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Let's work together, especially in the pandemic: Finding ways to encourage problem-focused voice behavior among passionate employees

Abstract

Purpose—This study seeks to unravel the relationship between employees' passion for work and their engagement in problem-focused voice behavior by identifying a mediating role of their efforts to promote work-related goal congruence and a moderating role of their perceptions of pandemic threats to the organization.

Design/methodology/approach—The research hypotheses were tested with quantitative data collected through a survey instrument administered among 158 employees in a large Portuguese-based organization that operates in the food sector, in the midst of the COVID-19 pandemic. The Process macro was applied to assess the moderated mediation dynamic that underpins the proposed theoretical framework.

Findings—Employees' positive work-related energy enhances their propensity to speak up about organizational failures because they seek to find common ground with their colleagues with respect to the organization's goals and future. The mediating role of such congruence-promoting efforts is particularly prominent to the extent that employees dwell on the threats that a pandemic holds for their organization.

Practical implications—The study pinpoints how HR managers can leverage a negative situation—employees who cannot keep the harmful organizational impact of a life-threatening virus out of their minds—into productive outcomes, by channeling positive work energy, derived from their passion for work, toward activities that bring organizational problems into the open.

Originality/value—This study adds to HR management research by unveiling how employees' attempts to gather their coworkers around a shared work-related mindset can explain how their passion might spur reports of problem areas, as well as explicating how perceived pandemic-related threats activate this process.

Keywords—passion for work, work-related goal congruence, problem-focused voice behavior, perceived pandemic threats

Paper type—Research paper

Introduction

Prior studies in the realm of human resource (HR) management recognize the important role of voice behavior in organizations, as occurs when employees proactively speak up and offer ideas for improving the organizational status quo (Howard & Holmes, 2019; Wang et al., 2019). Such voice behavior might take prohibitive or promotive forms, such that the former type involves expressions of opinions about organizational shortcomings, whereas the latter focuses on solutions to the shortcomings (Qian et al., 2020; Wang et al., 2020). This study is devoted to explaining employees' engagement in the first form of prohibitive or *problem-focused* voice, because it tends to precede its promotive counterpart (Liang et al., 2012) and generate more challenges for the workers who undertake it (De Clercq & Belausteguigoitia, 2017; Morrison, 2011). In particular, devoted efforts to identify organizational shortcomings may promise to improve the current organizational situation, but they also tend to spark resistance (Bergeron & Thompson, 2020), especially among colleagues who disagree that the raised issues are actual problems or who sense that the voice is highlighting their own shortcomings or holding them accountable for the problems (Chamberlin et al., 2017; Maynes & Podsakoff, 2014).

In light of these challenges, it is important to determine whether employees might have energy-enhancing personal resources that *still* can motivate them to consider undertaking problem-focused voice behaviors. For example, passion for work reflects the extent to which employees are excited about their work and derive personal satisfaction from working hard (Baum & Locke, 2004; Gulyani & Bhatnagar, 2017). Our focus on this personal resource extends prior studies that underscore its beneficial role in stimulating other productive work behaviors, such as completing formal job duties (Hao et al., 2018), proactively engaging in work activities (Gulyani & Bhatnagar, 2017), or exploiting new product opportunities (Klaukien et al., 2013).

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Furthermore, this consideration of passion for work adds to research into how positive emotions derived from supportive work environments may spur employee voice (Wang et al., 2014). That is, to complement these findings, we investigate the potential beneficial effect of passion for work as a personal factor that generates positive emotions due to the very *execution* of work, in and of itself (Gulyani & Bhatnagar, 2017).

In addition to introducing passion for work as a previously overlooked determinant of problem-focused voice, we detail *why* and *when* it might enhance such behaviors. First, we propose that it might do so because employees try to achieve *work-related goal congruence* with their colleagues (Santos et al., 2012). With these efforts, employees seek to generate common understanding of the organization's goals and future, such that everyone can be on the same page in terms of where the organization is or should be heading (Memon et al., 2014; Nahapiet & Ghoshal, 1998). We arrive at this prediction through a consideration of conservation of resources (COR) theory, according to which employees devote personal energy to tasks when they believe doing so will generate further resource gains for themselves (Hobfoll, 1989; Hobfoll et al., 2018). In our study context, employees who possess a great passion for work might allocate this resource to promoting compatible work goals, in the hope of gaining satisfaction from a sense of "being in the same boat" with their organizational colleagues (Memon et al., 2014; Santos et al., 2012). In the course of promoting aligned work goals, employees, in turn, might be more likely to express their opinions about organizational problems, to ensure that everyone agrees about the common goals and to overcome any barriers to achieving them (Barry & Wilkinson, 2016; Morrison, 2011).

Second, COR theory predicts that leveraging positive work energy toward resource-enhancing activities is especially valuable if employees face adverse, resource-draining work

conditions, regardless of the source (internal or external) of that adversity (De Clercq et al., 2020; Hobfoll, 2001). Inspired by this theoretical logic, we predict that passion for work might enhance problem-focused voice behavior, through the influence of congruence-promoting efforts, particularly strongly in situations in which employees perceive a threat to the overall organization. As a timely example of unfavorable, threatening conditions, we consider employees beliefs about the potential damage of the COVID-19 pandemic crisis on their employer (Caligiuri et al., 2020; Hokyu & Höllerer, 2020). Such perceptions of *pandemic threats to the organization* reflect pervasive negative thoughts (De Clercq & Pereira, 2021). Formally, we propose that employees' perceptions of pandemic threats to the organization might invigorate the relationships (1) between their passion for work and efforts to promote work-related goal congruence and (2) between these efforts and their problem-focused voice behavior.

Contributions

By testing these theory-derived predictions, we establish several contributions to HR management research. First, we postulate that employees' passion for work can translate into an enhanced propensity to raise organizational problems openly, and we specify how this process unfolds through employees' dedicated efforts to create shared work goals with their peers (Chen et al., 2005; Santos et al., 2012). Our focus on congruence-enhancing efforts as mediating mechanisms that connect passion for work with problem-focused voice behavior aligns with and extends prior research that suggests congruent goals or values can spur *other* positive work activities, such as organizational citizenship behavior (Rich et al., 2010; Zoghbi-Manrique de Lara, 2008) or creativity (Bouckenooghe & Menguc, 2018). Moreover, previous research identifies goal congruence as an intermediate mechanism that connects favorable *work* conditions, such as supportive leadership (Bouckenooghe et al., 2015), with enhanced job

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performance. We add to this ongoing conversation by identifying a facilitating role of goal congruence when employees apply their *personal* excitement about work to undertake possibly controversial activities, such as pinpointing areas in which their organization has failed (Starzyk et al., 2018). For HR management scholars and practitioners, this evidence reveals a critical, unexplored conduit by which organizations can channel employees' passion for work into specific efforts to expose organizational failures, ultimately increasing the chances of finding effective solutions (Morrison, 2011; Song et al., 2019).

Second, we include a critical, timely, external, resource-depleting factor as a trigger of this process: employees' sense of how a pandemic is likely to affect their employer (De Clercq & Pereira, 2021). In the presence of crises, including pandemics, ruminations about the detrimental influences for the organization can interfere with the quality of employees' work functioning. Some studies point to the harmful effects of pandemic crises for employees, such as emotional exhaustion (Lin et al., 2021) or diminished work engagement (Liu et al., 2021). Yet pandemic-related threats also might *stimulate* productive work behaviors, because employees use them to counter the hardships that come with the pandemic threat. For example, employees' sense that the COVID-19 pandemic poses a significant danger for their employer enhances their productive exchanges of viewpoints and creative activities (De Clercq & Pereira, 2021). Consistent with COR theory (Hobfoll et al., 2018), we adopt this alternative perspective and postulate an *indirect* beneficial role of employees' perceptions of pandemic threats to the organization. That is, these perceptions may trigger them to leverage their passion for work to promote congruent goals and then problem-focused voice behavior.

Theoretical background

The importance and challenge of problem-focused voice behavior

As HR management scholars point out, an important form of discretionary, productive work occurs when employees engage in problem-focused voice to pinpoint shortcomings or gaps in their organization's functioning (Chen et al., 2018; Wang et al., 2019). Employees who engage in such behavior take a risk though, especially if dissenting opinions exist about the issues at hand (De Clercq & Belausteguigoitia, 2017; Liang et al., 2012). But a willingness to report on persistent difficulties that threaten losses to the organization can be greatly beneficial for team and organizational outcomes (Morrison & Milliken, 2000; Ye et al., 2019). It also might help the problem-focused voicers, such as by boosting their psychological well-being (Avey et al., 2012), work engagement (Ge, 2020), creativity (Song et al., 2017), or job performance (Ng & Feldman, 2012). Determining what pushes employees to express their opinions proactively, instead of remaining passive, thus is critical. If HR managers can convince or motivate employees to undertake dedicated behaviors that bring negative situations to light, they are better able to find solutions, for the benefit of the collective (Morrison, 2011; Song et al. 2019).

These motivational efforts also confront a contradictory influence though, in that colleagues often interpret a particular employee's problem-focused voice behaviors as guided by self-interest or as threats, especially if the identified failures point to their own mistakes (Bergeron & Thompson, 2020; Maynes & Podsakoff, 2014). Colleagues who dismiss problem-focused voicers as constant complainers or as overly ambitious also might attempt to diminish their organizational standing and undermine the legitimacy of their efforts (Barry & Wilkinson, 2016; Liang et al., 2012; Milliken et al., 2003). Therefore, HR managers need a deep understanding of why and when employees might remain motivated to go out of their way to

point out organizational shortcomings (MacMillan et al., 2020), as well as how they can support such efforts.

Various *contextual* factors spur employees' voice behavior, despite the resistance with which the behavior may be received, such as their exposure to transformational leadership (Zhang & Inness, 2019), experience of group cohesion (Kong et al., 2017), or beneficial positions in intra-firm networks (Venkataramani & Tangirala, 2010). Employees' possession of relevant *personal* resources also might provide them with more stamina to bring problem situations into the open, including their duty and achievement orientations (Tangirala et al., 2013), tenacity (De Clercq & Belaustegoitia, 2017), or social courage (Howard & Holmes, 2019). As mentioned in the Introduction, we examine the stimulating role of another energy-enhancing personal resource, passion for work (Baum & Locke, 2004), with a particular focus on (1) how the relationship between passion for work and problem-focused voice behavior is mediated by dedicated efforts to promote work-related goal congruence and (2) how this mediated link might be invigorated by perceptions of pandemic threats to the organization. The arguments for these mediating and moderating effects are anchored in COR theory.

Conservation of resources (COR) theory

COR theory predicts that employees' work activities are critically informed by their desire to obtain resource gains and avoid resource losses (Hobfoll, 2001). First, employees are more likely to engage in productive work behaviors, such as promoting work-related goal congruence or sharing opinions about problem situations, to the extent that they can *leverage* relevant personal resources to generate further resource gains through these behaviors (Hobfoll & Shirom, 2000). A notable resource they might gain is a sense of personal accomplishment, resulting from their ability to increase the well-being of their employing organization through

these leveraging efforts (Ryan & Deci, 2000). In particular, we posit that employees' passion for work represents an energy-enhancing personal resource (Gulyani & Bhatnagar, 2017), from which they can draw to gather other members around a common set of work-related goals—and, in turn, to create a platform for presenting opinions about organizational failures, which they use to gain additional resources, such as a sense of accomplishment.

Second, COR theory posits that applying positive work energy to resource-enhancing work behaviors is especially valuable when employees find themselves in difficult situations that threaten future resource losses (Hobfoll & Shirom, 2000). For example, employees' tenacity is an especially potent determinant of voice activities when the work environment is characterized by adverse peer relationships and rigid organizational decision making (De Clercq & Belausteguigoitia, 2017). Similarly, the relative merit of resilience for spurring disruptive creative behaviors is greater in the presence of excessive workloads and decision-related adversity (De Clercq & Pereira, 2019). We apply the same logic to suggest that leveraging a personal resource such as passion for work to undertake problem-focused voice, through congruence-enhancing efforts, should have greater *incremental* value in situations marked by external crises (Hobfoll & Shirom, 2000), as is clearly and saliently exemplified by the COVID-19 pandemic and its threats (Hite & McDonald, 2020).

Perceived pandemic threats to the organization

The global health crisis created by the COVID-19 virus diminishes employees' personal well-being and daily quality of life (Debata et al., 2020; Maity et al., 2020). Pandemic-related ruminations also likely prompt significant concerns about the effects on their organization and their own professional functioning (Caligiuri et al., 2020; Hite & McDonald, 2020). These concerns may manifest in various ways, such as when employees find it challenging to banish

negative thoughts about the threats that the crisis poses to their employer, experience a sense of vulnerability to the negative organizational influences, or exhibit an obsessive focus on the organization's uncertain future (De Clercq & Pereira, 2021). Employees' pandemic-related ruminations may leave them feeling exhausted at work (Lin et al., 2021), undermine their work engagement (Liu et al., 2021), spur withdrawal behaviors (Chong et al., 2020), and increase turnover intentions (Vaziri et al., 2020). Yet pandemic threats also might prove beneficial in some ways, such as when employees seek to deal with them productively by engaging in constructive conflict and adopting creative strategies to *address* the threats (De Clercq & Pereira, 2021).

Such alternatives resonate with COR theory as well (Hobfoll & Shirom, 2000), in that resource-depleting pandemic threats can have indirect but still highly meaningful effects, as *catalysts* of employees' applications of positive work energy resources, due to their passion for work, to promote work-related goal congruence and problem-focused voice behavior. We acknowledge that some employees might be more inclined to leverage their passion for work in positive ways if they operate in stable, favorable environments, but we argue that this logic is superseded by the anticipated *value* of exploiting positive work energy toward resource-enhancing work activities in the presence of external threats (De Clercq et al., 2020). To the extent that passionate employees are convinced that an external crisis is threatening their organization, they should be particularly motivated to channel their discretionary work energy to congruence-promoting efforts and expressing opinions about problem situations (Quinn et al., 2012). Such energy channeling is both necessary and appealing in this scenario, so it promises the potential of additional resource gains (Hobfoll et al., 2018). We accordingly elucidate critical

boundary conditions that define when employees might be particularly determined to exploit their positive work energy in ways that protect their organization from an external crisis.

Theoretical framework

The proposed conceptual framework is in Figure 1. Employees' passion for work stimulates them to get everyone on the same page with respect to work goals, which makes it more likely that they bring organizational problems into the open. That is, their efforts to promote work-related goal congruence serve as mediators between their passion for work and problem-focused voice behavior. The negative organizational impact of a pandemic functions as a catalyst: The translation of this personal resource into problem-focused voice, through congruence-promoting efforts, is more likely among employees who identify the damage that the crisis is likely to cause their employer.

[Insert Figure 1 about here]

Hypotheses

Mediating role of efforts to promote work-related goal congruence

We predict a positive relationship between employees' passion for work and their promotion of work-related goal congruence, consistent with COR theory. Employees are motivated to allocate positive work energy—derived from valuable personal resources such as passion for work (Haq et al., 2019)—to efforts from which they expect additional resource gains (Hobfoll et al., 2018). If they are passionate about work, they likely feel personal fulfillment if they can improve their organization's functioning by getting everyone on the same page with respect to its goals and future (Houlfort et al., 2015; Ryan & Deci, 2000). That is, their passion may prompt them to convince colleagues of the value of maintaining compatible work goals, because this compatibility increases the meaningfulness of the work they already feel excited to

perform (Memon et al., 2014). Employees with high levels of passion for work also may regard efforts to establish goal congruence as learning opportunities. Due to the learning motivation that comes with their passion (Baum & Locke, 2003; Klaukien et al., 2013), gaining a sense of how to find common ground with colleagues may represent a resource gain for them as well.

Conversely, employees with *weak* passion for work likely perceive less benefit of finding common goals. Employees who are not excited about working hard tend to approach work-related issues more passively, so they likely feel less enthusiastic about devoting effort to finding agreement about where their organization should be heading (Gulyani & Bhatnagar, 2017). Similarly, less passionate employees have less to gain from developing a shared vision of their organization's future, and consistent with COR theory, their desire to direct substantial energy to congruence-enhancing efforts accordingly should be lower (Hobfoll & Shirom, 2000). In short, when employees cannot rely on passion for work as a personal resource, they likely exhibit weaker desires to establish a common set of work goals with organizational colleagues (Trépanier et al., 2014). These arguments lead to the following hypothesis:

Hypothesis 1: There is a positive relationship between employees' passion for work and their efforts to promote work-related goal congruence.

Employees' efforts to promote work-related goal congruence also should enhance their problem-focused voice behavior. Their desire to develop compatible work goals likely increases their motivation to identify possible shortcomings that represent threats to the common goal set (Morrison, 2011; Song et al., 2017). Consistent with COR theory, employees who value work-related goal congruence should seek to use it to generate additional resource gains (Hobfoll & Shirom, 2000), such as by leveraging it in the form of dedicated voice behaviors that enhance collective performance and increase the probability of achieving shared work-related goals (Song et al., 2019; Ye et al., 2019). In other words, a desire for work-related goal congruence should

stimulate discretionary work activities to identify problem areas, because employees anticipate

resource gains, in the form of collective, congruent advantages, from such activities.

To the extent that employees establish a common ground about work goals,

organizational colleagues also may be more likely to take them seriously and value their opinions

(Chen et al., 2005; Memon et al., 2014). Such a scenario increases the chances that problem-

focused voice activities generate other resource gains, such as appreciation for their opinions.

But if employees instead perceive little value in promoting work-related goal congruence, they

may have little motivation to undertake the effort involved in voicing organizational problem

situations, as they may believe their colleagues will reject such voice and regard it as

incompatible with their own, different views of the organization's goals (Liang et al., 2012;

Maynes & Podsakoff, 2014). That is, employees who are not interested in promoting work-

related goal congruence likely find less benefit in undertaking possibly disruptive problem-

focused voice behaviors (Weber & Avey, 2019). They consider it less attractive to bring

organizational failures into the open, because they anticipate fewer resource gains from these

efforts (Hobfoll, 2001). We accordingly hypothesize:

> **Hypothesis 2:** Employees' efforts to promote work-related goal congruence relate
> positively to their problem-focused voice behavior.

The integration of the arguments for Hypotheses 1 and 2 suggests a critical mediating

role of employees' efforts to establish work-related goal congruence in the connection between

their personal resource of passion for work and their resource-enhancing problem-focused voice

behavior, consistent with COR theory (Hobfoll, 2001). Their inherent excitement about work

enhances their propensity to pinpoint problem areas in the organization *because* it prompts

employees to find common ground with colleagues (Memon et al., 2014; Nahapiet & Ghoshal,

1998). This logic extends previous findings that suggest a mediating effect of employees' work-

related goal congruence in the link between their experience of ethical leadership and enhanced

work performance (Bouckenooghe et al., 2015). We postulate that employees' efforts to establish

a shared work-related mindset with colleagues also underpins the conversion of a *personal*

source of work-related enthusiasm, passion for work, into problem-focused voice behaviors.

> **Hypothesis 3:** Employees' efforts to promote work-related goal congruence mediate the relationship between their passion for work and problem-focused voice behavior.

Moderating role of perceptions of pandemic threats to the organization

Employees' perceptions of pandemic threats to the organization may invigorate the

relationship between their passion for work and efforts to promote work-related goal congruence

(Hypothesis 1) and between these efforts and their problem-focused voice (Hypothesis 2). In line

with COR theory, the relative value of energy-enhancing personal and relational resources

increases when employees are exposed to resource-draining external situations (Hobfoll &

Shirom, 2000). Similarly, their ruminations about the negative organizational impact of a

pandemic crisis might trigger their application of passion for work to congruence-enhancing

efforts (Hypothesis 4) and then the application of these efforts to problem-focused voice

(Hypothesis 5), which culminates in a moderated mediation dynamic (Hypothesis 6).

First, the expected value of employees' passion for work for the promotion of work-

related goal congruence should increase with their negative pandemic-related thoughts. In this

scenario, they likely consider it especially useful to leverage the positive energy that comes with

their work-related passion in efforts to establish a common goal set, because the associated

resource gains—such as enhanced quality for their organization's internal functioning (Nahapiet

& Ghoshal, 1998; Santos et al., 2012)—has greater incremental value. Even if this catalytic

effect of perceived pandemic threats might appear counterintuitive, it is closely in line with the

tenets of COR theory (Hobfoll et al., 2018). To the extent that employees are worried about the

negative organizational consequences of a resource-depleting pandemic crisis, they are particularly propelled to allocate significant work energy, obtained from their personal resource of passion for work, to promote a common work-related goal set (Quinn, 2012). These allocation efforts appear more useful and capable of generating significant resource gains if they effectively shield the organization from salient external threats (De Clercq et al., 2020; Hobfoll, 2001).

Similarly, COR theory suggests that the usefulness of passion for work for spurring efforts to promote work-related goal congruence decreases when employees are *less* preoccupied with a crisis and its potential threat to their organization (De Clercq & Pereira, 2021). When passionate employees exhibit little concern about the effects of a global crisis on their organization, developing shared views about the best ways for their organization to protect itself has less incremental value (Caligiuri et al., 2020; Wegmann & Schärrer, 2020). The less threatening the pandemic is perceived to be, for the functioning of their organization and thus for themselves, the less valuable it is to leverage their passion for work in collaborative ways to limit the hardships (Santos et al., 2012). Taken together, we predict a positive interaction effect between employees' passion for work and perceptions of pandemic threats, in line with the COR-based argument that passionate employees identify compatible work goals as a particularly useful means to offset resource-draining, external threats to the quality of the work that they love so much (Chen et al, 2005; Hobfoll et al., 2018).

> **Hypothesis 4:** The positive relationship between employees' passion for work and their efforts to promote work-related goal congruence is moderated by their perceptions of pandemic threats to the organization, such that the positive relationship is stronger at higher levels of such perceptions.

Second, from COR theory we also derive the prediction that the more concerned employees are about the negative impact of a pandemic crisis on their organization, the more valuable it may seem to exploit their congruence-promoting efforts by pinpointing organizational

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problem situations, in the anticipation that these efforts can grant them resource gains in the form

of solutions to the resource-depleting crisis (Morrison, 2011; Ng & Feldman, 2012). For

example, if employees fear that their jobs might be in jeopardy due to the pandemic (Almeida &

Duarte Santos, 2020), they can leverage their shared beliefs with colleagues to speak up and

identify a reasonable role for themselves in the organization's future. Moreover, if the pandemic

creates a significant perceived threat to the quality of their job functioning, employees might use

their shared work-related mindsets with colleagues to evoke collegial support, another type of

resource gain, when they express concerns about the problems (Chen et al., 2005; Ge, 2020).

Being aligned in their views of the organization's future makes it more likely that other members

embrace employees' reports of any pandemic-related problems that their organization might be

facing (De Clercq et al., 2013), which then should increase the persistence of their problem-

focused voice behavior (Quinn et al., 2012).

Consistent with the COR logic, the anticipated value of congruence-enhancing efforts for

spurring problem-focused voice behavior similarly should decrease to the extent that employees

are *less* concerned about the negative implications of the pandemic for their organization

(Hobfoll et al., 2018). When employees perceive that their organization is relatively immune to

the crisis, they should be less motivated to leverage their congruent work goals toward disruptive

activities that bring problems into the open, as informed by the diminished probability that they

will earn collegial support for these efforts, which seem less needed (Barry & Wilkinson, 2016).

Furthermore, if employees do not perceive that their organization is negatively affected by the

pandemic crisis, they likely derive less personal fulfillment from leveraging a shared goal set to

express concerns about external challenges too (De Clercq et al., 2020; Ryan & Deci, 2000).

Because we anticipate that the relationship between their promotion of work-related goal

congruence and problem-focused voice behavior is weaker when the external threat is less

prominent, such that there is less need to leverage congruent work goals, we hypothesize:

> **Hypothesis 5:** The positive relationship between employees' efforts to promote work-related goal congruence and their problem-focused voice behavior is moderated by their perceptions of pandemic threats to the organization, such that the positive relationship is stronger at higher levels of such perceptions.

> Together, these arguments imply a moderated mediation dynamic (Hayes et al., 2017).

Employees' beliefs about the negative organizational impact of a pandemic are critical

contingent factors that invigorate the *indirect* relationship between their passion for work and

problem-focused voice behavior, through their efforts to enhance work-related goal congruence.

At high levels of such beliefs (De Clercq & Pereira, 2021), which serve as catalysts, their

attempts to get everyone on the same page are more easily triggered, and then these explanatory

mechanisms channel their positive work energy into enhanced problem-focused voice behavior.

Resource-draining ruminations about the damage a pandemic might wreak on the organization

increase the probability that passionate employees reach out to colleagues to establish compatible

work goals (Klaukinen et al., 2013; Memon et al., 2014), which in turn enhances their propensity

to safeguard these goals by pinpointing problems that their organization may encounter due to

the pandemic (Hobfoll et al., 2018). In line with COR theory, to the extent that employees who

are endowed with the personal resource of passion for work are concerned about the resource-

depleting, harmful influence of a pandemic, their propensity to voice their opinions about

organizational problems is explained more effectively by their efforts to find common ground

with colleagues.

> **Hypothesis 6:** The indirect relationship between employees' passion for work and their problem-focused voice behavior, through their efforts to promote work-related goal congruence, is moderated by their perceptions of pandemic threats to the organization, such that this indirect relationship is stronger at higher levels of such perceptions.

Method

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Sample and data collection

The hypotheses were tested with a survey instrument administered in the early spring of 2021, among members of a Portuguese organization that operates in the food sector. This organization employs about 300 employees and sells a variety of products, including organic vegetables. Focusing the investigation on one company diminishes concerns about unobserved organization- or industry-level determinants of employees' voice behavior (Morrison, 2011). In addition, the period during which we collected the data was in the midst of the third wave of the COVID-19 pandemic in Portugal, the most intense point in this country, marked by a 87% national increase in the number of confirmed new cases and a 121% increase in the death toll, relative to a 45-day-prior period (Direção-Geral da Saúde, 2021). On January 14, strict lockdown measures were still being enforced, requiring all non-essential businesses to operate remotely and employees to work from home. The restrictions started to lift gradually as of March 15, though most people continued to work from home. Employees' concerns about the negative implications of a crisis for their organization and the effects on their problem-focused voice behaviors are highly relevant in this research setting.

With well-established translation–back-translation methods, we developed the survey instrument (van Dick et al., 2018). The original English survey was converted into Portuguese by a translator who was perfectly bilingual; in turn, it was back-translated into English by another bilingual translator. After minor differences were resolved, the polished survey was administered in Portuguese. Various measures were taken to preserve the rights of the research participants. In particular, the opening statement that came with the survey clearly explained that the respondents could count on the full confidentiality of their responses, as guided by the sole interest of the research team in identifying general data patterns, not singling out any individual cases.

Moreover, the letter underscored that the participants could withdraw from the study at any point in time and that there were no good or bad answers to the survey questions. Finally, it explained that it would be normal if different participants gave varying responses to specific questions and that it was instrumental for the value of the study that they provide their truthful opinions. This set of clarifications diminishes the probability of social desirability and acquiescence biases (Jordan & Troth, 2020; Spector, 2006). From the employee list that we received from the firm's top management, we randomly selected 250 persons with a random digit generator. From this sample frame, we received 158 completed surveys, which reflects a response rate of 63%. Among the participants, 52.5% were men and 47.5% were women; 87.3% had a university degree or higher; and 68.3% had at least some supervisory responsibilities.

Measures

The focal constructs were measured with multi-item scales, using seven-point Likert anchors that ranged between "strongly disagree" and "strongly agree."

Passion for work. To assess the extent to which employees feel excited about work, we applied a five-item scale of passion for work (Baum & Locke, 2004). Two example items were "I love to work" and "I derive most of my life satisfaction from my work" (Cronbach's alpha = .80).

Efforts to promote work-related goal congruence. To measure the extent to which employees find it important to hold similar views as their colleagues about their organization's goals and future, we relied on a four-item scale of goal congruence (De Clercq et al., 2013). In light of our theoretical focus on employees' *efforts* to enhance such congruence, we slightly adapted the original wording. That is, the participants indicated, for instance, whether "I undertake efforts aimed at establishing that my colleagues and I share a similar vision regarding

the organization's future" and "I undertake efforts aimed at establishing that my work objectives and those of my colleagues are fully aligned with each other" (Cronbach's alpha = .93).

Problem-focused voice behavior. We measured employees' propensity to speak their minds about organizational problem situations with a five-item scale of prohibitive voice (Liang et al., 2012). Two sample items were "I dare to voice opinions on things that might affect efficiency in my organization, even if that would embarrass others" and "I speak up honestly about problems that might cause serious loss to my organization, even when dissenting opinions exist" (Cronbach's alpha = .92). Our reliance on self-ratings to assess employee voice is in line with prior research (Jia et al., 2020; Lin et al., 2020; Wu et al., 2019) and with the logic that employees generally have superior insights into the specific voice activities that they undertake; other raters, such peers or supervisors, tend to have only narrow views of how much time or energy employees devote to these activities (Morrison, 2011). Concerns about common source bias also tend to be alleviated when self-ratings are appropriate and acceptable (Conway & Lance, 2010), as was the case in our research.

Perceptions of pandemic threats to the organization. We assessed the extent to which employees worry about the negative impact of the pandemic on their organization with a 13-item scale of perceived threats, applied to the specific case of COVID-19 (De Clercq & Pereira, 2021). Two sample items included, "There is nothing I can do to defend myself from the threat of COVID19 to my organization" and "I have difficulty keeping the threat of COVID19 to my organization out of my mind" (Cronbach's alpha = .94).

Control variables. The statistical models accounted for the effects of three variables: gender (1 = female), education (1 = secondary, 2 = post-secondary, non-university, 3 = bachelor, 4 = master, 5 = doctorate), and job level (1 = line worker, 2 = lower management [some

supervisory responsibilities], 3 = middle management [significant supervisory responsibilities], 4 = upper management).[1] Prior research suggests that female employees are less likely than their male counterparts to express concerns about work issues, because traditional gender roles encourage women to comply with the status quo instead of challenging it (Eagly & Karau, 2002; Huang et al., 2020; LePine & Van Dyne, 1998). Moreover, female employees tend to put more emphasis on social relationship building and the maintenance of group harmony, features that might be compromised by dedicated efforts to point out problem areas (Ng & Feldman, 2015). Employees who are more educated or hold a higher job position might be more confident that they will be successful in their voice activities (Morrison, 2011; Tangirala & Ramanujam, 2008).

Construct validity. To evaluate the convergent validity of the study's central constructs, we estimated a four-factor measurement model with a confirmatory factor analysis. The fit of the model was adequate: $\chi^2(292) = 1,002.85$, confirmatory fit index (CFI) = .84, incremental fit index (IFI) = .84, Tucker-Lewis index (TLI) = .80, and standardized root mean square residual (SRMR) = .09 (Hair al., 2006). Importantly, all measurement items featured strongly significant loadings on their respective constructs ($p < .001$) and the values for the average variance extracted (AVE) ranged between .49 and .85. As evidence of discriminant validity, (1) the AVE values of the constructs were greater than the squared correlation of each construct pair and (2) the fit of unconstrained models in which the correlation between two constructs could vary freely was significantly better than the fit of their constrained equivalents in which the correlations were fixed to 1 ($\Delta\chi^2(1) > 3.84$, $p < .05$; Hair al., 2006).

Statistical technique

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[1] In terms of education, 9.5% of respondents had a secondary degree; 3.2% a post-secondary, non-university degree, 25.3% a bachelor degree, 53.2% a masters degree, and 8.8% a doctoral degree. For job level, 31.7% of the respondents were line workers, 25.3% belonged to lower management, 32.9% to middle management, and 10.1% to upper management.

We relied on the Process macro, developed for SPSS (Hayes et al., 2017), to test the research hypotheses. This macro supports estimates of individual paths, in combination with assessments of mediation and moderated mediation effects. With a bootstrapping approach, it accounts for the possibility that the effects may be skewed and not normally distributed (MacKinnon et al., 2004). To assess mediation, we calculated the indirect relationship between passion for work and problem-focused voice behavior, through efforts that promote work-related goal congruence, as well as the associated 95% confidence interval (CI) of this indirect relationship, using the Process macro's Model 4 and bootstrapping with 5,000 resamples (Hayes, 2018). In this first step, we also evaluated the signs and significance levels of the direct paths between passion for work and efforts to promote work-related goal congruence and between efforts to promote work-related goal congruence and voice behavior. For the moderated mediation analyses, the 95% CIs pertain to the *conditional* indirect effects of passion for work at different levels of perceptions of pandemic threats to the organization, using 5,000 resamples again. In line with the proposed theoretical framework, this estimation relied on the Process macro's Model 58 (Hayes, 2018), which can test for the potential moderating effect of perceptions of pandemic threats on the relationships of passion for work with efforts to promote work-related goal congruence *and* efforts to promote work-related goal congruence with problem-focused voice behavior.

Results

Table 1 lists the zero-order correlation coefficients and descriptive statistics, and Table 2 contains the mediation results generated by the Process macro. The results confirmed that passion for work related positively to efforts to promote work-related goal congruence (β = .332, $p < .001$, Hypothesis 1), which in turn related positively to problem-focused voice behavior (β =

.235, *p* < .001, Hypothesis 2). We also observed an effect size of .078 for the indirect

relationship between passion for work and problem-focused voice behavior, through the

mediation of efforts to promote work-related goal congruence, with a CI that did not entail 0

[.009, .193]. This result affirmed the presence of a mediation effect, as postulated by Hypothesis

3. Beyond the scope of our hypothesized effects, we note a positive relationship between

perceived pandemic threats to the organization and efforts to promote work-related goal

congruence (β = .537, *p* < .001) but a non-significant relationship between such threats and

problem-focused voice (β = .002, *ns*). The first, significant relationship suggests that the

organizational stresses created by a life-threatening global virus may stimulate employees to find

collegial support at work by gathering around a common goal set (De Clercq & Pereira, 2021). A

possible explanation for the second, non-significant relationship is the presence of two opposing

forces that might cancel each other out: Employees' pandemic-related ruminations could fuel

their desire to tackle this negative situation with dedicated voice behaviors, but the associated

energy depletion may deprive them from the stamina to do so (Chong et al., 2020).[2]

[Insert Tables 1 and 2 about here]

Moreover, we found a positive, significant effect of the interaction of passion for work ×

perceived pandemic threats to the organization (Table 3, β = .190, *p* < .01, Hypothesis 4) in

predicting efforts to promote work-related goal congruence. A similar positive, significant effect

arose when we considered the interaction of efforts to promote work-related goal congruence ×

perceived pandemic threats to the organization (β = .107, *p* < .05, Hypothesis 5) and its

prediction of problem-focused voice behavior. These effects are depicted in Figures 2–3.

According to the Process results, the relationship between passion for work and efforts to

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[2] A post hoc test for a potential curvilinear relationship between perceived pandemic threats to the organization and problem-focused voice offers no empirical evidence for such a relationship.

promote work-related goal congruence was stronger at increasing levels of perceived pandemic threats to the organization (.068 at one standard deviation [SD] below the mean, .310 at the mean, .588 at one SD above the mean). Similarly, we found increasing effect sizes for the relationship between efforts to promote work-related goal congruence and problem-focused voice behavior at higher levels of perceived pandemic threats to the organization (.120 at one SD below the mean, .256 at the mean, .412 at one SD above the mean). These findings offered support for Hypotheses 4 and 5.

[Insert Table 3 and Figures 2–3 about here]

As an explicit test of moderated mediation, we compared the strength of the conditional indirect relationship between passion for work and problem-focused voice behavior, through efforts to promote work-related goal congruence, across different levels of perceived pandemic threats to the organization. According to the findings in Table 3, increasing effect sizes occurred at elevated levels of the moderator: from .008 at one SD below the mean, to .080 at the mean, to .242 at one SD above the mean. The CI included 0 at lowest levels of the moderator ([-.040; .081) but not at the two highest levels ([.011; .180] and [.051; .476], respectively). Perceived pandemic threats to the organization thus invigorated the positive indirect relationship between passion for work and problem-focused voice behavior, through efforts to promote work-related goal congruence, in support of Hypothesis 6 and our comprehensive conceptual model.[3]

Finally, we note that the sample size of 158 is relatively small, which may diminish the generalizability of empirical findings, even if smaller sample sizes also provide *conservative* tests of proposed theoretical models, particularly if they include moderating effects

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[3] As Hayes (2015) explains, in models that estimate more than one moderated relationship (e.g., Process macro's Model 58), the indirect relationship between two variables through a third variable is a non-linear function of the moderator, so an index of moderation is not meaningful. In this scenario, the test for the presence of moderated mediation focuses on a comparison of the effect sizes of indirect effects and corresponding CIs at different levels of the moderator.

(Bouckenooghe et al., 2014). That is, significant results in support of the hypothesized effects, despite the small sample size, reinforce the internal validity of the tested framework. Nonetheless, we undertook a power analysis and applied G*Power (Faul et al., 2007) to assess whether it was appropriate to estimate the statistical models with a sample of 158 employees. To obtain an acceptable power level of .90 for a statistical model with five predictors—such as gender, education level, job level, passion for work, and perceived pandemic threats to the organization in the model in the left column of Table 2—and an appropriate effect size (Cohen's $f^2 = .770$, reflecting the obtained R^2 value of .435 in that model), the sample size needs to be at least 28. Our sample of 158 respondents substantially exceeds this benchmark value. The required sample sizes for the other models (29 for the model in the right column of Table 2; 28 in the left column of Table 3; 29 in the right column of Table 3) similarly are much lower than 158. These post hoc analyses affirm that the study's sample can generate meaningful predictions.

Discussion

Prior HR management scholarship underscores the value of employees who go out of their way to pinpoint problems in their organization (Howard & Holmes, 2019). In light of the resistance that these disruptive behaviors often encounter though, it is critical to understand how energy-enhancing personal resources might lead to problem-focused voice (Quinn et al., 2012). This study contributes to HR management research by recognizing a hitherto overlooked determinant of employee voice (passion for work), with specific attention to unexplored factors that *explain* or *influence* this process. Although some prior studies consider how personal factors, such as the Big Five personality traits (LePine & Van Dyne, 2001) or tenacity (De Clercq & Belausteguigoitia, 2017), fuel voice behaviors, we know of no research that details the role of passion, or why and when this personal resource is likely to increase employees' proclivity to

report on organizational failures. To address this gap, we have drawn from COR theory (Hobfoll & Shirom, 2000) to postulate that (1) the likelihood of enhanced problem-focused voice behavior in the presence of passion for work may increase because employees consider it important to find common ground with colleagues with regard to their organization's goals and (2) their exposure to a crisis, in the form of the COVID-19 pandemic and its potential damaging effect on the organization, invigorates this process. The statistical results confirm these conceptual predictions.

As a first important theoretical implication of our research, this study details a critical reason that passion for work, as a source of positive work energy (Houlfort et al., 2013), stimulates problem-focused voice behavior: Employees go out of their way to establish a shared, work-related goal set (Santos et al., 2012). Notably, our theoretical focus (and empirical assessment) pertains to employees' purposeful *efforts* to gather their colleagues around a common goal set, instead of solely assessing whether such goal congruence is present (Santos et al., 2012). For example, Weber and Avey (2019) find that the presence of value congruence (similar to goal congruence) relates positively to citizenship behavior, through a mediating role of employee voice. But we go a step further to reveal that employees' dedicated attempts to *promote* work-related goal congruence provide conduits through which their passion for work converts into voice behaviors. Consistent with COR theory (Hobfoll et al., 2018), employees seek to leverage their passion for work in ways that generate resource gains; they make their work experiences more enjoyable by creating shared goals (Memon et al, 2014). In turn, they can protect and achieve common goals by specifying organizational failures (Song et al., 2019). These findings accordingly pinpoint a beneficial process that spans *multiple* levels: individual

(passion for work), interpersonal (work-related goal congruence), and organizational (organizational failures brought into the open).

Another theoretical implication that arises from this study, also consistent with COR theory, is that this mediating role of congruence-enhancing efforts is moderated by employees' perceptions of pandemic threats, a resource-draining situation that confronts many organizations (Caligiuri et al., 2020; Swaminathan & Mishra, 2020). Congruence-enhancing efforts link employees' passion for work to enhanced problem-focused voice behavior even more forcefully when employees worry that their employer is threatened by the pandemic. In revealing this moderated mediation dynamic, we show how the likelihood that passionate employees seek common ground with their peers, and then contribute to their organization's well-being by talking about problem areas, gets *activated* by ruminations about the harmful effects of the external crisis for their organization (Hobfoll & Shirom, 2000). When employees believe their employer is being subjected to significant external threats, such as due to a pandemic, the discretionary energy they glean from their work-related passion becomes particularly important for motivating them to identify organizational challenges, and this translation occurs by gathering their peers around a set of compatible work goals.

This invigorating role of perceived pandemic threats may appear counterintuitive, which is part of what makes it interesting. Persistent ruminations about the negative impact of a global health crisis clearly can be upsetting, leading to depleted energy resources and negative work experiences (e.g., exhaustion, Lin et al., 2021; lower engagement, Liu et al., 2021), as well as avoidance of positive work behaviors (e.g., withdrawal, Chong et al., 2020; diminished performance-enhancing efforts, Vaziri et al., 2020). Yet there also appears to be a direct *beneficial* impact of employees' perceptions of pandemic threats on their creativity levels, such

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that they seek novel solutions to the experienced challenges (De Clercq & Pereira, 2021).

Research on the organizational impacts of terrorism threats similarly finds that employees' fear of terror can provide a "functional" catalyst of propensities to leverage their job involvement into enhanced helping behaviors (De Clercq et al., 2020). The invigorating effect of perceived pandemic threats to the organization, as found herein, implies that employees' work-related concerns about a pandemic enhance the expected benefits of their work-related passion for undertaking problem-focused voice activities too. A resource-draining health crisis stimulates passionate employees to allocate their energy toward these activities, through congruence-enhancing efforts, because they anticipate significant resource gains (e.g., sense of personal accomplishment) when they protect their organization against external threats through their own work-related endeavors (Hobfoll & Shirom, 2000).

Limitations and further research

This study has some shortcomings, which set the stage for further research. First, we focused on congruence-promoting efforts as underlying mechanisms by which passion for work spurs problem-focused voice behavior, informed by the argument that common viewpoints make work that employees already feel excited about even more appealing (Chen et al., 2005; Memon et al., 2014). It would be valuable to examine other potential mediators too, such as employees' affective commitment (Pooja et al., 2016) or person–organization fit (Kasekende et al., 2020). In a similar vein, we did not directly measure the resource gains within the proposed mediated link, such as the sense of personal achievement that passionate employees derive from sharing common goals with peers or safeguarding them against organizational failures. Continued studies could assess these mechanisms explicitly.

Second, our consideration of pandemic threats as contingency factors that invigorate the indirect link of passion for work with problem-focused voice behavior is highly relevant and timely; it could be complemented by examinations of other triggering factors that originate from within the organization, such as unfair decision-making procedures (Khattak et al., 2019) or dysfunctional political games (Kiewitz et al., 2009). Certain *personal* features also may influence the probability that employees leverage the positive energy that comes with their passion for work toward problem-focused voice behaviors, including their optimistic personalities (Li et al., 2019) or self-efficacy (Hao et al., 2019). It would be interesting to compare the relative potency of each of these contingencies for encouraging the application of employees' passion for work, as well as to establish whether the moderating effect of perceived pandemic threats, as studied herein, holds after taking these alternative factors into account.

Third, this study has examined one organization that operates in one industry (food) in one country (Portugal). The single-organization focus may raise external validity concerns, but it avoids the notable problems that arise due to unobserved, organizational-level drivers of congruence-enhancing efforts and problem-focused voice, as might occur in multi-organization studies. Moreover, the theoretical arguments are industry-neutral, so we expect that the *nature* of the hypothesized relationships should not vary across different industries—though their strength might. Continued research into the potential impact of relevant industry factors would be useful, such as the extent to which an industry is marked by competitive rivalry (Ramaswamy, 2001). That is, external competitive pressures may encourage employees to apply discretionary energy, stemming from their work-related passion, to productive work behaviors that help the organization cope with the pressures (Lahiri et al., 2008), as well as reinforce the theorized

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catalytic roles of perceived pandemic threats in this process. Multi-industry studies could formally assess the role of this and other industry characteristics.

Fourth, and in a similar vein, the theoretical arguments that underpin the tested relationships are not country-specific, but cultural factors could interfere with the proposed theoretical framework and influence the strength of its constitutive relationships. Two pertinent cultural features in this regard, uncertainty avoidance and collectivism, both score high in Portugal, this study's focal context. In uncertainty-avoidant countries, employees may perceive the negative organizational impact of a pandemic crisis as very intrusive, such that they feel especially compelled to leverage positive work energy, derived from their passion for work, toward congruent work goals and dedicated voice behaviors (Hofstede et al., 2010). The collectivistic nature of a country's culture, which evokes strong concerns to protect the well-being of the organizational collective, may reinforce this dynamic and further increase the motivation of passionate employees to contribute to their organization's well-being with productive work activities during crises (Baeza & Wang, 2016). Cross-country comparisons could explicate whether and how such cultural features influence the strength of the hypothesized relationships. It also would be valuable to examine corresponding, *individually* held values, such as employees' own risk orientations (Chow et al., 2012) or collectivism (Wang et al., 2017).

Practical implications

In revealing the beneficial role of passion for work in spurring problem-focused voice behavior, through congruence-promoting efforts, this study highlights an important tactic HR managers can use to motivate employees to make possibly controversial reports of problem situations. Specifically, bringing organizational failures into the open is energy consuming and

may elicit obstruction if other organizational members feel personally attacked by the complaints (Maynes & Podsakoff, 2014). Therefore, organizational policies for employee hiring, retention, and promotion might include considerations of how an energy-boosting personal resource such as passion for work can be mobilized in sustained activities to identify organizational shortcomings (Haq et al., 2019). As this study points out, to motivate employees to do something useful with their work-related passion, HR managers could emphasize the value of applying it to establish congruent peer relationships. Other personal characteristics, such as tenacity or proactivity, may stimulate problem-focused voice activities too, so our general recommendation is that organizations, in assessing prospective and current employees, should adopt a comprehensive approach to hone the various personal features—including passion for work—that help employees discover the benefits of pinpointing organizational problems.

The invigorating effect of perceived pandemic threats to the organization also has value for HR management practice. This research highlights how the life-threatening, global COVID-19 pandemic (Hokyu & Höllerer, 2020) can increase employees' tendencies to use their existing, positive, work-related energy to help the threatened organization by bringing its problem areas into the open. We posit that in the presence of any major crisis—which could include other risky scenarios, such as imminent terrorism threats (Raja et al., 2020)—organizations might reap notable benefits from having passionate employees among their ranks. To the extent that employees ruminate about the detrimental effects of such crises on their organizational functioning, they would likely benefit from effective, customized training that teaches them how to leverage their positive work-related energy by engaging in activities that expose problem areas. HR managers cannot control external crises or the concerns they create for employees, but

to the extent they can direct employees' discretionary resource reservoirs toward dedicated behaviors to find and draw attention to organizational problems, all the parties will benefit.

Conclusion

This study details the ways in which congruence-promoting efforts and perceived pandemic threats explain or influence the link between passion for work and problem-focused voice. A determination to generate a common goal set with peers explains how employees' general passion for work makes them more enthusiastic about pinpointing organizational problem areas. We also reveal when this beneficial process becomes more likely, namely, when employees cannot stop thinking about the harmful potential impact of the pandemic on their organization. These results and related insights can support continued examinations of how the intense challenges of a global crisis can be dealt with, and the organization improved, by developing and heeding the valuable personal resources possessed by employees.

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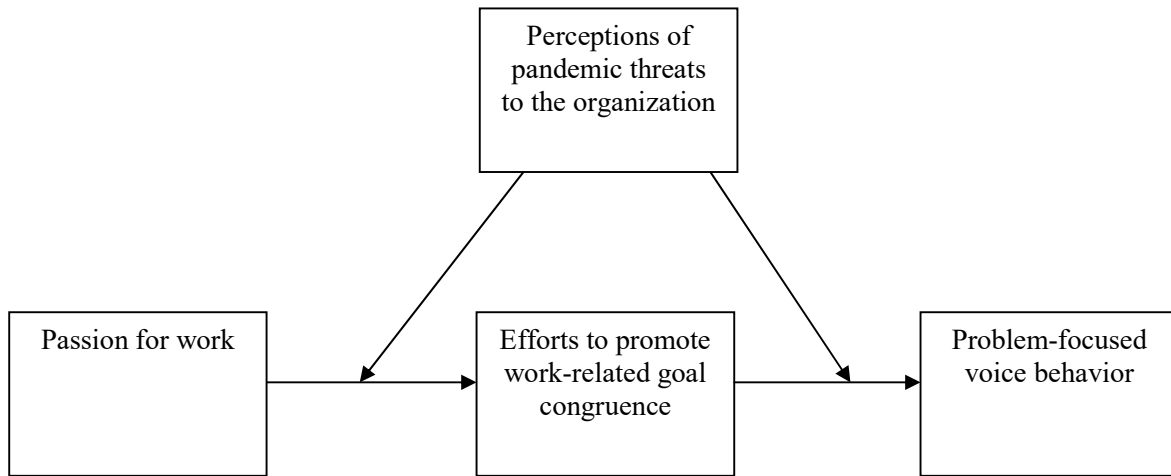
Figure 1: Conceptual model

Figure 2: Moderating effect of perceived pandemic threats to the organization on the relationship between passion for work and efforts to promote work-related goal congruence
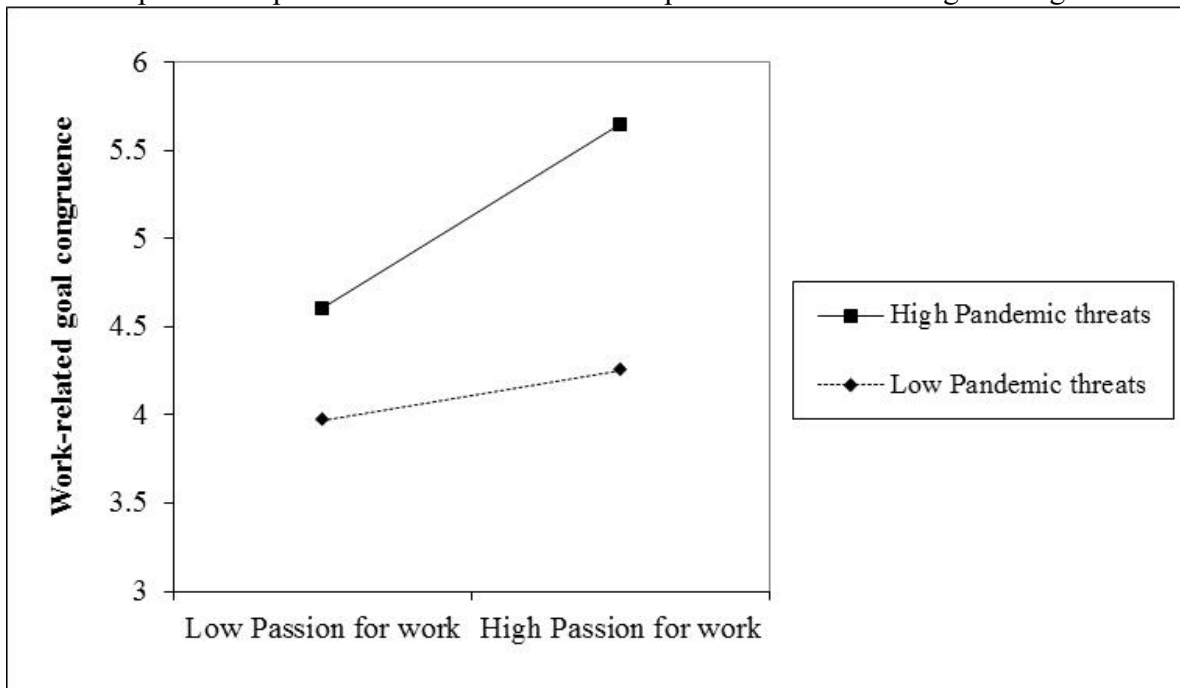

Figure 3: Moderating effect of perceived pandemic threats to the organization on the relationship between efforts to promote work-related goal congruence and problem-focused voice
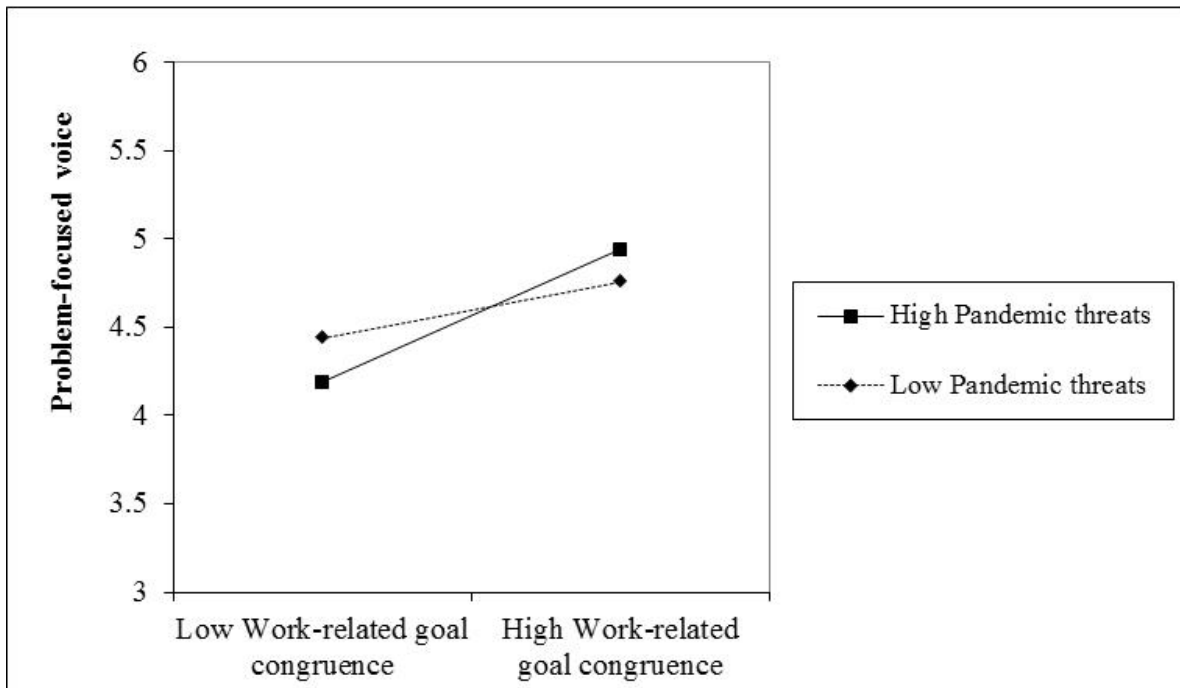
Table 1: Correlation table and descriptive statistics

	1	2	3	4	5	6	7
1. Passion for work							
2. Efforts to promote work-related goal congruence	.467**						
3. Problem-focused voice	.613**	.459**					
4. Perceived pandemic threats to the organization	.420**	.610**	.306**				
5. Gender (1 = female)	-0.057	0.012	-0.047	-0.111			
6. Education level	.174*	-0.073	.166*	-.285**	.276**		
7. Job level	0.126	-0.090	.193*	-0.135	-0.078	0.033	
Mean	4.266	4.703	5.057	3.107	.475	3.487	2.215
Standard deviation	1.144	1.424	1.221	1.329	.501	1.033	1.005
Minimum	1.200	1.000	1.600	1.000	.000	1.000	1.000
Maximum	6.600	7.000	7.000	6.385	1.000	5.000	4.000

Notes: n = 158.

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

Table 2. Mediation results (Process macro Model 4)

		Efforts to promote work-related goal congruence	Problem-focused voice behavior	
Gender (1 = female)		.220	-.108	
Education level		.005	.138[+]	
Job level		-.070	.188*	
Passion for work		.332***	.472***	
Perceived pandemic threats to the organization		.537***	.002	
Efforts to promote work-related goal congruence			.235***	
	R^2	.435	.449	
	Effect size	Bootstrap SE	LLCI	ULCI
Indirect effect	.078	.048	.009	.193

Notes: n = 158; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval.
[+] $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$.

Table 3. Moderated mediation results (Process macro Model 58)

	Efforts to promote work-related goal congruence	Problem-focused voice behavior
Gender (1 = female)	.289	-.098
Education level	-.021	-.136[+]
Job level	-.043	.194**
Passion for work	.332***	.422***
Perceived pandemic threats to the organization	.509***	-.015
Passion for work × perceived pandemic threats to the organization	.190**	
Efforts to promote work-related goal congruence		.268***
Efforts to promote work-related goal congruence × perceived pandemic threats to the organization		.107*
R^2	.463	.471

Conditional *direct* relationship between passion for work and efforts to promote work-related goal congruence				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	.068	.130	-.188	.324
Mean	.310	.090	.133	.488
+1SD	.588	.128	.336	.841

Conditional *direct* relationship between efforts to promote work-related goal congruence and problem-focused voice behavior				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	.120	.082	-.042	.283
Mean	.256	.068	.121	.391
+1SD	.412	.098	.218	.606

Conditional in*direct* relationship between passion for work and problem-focused voice behavior				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	.008	.029	-.040	.081
Mean	.080	.044	.011	.180
+1SD	.242	.111	.051	.476

Notes: n = 158; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval.
[+]$p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$.