demands, client needs, and internal organizational dynamics. Recently, there has been growing interest in understanding factors that encourage employees to actively express constructive ideas, concerns, or feedback within their workplaces- a behavior commonly referred to as employee voice behavior (EVB) (Nizam, 2022; Tedone & Bruk-Lee, 2022).

Employee voice behavior

Encouraging the workforce to voice their opinions and share their ideas can result in creative solutions, enhanced workflows, and increased productivity within the company. Consequently, a crucial component of organizational dynamics is employee voice behavior (EVB), which refers to the voluntary expression of thoughts, ideas, or concerns with the aim of enhancing organizational performance (Tedone & Bruk-Lee, 2022). EVB is necessary for the success of any organization as it plays a fundamental role in driving progress and addressing challenges. Likewise, in the real estate sector, where market trends and client demand shift frequently, employees who actively engage in voice behaviors help organizations remain flexible and seize opportunities (Kao et al., 2022). Liang, Farh and Farh (2012) argued that employees can use the prohibitive voice to voice concerns about present

dysfunctions or the promotive voice to provide constructive proposals that reflect adjustments for betterment. Both type of voice behaviors were found to be positively correlated with perceived servant leadership (Chen, Wang & Li, 2022) and increased job engagement (Khan et al., 2023).

Proactive personality

Several studies (Ayodele, Ekemode, Oladokun & Kajimo-Shakantu, 2020; Chae & Park, 2022; Chen et al., 2022) pointed out the important role of personal disposition that could influence moral and honest opinions of employees at workplace. In lieu to this consideration, proactive personality is considered as the determining factor of employee voice behavior which is described as a steady dispositional propensity of people who actively promote change in their surroundings and manage situational factors drawn upon (Wei, Li, Li & Chen, 2021). The term proactivity refers to a process that can be used for a wide range of activities, such as goal-pursuit, planning, and anticipating (Jiang, Wang, Li, Peng & Wu, 2023). Proactive individuals are able to foresee future occurrences and react in a way that promotes successful and constructive change (Chae & Park, 2022). In recent years the literature (Dua, Farooq & Rai, 2023; Mowbray, Wilkinson & Tse, 2015) have discussed important predictors of EVB in any organization. Among the predictors of EVB, personality qualities are the most significant individual aspects that precede voice. Personality traits such as extraversion (Tedone & Bruk-Lee, 2022), self-efficacy (Eibl, Lang & Niessen, 2020) and proactive personality (Sheng & Zhou, 2022). Literature (Mubarak, Khan, Yasmin & Osmadi, 2021; Nurjaman, Sandi Marta, Eliyana, Kurniasari & Kurniasari, 2019) revealed that voice behavior was significantly impacted by positive personality traits as well as supportive leadership.

Organization culture

Various studies (Adhyke, Eliyana, Sridadi, Septiarini & Anwar, 2023; Famiyeh, Asante-Darko & Kwarteng, 2018; Ibrahim, Mahmood & Bakar, 2018) pointed that organizational culture represents an organization's common values and serves as a guide for employees while they carry out tasks to fulfill the objectives or ideals of the company. An organization is typically made up of people, relationships,

authority, roles, and cooperative communication, while its culture is articulated as the vision, mission, and goals of the company including the norms, values, beliefs, expectations, presumptions, and philosophies of the individuals that comprise an organization (Brodhead, 2019; Widarko & Anwarodin, 2022). According to Saha & Kumar (2018) creative and supportive cultures have a moderating effect on the impact of affective commitment on workers' job satisfaction. Moreover, Famiyeh and colleagues (2018) aimed to comprehend the moderating effect that organizational culture has on the relationship between customer happiness and loyalty in banking industry. Ibrahim and colleagues (2018) find that only innovative culture moderates the association between strategic improvisation and institutions. Furthermore researches (Imran, Elahi, Abid, Ashfaq & Ilyas, 2022; Umrani, Kura & Ahmed, 2018) demonstrate a distinct and favorable impact of organizational culture and innovation on overall performance as creating an organizational culture that makes information easily transferable, promotes idea sharing among staff members through social interactions at work, and eases the transfer of knowledge enables staff members at all levels to contribute to operational success.

Perceived supervisor support

Additionally, another contextual factor that would strengthen the relationship between proactive personality and employee voice behavior is support being received from your immediate supervisor at workplace. It is defined as the general viewpoint of subordinates regarding the degree to which their superiors value their contributions, consider their prosperity, and provide helpful and enthusiastic assistance and the subordinates feel that their supervisors appreciate and believe in them (Akram, Kamran, Iqbal, Habibah & Atif Ishaq, 2018; Köhler, Cortina, Kurtessis & Gözl, 2015). A supervisor's certain actions can monitor an employee's level of devotion, satisfaction, and emotional involvement with their organization. While working for their company, when employees don't feel involved, it has an impact on the growth and image of the company. Researchers (Charoensukmongkol & Phungsoonthorn, 2021; Kim, 2018) have claimed that employee views about their company are positively influenced by supervisor support. According to Adhyke and colleagues (2023), transformational leadership is expected to regulate the association between proactive

personality and employee voice. According to research by Giao and colleagues (Giao, Vuong, Huan, Tushar & Quan, 2020) work-family conflict and job burnout play mediating role in the relationship between emotional intelligence and turnover intention, while perceived supervisory support has a moderating influence. According to Cangiano and colleagues (Cangiano, Parker & Yeo, 2019), there was a positive and significant correlation between affective commitment and teamwork behaviors. Pakistani researchers (Afzal, Arshad, Saleem & Farooq, 2019; Baqir, Hussain, Waseem & Islam, 2020; Zeb, Bin Othayman, Goh & Shah, 2024) also showed the effects of perceived supervisor support on organizational performance and promotes job performance.

Literature review

Previous studies revealed that employees' prohibitive and promotive voice behaviors were found to be positively correlated with perceived servant leadership and these associations were found to be mediated by increased job engagement (Chen et al., 2022; Khan et al., 2023; Mubarak et al., 2021; Nurjaman et al., 2019; Wei et al., 2021). Furthermore, it was also evident that proactive personality, psychological safety, and employee voice behavior were all fully mediated by each other (Chae & Park, 2022; Elsaied, 2019). According to a trait-based viewpoint, a proactive personality is a steady temperament marked by initiative, a focus on the future, and a desire to alter one's surroundings so when people have possibilities to act in accordance with their dispositional inclinations, personality traits are represented through behavior. Because initiative and flexibility are crucial in dynamic work contexts like the real estate industry, employees with a proactive personality are consequently more likely to recognize issues, suggest solutions, and actively participate in voice behavior. Consequently, research hypotheses was proposed to examine the relationship between the proactive personality and employee voice behavior.

H1: Proactive personality positively predicts employee voice behavior.

According to a study, creative and supportive cultures have a moderating effect on the workers' job satisfaction (Saha & Kumar, 2018). A research by Ibrahim et al. (2018) shows that only innovative culture moderates the association between strategic improvisation and institutions. Furthermore research findings (Famiyeh et al., 2018; Imran

et al., 2022; Umrani et al., 2018) demonstrate a distinct and favorable impact of organizational culture and innovation on overall performance of staff members at all levels to contribute to the operational success. From theoretical viewpoint, organizational culture indicates whether or not voice conduct is valued in the workplace. Proactive individuals can voice their opinions more freely in supportive and creative organizations because they are more likely to legitimize employee input and lower the perceived risks of speaking up. On the other hand, even among proactive people, vocal behavior may be suppressed in strict or hierarchical environments. Therefore, it is anticipated that corporate culture would act as a boundary condition that affects how strongly proactive personality and employee voice behavior are related. Accordingly, the following hypothesis is proposed.

H2: Organization culture moderates the relationship between proactive personality and employee voice behaviors.

According to Adhyke et al. (2023), transformational leadership is expected to regulate the association between proactive personality and employee voice. Research studies find that perceived supervisory support has a moderating influence and there is positive and significant correlation between affective commitment and teamwork behaviors (Cangiano et al., 2019; Giao et al., 2020). Pakistani studies also showed that whereas empowerment and self-confidence both partially influence the associations between supervisor support and job performance, supervisor support it promotes job performance (Afzal et al., 2019; Baqir et al., 2020; Zeb et al., 2024). The degree to which workers feel their managers appreciate their efforts and are concerned about their welfare is reflected in perceived supervisor support. Employees who perceive high levels of supervisor support are more likely to respond by good, discretionary behaviors, such as speaking out, according to Social Exchange Theory. Speaking up also frequently entails interpersonal risk, particularly when recommendations contradict established norms or authority. By promoting open communication and reacting positively to employee input, supportive managers can reduce this danger. Therefore, it is anticipated that the translation of proactive intentions into real voice behavior will be strengthened by perceived supervisor support. As a result, the following hypothesis is proposed.

H3: Perceived supervisors support moderates the relationship between proactive personality and employee voice behaviors.

Theoretical basis of the present study

The present study derives its theoretical assumptions based on Trait Activation Theory (TAT) by Tett and Burnett (2003) to explain the predicting role of proactive personality impacting employee voice behaviours and that organizational cues influences this relationship. This theory holds that personality traits operate as latent behavioral potentials that become visible when pertinent environmental cues are available. In this sense, personality traits are essentially latent potentials that can be activated in response to environmental cues that are relevant to the trait and people with stable personality qualities are more likely to endure and exhibit consistent behavior in a variety of contexts (Nurjaman et al., 2019).

Additionally, organizational culture is an important activation cue. An environment where proactive tendencies are accepted as proper and advantageous is created by a supportive organization culture that emphasizes transparency, communication, and innovation. Because the situational context encourages initiative-taking rather than penalizes it, such workplaces convey trait-relevant cues under TAT, boosting the likelihood that proactive employees will participate in voice behavior. Researches show that organizational cues that either initiate or restrict trait-expressive actions affect how each particular trait is expressed (Hoogh et al., 2021). Also Tett and colleagues (Tett, Toich & Ozkum, 2021) finds that people respond to pertinent situational inputs by exhibiting traits that correspond with their job behaviors. When situational cues highlight chances for an employee's qualities and do not prevent them, those traits are more likely to manifest as work behaviors (Song, Tian & Kwan, 2022).

Moreover, trait activation is influenced by perceived supervisor support, which serves as an interpersonal cue. In addition to lowering perceived interpersonal risk and signaling psychological safety, supportive supervisors also validate upward communication. By reassuring workers that their voice behavior will be viewed favorably rather than as disobedience or disturbance, this support enhances the activation of proactive qualities in terms of TAT. Therefore, when supervisor behavior is consistent with trait-relevant expectations, proactive employees are more likely to speak up. A theoretically coherent foundation for the proposed interactions is provided by the fact that proactive personality predicts employee voice conduct more strongly

in settings where supportive culture and managers activate the attribute (Gottfredson & Reina, 2020). Consequently, another imperative argument is that the trait's relevance and the situation's relevance must coincide, meaning that the possessor of the trait will be able to react to the situation's cues in a way that makes sense (Judge & Zapata, 2015; Philip, 2023).

Rationale of the study

By expanding current theoretical models to a setting marked by significant uncertainty, performance pressure, and substantial boundary-spanning interactions, the current study adds to the body of knowledge on employee voice behavior. While previous studies on employee voice have mostly concentrated on developed economies and stable, formalized organizational settings, much less attention has been paid to industries where workers operate under commission-based incentives, informal structures, and extreme market volatility, conditions that are typical of Pakistan's real estate sector. Also, workers in this sector deal with a wide range of demographics, which calls for a mix of organizational and personal characteristics that can have a big impact on how well they perform at work. By analyzing the interaction between organizational and personal characteristics, this study fills a vacuum in the literature. Specifically, it focuses on how proactive personality affects employee voice behavior among real estate employees.

Additionally, a proactive mentality has become more crucial for encouraging creativity, flexibility, and employee voice behavior in today's fast-paced and competitive workplace. By investigating how proactive personality affects employee voice behavior, this study seeks to close the gap given the variety of difficulties and interactions real estate employees encounter. By doing this, it aims to offer insights that can improve hiring procedures and advance organizational efficacy in this expanding industry. Moreover, this study aims to clarify how organizational elements can improve real estate worker's productivity by examining the impacts of organizational culture and perceived supervisor support. In the real estate sector, where sustaining a competitive edge depends on efficient employee performance, it is especially important to comprehend these dynamics.

Lastly, demographics play a critical part in the real

estate industry because employee performance can be greatly impacted by variables including gender, employment experience, job title, and organizational longevity. In order to better understand how these demographic factors affect employee voice behavior, this study takes them into account. The research attempts to offer a more thorough understanding of the elements influencing employee effectiveness in the real estate sector by investigating these dynamics.

METHOD

Sample

Purposive sampling was used to gather information from real estate agents employed by registered real estate firms in Pakistan. Given the study's focus on workers directly involved in sales-related activities, where employee voice behavior and proactive personality are most pertinent, purposeful sampling was deemed suitable. Participants were chosen from a variety of firms with different job hierarchies and sizes in order to minimize sampling bias. The final sample of 410 employees ranged in age from 25 to 55 years ($M = 31.45$, $SD = 6.39$), with 220 males (53.6%) and 190 females (46.3%). 78.0% of respondents had a graduate degree, and 21.9% had finished their postgraduate studies. Managers (36.9%) and sales executives (63.1%) with organizational tenure ranging from one to more than five years were among the participants. The range of total work experience was 1 to 12 years ($M = 5.6$, $SD = 4.53$). The size of the participating organizations ranged from 50 to over 250 workers. To improve sample uniformity and relevance, explicit inclusion criteria were used. To guarantee enough acquaintance with organizational procedures and managerial relationships, only workers with at least a year of experience in their present company were included. Because their working conditions differ significantly from those of organizational employees, employees who were primarily involved in administrative duties and independent real estate brokers were excluded. Respondents were made aware of the study's goal, the confidentiality of their answers, and their freedom to withdraw at any time. Participation in the study was entirely voluntary. The ethics review committee granted ethical approval for the data collection, and data were gathered in compliance with accepted ethical standards for social science research.

Measures

Demographic sheet. The demographic sheet inquired the respondents about their age, gender, education, job designation, location of organization, job experience overall and time served in current organization.

Proactive Personality Scale. To assess the proactive personality traits in employees of the real estate sector, the Proactive Personality Scale (Bateman & Crant, 1993) was utilized. The scale comprises 17 items to be rated on a 4-point Likert scale (1 = strongly disagree and 4 = strongly agree) with a possible score range between 17 to 119. A high score on the scale indicates more inclination for a proactive personality. Bateman and Crant (1993) have reported an alpha coefficient of the scale .81, while the alpha coefficient of .85 was achieved for this scale in the current study.

Organizational Culture Scale. To assess the environment of the organizational culture of real estate companies, Organizational Culture Scale developed by Gosh and Srivastava, (2014) was utilized. The scale comprises 23 items, and it has 7 dimensions including participation, respect for individuals, attitude to risk, action orientated, trust, openness, and power distance. It is a 4-point Likert scale where 1 = strongly disagree and 4 = strongly agree, with a possible score range between 23 to 115. A high score on this scale indicates that the organization has a more positive culture. Gosh and Srivastava (2014) reported an adequate alpha coefficient of .81 for the scale, while in the current study, an alpha coefficient of .70 was achieved.

Perceived Supervisor Support Scale. To estimate the level of support provided by supervisors to the employees in their current organization, the Perceived Supervisor Support Scale (Eisenberger et al., 1996) was utilized. It is a 4-point where 1 = strongly disagree and 4 = strongly agree. Scores on a scale range between 8 to 56. A high score on the scale indicates a favorable perception and a low score indicates an unfavorable perception of supervisory support. The reliability of this scale was .90 as reported by Eisenberger and colleagues (Eisenberger, Rhoades Shanock & Wen, 2020) while the alpha coefficient of .77 was achieved for this scale in the current study.

Employee Voice Behavior Questionnaire. To estimate how much the employees are involved in voice behaviors in real estate organizations, the Employee Voice Behavior Questionnaire (Liang et al., 2012) was utilized. It comprises 10 items. It is a 4-point where 1 = strongly disagree and 4 = strongly agree. Individuals who score high on the scale

represent that they are highly involved in voice behaviors within an organization. The reliability of this scale was reported as .87 by Liang et al. (2012), whereas an alpha coefficient of .84 was achieved in the current study.

Procedure

After receiving approval from the appropriate institutional ethics review committee, data collection was completed. The chief executive officers (CEOs) or authorized representatives of particular real estate organizations were first asked for written consent. A concise research summary detailing the study's goals, methods, and ethical precautions was given to management following organizational approval. Considering the intensive and field-based nature of their employment, participants were approached during scheduled trips and recruited through collaboration with organizational contacts. All participants were made fully aware of the study's objectives, the fact that participation was entirely voluntary, and their freedom to discontinue participation at any time without incurring any fees. Before distributing the questionnaire, each participant provided written informed consent. In order to maintain anonymity and confidentiality, no personal data were gathered and participants were guaranteed that their answers would only be utilized for research study. There were no time restrictions on the completion of the questionnaire, and participants were encouraged to answer honestly. 425 questionnaires in all were sent out and returned. A valid response rate of almost 96.5% was obtained by keeping 410 acceptable questionnaires for final analysis after they were screened for incomplete, inconsistent, or invalid responses. Participants were acknowledged for their participation and time when the data gathering process was over. Additionally, formal letters of gratitude were addressed to the management of the participating organizations for helping to make the research possible.

RESULTS

Data analysis

To assess the variance caused by the variables in predicting employee voice behavior and execute hypothesis

testing, multiple hierarchical regression was using adopting SPSS Version 23.

Descriptive statistics and bivariate correlations among study variables

Table 1 shows that the alpha coefficients of all the instruments range from .69 to .85 indicating them as reliable (Field, 2013). As a general guideline, a skewness value between -1 and +1 is considered excellent (Hair et al., 2022), whereas an accepted range of value for kurtosis is -2 to +2 (George & Mallery, 2009). This indicates that data was normally distributed. Proactive personality has positive correlation with organization culture, perceived supervisor support and employee voice behavior.

Table 2 represents multiple hierarchal regression analysis of employee voice behavior. In step 1, proactive personality accounts for 23% variance in predicting employee voice behavior with proactive personality positively predicting employee voice behavior (Hypothesis 1). In step 2, organization culture is added which accounts for a 30% variance in predicting employee voice behavior, and change R^2 accounted for an additional 7% variance (Hypothesis 2). In step 3, perceived supervisor support is added which explains 34% variance in predicting employee voice behavior, and change R^2 depicted a further 4% variance (Hypothesis 3).

Table 3 illustrates the moderating effect of organization culture and perceived supervisor support on employee

voice behavior. The major effect of organization culture and perceived supervisor support is shown to be significantly positive which indicates that effective organization culture predicts and positively perceived supervisor support predicts high employee voice behavior.

Figure 1 shows that as proactive personality increases, employee voice behavior also increases across all levels of organizational culture. However, the slope of the line is steeper for higher levels of employee voice behavior. This suggests that the positive relationship between proactive personality and employee voice behavior is stronger when real estate employees perceive their organization’s culture as more optimistic. In contrast, the relationship is weaker under conditions of low perceived organizational culture. This indicates that organizational culture amplifies the positive effect of proactive personality on employee voice behavior.

Figure 2 demonstrates that as proactive personality increases, employee voice behavior also increases across all levels of perceived supervisor support. However, the slope of the line is steeper for higher levels of employee voice behavior. This suggests that the positive relationship between proactive personality and employee voice behavior is stronger when real estate employees perceive their supervisor’s support as more positive. In contrast, the relationship is weaker under conditions of low perceived supervisor support. This indicates that perceived supervisor support strengthens the positive effect of a proactive personality on employee voice behavior.

Table 4 The overall multivariate effect is significant with a large effect size, indicating that the combined effect

Table 1 – Descriptive statistics and alpha reliability coefficients of instruments

Variable	α	M	Skewness	Kurtosis	1	2	3	4
Proactive personality	.85	50.05	-.21	-1.32	-			
Organization culture	.69	23.25	-.14	-.12	.51**	-		
Perceived supervisor support	.77	60.57	-.16	.29	.38**	.48**	-	
Employee voice behavior	.84	30.86	.19	.70	.47**	.42**	.68**	-

** $p < .01$

Table 2 – Multiple hierarchical regression analysis predicting employee voice behavior

Variables	Criterion variable: employee voice behavior						
	β	95%CI		β	F	R ²	ΔR ²
		LL	UL				
Step 1					23.34**	.23	.23
Constant	12.99**	8.88	17.09				
Proactive personality	.37**	.30	.43	.47**			
Step 2					27.98**	.30	.07
Constant	9.25**	5.26	13.37				
Proactive personality	.30**	.24	.37	.39**			
Organization culture	.33**	.22	.47	.26**			
Step 3					24.96**	.34	.04
Constant	8.49**	3.58	5.56				
Proactive personality	.25**	.18	.33	.33**			
Organization culture	.15**	.08	.22	.18**			
Perceived supervisor support	.14**	.07	.21	.17**			

Legenda. CI = confidence interval; LL = lower level; UL = upper level.

**p<.05

of demographics significantly differs by the intercept of the model. Gender differences and job designations show a significant effect with a moderate effect size, meaning that both influence the employee voice behaviors. The duration of the job in the present organization shows a very strong significant effect with a large effect size, meaning it strongly impacts the employee voice behaviors. The interaction effect of gender, job designation, and duration of job in the current organization also shows significant effects on study variables, particularly employee voice behavior.

DISCUSSION

The results of this study show that among real estate workers, proactive personality significantly predicts employee voice behavior. According to Trait Activation Theory (Tett & Burnett, 2003), proactive personality is a latent behavioral potential that manifests when situations support taking initiative. In this study, voice behavior emerged when workers viewed circumstances that encouraged independent judgment and productive dialogue. Therefore, proactive

Table 3 – Moderating role of organization culture and perceived supervisor support in employee voice behavior from proactive personality

Variables	Criterion variable: employee voice behavior			
	β	<i>p</i>	95%CI	
			LL	UL
Constant	26.59	.00	31.32	32.71
Proactive personality	4.86	.00	.15	.44
Organization culture	.80	.00	.02	.31
Proactive personality × Organization culture	.05	.01	.04	.16
$R^2 = .33$	$\Delta R^2 = .03$	$F = 35.78$.00	
Constant	68.80	.00	21.13	30.71
Proactive personality	.31	.00	.18	.44
Perceived supervisor support	.24	.02	.31	.46
Proactive personality × Perceived supervisor support	.05	.01	.01	.09
$R^2 = .30$	$\Delta R^2 = .04$	$F = 6.41$.00	

Legenda. CI = confidence interval; LL = lower level; UL = upper level.

Figure 1 – Moderation graph illustrating the interaction effect of organizational culture on the relationship between proactive personality and employee voice behavior

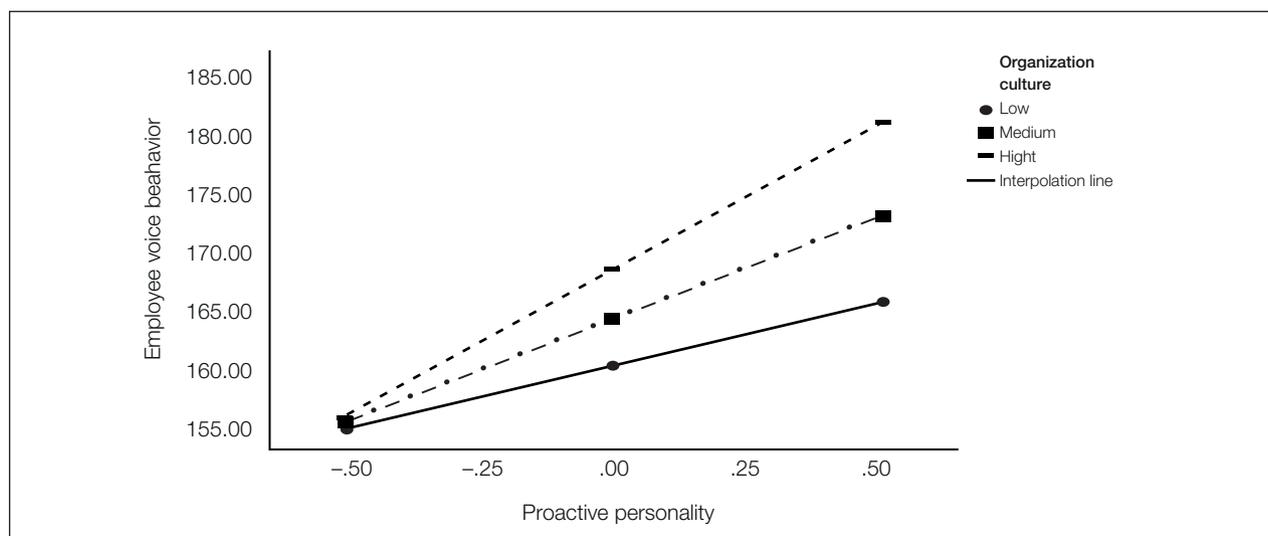
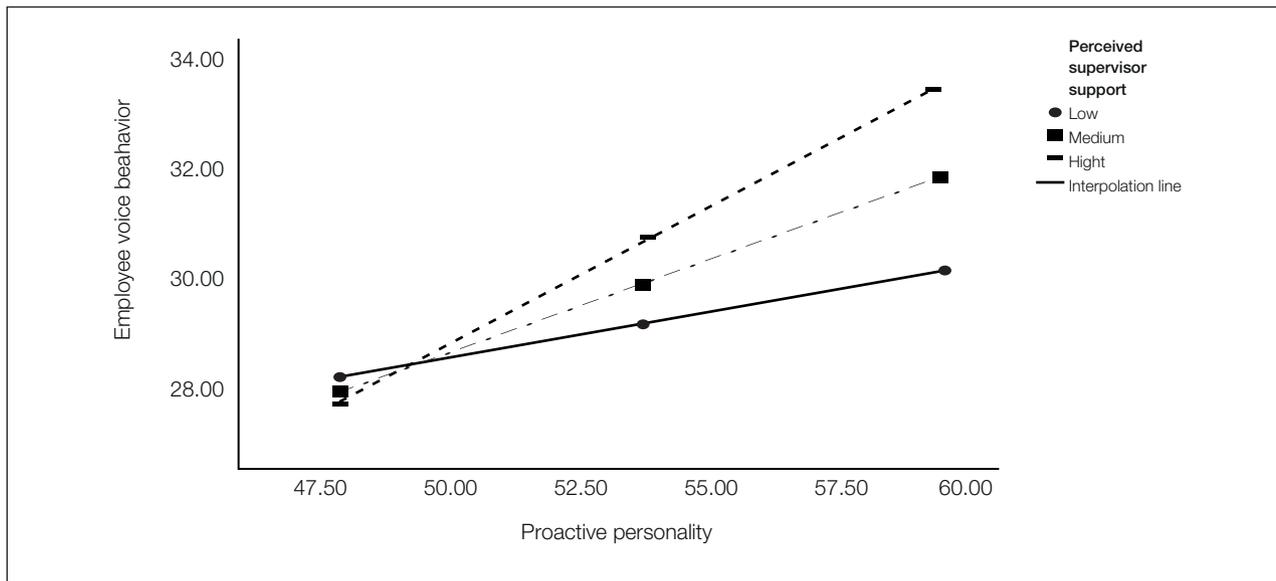


Figure 2 – A moderation graph illustrating the interaction effect of perceived supervisor support on the relationship between proactive personality and employee voice behavior



personality does not function consistently; rather, it is triggered when workers perceive their voice as appropriate, secure, and appreciated in their immediate workplace (Bilal et al., 2021). The theory further claims that individuals with proactive personalities are inclined to indulge in behaviors that demand more integrity and honesty (Meijerink, Bos-Nehles & De Leede, 2020). This implies that employees take self-control and anticipate problems rather than passively wait for problems that can occur or for instructions that can be given (Coun, Peters, Blomme & Schaveling, 2021).

Findings also revealed that organizational culture positively predicted employee voice behavior. This interpretation is supported by organizational culture's moderating function. A culture that promotes psychological safety and open communication sends out trait-relevant cues that support the expression of proactive inclinations. According to TAT, these settings improve the "fit" between situational relevance and trait potential, increasing the possibility that proactive workers will transfer their dispositions into voice behaviors (Song et al., 2022; Tett et al., 2021). This implies that businesses need to foster contextual settings that enable proactive features to be displayed meaningfully, rather than just relying on having proactive personnel (Xu, Loi & Chow, 2022). As a result,

culture serves as both an activation mechanism and a predictor, allowing trait-driven behaviors to manifest. There is a positive correlation between employee voice behavior and organizational culture, where organizational culture enhances the relationship between proactive personality and voice behavior. In the context of employee voice behavior, a supportive organizational culture provides such cues, enabling employees, particularly those with proactive personalities, to express their opinions, contribute ideas, and engage in constructive actions that benefit the organization.

Moreover, findings revealed that perceived supervisor support moderates the relationship between proactive personality and employee voice behavior among real estate employees. This finding can be explained through the lens of two psychological theories. Firstly, the Conservation of Resource Theory posits that social support in the workplace restricts the negative impact of emotional exhaustion related to stressful job-related activities (Zhou, Ma & Dong, 2018). It shows that when employees feel supported, they are more likely to conserve their emotional resources and engage in constructive behaviors like employee voice, even in demanding situations (Meijerink, et al., 2020). Another theory that explains this finding is the Organizational Support Theory which assumes that individuals form

Table 4 – Multivariate analysis of variance on demographic variables

Source	Variables	W λ	df	F	P	η^2
Intercept		.10		7316.10	.00	.99
	Proactive personality		1	16422.01	.00	.98
	Organization culture		1	11082.93	.00	.97
	Perceived supervisor support		1	21665.28	.00	.98
	Employee voice behavior		1	11296.18	.00	.97
Gender		.65		24.77	.03	
	Proactive personality		1	13.30	.01	.20
	Organization culture		1	22.57	.00	.18
	Perceived supervisor support		1	9.97	.00	.32
	Employee voice behavior		1	18.54	.00	.26
Job designation		.80		8.59	.00	
	Proactive personality		1	24.56	.00	.14
	Organization culture		1	13.58	.00	.08
	Perceived supervisor support		1	17.88	.00	.21
	Employee voice behavior		1	9.98	.00	.19
Job duration		.22		65.43	.00	
	Proactive personality		2	53.30	.00	.15
	Organization culture		2	79.82	.00	.20
	Perceived supervisor support		2	22.78	.00	.43
	Employee voice behavior		2	45.90	.00	.38
Gender \times Job designation		.74		24.51	.03	
	Proactive personality		1	15.72	.02	.11
	Organization culture		1	22.26	.03	.09
	Perceived supervisor support		1	12.76	.01	.15
	Employee voice behavior		1	14.38	.00	.13
Job designation \times Job duration		.63		21.15	.00	
	Proactive personality		2	14.73	.01	.12
	Organization culture		2	13.87	.01	.10
	Perceived supervisor support		2	14.38	.00	.15
	Employee voice behavior		2	12.05	.00	.09
Gender \times Job duration		.43		54.30	.00	.12
	Proactive personality		2	28.83	.00	.14
	Organization culture		2	14.58	.02	.09
	Perceived supervisor support		2	84.32	.00	.08
	Employee voice behavior		2	21.22	.01	.12
Gender \times Job designation \times Job duration		.12			.00	.25
	Proactive personality		2	87.52	.00	.14
	Organization culture		2	111.28	.00	.23
	Perceived supervisor support		2	98.90	.00	.19
	Employee voice behavior		2	126.85	.00	.48

Legenda. df = degree of freedom.

a global evaluation regarding the degree to which their organization values their contributions and cares about their well-being (Potipiroon & Faerman, 2020). This implies that supervisor support enhances employee's perception of the organization, making them feel more valued and secure, thereby encouraging them to proactively share their ideas and concerns, which strengthens their overall voice behavior (Imran et al., 2020).

In terms of demographic factors, the MANOVA results indicate that differences in voice behavior are correlated with gender, job designation, and length of employment. However, care should be taken when interpreting these patterns. Although the present research shows differences, it does not prove directionality or causality. These variations may be caused by elements like hierarchical power, tenure-related expertise with organizational processes, or gendered norms in workplace communication, but further research would be required to support such assertions. As a result, the current results should be interpreted as suggestive rather than final, serving as a foundation for additional research rather than firm generalization. Overall, the results point to employee voice as a result of trait–context alignment rather than just personality. Therefore, companies that want to improve voice behavior must make investments in supervisory support procedures and foster cultures that value initiative. By doing this, they establish settings where proactive personality is not just present but also resourced, activated, and focused on positive organizational outcomes.

Limitations and suggestions

Undoubtedly there are few potential shortfalls of the current study which may require cautious approach to generalize the findings. First off, the study used a cross-sectional research approach, which limits the capacity to deduce causal connections between organizational characteristics, proactive personality, and employee voice behavior. To better understand how these associations change over time, longitudinal or experimental designs may be used in future research. Secondly, all of the data were gathered using self-report measures, which could introduce response biases including selective recall or social desirability. Additionally, this dependence on a single data source raises the risk of common method variance (CMV), which could exaggerate correlations between variables. Future study could

reduce CMV and improve the internal validity of results by using supervisor ratings, peer evaluations, or multi-source assessment techniques.

Thirdly, only real estate sales professionals made up the sample. Diverse work environments and employment expectations are experienced by sales and marketing personnel in various industries, which may result in differing behavioral patterns. As a result, the results might not be entirely applicable to workers in other industries. External validity would be improved by broadening the sample to include a variety of industries and organizational contexts. Additionally, employee voice behavior may be influenced differentially among real estate businesses by contextual factors as organizational structures, economic factors, and regional market situations. Therefore, in order to better capture these contextual dynamics, future study should take into account more extensive data collection from various locations and organizations. Finally, other potentially significant factors including perceived employability, job stability, and market competitiveness were not taken into consideration in the study. A more thorough knowledge of how proactive qualities and organizational settings interact to shape voice behavior may be obtained by combining these contextual factors with longitudinal techniques.

Implications

The results of this study have a number of theoretical ramifications for organizational psychology, especially when it comes to comprehending the circumstances in which proactive personality translates into employee voice behavior. First, the findings corroborate Trait Activation Theory (Tett & Burnett, 2003) by showing that proactive dispositions are not enough to predict vocal action on their own; instead, they need supportive organizational cues to materialize behaviorally. By offering empirical proof that trait context alignment is essential to the activation of proactivity, this adds to the body of knowledge by supporting the theoretical claim that dispositional traits only have an impact when situational relevance is established. Second, the moderating effects of supervisor support and organizational culture emphasize the importance of combining Conservation of Resources Theory with Trait Activation Theory. While COR emphasizes how perceived support maintains psychological resources that allow employees to participate in voice despite possible

interpersonal hazards, TAT outlines the activation conditions under which qualities become manifested. By demonstrating how relational cues (supervisor support) and structural cues (culture) work together to scaffold the emergence of proactive dispositions, this combined theoretical interpretation enhances organizational psychology discourse.

Third, by demonstrating that voice behavior should be understood as a result of individual–context interaction rather than just as a choice communication act, the study contributes to a larger body of literature on employee voice. The present results support the idea that perceptions of safety, legitimacy, and reciprocity in the workplace

influence proactive behavior. By doing this, the study adds to the current theoretical discussions on how much speech is influenced by contextual affordances versus internal motivations. Collectively, these implications enhance organizational psychology by showing how dispositional, relational, and environmental factors interact to produce employee voice behavior. As a result, the study advances theoretical understanding and provides a conceptual framework for further research into how companies may better comprehend, rather than just manage the circumstances that allow employees to express constructive voice.

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