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Organization Health Climate Role on Work Engagement and Promotive Behavior

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Master in Human Resources Management and
Organizational Consulting

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Organizational Behavior

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Marketing, Operations and General Management
Department

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Abstract

As the professional world becomes more globalized, it's imperative for organizations to stay abreast of changes, and innovate to ensure they remain efficient and relevant. In this dynamic setting, cultivating a culture where employees speak up and remain invested is crucial. Voice, which is when employees share their thoughts, worries, or proposals, combined with engagement, where workers are deeply connected and devoted to their tasks, are pivotal in fostering organizational flexibility and creativity. By championing these elements, companies can more effectively tap into the collective wisdom and adaptability required to tackle the complex challenges and prospects of today's business landscape. Studies have indicated that job resources are positively related with work engagement and promotive voice. In addition, work engagement plays a mediating role between job resources and promotive voice. This research explored the relation between three job resources - health climate, supervisor support, and coworker support - and their impact on work engagement as well as promotive voice. Afterwards, it tested the mediating role of work engagement between job resources and promotive voice. To do that, a quantitative study was conducted (N = 371) with employees work in a Portuguese multinational company. All the three hypotheses were partial confirmed by this research. Hypothesis 1 was partially confirmed; aside from coworker support, the other two job resources are positively related to work engagement. Hypothesis 2 was also partially confirmed; only supervisor support is positively related to promotive voice. Regarding Hypothesis 3, work engagement significantly partially mediates the relationships, indicating that an increase in health climate and coworker support is related to an increase in work engagement, which, in turn, is positively related to promotive voice.

Keywords: job resources; health climate; supervisor support; coworker support; work engagement; promotive voice

JEL Classification System: O15 - Human Resources; J24 - Human Capital

Resumo

À medida que o mundo do trabalho se torna mais globalizado, é imperativo que as organizações se mantenham a par das mudanças e inovem para continuarem eficientes e relevantes. Neste cenário dinâmico, é crucial cultivar uma cultura em que os trabalhadores têm voz e estão empenhados. A voz, que é quando os trabalhadores partilham seus pensamentos, preocupações ou propostas, combinada com o engagement, onde os trabalhadores estão profundamente dedicados às suas tarefas, são fundamentais para promover a flexibilidade e a criatividade organizacional. Ao promoverem esses elementos, as empresas podem aproveitar de forma mais eficaz o conhecimento coletivo e a adaptabilidade necessárias para enfrentar os complexos desafios e perspectivas do mundo empresarial atual. A investigação tem revelado que os recursos do trabalho estão positivamente relacionados com o engagement no trabalho e a voz promotiva. Além disso, é sugerido que o engagement no trabalho desempenha um papel mediador entre os recursos do trabalho e a voz promotiva. O presente estudo explorou a relação entre três recursos de trabalho - clima de saúde, apoio do supervisor e apoio dos colegas de trabalho - e o seu impacto no engagement no trabalho, bem como na voz promotiva. Posteriormente, testou-se o papel mediador do engagement no trabalho na relação entre os recursos do trabalho e a voz promotiva. Para tal, foi realizado um estudo quantitativo (N = 371) com trabalhadores de uma empresa multinacional portuguesa. Todas as três hipóteses foram parcialmente confirmadas. A hipótese 1 foi parcialmente confirmada, com exceção para o apoio dos colegas de trabalho, os outros dois recursos de trabalho revelaram estar positivamente relacionados com o engagement no trabalho. A hipótese 2 também foi parcialmente confirmada, apenas o apoio do supervisor revelou estar positivamente relacionado com a voz promotiva. Em relação à Hipótese 3, o engagement no trabalho medeia, parcialmente, significativamente as relações, indicando que um aumento no clima de saúde e no apoio ao colega de trabalho está relacionado a um aumento no engagement no trabalho, que, por sua vez, está positivamente relacionado com a voz promotiva.

Palavras-chave: recursos do trabalho; clima de saúde; apoio do supervisor; apoio dos colegas de trabalho; work engagement; voz promotiva

Classificações JEL: O15 - Human Resources; J24 - Human Capital

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Chapter 1: Introduction

The workplace is adapting to the ever-evolving landscape of innovation, rivalry, and long-term sustainability. The ever-growing globalization of the workplace has required organizations to stay abreast of changes, gain knowledge, and come up with new ideas in order to ensure their longevity and enhance their productivity (Berg et al., 2017). As workplace dynamics become more intricate, employees are expected to perform extra role responsibilities (Kim et al., 2017). In the late 1990s, scholars of organizational behavior began to see voice not just as a response to unsatisfying conditions, but as an important form of extra role behavior, or one of the ways in which employees can go above and beyond the requirements of their jobs (Morrison, 2014). Organizations cannot stay ahead of the game when it comes to employees who simply follow instructions and do not provide feedback to the company (Um-e-Rubbab & Naqvi, 2020). Given the ever-changing and unpredictable nature of the business world, it is essential for organizations to take proactive behaviors to ensure their long-term success, manage changes, and adjust accordingly (Parker & Collins, 2008; Crant et al., 2011; Aryee et al., 2013). As demonstrated in the literature review, promotive voice is one cases of proactive behavior. Crant (2000) defined proactive behavior as taking the initiative to improve current conditions or create new ones. It involves questioning the status quo rather than merely adapting to it. Within this proactive spectrum, “voice”, which entails the expression of ideas, suggestions, and concerns aimed at enhancing the organization, is acknowledged as a prevalent proactive behavior that offers both benefits and support to the organization (Van Dyne & LePine, 1998).

The present study focuses on the three job resources, including health climate, supervisor support and coworker support. There are previous studies focus on POHC (perceived organizational health climate), which is referred as organizational health climate, perceptions of organizational policies and practices that foster the physical and mental wellbeing of employees (Kaluza et al., 2019; Zweber et al., 2016). A health-promoting environment can lead to reduced absenteeism, lower turnover rates, and increased job engagement, ultimately benefiting the organization’s performance. Health-related outcomes are essential prerequisites for labor force participation and contribution, and poor health is associated with lower quality of life, lower productivity, and absenteeism at the individual level, and with lower productivity and enormous costs from medical expenditures at the organizational and societal levels (Danna

and Griffin, 1999; Cartwright and Cooper, 2013). Shin & Hur, (2021) discovered a mediating role of work engagement in the link between POHC and employees' job crafting. Additionally, the beneficial effect of POHC on both work engagement and job crafting was notably higher in the presence of a strong leadership health climate. An organizational climate that values flexibility, adaptability, and risk-taking can encourage job crafting, a type of proactive behavior (Shin & Hur, 2021).

However, the existing empirical studies on how health climate work as a job resource are positively associated with work engagement and promotive voice are insufficient. The possible two reasons are lacking practical and comprehensive measurement; and conception misclassified. Thus, there is a need to understand how health climate has impact on work engagement and promotive voice, so that organizational strategies can be drawn to help companies achieve better performance and allocate resources reasonably. Given the lack of existing knowledge of whether health climate can contribute to promotive voice, via work engagement, the present research aims to cover this gap by analyzing the relationship between health climate and work engagement and promotive voice as well.

According to organizational support theory and social exchange theory, Employees who feel supported by the organization have a sense of duty to repay it through positive attitudes and actions (Eisenberger et al., 1990). Supervisor support refers to the constructive feedback from supervisors to the employees that enhance their work performance (Zhou, 2003). Employees' trust in their colleagues' willingness to help them with their work-related tasks is referred to as coworker support.

Previous research on work engagement indicated that engaged employees influenced favorable organizational outcomes (Harter et al., 2002), such as higher financial performance (Xanthopoulou et al., 2009) and improved employee well-being (Llorens et al., 2007). Hence, it is anticipated that heightened levels of engagement foster proactive work behavior characterized by personal initiative (Salanova, & Schaufeli, 2008). Considering that work engagement has been associated with promotive voice (Salanova, & Schaufeli, 2008), this research focused on analyzing the mediating role of work engagement in the relationship between three job resources and promotive voice. By analyzing the mediating role of work engagement, it becomes possible to understand if these three job resources may help employees to increase proactiveness to present voice and, consequently, improve the organization's operation.

The present study aims to test if three job resources, health climate, supervisor support and coworker support, are positively related to work engagement and promotive voice; and whether

work engagement is playing a full mediator role between job resources and promotive voice, which indicates that work engagement can increase promotive voice.

In the following chapters, an overview of empirical evidence and existing knowledge from prior research on the primary subjects of this study is provided, including the introduction of the investigation model and the three hypotheses. In addition, the methodology employed is illustrated and the outcomes will be analyzed. Ultimately, the findings and inferences from this research will be discussed.

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Chapter 2: Literature Review

Job resources are the various components of a job, such as physical, psychological, social, and organizational resources, are essential for achieving work goals, alleviating the strain of the job, and promoting personal growth, learning, and development. (Bakker & Demerouti, 2017) According to the JD-R model, job resources can improve employees' work behavior and performance by increasing their work engagement. Xanthopoulou et al. (2007) expanded the JD-R model by incorporating personal resources such as optimism, which are viewed as facets of the individual associated with resilience. These resources reflect individuals' perception of their capacity to effectively influence and manage their surroundings, as outlined by Hobfoll et al. (2003). However, job demands can lead to burnout, which can have a negative impact on work outcomes. (Tims, Bakker & Derks, 2014) This study focuses on the three job resources, including health climate, supervisor support and coworker support. The investigation of job resources and their influence on employee engagement and performance has been a subject of interest among researchers.

2.1 Health climate

According to Zweber et al. (2016, p. 250), health climate was defined as “employee perceptions of active support from coworkers, supervisors and upper management for the physical and psychological well-being of employees.” A healthy climate can be fostered through the implementation of policies and practices that encourage healthy habits, such as offering nutritious food choices, providing chances to exercise, and encouraging mental health support. A healthy climate can also be fostered by encouraging leadership and an atmosphere of concern for the welfare of staff. Employees who feel their workplace is conducive to good health are more likely to practice healthy habits, experience less stress, and feel more content in their job. According to Rožman & Štrukelj (2020, p. 793), “organizational climate components have a statistically significant positive impact on the work engagement of employees”. This is in line with Eldor & Harpaz (2015), in which authors found out that a positive organizational environment is closely linked to increased work engagement. When companies foster a healthy,

supportive, and open communication atmosphere, their employees tend to be more involved and committed.

However, extant research is deficient in addressing the healthy climate. This deficiency may be attributed to the following two points: (a) previous conceptualizations of a health climate have failed to create a practical and comprehensive measure of a healthy workplace health climate, (b) The concept of a healthy atmosphere has also been misclassified in previous literature, that organizational health and safety are often assessed as one conception. Workplace safety, such as illnesses and injuries, maybe caused by career, but it's recognized as an aspect of health. However, organizations also play a role in supporting individual health decisions and behaviors, which is not the same thing as safety. (Zweber et al., 2016)

In organizations with a high level of POHC, employees actively plan their job, mobilize resources to perform core job functions and adjust their work and relational boundaries to variable environmental changes (Shin & Hur, 2021). Moreover, a high level of POHC encompasses improving employees' working conditions so that they are conducive to both physical and psychological health. These improved working conditions can be used as a resource to help employees cope with the psychological symptoms and maintain their work status, thereby increasing resilience to the environment (Fredrickson, 2001) and initiative in the workplace (Salanova & Schaufeli, 2008). This layered effect emphasizes the vital role leaders play in transferring the benefits of a healthy organizational climate to their staff. As a result, dedicated employees utilize their resources to proactively adjust their work and relational boundaries (i.e., tasks and relationship management) to environmental requirements.

The findings of Kaluza et al. (2019) revealed that a positive organizational health atmosphere directly impacts leaders' health-focused actions, which subsequently benefits employee health. The way leaders view health concerns is instrumental in mediating this effect. Moreover, leaders who deeply identify with their organization show a more profound connection between the organizational health environment and their health perspectives. The study of Schwatka et al. (2020) examined the relationship between the work safety and health climate and employee behaviors, using the Theory of Self-Determination as a lens, in a variety of small companies. Findings showed that all three motivational types played a role in mediating the connection between the safety and health climate and employee behaviors. In conclusion, for small companies aiming to involve their employees in comprehensive health initiatives, it's crucial to establish robust safety and health atmospheres. This is due to their impact on employees' willingness to engage in programs that promote and protect health.

2.2 Supervisor support

Supervisor support encompasses the degree to which supervisors offer constructive feedback to their employees regarding their conduct, facilitating their ability to acquire, grow, and enhance their overall job performance (Zhou, 2003). Many studies have investigated (a lack) work-related sources of social support and their role in regulating health and work-related well-being, such as job stress, job satisfaction, job performance, turnover intention or work-family conflict.

Support from supervisors or co-workers are the primary sources of social support in the workplace. Insufficient supervisor support has been demonstrated to heighten the likelihood of mental health issues, specifically depression and anxiety disorders (Sinokki et al., 2009). According to the Social Cognitive Theory (Bandura & Cervone, 2023), the core concept of the theory is the idea that people can learn by observing the behaviors, attitudes, and outcomes experienced by others. Frese et al. (1999) demonstrated that when supervisors actively encouraged employees' creative initiatives, the employees were more inclined to contribute innovative ideas to the organization's suggestion program. Supervisor support fosters an environment where employees feel recognized, appreciated, and are less burdened by the fear of failure (Madjar et al., 2002). In this perspective, supervisor support leads to increased motivation and interaction (Caniëls, 2019).

However, when supervisors keep a close eye on their employees, they experience a sense of being monitored, assessed, and managed (George & Zhou, 2001; Ryan & Grolnick, 1986). Intensive supervision may be viewed as a managerial approach that causes employees to feel anxious about engaging in activities that their managers might not endorse. Consequently, employees may become distracted and preoccupied with unrelated worries and apprehensions. The expectations placed on employees to act in certain ways can lead to an external influence on their behavior, thus diminishing their internal motivation (Deci & Ryan, 1985; Ryan, 1982).

2.3 Coworker support

The coworker support is defined "as the extent to which employees believe their coworkers are willing to provide them with work-related assistance to aid in the execution of their service-based duties" (Susskind et al., 2003, p.181). Sharing information, motivating each other, and aiding each other in completing tasks are all part of this (Zhou and George, 2001). There are both positive and negative impact from co-worker support on workplace environment. Hodson

(1997) presented a compelling case that the social atmosphere of the workplace could be a major factor in determining employees' job satisfaction, productivity, and contentment. Collaborating with helpful and encouraging co-workers fosters an atmosphere that encourages open dialogue about novel concepts and errors (Joiner, 2007). Co-worker support is essential for completing work-related tasks, but it also has an impact on morale (Susskind et al., 2003). Along similar lines, when employees feel supported by their colleagues, they are more likely to be open and honest about their ideas, which in turn leads to higher job satisfaction (Fass, Bishop & Glissmeyer, 2007). Co-worker support is considered an effective form of support, especially when the other person is emotionally exhausted, which can affect work stress (Albar-Marín & García-Ramírez, 2005). Due to the sense of being appreciated and having less pressure, employees are more content with their work and less likely to leave the company (Levy, 2006). Studies conducted by Joiner (2007) suggest that a company that provides more assistance to its employees is likely to experience improved organizational performance. To conclude, if employees feel more supported by their colleagues, they are more likely to have access to resources that can help them manage work-related stress, reduce the frequency of errors, enhance their performance, and ultimately decrease turnover.

A counter perspective to the previously mentioned research argues that support from colleagues might be subject to unfavorable interpretations (Bateman, 2009). The actions of colleagues may be seen as politically motivated or self-promoting; thus it may not always be linked to productive work mindsets. Receiving assistance from colleagues may imply a lack of competence on the part of the individual receiving the support. Particularly, due to the assumption that peers are equal, the backing of colleagues may imply a lack of capability or autonomy (Ng & Sorenson, 2008).

2.4 Work engagement

Engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004; Schaufeli, Salanova, González-Roma, & Bakker, 2002). Vigor is characterized by a strong work ethic, an eagerness to put in the necessary effort, and a tenacity to overcome obstacles. Dedication encompasses a feeling of importance, eagerness, motivation, satisfaction, and difficulty. Absorption is a state of being completely absorbed in one's work, where time passes quickly and it can be hard to detach oneself from the task at hand (Bakker et al., 2007). Employees who

are highly engaged in their work experience a sense of accomplishment and motivation that is marked by enthusiasm, commitment, and focus (Schaufeli & Bakker, 2004).

Studies have demonstrated the reliable measurement of work engagement (Schaufeli, Bakker, & Salanova, 2006a). Furthermore, it has been distinguished from similar concepts such as workaholism (Schaufeli, Taris, & Van Rhenen, 2008), job involvement, and organizational commitment (Hallberg & Schaufeli, 2006). Job resources lead to engagement and positive outcomes, which is one of the two processes proposed by the JD-R model (Schaufeli & Bakker, 2004). An example of this is Bakker et al. (2004) research on human service personnel (including teachers) which revealed that job resources result in dedication and extra-role performance. Leithwood, Menzies, Jantzi, and Leithwood (1999) proposed that schools can demonstrate their dedication to the collective objectives of the organization by giving teachers chances to become more proficient and by creating collaborative decision-making opportunities (i.e., job resources). These job resources motivate individuals to contribute to their work and the success of the organization performance. If organizations do not provide or reward individuals with job resources, the long-term consequence will be withdrawal from work and reduced motivation and commitment (Bakker, Demerouti, & Schaufeli, 2003). This leads to the first hypothesis:

Hypothesis 1. Health climate, supervisor support and coworker support are positively related with engagement.

2.5 Promotive voice.

Crant (2000) characterized proactive behavior as taking the lead in enhancing existing conditions or forming new ones; it comprises questioning the existing state rather than simply adjusting to it. Voice, which involves sharing ideas, suggestions, and concerns aimed at enhancing the organization, has been recognized as a common proactive behavior that is both beneficial and supportive of the organization (Van Dyne, & LePine, 1998). Van Dyne et al. (2003) broadened the definition of sound to include constructive suggestions, and many studies on voice have focused more on the “promotive” aspects, or how existing working practices and procedures can be improved for the benefit of organizations. In contrast, despite initial interpretations of voice as a way to prevent or alter undesirable situations, there has been a lack of empirical research into the “prohibitive” elements of voice, or people’s worries about current or upcoming activities, events, or actions that could be detrimental to their organization (Rusbult, Farrell, Rogers, & Mainous, 1988; Withey & Cooper, 1989). Additionally, promotive

voice is considered a part of proactive behavior. Promotive voice entails sharing ideas or recommendations for enhancement, and it's commonly seen as a socially approved method to foster constructive change in a company (Liang et al., 2012). On the other hand, proactive behavior includes actions that are forward-looking and geared towards change, targeting either self-improvement or situational enhancement. Other studies suggest that the promotive voice is an expression of proactive behavior because it actively conveys ideas aiming to modify and enhance organizational practices or results. (Son et al., 2022; Guzman & Espejo, 2018)

Expressing positive thoughts can lead to greater exposure (Stamper & Van Dyne, 2001), positive appraisals (Thompson, 2005), and chances for advancement (Dutton & Ashford, 1993) for the presenter. Conversely, voicing opinions that question the current situation may lead to misinterpretation and other unfavorable social outcomes (Morrison & Milliken, 2000). Because of the potential positive and negative outcomes of presenting voice, employees often decide to speak after evaluating costs and benefits (Dutton, Ashford, O'Neill, Hayes, & Wierba, 1997; Kish-Gephart et al., 2009; Milliken, Morrison, & Hewlin, 2003). Thus, the voice behavior is considered to be a "planned behavior" by Liang et al. (2012) and the research also proposed that there were three psychological factors, psychological safety, felt obligation for constructive change, and organization-based self-esteem, explaining voice behavior. Job crafting, a proactive behavior, is shaped by an organizational climate that prioritizes adaptability, flexibility, and a willingness to take risks. Researchers are exploring the influence of a healthy organizational climate on various outcomes across different levels, hinting at a possible connection between a supportive health climate and proactive behaviors (Shin & Hur, 2021).

Psychological safety of an individual is determined by the degree to which they trust that their colleagues (e.g., superiors, coworkers) will not reprimand or misconstrue them for taking chances, such as voicing opinions or worries (Detert & Burris, 2007). According to the conception of supervisor and coworker support, to which psychological safety belongs. When employees perceive low possibility of negative consequences, they are more likely to express their opinions. Therefore, supervisor and coworker support has been found to be beneficial in allowing people to express themselves, as it makes it easier and less likely to voice their opinions.

An individual's self-confidence in their own capabilities and value in the workplace, as outlined by Pierce et al. (1989), is referred to as organization-based self-esteem. Employees who have a strong sense of organization-based self-esteem and are respected by their colleagues are more likely to think that they have the resources and chances to make their

voices heard, especially when their status is not a factor in presenting voice. As mentioned earlier in the present study, health climate and supervisor support and coworker support (psychological safety) contribute to the promotive voice. Following this line of reasoning, greater three factors of job resources increase favorable attitudes toward voice, the following hypothesis is proposed:

Hypothesis 2. Health climate, supervisor support and coworker support are positively related with promotive voice.

2.6 Work engagement mediating role

According to the definition of work engagement mentioned before, there are three dimensions of it, vigor, dedication and absorption. Work engagement covers the fundamental aspects of intrinsic motivation, ensuring goal-oriented behavior and perseverance in achieving goals, while maintaining a high level of motivation (i.e. vigor) and passion, identification, acceptance and pride in job (i.e. dedication). Given that work engagement encompasses high levels of energy, persistence, identification, and goal-directness, it is anticipated that heightened levels of engagement foster proactive work behavior characterized by personal initiative (Salanova, & Schaufeli, 2008).

The present study aims to contribute to prove that the intrinsic motivational function of job resources by demonstrating their indirect influence on employee proactivity through work engagement. This study specifically examines how work engagement serves as a mediator between job resources like health climate, supervisor support, and coworker support, and proactive behavior, which refers to the promotive voice. It follows from the reasoning above; the present study hypothesizes:

Hypothesis 3. Work engagement is positively associated with promotive voice, thus playing a full mediating role between job resources and promotive voice (see Figure 2.1)

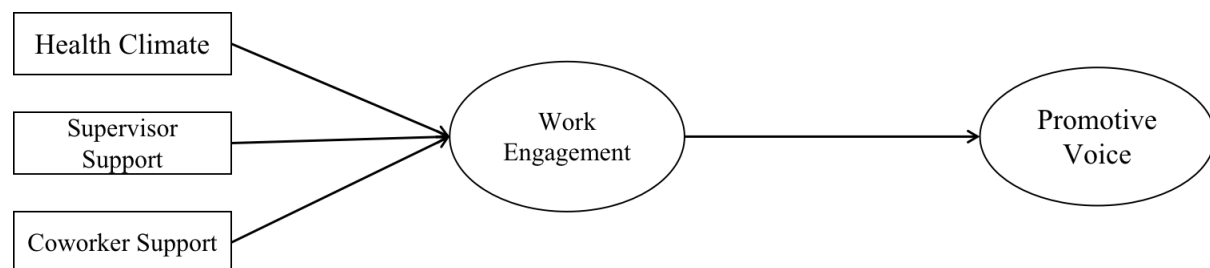


Figure 2.1. The research model.

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Chapter 3: Method

3.1 Participants and procedures

The questionnaire was collaboratively designed and the data collection was carried out by the supervisor and other students involved in the research project. This collaborative effort ensured a comprehensive and well-rounded approach to questionnaire design and data gathering. The data from this study is a part of a project coordinated by Professor Sílvia Silva in a Portuguese multinational company. The project scope is health and wellness at work. Since the study was made in a multinational company, the data collection had to be made through an online questionnaire. Upon agreeing to participate in the survey, the employees were given an in-depth explanation and informed of the main goals of the research (Aleksandar et al., 2020). This questionnaire was held in English, as it is the company's official language. A total of 371 valid questionnaires were collected. Despite this convenience number of 371 participants, the sample provided good representation of various job positions (Aleksandar et al., 2020).

Participants was 54.4% female, 45.6% male, ranging in age from less than 29 years old to more than 60 years old. Regarding education, 31.4% had completed a master's degree, 18.1% had completed a postgraduation degree, 40.9% had completed a bachelor's degree and the remaining 9.7% with education less than university.

Table 3.1 Samples descriptive characteristics

Variables		N	%
Age	Less than 29 years old	45	12.1
	30-39 years old	101	27.2
	40-49 years old	164	44.2
	50-59 years old	50	13.5
	More than 60 years old	11	3
Sex	female	202	54.4
	male	169	45.6
Education	Less than university	36	9.7
	Bachelor	25	6.8
	Degree	126	34.1
	Postgraduation	67	18.1
	Master/Doctorate	116	31.4

	Less than 2 years	57	15.7
Seniority	2-5 years	58	15.9
	6-10 years	45	12.4
	More than 10 years	204	56.0
	Germany	28	7.6
Country of workplace	Italy	29	7.9
	Portugal	242	66
	Romania	16	4.4
	Spain	39	10.6
	Other Countries	13	3.5
	0	146	41.1
Number of children living with	1	82	3.1
	2	89	25.1
	More than 2	38	10.7
	Fixed limited term	47	13.0
Contract type	Permanent	265	73.2
	Uncertain term	43	11.9
	Other	7	1.9
Contract term	Full time	360	98.4
	Partial time	6	1.6

3.2 Measures

Health climate

Health climate was measured through ten items based on complete scale developed by (Zweber et al., 2016). There are nine items were used from the 10 items of the original scale. For example, one of the questions is “When management learns that something about our work or the workplace is having a bad effect on employee health or well-being, then something is done about it.” Items were scored on a five-point Likert scale from 1 (never) to 5 (always). The Cronbach alpha value was .85.

Supervisor support

Supervisor support was measured using the scale of three items based on the Energy Compass, an online JD-R assessment tool, developed by (Schaufeli et al., 2017). For example, one of the questions is “Can you count on your supervisor for help and support, when needed?” Items were scored on a five-point Likert scale from 1 (never) to 5 (always). The Cronbach alpha value was .87.

Coworker support

Coworker support was measured using the scale of three items based on the Energy Compass, an online JD-R assessment tool, developed by (Schaufeli et al., 2017). For example, one of the questions is “Do you feel your work is recognized and appreciated by your colleagues?” Items were scored on a five-point Likert scale from 1 (never) to 5 (always). The Cronbach alpha value was .86.

Work engagement

Work engagement was measured using the scale of three items based on the Energy Compass, an online JD-R assessment tool, developed by (Schaufeli et al., 2017). For example, one of the questions is “I am enthusiastic about my job.” Items were scored on a five-point Likert scale from 1 (never) to 4 (often). The Cronbach alpha value was .57 which indicated poor internal reliability of the scale.

Promotive voice

Promotive voice was measured using the scale from the questionnaire of Liang et al., (2012) to understand how employees provided promotive voice. For example, one of the questions is “Proactively voice out constructive suggestions that help the unit reach its goals.” The three items were scored on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The Cronbach alpha value was .91.

Data analysis

A descriptive analysis of the sociodemographic variables was conducted, in which the mean, standard deviation, correlations and consistency were calculated. In order to test the hypotheses, the macro-PROCESS (Hayes, 2022) was used. To assess the indirect effects a bootstrap estimation was performed supported by 5,000 bootstrap samples, and confidence intervals at 95% were computed.

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Chapter 4: Results

4.1 Descriptive analysis and correlation analysis

Table 4.1 reports descriptive statistics and correlations. Health climate ($r = .29, p < .01$), supervisor support ($r = .31, p < .01$) and coworker support ($r = .15, p < .01$) were positively and significantly correlated with work engagement. These results mean that when health climate, supervisor support and coworker support are higher, we verify that there are higher levels of work engagement. Additionally, supervisor support ($r = .18, p < .01$) and coworker support ($r = .12, p < .01$) were positively and significantly correlated with promotive voice. These results mean that when supervisor support and coworker support are higher, higher levels of promotive voice can be verified. However, health climate ($r = .06, p > .05$) was not a significant correlation of promotive voice.

Within the three control variables (age, education and seniority), none of them was significantly correlated to work engagement. However, education ($r = .11, p < .05$) and seniority ($r = -.19, p < .01$) are positive and significant correlations of promotive voice, which means that the higher level of education and the higher seniority the employees have, the worker present with higher promotive voice. However, age ($r = .06, p > .05$) was not a significant correlation of promotive voice.

Table 4.1 Means, Standard Deviations and Correlations between Variables

	Mean	SD	1	2	3	4	5	6	7	8
1. Health climate	3.26	0.73	-							
2. Supervisor support	3.86	0.93	.554**	-						
3. Coworker support	3.98	0.8	.361**	.354**	-					
4. Engagement	3.65	0.63	.288**	.313**	.148**	-				
5. Promotive voice	3.88	0.67	.062	.0180**	.115**	.232**	-			
6. Age ^a	2.68	0.95	-.139**	-.169**	-.085	.093	.057	-		
7. Education ^b	3.55	1.26	.096	.099	-.012	-.044	.114*	-.185**	-	
8. Seniority ^c	3.09	1.16	-.187**	-.167**	-.094	.040	.131*	.562**	-.117*	-

Notes: N = 371. ^a1 = less than 29 years old, 2 = 30-39 years old, 3 = 40-49 years old, 4 = 50-59 years old, 5 = more than 60 years old. ^b1 = less than university, 2 = Bachelor, 3 = Degree, 4 = Postgraduation, 5 = Master/Doctorate. ^c1 = less than 2 years, 2 = 2-5 years, 3 = 6-10 years, 4 = more than 10 years. ** p < .01; * p < .05.

4.2 Hypothesis

Hypothesis 1 (H1) assumed that health climate, supervisor support and coworker support contributed to work engagement. According to table 4.2, there was no significant relationship between coworker support ($p > .05$) and work engagement. Therefore, H1 was partially supported. Adjusted R square was 0.18, which indicated 18% of the variance of work engagement was explained by the 2 predictors (health climate and supervisor support).

Table 4.2. Regression analysis for H1

					R ²
Outcome variable model	Outcome:	Engagement			0.18
	Coeff.	SE	t	<i>p</i>	
Health climate	0.22	0.06	3.72	<0.001	
Supervisor support	0.25	0.05	4.31	<0.001	
Coworker support	0.04	0.05	0.85	0.4	

The results of table 4.3 indicate that there was no significant relationship between health climate ($p > .05$), coworker support ($p > .05$) and promotive voice. Thus, H2 was partially supported. However, supervisor support ($B = .19$, $t = 3.03$, $p = 0.003$) was a positive and significant predictor for promotive voice. In addition, adjusted R square was 0.03, which indicated 3% of the variance of promotive voice was explained by supervisor support.

Hypothesis (H3), regarding the mediator role of work engagement, the results revealed that it is a significant partial mediator. According to the results of table 4.3 after introducing work engagement as a mediator, supervisor support ($B = .16$, $t = 2.47$, $p = .01$) tended to be lower, due to the decrease of standardized coefficient Beta and significance. Moreover, adjusted R square was 0.07, which indicated 7% of the variance of promotive voice was explained by the predictor supervisor support and the mediator work engagement.

Table 4.3. Regression analysis for H2 & H3

					R ²
Outcome variable model					0.03
	Outcome:	Promotive voice			
	Coeff.	SE	t	p	
Health climate	-0.70	0.06	-1.10	0.27	
Supervisor support	0.19	0.05	3.03	0.003	
Coworker support	0.06	0.05	1.01	0.27	
Mediator variable model					0.07
	Outcome:	Engagement			
	Coeff.	SE	t	p	
Health climate	-0.11	0.06	-1.17	0.09	
Supervisor support	0.16	0.05	2.47	0.01	
Coworker support	0.06	0.05	1.18	0.28	
Engagement	0.21	0.06	3.87	<0.001	

Upon controlling for the variables of age, seniority, and education, the results remained consistent with the model. (See the references in Annex A)

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Chapter 5: Discussion and Conclusion

5.1 General discussion

In today's ever-changing and uncertain work environment (Bateman & Crant, 1993), it is crucial for employees to have a proactive personality in order to advance in their careers (Crant et al., 2017; Erdogan & Bauer, 2005). Previous studies have emphasized the importance of job resources for promoting work engagement and cultivating promotive voice, and the COVID pandemic has further underscored the significance of these factors. The present study aims to test if three job resources, health climate, supervisor support and coworker support, are positively related to work engagement and promotive voice; and whether work engagement is playing a full mediator role between job resources and promotive voice, which indicates that work engagement can increase promotive voice.

According to the result of data analysis, all the three hypotheses are partially supported. As the values of p showed in table 4.2, there is no significant relationship between coworker support and work engagement. In addition, it's indicated that health climate and supervisor support are positively related with work engagement. Same results were also obtained by previous studies. Bakker et al. (2004) researched on human service personnel (including teachers) which revealed that job resources result in dedication and extra-role performance.

Regarding Hypothesis 2, there are no significant relationships between health climate, coworker support and promotive voice, while supervisor support is proved to be positively related with promotive voice. It was also proved by Liang et al. (2016), when employees believe that their colleagues (e.g., supervisors, coworkers) will not punish or misunderstand them for speaking up with suggestions or concerns, it results in a more favorable intention of promotive voice.

Moreover, work engagement is revealed to be a significant partial mediator. Table 4.3 results indicate that after introducing in work engagement as a mediating variable, the relationship between supervisor support and engagement weakens slightly. This decrease in the relationship's intensity implies that work engagement acts as a partial mediator between supervisor support and promotive voice. This means that some influence of supervisor support on promotive voice is due to its role in enhancing work engagement.

However, the three hypotheses haven't yet to be completely confirmed, which is not what is anticipated by the current study. It is possible that the unexpected results were a consequence of the sample's characteristics or the way the variables were evaluated. Despite the fact that the study was conducted with a large group, there may be some bias in the data. The participants were chosen at random, which could have had an effect.

The results give a contribution to the knowledge because it's the first time that health climate was studied in a relationship to its role on work engagement and promotive voice. Moreover, the results indicate that in addition to their direct influence on proactive behavior, the three job resources also have an indirect impact on promotive voice by elevating levels of work engagement. In the research of Kao et al. (2021), both the self-determination theory (SDT) and the JD-R model were utilized to explore how job autonomy, work engagement, and voice behaviors interrelate. Additionally, the study investigated how person–organization fit (P-O fit) might influence these relationships. The findings revealed that there is a positive connection between job autonomy and the act of promoting voice, with work engagement serving as a conduit. Furthermore, when there is a strong P-O fit, the direct influence of work engagement on promotive voice behavior becomes more potent, as does the indirect effect of job autonomy on this voice behavior via work engagement.

5.2 Practical implications

This research has the potential to assist organizations in creating human resources strategies that enable individuals to increase their efficiency, adaptability, and work-life balance, resulting in a beneficial effect on their mental health. In order to ensure the well-being of employees, it is essential that individuals and organizations are aware of the alterations that occur in the workplace due to the characteristics of the job. In this sense, there are several practical implications for the organizations, individuals, and supervisors.

Considering that health climate has promoting functions toward work engagement, organizations should give priority to provide employees with opportunities and resources to be healthy. Establishing an organizational culture that prioritizes employee welfare is essential. This means implementing workplace strategies and measures that promote mental health, foster a healthy work atmosphere, and ensure a harmonious balance between professional and personal lives (Wu et al., 2021).

Moreover, given that supervisor support plays a pivotal role in enhancing work engagement, it's imperative for supervisors to advocate for employee participation in programs

aimed at bolstering their health and overall well-being (Zweber et al., 2016). Managers are instrumental in assisting employees as they return to work after illness leave caused by prevalent mental issues like stress, anxiety, and depression. Offering adequate support in these circumstances can profoundly impact the health and well-being of these employees (Nielsen & Yarker, 2022). Even though coworker support hasn't been proved to be positively influencing work engagement, the coworkers also should be encouraged to take steps to support employees whose health is to decline (Zweber et al., 2016).

There is evidence that supervisor support is positively related with promotive voice and thus supervisors are supposed to be counted on for help and support when needed, be open for discussing both private and business issues, also make the employees feel their work is recognized and appreciated (Schaufeli et al., 2017).

Given that work engagement entails elevated levels of vitality, perseverance, commitment, and a clear focus on objectives, it is reasonable to anticipate that heightened engagement fosters proactive work conduct in terms of individual initiative (Salanova & Schaufeli, 2008). The discovery that there is a direct link between engagement and proactive behavior opens up the potential to promote engagement using methods other than increasing job resources, with the aim of enhancing promotive voice (Salanova & Schaufeli, 2008). For example, Salanova et al. (n.d.) demonstrated that engagement could be enhanced by elevating self-efficacy beliefs. Consequently, a training program designed to boost self-efficacy might also lead to increased work engagement among employees (Salanova & Schaufeli, 2008).

5.3 Limitations

It is important to recognize the shortcomings of this study. One limitation is that the data came from only one self-reported questionnaire, so the outcomes could be influenced by shared prejudice since people usually opt for the answer that is more widely accepted. In addition, the cross-sectional design of this research prevents us from establishing a true cause and effect relationship between variables once it is made at one time point. Therefore, we propose to conduct future longitudinal studies in the future to investigate employees' feelings about the three job resources, work engagement and promotive voice at different points in time, which will enable us to maintain changes in our personal well-being (Charalampous et al., 2019).

Furthermore, the present research was studying work engagement as an overall instead of studying the three dimensions of work engagement, vigor, dedication and adsorption (Schaufeli & Bakker, 2004; Schaufeli, Salanova, Gonz lez-Roma, & Bakker, 2002). As a suggestion for

the future research, taking three dimensions of work engagement into account would help organizations understand how to encourage promotive voice better.

Regarding the sample, it included adequate number of employees from Portugal, while including more people from where the number of participants is very low, for example Spain, Italy and Germany, would make it a more robust study. Also, it would be more diverse to include more non-Portuguese workers because they're underrepresented. In addition, the questionnaire was spread within a specific sector. Thus, it's important for the research to include other sectors (i.e. administrative or health care) in the future. From the perspective of the education level of the sample, participants with less than university education accounted for the lowest portion. If most of the participants without bachelor's degree, the results may be different. In this sense, the future study should include more people with low education levels.

Finally, in order to deepen knowledge on the topics studied, it would be interesting to test control variables, such as sexuality, age, seniority and contract type, and so on. Then the results would be enriched by revealing if demographic information has effects on it.

5.4 Conclusion

The present research has two main goals. One is to understand the relationship between job resources (health climate, supervisor support and coworker support) and work engagement and promotive voice. Another one is to understand if the three job resources have indirect impact on promotive voice through work engagement.

To conclude, the three hypotheses are not completely confirmed, which is unexpected. However, the importance of promotive voice for organizations is acknowledged, the present research gives contributes to understand how to make human resources strategies to promote that. It's significant that the subject to be studied continuously in the future.

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Annex A - Regression analysis for Control variables

Annex 1. Regression analysis for Control variables

						R ²
Control Variables		Outcome:	Promotive voice			0.03
Model 1		Coeff.	SE	t	p	
	Level of education	0.14	0.03	2.66	0.008	
	How old are you?	0.008	0.05	0.13	0.9	
	Seniority	0.14	0.04	2.15	0.03	
Model 2	Level of education	0.13	0.03	2.53	0.01	0.07
	How old are you?	0.02	0.05	0.36	0.72	
	Seniority	0.16	0.04	2.54	0.01	
	Health climate	-0.05	0.06	-0.82	0.40	
	Supervisor support	0.22	0.05	3.44	<0.001	
	Coworker support	0.07	0.05	1.25	0.21	
Model 3	Level of education	0.15	0.03	2.85	0.005	0.10
	How old are you?	0	0.05	-0.006	1.00	
	Seniority	0.15	0.04	2.40	0.02	
	Health climate	-0.09	0.06	-1.44	0.15	
	Supervisor support	0.18	0.05	2.78	0.006	
	Coworker support	0.07	0.05	1.25	0.21	
	Engagement	0.19	0.06	3.40	<0.001	

Organization Health Climate Role on Work Engagement and Promotive Behavior Xianran HUANG

