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More depleted, speak up more? A daily examination of the benefit and cost of depletion for voice behavior and voice endorsement

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Abstract

Although extant work has found that employee depletion is associated with less voice behavior, an emerging line of research suggests that depletion may sometimes be associated with more voice behavior. We build on this emerging line of research by establishing when and why employee depletion is associated with more voice behavior on a daily basis. We then further identify the implications of these relationships for daily voice endorsement by managers. Integrating research on the strength model of self-control and the resource distinction between promotive and prohibitive voice, we predict that, among employees with low levels of trait self-control, higher levels of daily depletion will be associated with lower levels of daily voice impulse control. In turn, lower levels of daily voice impulse control will be associated with higher levels of daily prohibitive voice, but lower levels of daily voice endorsement. Results from a 10-day daily study with 697 daily observations from 88 employees working for 50 managers (Study 1) and an experimental recall task with 136 full-time employees (Study 2) supported our hypotheses. We discuss how our findings contribute to theories of voice and self-control, review the methodological strengths and limitations of our studies, and expound on the practical implications of our results.

Keywords: depletion; trait self-control; voice impulse control; voice behavior; voice endorsement.

More depleted, speak up more? A daily examination of the benefit and cost of depletion for voice behavior and voice endorsement

Scholars have become increasingly interested in understanding voice behavior, defined as employees' upward communication of ideas and suggestions intended to benefit their work group or organization (Morrison, 2011; Van Dyne et al., 1995; Van Dyne & LePine, 1998). Extant research suggests that a constraining factor of voice behavior is employee *depletion*, defined as a feeling of mental fatigue indicating a perceived lack of personal willpower (Lanaj et al., 2014). Voice behavior requires significant mental resources in terms of its anticipation, planning, and execution (Grant & Ashford, 2008), such as forming an idea, expressing that idea to others, and defending the idea against those who disagree with it (Ng & Feldman, 2012). As a result, depleted employees engage in less voice behavior because they do not have sufficient resources to do so (Lin & Johnson, 2015; Xia et al., 2020). In support, research on emotional exhaustion shows that it is associated with lower levels of voice (Chou et al., 2020; Ho & Tsai, 2017; Liang, 2021; Qin et al., 2014).

Nevertheless, an emerging body of work suggests that employee depletion might sometimes be *positively* associated with voice behavior. For example, Koopmann et al. (2019) examined the impact of promotion and prevention focus on voice behavior via emotional exhaustion, and found that emotional exhaustion was positively associated with voice behavior one month later. The authors explained that emotional exhaustion could result in more voice behavior because high levels of emotional exhaustion impaired accuracy in decision-making regarding whether or not to voice; that impairment led individuals to exhibit more voice behavior. Likewise, Qin et al. (2014) found a curvilinear effect exerted by emotional exhaustion on voice behavior. They argued that, from low to moderate levels of emotional exhaustion,

employees reduce their prohibitive voice to conserve resources. However, from moderate to high levels of emotional exhaustion, employees may engage in prohibitive voice in order to call attention to the source of their emotional exhaustion. Finally, Lam et al. (2018) proposed that some employees may express concerns or issues without being able to control their impulse to speak up. They then argued that the effect of depletion on voice behavior may depend on whether or not employees are able to control themselves and refrain from their impulse to share issues or concerns at work.

The inconsistent findings regarding depletion and voice behavior highlight two shortcomings in the extant literature. First, in light of the positive association between depletion and voice behavior, it is surprising that no study to date has examined potential theoretical mechanisms and boundary conditions that explain why and when depletion may have a positive association with voice behavior. This is important to address because understanding mediators and moderators of a relationship is a critical part of theory building (Colquitt & Zapata-Phelan, 2007). Moreover, recent research has extended beyond understanding whether or not employees engage in voice, to examine the type of voice that employees raise (Liang et al., 2012) and managerial responses to voice (Burris, 2012). By studying mechanisms and boundary conditions that underlie depletion and voice behavior, we extend our understanding of the types of voice that result from depletion and managerial responses to such voice.

A second shortcoming of the extant literature on depletion and voice concerns levels of analysis. Scholars have long recognized that both depletion and voice behavior could be conceptualized as within-person phenomena that fluctuate daily (Liu et al., 2017). For example, research on depletion has demonstrated that depletion varies between days (Li et al., 2019; Wehrt et al., 2020) as a result of a variety of factors, including sleep (Barnes et al., 2011), late-night

smartphone use (Lanaj et al., 2014), aversive morning commutes (Gerpott et al., 2021), morning routine disruption (McClean et al., 2021), childcare-related demands (Dettmers et al., 2020), work-related worry and planning (Casper & Sonnentag, 2020), and physical activity during the previous day (Rost et al., 2021). Likewise, voice research shows that employees may speak up with new ideas or suggestions (i.e., daily promotive voice) and/or express issues, concerns, or problems (i.e., daily prohibitive voice) more on some days than on others (Li et al., 2019; Lin & Johnson, 2015; Liu et al., 2017; Welsh et al., in press). Thus, it is plausible that a negative association between depletion and voice behavior exists on the person level because a high amount of depletion represents "an extreme form of stress that [...] reflects chronic emotional strain" (Zellars & Tepper, 2003, p. 409), which results in lower levels of voice behavior (Cropanzano et al., 2003). On a daily level, however, depletion may contribute to higher levels of voice behavior through mechanisms and among employees with certain characteristics that have been overlooked by the extant literature.

It is paramount for us to state here that our goal is not to dismantle extant findings related to the negative association between depletion and voice behavior (Johnson et al., 2018). Rather, the goal of this research is to identify a mechanism underlying and a boundary condition to the positive association between depletion and voice behavior on a daily basis. Drawing on the self-control strength model (Muraven & Baumeister, 2000), we identify trait self-control and voice impulse control as a potential boundary condition and a theoretical mechanism, respectively. Trait self-control refers to an individual's willpower capacity that can be used to exert control over emotions, thoughts, and behaviors (Meier & Gross, 2015; Tangney et al., 2004). Voice impulse control is defined as employees' ability to control their impulse to speak up. We predict that, among employees with lower levels of trait self-control, higher levels of daily depletion will

be associated with lower levels of daily voice impulse control. Further drawing on the resource distinction between promotive voice and prohibitive voice (Liang et al., 2012), we predict that lower levels of daily voice impulse control will be associated with higher levels of daily prohibitive voice. This is because people are generally more likely to notice, attend to, and process problems and issues, which require fewer cognitive resources to voice, as opposed to speaking up with promotive suggestions.

Finally, we seek to broaden our understanding of a potential cost of daily depletion and daily voice impulse control on managerial responses to voice (Burris, 2012). Specifically, we predict that lower levels of daily voice impulse control will be associated with lower levels of daily voice endorsement, defined as managers' acceptance and implementation of employees' suggestions (Burris, 2012). This is because suggestions expressed with a lack of impulse control are likely to be low in quality (Brykman & Raver, 2021) and poor in timing (Dutton et al., 2001). Such situations are likely to contribute to managers' perceptions that the employee's voice is neither constructive nor readily implementable, resulting in lower levels of daily voice endorsement (see Figure 1 for our proposed model).

—Insert Figure 1 about here—

We contribute to the extant literature in multiple ways. First, we offer empirical evidence to support daily voice impulse control as an underlying explanation of and trait self-control as a boundary condition to the association between daily depletion and daily voice behavior. In doing so, we make three contributions: We reveal a possible mechanism that contributes to a positive association between depletion and voice behavior; we support the distinction in resources required for expressing promotive voice versus prohibitive voice; and we provide a cross-level perspective on when depletion is associated with more prohibitive voice and less voice

endorsement. Second, we join an emerging conversation with respect to why employees engage in voice behavior. Whereas some conclude that voice is a deliberative behavior (Morrison, 2011), others propose that voice behavior can occur automatically (Lam et al., 2018). Our work provides support for the latter perspective in which employees speak up due to a lack of control over their voice impulse. In doing so, we further illuminate a negative consequence of a lack of voice impulse control on voice endorsement. Finally, in contrast to existing work that focuses on the negative effect of depletion, our work shows that daily depletion can have a positive consequence in the form of higher daily prohibitive voice. This consequence is crucial for avoiding errors and mistakes in organization (Morrison & Milliken, 2000).

Hypotheses Development

Daily Depletion, Trait Self-Control, and Daily Voice Impulse Control

According to the strength model of self-control, individuals who experience momentary depletion are less able to control subsequent impulses for inner desires, due to a significant drain in their willpower (Baumeister, 2002; Baumeister et al., 2007). In organizational settings, employees who experience depletion are less able to inhibit themselves from engaging in socially undesirable behavior (Christian & Ellis, 2011), such as unethical behavior (Gino et al., 2011) or abusive supervision (Barnes et al., 2015). The effect of state depletion is also not limited to "bad" or "selfish" behavior alone (Wood & Neal, 2007); depleted individuals are also likely to engage in "good" behavior, as long as that behavior is consistent with their behavioral impulses (Lin et al., 2016; Neal et al., 2013).

An important premise of the strength model of self-control concerns the interaction between depletion and trait self-control. Specifically, those with low levels of trait self-control are particularly vulnerable to the effect of depletion for two reasons. First, individuals who have

lower levels of trait self-control generally have lower amounts of willpower capacity and lack inner resources for self-control (DeWall et al., 2007). As such, they are more likely to yield to their desires as soon as they are slightly depleted (Baumeister & Heatherton, 1996), which may include talking more and disclosing overly intimate information (Vohs et al., 2005). Second, individuals with lower levels of trait self-control have practiced self-control less regularly (Dvorak & Simons, 2009; Gailliot et al., 2006; Gailliot et al., 2007; Muraven et al., 1999). As a result, they are generally less efficient in their self-control and are more susceptible to the effect of depletion on their ability to engage in self-control.

Extending this insight, we predict a negative association between daily depletion and daily voice impulse control when employees' levels of trait self-control are lower. Employees generally have the desire to speak up (Van Dyne & LePine, 1998), yet they often have to hold themselves back because of the potential risks of hurting their own image or having their ideas dismissed by their manager (Morrison, 2014). As a result, a conflict exists between one's desire (to speak up) and one's goal (to protect oneself from the risk of hurting one's image) (Lian et al., 2017). The strength model of self-control offers predictions with respect to how employees with differing levels of trait self-control respond to depletion. Specifically, employees with low levels of trait self-control have a small pool of inner resources at their disposal. They have not practiced enough self-control over their voice impulse and are inefficient in their use of self-control. Therefore, we predict that, among employees with low levels of trait self-control, higher levels of daily depletion will be associated with lower levels of daily voice impulse control. In contrast, employees with high levels of trait self-control have, in general, a large willpower capacity for self-control and are resistant to the effect of depletion. Moreover, they have practiced self-control regularly and have become efficient in overriding their voice impulse. As a result,

employees with high levels of trait self-control are less susceptible to the effects of depletion, compared with their low-trait-self-control counterparts. We therefore do not expect there to be an association between daily depletion and daily voice impulse control among employees with higher levels of trait self-control.

Research on trait self-control in organizational settings offers indirect support for our hypothesis (Chang et al., 2012; Hochwarter et al., 2009; Kiewitz et al., 2012; Lian et al., 2014; Restubog et al., 2015; Schmidt et al., 2012; Yam et al., 2016). For example, Fehr et al. (2017) reported that individuals with lower levels of trait self-control were more likely to be influenced by the depleting effect of air pollution appraisals. Rosen et al. (2019) found that, as a result of the depleting effect of a lack of work goal progress, managers with lower levels of trait self-control were less likely to engage in transformational behavior. Junker et al. (2021) found that, as a result of daily rumination over negative events, employees with lower levels of trait self-control were less able to override the impulses that contributed to their work-family conflict. In summary, we predict the following:

> *Hypothesis 1: Trait self-control moderates the association between daily depletion and daily voice impulse control, such that the association will be negative when levels of trait self-control are low, and unrelated when levels of trait self-control are high.*

Daily Voice Impulse Control and Daily Voice Behavior

According to the strength model of self-control, individuals who experience depletion are less able to control themselves from subsequently performing behaviors driven by their impulses. Accordingly, we posit that lower levels of daily voice impulse control that result from daily depletion among employees with low levels of trait self-control will be associated with higher levels of daily voice behavior. We further draw on the resource distinction between promotive voice and prohibitive voice (Chamberlin et al., 2017; Liang et al., 2012) to provide a more

nuanced prediction with respect to the association between daily voice impulse control and each type of daily voice. Psychological research suggests that people generally notice undesirable, harmful, or unpleasant events more easily and quickly than when thinking of new possibilities (Baumeister et al., 2001) because "it is evolutionarily adaptive for bad to be stronger than good" (p. 325). Accordingly, employees are more likely to be attuned to issues, problems, and concerns at work. This general tendency for employees to notice problems or issues results in employees having thought more deeply about these problems or issues (Ohira et al., 1998). As a result, the processing and voicing of these problems or issues at work become efficient and require a relatively low amount of cognitive resources. Therefore, we predict that, as employees become less able to control their impulse to voice during the day, they are more likely to speak up with prohibitive voice. In contrast, promotive voice involves the expression of new suggestions that help improve how things are done in the future (Liang et al., 2012). New ideas are hard to identify, require high levels of thinking and planning (Grant & Ashford, 2008), and thus demand more cognitive resources to develop and voice than with prohibitive voice (Ng & Feldman, 2012). Therefore, we do not expect daily voice impulse control to be associated with daily promotive voice, because of the resource-demanding nature of promotive voice.

Hypothesis 2: Daily voice impulse control will be negatively associated with daily prohibitive voice.

Considering Hypotheses 1 and 2 together, we offer a moderated mediation hypothesis to explain when and why daily depletion is positively associated with daily prohibitive voice. Employees with lower levels of trait self-control have less willpower capacity to restrain their inner impulse to speak up and are less efficient in their self-control. As a result, higher levels of daily depletion will be associated with lower levels of daily voice impulse control among employees with lower levels of trait self-control. Lower daily voice impulse control, in turn, will

be associated with higher levels of daily prohibitive voice, due to the non-resource-demanding nature of daily prohibitive voice. In contrast, employees with higher levels of trait self-control have a generally large willpower capacity with which to control themselves from acting on their impulse to speak up. Additionally, they are more efficient in controlling their voice impulse. Therefore, they are better able to resist the effects of daily depletion on daily voice impulse control and daily prohibitive voice.

> *Hypothesis 3: Trait self-control moderates the indirect association between daily depletion and daily prohibitive voice via daily voice impulse control, such that the indirect association will be positive when levels of trait self-control are low, and unrelated when levels of trait self-control are high.*

Daily Voice Impulse Control and Daily Voice Endorsement

Although daily depletion may result in the benefit of increased daily prohibitive voice, we posit that there is also a cost associated with daily depletion in the form of reduced daily voice endorsement. Managers have the decision-making authority to enact suggestions (Burris, 2012; Burris et al., 2017), to secure and allocate the required resources for change enactment (Detert et al., 2013; Dutton et al., 2001), and to pass suggestions up the corporate hierarchy to be implemented (Burris, 2012). Without managerial voice endorsement, appropriate action is likely to be delayed, which may lead to catastrophic outcomes (Weick & Sutcliffe, 2001). Therefore, we focus on daily voice endorsement as a potential outcome of daily voice impulse control. Specifically, we predict that lower levels of daily voice impulse control will be associated with lower levels of daily voice endorsement for two reasons.

First, in their theory of voice habit, Lam et al. (2018) proposed that speaking up spontaneously could result in credibility damage, because employees engage in voice without much of the preparation that is crucial for voice to be constructive. In order for voice to gain endorsement, employees must plan, analyze, and frame their suggestions carefully (Dutton et al.,

2001). Extending this insight, we predict that employees who experience lower levels of voice impulse control during the day may not carefully deliberate over how to express voice in ways that will be effective in securing daily voice endorsement. As a result, managers will likely perceive daily voice to be unconstructive (Whiting et al., 2012) or of low quality (Brykman & Raver, 2021; Ng et al., in press), contributing to lower levels of daily voice endorsement.

Second, lower levels of daily voice impulse control may also result in poorer timing in terms of daily voice (Chan, 2006). Rather than waiting for a strategic time to speak up (Dutton et al., 2001), employees with lower levels of daily voice impulse control may voice at inappropriate times, such as when their managers are in a bad mood (Ang et al., 1993; Morrison & Bies, 1991; Xu et al., 2019), or in public, which could embarrass their managers (Isaakyan et al., 2021). As a result, a lack of daily voice impulse control may result in voice behavior being perceived by their manager as consisting of "unconstructive criticism [or] cynical comments", or as constituting "other forms of insensitive, inconsiderate, and ineffective actions" (Chan, 2006, p. 476), resulting in lower levels of daily voice endorsement. Therefore, we predict the following:

> *Hypothesis 4: Daily voice impulse control will be positively associated with daily voice endorsement.*

> *Hypothesis 5: Trait self-control moderates the indirect association between daily depletion and daily voice endorsement via daily voice impulse control, such that the indirect association will be negative when levels of trait self-control are low, and unrelated when levels of trait self-control are high.*

Finally, we seek to explore whether or not daily voice impulse control is associated with lower levels of daily endorsement through higher levels of daily prohibitive voice. On the one hand, problems and issues at work may induce fear of subsequent failure (Lebel, 2016), which increases managers' tendency to implement solutions to impending problems or issues. Based on this logic, higher levels of daily prohibitive voice may result in higher levels of daily voice

endorsement. On the other hand, because prohibitive voice involves exposing problems or issues at work, it may imply that the manager is not performing up to standard, which threatens the manager and could reduce daily voice endorsement (Burris, 2012). As a result, higher levels of daily prohibitive voice may result in lower levels of daily voice endorsement. Given the two competing perspectives, which may each cancel out the effect of the other, there might be a null relationship between daily prohibitive voice and daily voice endorsement (Liao et al., 2021). Thus, we seek to explore the following research question.

> *Research Question: Does daily prohibitive voice mediate the negative association between daily voice impulse control and daily voice endorsement?*

Study 1

Participants and Procedures

The participating organization was a large state-owned company in China. The mission of the organization is to ensure the safe operation and management of railways through building high-quality products. Employees are expected to provide ideas and suggestions to promote the overall safety of railway operations (i.e., promotive voice), and identify potential problems and risks associated with existing products (i.e., prohibitive voice). As such, managers tend to view voice positively because it can help them to achieve better performance, making this organization particularly suitable for our research. We were able to gain access to the organization because a member of the authorship team has a personal relationship with the chief executive officer of the organization. This helped us to secure agreement to participate and maintain high levels of participation throughout the study. To identify our participants, we asked the Human Resources department to randomly select individuals across multiple subdivisions in the Operations department. We ensured that none of the managers rated more than two

participants, to avoid survey fatigue. In total, we recruited 99 employees and 52 of their managers to take part in our study.

The study consisted of two phases of data collection. In Phase 1, we convened the participants in a conference room, where we explained the study objectives and procedures, and offered an incentive for participating in the study (~US$1.50). We then introduced the study as a joint collaboration between the company and the participating universities. After guaranteeing confidentiality, we distributed a general survey that measured employees' trait self-control and collected demographic information. Participants then returned the completed questionnaires in sealed envelopes.

Phase 2 began approximately two weeks later. We asked participants to report their levels of depletion at the beginning of the workday over 10 workdays. Every morning, at approximately 6 a.m., participants received a direct link to the survey via an online application. We asked participants to provide ratings of their current levels of daily depletion and daily voice efficacy. The morning survey closed at 9 a.m. At the end of each workday, at 5:45 p.m., we asked employees to provide ratings of their daily voice impulse control, daily resource preservation, daily prohibitive voice, and daily promotive voice. We also asked their managers to rate their daily voice endorsement and the daily frequency with which they interacted with the participants. They also provided their demographic information on the first day. The evening survey closed at 9 p.m. Employees and managers who completed the questionnaire received US$0.75 and US$1.50 (per employee rated) each day, respectively. To enhance the daily response rate, we sent out a reminder to those who had not completed the survey before the daily morning and evening surveys closed, paid participants and managers immediately upon submission of their

responses via a function on the survey platform, and offered an extra US$7.50 and an entry into a lottery to those who completed all 10 workdays of the daily study.

Initially, we obtained a total of 924 days of data from 96 participants and 52 managers. We removed 76 days of data in which the managers did not provide ratings of daily voice endorsement and 11 days of data in which the employees did not provide ratings of daily voice impulse control, daily prohibitive voice, or daily promotive voice. Of the remaining 837 days of data, we removed 124 days of data in which the participants (47 days of data), managers (36 days of data), or both (41 days of data) did not pass the attention-check items. Furthermore, two participants did not take part in Phase 1, so we removed 16 additional days of data. In total, we obtained 697 matched days of data from 88 employees and 50 managers, resulting in response rates of 75.4% for days of data, 91.7% for participants, and 96.2% for managers. The average times of survey completion were 6:48 a.m. and 6:31 p.m. for the beginning and the end of the workday, respectively. Participants took an average of 2:22 minutes and 4:29 minutes, respectively, to complete the surveys in the morning and evening.

The majority of employees were male (79.5%), their average age was 35.9 years (*SD* = 9.97), and more than 77.3% had an associate degree or above. They had worked in their current positions for an average of 8.90 years (*SD* = 8.48) and in the organization for an average of 13.79 years (*SD* = 11.16). The majority of managers were male (92.0%), their average age was 45.48 years (*SD* = 8.55), and 80% had an associate degree or above. They had worked in their current positions for an average of 9.74 years (*SD* = 9.76) and in the organization for an average of 22.53 years (*SD* = 9.50). We conducted multiple one-way analyses of variance (ANOVAs) to examine whether or not there was nonresponse bias in our data (see Supplement A in our Online Supplementary Material at https://tinyurl.com/55r4bun3). With the exception of a significant

difference in interaction frequency ($F = 6.32$, $p = .01$)—those who passed the attention-check item scored higher on interaction frequency ($M = 3.58$, $SD = 1.02$) than those who did not pass ($M = 3.28$, $SD = 1.10$)—there was no significant difference in the ratings of all variables between those who passed the attention-check items and those who did not.

Measures

Unless otherwise noted, the employees and their managers received the following prompt: "To what extent do you agree with the following statements?" We measured their responses on a six-point scale ranging from one (*strongly disagree*) to six (*strongly agree*). We included an attention-check item with both employees and managers, asking them to choose a corresponding box to ensure that they were paying attention during the daily survey (Oppenheimer et al., 2009). To ensure attention over the 10 days of data collection, we changed the corresponding item for the attention check each day (e.g., choose "strongly disagree" on Day 1, "strongly agree" on Day 2, etc.). Two bilingual researchers translated the items from English into Chinese, and the items were then back-translated into English independently (Brislin, 1986). All survey items can be found in Online Supplement B.

Participants (Phase 1: General Survey)

Trait Self-control. We employed Maloney et al.'s (2012) eight-item scale—a shortened version of Tangney et al.'s (2004) Brief Self-Control Scale—to measure trait self-control. The scale started with the stem "In general…". A sample item is: "I am good at resisting temptation."

Participants (Phase 2: Daily)

Daily Depletion. Participants completed a scale measuring their depletion at the beginning of each workday with the stem "Right now…", followed by Lanaj et al.'s (2014) five-item scale of depletion. A sample item is: "I feel drained."

Daily Voice Impulse Control. Participants evaluated their daily voice impulse control at the end of each workday with the stem "Today…", followed by a three-item scale (Maloney et al., 2012). The items were: "I had a hard time controlling my urge to speak about my ideas," "I had little self-discipline in expressing my ideas, even if I should not have," and "I couldn't stop myself from speaking up, even if I knew it was dangerous." To validate the daily voice impulse control scale, we conducted three studies: (1) a content validation study (Colquitt et al., 2019) in which we found high levels of correspondence between the definition of daily voice impulse control and the items; (2) an exploratory factor analysis study in which we showed that the three-item scale loaded on a single factor; and (3) a validity study in which we demonstrated the discriminant, convergent, and criterion-related validity of the scale (see Online Supplement C).

Daily Prohibitive and Promotive Voice. At the end of each workday, we asked participants to rate their own voice behavior by completing Liang et al.'s (2012) five-item scale of prohibitive voice and five-item scale of promotive voice. The items began with the stem "Today, I…". A sample item of prohibitive voice is "advised other colleagues against undesirable behaviors that would hamper job performance." A sample item of promotive voice is: "proactively voiced out constructive suggestions that helped the unit reach its goals."

Control Variables (Employees). Past research suggests that employees who experience higher levels of voice efficacy—the ability to speak up effectively and influence their managers to endorse their ideas (Tangirala et al., 2013)—are more likely to speak up (Morrison, 2011). Thus, at the beginning of the workday, we asked participants to report their levels of daily voice efficacy. The scale started with the stem "Right now…", followed by Tangirala et al.'s (2013) three-item scale. A sample item is: "I am confident in my ability to speak up on work-related issues in my organization." Extant work also suggested that daily depletion might predict daily

voice behavior, because depleted employees might speak up to preserve their resources (Ng & Feldman, 2012). To measure employees' daily *resource preservation*, we adapted three items from Karasek's (1979) job-demand scale, which started with the stem "Today…". A sample item is: "I wanted to reduce the amount of work that needs to be done." Finally, we controlled for employee demographic information, including age, gender (0 = female; 1 = male), and educational level (1 = below high school; 2 = high school; 3 = associate degree; 4 = bachelor's degree; 5 = master's degree; and 6 = PhD), because past research has linked employee demographic characteristics with voice (Detert & Burris, 2007). For example, older employees could be more experienced and less afraid to voice (Tangirala & Ramanujam, 2008), whereas employees who are more educated may have more ideas to voice (Liang et al., 2012).

Managers (Phase 2: Daily)

Daily Voice Endorsement. We asked the managers to complete a scale of daily voice endorsement at the end of each workday. The scale began with the stem, "Today…", followed by Burris's (2012) five-item voice endorsement scale. A sample item is: "I think this subordinate's comments should be implemented."

Control Variable (Managers). Research suggests that managers give more favorable ratings to subordinates with whom they have more daily interactions, because they are more familiar with the work carried out by those employees (Shi et al., 2013). Furthermore, those subordinates may have more opportunities to voice during the day (Lam & Mayer, 2014; Tangirala & Ramanujam, 2008). Therefore, we controlled for frequency of daily interaction by asking managers to indicate how often they interacted with their employees during the day (1 = "not at all" to 6 = "a lot"). All results held without the inclusion of control variables in our model (see Online Supplement D).

Results

Table 1 presents the means, standard deviations, correlations, and alpha coefficients.

Analytical Strategies

Because survey days were nested within employees, who were also nested within their managers, we conducted a three-level path analysis using Mplus 8.6 (Muthen & Muthen, 2004). We first estimated a null model across the 10 days of daily observations in order to determine whether or not Level 1 variables displayed within-person variance. As shown in Table 2, there were significant percentages of within-person variance in all Level 1 endogenous variables (ranging from 20.0% to 90.3%). Given that our dataset consisted of three levels (days were nested within employees, who were nested within managers), and that we were interested in the within-person relationships and the moderating effects of Level 2 factors, multi-level analysis was appropriate (Nezlek, 2008). All Level 1 variables were group-mean centered, whereas the Level 2 variables were grand-mean centered (Hofmann & Gavin, 1998). To test the indirect and conditional indirect effects of trait self-control, we followed past research (Rosen et al., 2019; Simon et al., 2015) and utilized the Bayesian estimator that has several advantages over maximum likelihood when analyzing complex multilevel mediation models (Yuan & MacKinnon, 2009) and moderated mediation (Wang & Preacher, 2015).

—Insert Table 1 & Table 2 about here—

Confirmatory Factor Analyses (CFAs)

Given that we did not have any variables at Level 3, we conducted two-level CFAs to ensure that the multiple items of our scales were distinct constructs. We first conducted exploratory factor analyses for each variable with more than four items and combined the two items with the highest and lowest factor loadings into a parcel. We then combined the next two

highest and lowest factor loadings into another parcel, and so on. Any odd items were included in the CFAs along with the parcels (Mathieu & Farr, 1991). We modeled the eight-factor model with the items loading onto their respective factors. All factors were modeled at Level 1, with the exception of trait self-control at Level 2. As shown in Table 3, the eight-factor model fit the data better than alternative models (RMSEA = .03, CFI = .99, SRMR = .03 [within], .03 [between], χ^2 [170] = 265.05). Thus, we concluded that the eight variables were distinct constructs.

—Insert Table 3 about here—

Hypotheses Testing

Hypothesis 1 predicted that trait self-control would moderate the association between daily depletion and daily voice impulse control such that the association would be negative when levels of trait self-control were low, and unrelated when levels of trait self-control were high. As shown in Table 4, the coefficient for the cross-level interaction of daily depletion and trait self-control was positive and significant (b = .20, SE = .08, p = .009). Johnson-Neyman analysis demonstrated that the slope of the association between daily depletion and daily voice impulse control became significantly negative for values of trait self-control that were lower than -.90 standard deviations below the mean (p < .05). The slope did not become significantly positive within 2.0 standard deviations above the mean (see Figure 2). Thus, Hypothesis 1 was supported. Pseudo R^2 analyses (Kreft & de Leeuw, 1998) showed that the control and predictor variables explained 21.8% of the variance in daily voice impulse control. The interaction of daily depletion and trait self-control explained an additional 3.5% of the variance.

—Insert Table 4 and Figure 2 about here—

Hypothesis 2 predicted that daily voice impulse control would be negatively associated with daily prohibitive voice. The results showed that the association between daily voice impulse

control and daily prohibitive voice was negative and significant (b = -.11, SE = .05, p = .036), while it was unrelated to daily promotive voice (b = -.07, SE = .07, p = .279). Pseudo R^2 analyses showed that the control and predictor variables explained 11.1% of the variance in daily prohibitive voice, and daily voice impulse control explained an additional 0.6% of the variance in daily prohibitive voice. Hypothesis 2 was supported.

Hypothesis 3 predicted that trait self-control would moderate the association between daily depletion and daily prohibitive voice via daily voice impulse control, such that the indirect association would be positive when levels of trait self-control were low, and unrelated when levels of trait self-control were high. The conditional indirect effect was positive and approached significance at -1 SD (.022; SD[1] = .015; 95% CI: .000, .06) but non-significant at +1 SD (-.013; SD = .013; 95% CI: -.04, .01). Both a slope difference test at +1SD versus -1SD (-.036; SD = .021; 95% CI: -.09, -.004) and the index of moderated mediation (-.021; SD = .012; 95% CI: -.05, -.002) supported the conditional indirect effect. Finally, Johnson-Neyman analysis showed that the slope for the association between daily depletion and daily prohibitive voice via daily voice impulse control became significantly positive for values of trait self-control that were lower than -.90 SDs below the mean (p < .05) and did not become significantly negative within 2.0 SDs above the mean. Thus, we found support for Hypothesis 3.

Hypothesis 4 predicted that daily voice impulse control would be positively associated with daily voice endorsement. The results showed that the association between daily voice impulse control and daily voice endorsement was positive and significant (b = .06, SE = .02, p = .001). Pseudo R^2 analyses showed that the control and predictor variables explained 65.1% of

[1] SD here refers to the standard deviation of the posterior distribution for the indirect and conditional indirect effects which is an estimate of uncertainty in Bayesian analysis, similar to standard error in non-Bayesian analyses (Rosen et al., 2019).

the variance in daily voice endorsement. Daily voice impulse control explained an additional 0.7% of the variance in daily voice endorsement. Hypothesis 4 was thus supported.

Hypothesis 5 predicted that trait self-control would moderate the association between daily depletion and daily voice endorsement via daily voice impulse control, such that the indirect association would be negative when levels of trait self-control were low, and unrelated when levels of trait self-control were high. The conditional indirect effect was negative and approached significance at -1 SD (-.012; *SD* = .009; 95% CI: -.034, .000), and was non-significant at +1 SD (.007; *SD* = .008; 95% CI: -.005, .026). Both a slope difference test at +1SD versus -1SD (.02; *SD* = .013; 95% CI: .001, .052) and the index of moderated mediation (.012; *SD* = .008; 95% CI: .001, .030) supported the conditional indirect effect. Johnson-Neyman analysis showed that the slope of the association between daily depletion and daily voice endorsement via daily voice impulse control became significantly negative for values of trait self-control that were lower than -1.0 SDs below the mean ($p < .05$). The slope did not become significantly positive within 2.0 SDs above the mean. Hypothesis 5 was supported.

Finally, we explored whether or not daily prohibitive voice mediates the association between daily voice impulse control and daily voice endorsement. Results showed that daily prohibitive voice was unrelated to daily voice endorsement ($b = .02$, $SE = .02$, $p = .479$). Moreover, daily prohibitive voice did not mediate the association between daily voice impulse control and daily voice endorsement (indirect effect = -.002; *SD* = .003; 95% CI: -.01, .01).

Study 1 Summary

In a three-level time-lagged event-sampling field study, we found support for the hypothesis that trait self-control moderates the association between daily depletion and daily voice impulse control, such that the association is negative when levels of trait self-control are

low. In turn, daily voice impulse control is negatively associated with daily prohibitive voice (but not daily promotive voice) and positively associated with daily voice endorsement. Trait self-control also moderated these indirect effects. When levels of trait self-control were low, there was a positive (negative) indirect effect of daily depletion on daily prohibitive voice (daily voice endorsement) via daily voice impulse control. These indirect effects were not significant when trait self-control was higher. Finally, daily prohibitive voice did not mediate the positive association between daily voice impulse control and daily voice endorsement.

Although Study 1 provides support for our hypotheses, daily voice impulse control, daily prohibitive voice, and daily voice endorsement were measured at the same time or by the same source. To provide stronger evidence of the causality of our proposed relationship, we followed Ng et al. (2022) and conducted an experiment whereby we asked participants to recall a time when they spoke up with or without voice impulse control. We then examined how this manipulation affected prohibitive voice (Hypothesis 2) and voice endorsement (Hypothesis 4).

Study 2

Participants and Procedures

We initially recruited 152 full-time United States and United Kingdom employees via Prolific. A total of 15 participants were excluded for not passing the attention check items (11 participants), not writing voice-related content (three additional participants), or not writing the correct content for their manipulated condition (two additional participants). This resulted in a final sample of 136 full-time employees (48.5% male; average age of 37.04 years [*SD* = 10.10]; 84.6% had a college degree or above; average organizational tenure of 6.00 years [*SD* = 5.26]). We rewarded participants with £1 for taking part in our survey.

We manipulated voice impulse control using a recall writing experiment (Fong, 2006; Tiedens & Linton, 2001), which has been used widely in management (e.g., Casciaro et al. 2014; Hill et al., 2021). Specifically, we randomly assigned participants to write about a time when they spoke up to a manager with or without voice impulse control (see Online Supplement E). We first defined voice behavior based on Van Dyne and LePine's (1998) voice items. Next, in the high [low] voice impulse control condition, we asked participants to "describe a time when you spoke up to your supervisor and were able [unable] to control your impulse for speaking up, were [not] self-disciplined in speaking up, and would [not] be able to stop yourself from speaking up [even] if needed. Briefly describe what you spoke up to your supervisor about, and then describe in detail how you spoke up to your supervisor in a controlled [uncontrolled] manner and with [without] self-discipline." They then completed the scales regarding prohibitive voice, promotive voice, and voice endorsement.

Measures

Participants rated all items on a scale from one (*strongly disagree*) to seven (*strongly agree*). The lead-in to all items was "Just now, I described a time when I …", followed by the same items regarding prohibitive voice, promotive voice, and voice endorsement used in Study 1. We also included the same three-item scale of voice impulse control used in Study 1 to evaluate the effectiveness of our manipulation ($\alpha = .88$). To control for recall ability, we measured participants' recall clarity using a three-item scale and counted the number of words written by the participants. A sample item for the recall clarity scale is: "I found it easy to recall the event I described."

Results

Table 5 presents the means, standard deviations, correlations, and alpha coefficients. Our manipulation was effective: ANOVA results showed that participants in the low voice impulse control condition indicated lower levels of voice impulse control (M = 2.29, SD = 1.03) than those in the high voice impulse control condition (M = 5.47, SD = 1.39; F[1, 134] = 229.80, p < .001). Moreover, participants did not differ in their ability to recall the incident (low: M = 6.04, SD = .92; high: M = 5.97, SD = .87; F[1,134] = .23, p = .63) or the number of words written across conditions (low: M = 100.18, SD = 59.11; high: M = 95.32, SD = 45.57; F[1,134] = .29, p = .59). We present the results with the inclusion of recall clarity and word count as control variables, but all results hold without the inclusion of control variables in the analyses (see Online Supplement F).

We conducted a series of regression analyses while controlling for recall clarity and word count. Supporting Hypothesis 2, voice impulse control was negatively associated with prohibitive voice (b = -.48, p = .032), but was unrelated to promotive voice (b = .42, p = .119). Supporting Hypothesis 4, voice impulse control was positively associated with voice endorsement (b = 1.17, p < .001). As a robustness check, we further regressed voice endorsement on voice impulse control while controlling for promotive voice, prohibitive voice, recall clarity, and word count. The results showed that voice impulse control was positively associated with voice endorsement (b = 1.19, p < .001). In addition, consistent with Study 1, promotive voice was positively and significantly associated with voice endorsement (b = .17, p = .038), while prohibitive voice was not (b = .18, p = .066).

Finally, we explored whether or not prohibitive voice mediated the positive association between voice impulse control and voice endorsement, while controlling for recall clarity and word count. The results showed that daily prohibitive voice was unrelated to daily voice

endorsement (b = .18, SD = .09, p = .057). Moreover, prohibitive voice did not mediate the association between voice impulse control and daily voice endorsement (indirect effect = .04; SD = .10; 95% CI: -.14, .24).

—Insert Table 5 about here—

Study 2 Summary

A recall experiment provided support for the causality underlying the negative association between voice impulse control and prohibitive voice, as well as the positive association between voice impulse control and voice endorsement. Further, consistent with the results of Study 1, prohibitive voice did not mediate the positive association between voice impulse control and voice endorsement.

General Discussion

Theoretical Implications

Our research contributes to the literature in three ways. First, we enrich our understanding of *why* (i.e., low levels of voice impulse control) and *when* (i.e., low levels of trait self-control) daily depletion is positively associated with voice, and specifically the type of voice (i.e., prohibitive voice) that results. In doing so, we offer a cross-level perspective that integrates day-level relationships with individual differences (in trait self-control) to advance our knowledge of why a positive association may exist between depletion and voice behavior (Koopmann et al., 2019; Qin et al., 2014). The consistent findings across both studies suggest that not all types of voice demand effort for planning and anticipation (Grant & Ashford, 2008). Employees may express concerns or problems without much effort because it is easier for people to recall problems or issues and process those problems more quickly and easily, making prohibitive voice less resource-demanding than promotive voice. Our work suggests that, when

trying to understand voice behavior from a resource perspective (Ng & Feldman, 2012), there is a need to consider the levels of resources associated with speaking up with new suggestions versus concerns.

Our work also highlights the way in which employee daily depletion can exert a negative effect on managerial responses to voice. There is a burgeoning body of literature concerning elements that predict voice endorsement (Burris, 2012; Lam et al., 2019; Li et al., 2019), which include voice types (Burris, 2012; McClean et al., in press), voice content (Burris et al., 2017), employee characteristics (Johnson & Johnson, 2017; Lam et al., 2019; Liao et al., 2021), and managerial characteristics (Li et al., 2019; Popelnukha et al., 2021). We build on this line of research by showing that employee depletion and trait self-control may interact to influence the extent to which managers endorse employee voice through reduced daily voice impulse control.

Second, our research sheds light on an ongoing debate regarding why employees engage in voice behavior. An assumption underlying the negative relationship between depletion and voice behavior is that voice behavior is a deliberative act whereby employees expend time, effort, and energy thinking about whether or not to voice (Morrison, 2011; Withey & Cooper, 1989). Thus, because of the high levels of mental resources required, employees experiencing depletion should not engage in voice (Lin & Johnson, 2015; Ng & Feldman, 2012). This assumption is now expanded by the perspective that voice may occur in a more automatic manner. For example, Bolino et al. (2012) suggested that, when the work environment does not change over time, people are likely to habitually engage in organizational citizenship behaviors such as voice whenever they see an opportunity to do so. Likewise, Lam et al. (2018) proposed that some employees may develop a habit of speaking their mind without being aware of the potential costs of doing so. Our work provides initial support for the automaticity perspective by

showing that, among employees with low levels of trait self-control, depletion might result in more prohibitive voice by decreasing one's ability to control their impulse to voice. We then further extend this line of research by showing a potential cost of a lack of daily voice impulse control—lower levels of daily voice endorsement.

Finally, our research contributes to the literature on self-control in organizations (Johnson et al., 2018). A growing body of research suggests that depletion results in undesirable or harmful behavior in organizations, such as unethical behavior (Welsh & Ordóñez, 2014), abusive supervision (Yam et al., 2016), deviance (Christian & Ellis, 2011; Lian et al., 2014), and a lack of job engagement (Lanaj et al., 2014). Our work, however, suggests that depletion can promote positive outcomes, such as more prohibitive voice. Moreover, a direct measure that explains the impact of depletion on self-control is virtually "nonexistent in management research" (Lian et al., 2017, p. 715). Our work contributes to the self-control literature by developing an impulse control scale that offers a viable way to measure an important mechanism responsible for the effects of depletion.

Methodological Strengths and Study Limitations

Our work has several methodological strengths. For example, we collected data at multiple points in times from multiple raters and used multilevel modeling at the appropriate level for the field study. We also constructively replicated part of our findings with an experimental recall task that allowed us to draw causal inferences about the effects of voice impulse control on prohibitive voice and voice endorsement. Finally, we conducted our field study in China and an experimental study in the United States and United Kingdom, which enhanced the generalizability of our research.

Despite the aforementioned strengths and contributions, several limitations must be noted. First, an implicit assumption in our argument is that employees have an impulse to voice and there is a need for them to hold themselves back from speaking up. However, it is conceivable that some employees have no latent motivation to speak up at all. Thus, they would not exhibit any impulse to voice. Future research may study factors that promote the development of voice impulse and then examine whether or not these factors would further moderate the indirect effect of daily depletion and trait self-control on daily voice behavior via daily voice impulse control.

Second, although we found a positive association between depletion and prohibitive voice via voice impulse control on a daily basis, it is plausible that depletion on the person level may contribute to employees feeling disengaged and subsequently engaging in lower levels of voice behavior (Ng & Feldman, 2012). Thus, we encourage future research to explore the differential effects of depletion on voice behavior at different levels of analysis.

Third, the participating organization in our study has a high voice culture, in which employee voice is generally considered to be productive and rewarding (Morrison et al., 2011). This casts doubt on whether or not our findings would be replicated in organizations where a similar voice culture is absent. It will be important to examine our theoretical model in organizational settings in which voice is less common.

Fourth, although we found a positive association between daily voice impulse control and daily voice endorsement across both the field and experimental studies, we did not find prohibitive voice mediating this relationship. Future studies might examine other explanatory mechanisms underlying the association between voice impulse control and voice endorsement.

Fifth, future research may explore other possible mechanisms responsible for the association between daily depletion and daily voice behavior. For example, the conservation of resources theory suggests that people in a state of depletion may speak up to gain resources or prevent losing more of them (Qin et al., 2014). Daily depletion may therefore be positively associated with daily voice behavior due to individuals' motivation to gain or protect personal resources. Thus, future research may include daily resource preservation as an alternative mechanism through which to understand the association between daily depletion and daily voice behavior. Similarly, self-control research suggests that depleted individuals are more likely to take risks (Freeman & Muraven, 2010), due to their inability to engage in cost and benefit analysis of voice (Lam et al., 2018). Thus, one's tendency to take risks may be another potential mechanism explaining the association between daily depletion and daily voice behavior.

Finally, some of the variances explained by our variables were small, but event-sampling research focusing on within-person variance rather than total variance often has small effect sizes (Lanaj et al., 2018). Moreover, Prentice and Miller (1992) described the practical importance of even small effect sizes when they are found in testing situations for which it may be difficult to discern an effect. Our event sampling method, multi-sourced evaluations, and time lags made it difficult to detect an effect, but we were still able to find significant effects. This helps lend practical significance to the variances that we explained in our model.

Practical Implications

Our findings have practical implications for employees and managers. For employees, it is critical to recognize that, as a result of daily depletion, their daily prohibitive voice may be driven by an inability to control their impulse to speak up. Thus, employees with low levels of trait self-control should be mindful of their depletion level at the beginning of the workday if

they are worried about potential negative consequences associated with speaking up about issues or concerns at work (Chamberlin et al., 2017). Moreover, all employees should be mindful of their daily depletion levels if they wish to enhance their chance of getting their voice endorsed, as daily depletion may reduce their chance of voice success.

It is also important for managers to recognize that their employees' voice behavior may sometimes be driven by a lack of daily voice impulse control. To extract the most value from employee voice, managers may want to wait until their employees are (or at least seem) more refreshed. This will ensure that managers have the details needed to determine whether or not their employees' voiced ideas are worthy of endorsement. Indeed, asking probing questions (Van Quaquebeke & Felps, 2018) and seeking other employees' input (Tangirala & Ramanujam, 2012) on suggestions likely constitute good practice by managers in general, because the levels of their employees' depletion and voice impulse control are difficult to detect.

Conclusion

We integrate the strength model of self-control with the resource distinction between promotive voice and prohibitive voice to examine the association between daily depletion, daily voice behavior, and daily voice endorsement. We found that, among employees with low levels of trait self-control, daily depletion was positively associated with daily prohibitive voice, because those employees exhibited low levels of daily voice impulse control. Despite this positive effect, a cost of daily depletion is that, on days when employees are depleted, they are less likely to secure voice endorsement from their managers as a result of lower levels of voice impulse control.

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Table 1

Study 1: Means, Standard Deviations, and Zero-Order Correlations

Variables	M^a	SD^a	M^b	SD^b	1	2	3	4	5	6	7	8	9	10	11	12
1. Daily voice efficacy	3.62	1.01	3.59	.92	*.88*	-.37***	-.16	.07	.12	-.08	-.21	.10	.25*	.42***	.52***	-.01
2. Daily depletion	2.24	1.19	2.23	1.06	-.32***	*.95*	.44***	-.01	-.46***	-.19	.08	.15	-.30**	-.26*	-.42***	-.11
3. Daily resource preservation	3.42	1.26	3.33	1.48	-.17***	.38***	*.92*	.15	-.28**	-.28**	-.22*	.09	-.24*	-.19	-.18	.14
4. Daily interaction frequency	3.61	1.00	3.61	.72	.04	.02	.13**	---	.14	-.01	-.15	.00	-.09	-.02	.05	.32**
5. Daily voice impulse control	4.49	1.00	4.45	.80	.04	-.34***	-.24***	.07	*.88*	.16	.03	-.24*	.33**	.01	.17	.08
6. Age	---	---	35.90	9.97	---	---	---	---	---	---	.24*	-.55***	-.04	.14	.06	.06
7. Gender	---	---	.20	.41	---	---	---	---	---	---	---	-.35**	-.26*	-.16	-.07	-.07
8. Education	---	---	3.09	.78	---	---	---	---	---	---	---	---	.05	-.09	-.09	-.07
9. Trait self-control	---	---	4.39	.87	---	---	---	---	---	---	---	---	*.80*	.32**	.34**	-.01
10. Daily prohibitive voice	4.15	1.02	4.15	.92	.35***	-.20***	-.16***	-.00	-.01	.12**	-.16***	-.06	.27***	*.92*	.84***	.12
11. Daily promotive voice	4.46	.96	4.42	.85	.40***	-.36***	-.17***	.05	.11**	.06	-.07	-.04	.29***	.72***	*.95*	.15
12. Daily voice endorsement	4.56	.65	4.56	.56	-.03	-.07	.14***	.22***	.05	.07	-.04	-.11**	-.03	.12**	.13**	*.88*

Notes. n = 697 days (Level 1) for 88 employees (Level 2) working for 50 managers. Correlations below the diagonal are Level 1 correlations. Correlations above the diagonal are Level 2 correlations. Level 1 variables were aggregated within individuals. Cronbach's alphas are provided on the diagonal for multi-item scales. Gender is coded: 0 = male and 1 = female. Education is coded: 1 = below high school, 2 = high school, 3 = associate degree, 4 = bachelor's degree, 5 = master's degree, 6 = PhD.

[a] Means and standard deviations at the day level (Level 1).

[b] Means and standard deviations at the person level (Level 2).

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 2

Study 1: Parameter Estimates and Variance Compositions of Level 1 Variables

Variables	Intercept (b_{00})[a]	Within-Person Variance (e^2)	Between-Person Variance (r^2)	Percentage of Within-Person Variance[b]
Daily voice efficacy	3.60**	0.21	0.58	26.9%
Daily depletion	2.23**	0.32	1.03	23.4%
Daily resource preservation	3.34**	0.29	1.17	20.0%
Daily interaction frequency	3.58**	0.53	0.06	90.3%
Daily voice impulse control	4.46**	0.38	0.53	42.0%
Daily prohibitive voice	4.15**	0.27	0.69	27.9%
Daily promotive voice	4.43**	0.27	0.66	29.3%
Daily voice endorsement	4.57**	0.12	0.04	75.3%

[a]: b_{00} represents the average level of each variable across individuals.
[b]: Calculated using the following formula: within-person variance / (within-person variance + between-person variance).
** $p < .01$.

Table 3

Study 1: Confirmatory Factor Analysis Results

Models	χ^2	*df*	$\Delta\chi^2$	Δdf	RMSEA	CFI	SRMR (Within)	SRMR (Between)
Model 1 (8 factors)	265.05**	170	--	--	.03	.99	.03	.03
Model 2 (best 7 factors)	750.73**	176	+485.68**	6	.07	.92	.04	.03
Model 3 (best 6 factors)	1,425.44**	181	+674.71**	5	.10	.82	.08	.03
Model 4 (best 5 factors)	2,892.19**	185	+1,466.75**	4	.15	.60	.13	.03
Model 5 (best 4 factors)	3,988.01**	188	+1,095.82**	3	.17	.44	.16	.03
Model 6 (best 3 factors)	4,879.86**	190	+891.85**	2	.19	.31	.18	.03
Model 7 (best 2 factors)	5,623.99**	191	+744.13**	1	.20	.21	.19	.03

Notes. Model 1 = daily depletion, daily voice impulse control, daily prohibitive voice, daily promotive voice, daily voice endorsement, daily voice efficacy, daily resource preservation, and trait self-control as separate factors; Model 2 = daily prohibitive voice and daily promotive voice as one factor; Model 3 = daily prohibitive voice, daily promotive voice, and daily voice efficacy as one factor; Model 4 = daily prohibitive voice, daily promotive voice, daily voice efficacy, and daily depletion as one factor; Model 5 = daily prohibitive voice, daily promotive voice, daily voice efficacy, daily depletion, and daily resource preservation as one factor; Model 6 = daily prohibitive voice, daily promotive voice, daily voice efficacy, daily depletion, daily resource preservation, and daily voice impulse control as one factor; Model 7 = all Level 1 variables (daily prohibitive voice, daily promotive voice, daily voice efficacy, daily depletion, daily resource preservation, daily voice impulse control, and daily voice endorsement) as one factor, and the Level 2 variable (trait self-control) as a separate factor; RMSEA = root-mean-square error of approximation; CFI = comparative fit index; SRMR = standardized root mean square residual. Each model is compared with the previous model (i.e., Model 2 vs. Model 1; Model 3 vs. Model 2).
** $p < .01$.

Table 4

Study 1: Mplus Path Analysis Results (Coefficients and Standard Errors)

Variables	Daily Voice Impulse Control *b (SE)*	Daily Prohibitive Voice *b (SE)*	Daily Promotive Voice *b (SE)*	Daily Voice Endorsement *b (SE)*
Level 1 main effects				
Daily voice efficacy	-.09 (.08)	.07 (.05)	-.02 (.05)	.02 (.03)
Daily resource preservation	-.17* (.07)	.03 (.05)	.09 (.07)	.04 (.03)
Daily interaction frequency	.02 (.03)	-.02 (.02)	.03 (.04)	.05 (.03)
Daily depletion	-.05 (.07)	.09 (.05)	-.03 (.04)	.01 (.02)
Daily voice impulse control		**-.11* (.05)**	-.07 (.07)	**.06** (.02)**
Daily prohibitive voice				.02 (.02)
Daily promotive voice				.04* (.02)
Level 2 main effects				
Age	.01 (.01)	.02 (.01)	.00 (.01)	.01 (.00)
Gender	.12 (.18)	-.28 (.28)	-.07 (.23)	-.05 (.14)
Education	-.24* (.11)	-.09 (.18)	-.07 (.19)	-.01 (.05)
Trait self-control	.32*** (.08)	.37** (.12)	.30* (.14)	.05 (.07)
Cross-level interaction				
Depletion x self-control	**.20** (.08)**			

Notes. n = 697 days (Level 1) for 88 employees (Level 2) working for 50 managers. Gender is coded: 0 = male and 1 = female. Education is coded: 1 = below high school, 2 = high school diploma, 3 = associate degree, 4 = bachelor's degree, 5 = master's degree, 6 = PhD.
* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 5

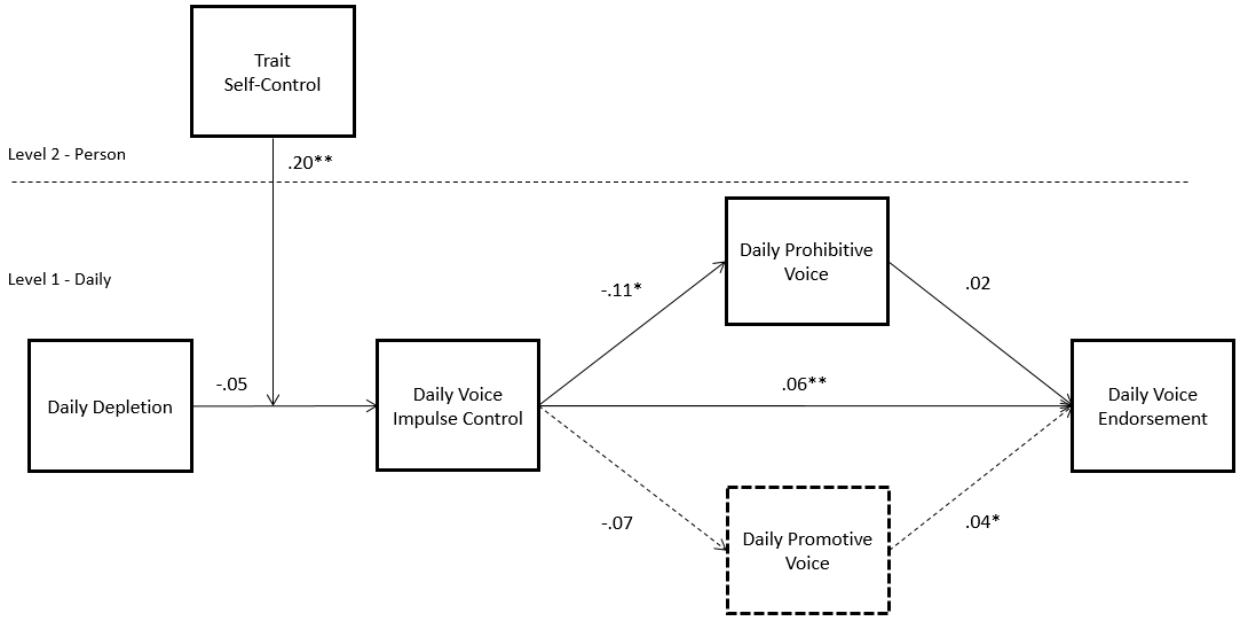
Study 2: Means, Standard Deviations, and Zero-Order Correlations

Variables	*M*	*SD*	1	2	3	4	5	6
1. Word count	97.71	52.53	---					
2. Recall clarity	6.00	.89	.30***	*.91*				
3. Voice impulse control	.51	.50	-.05	-.04	*.88*			
4. Prohibitive voice	5.12	1.31	.01	.16	-.19*	*.81*		
5. Promotive voice	4.88	1.58	-.03	.15	.13	.33***	*.94*	
6. Voice endorsement	4.59	1.50	-.14	.02	.40***	.14	.28**	*.88*

Notes. $N = 136$. Voice impulse control coded as 0 = low voice impulse control, 1 = high voice impulse control. Cronbach's alphas are provided on the diagonal.
* $p < .05$. ** $p < .01$. *** $p < .001$.

Figure 1

Study 1: Mplus Path Analysis Results of Daily Depletion, Trait Self-Control, Daily Prohibitive Voice, and Daily Voice Endorsement



Notes: Unstandardized path coefficients (*b*) are reported. $n = 697$ days (Level 1); $N = 88$ full-time employees (Level 2) working for 50 managers. All of the significance tests are two-tailed. $^{*}p < .05$. $^{**}p < .01$.

Figure 2

Study 1: Results of the Johnson-Neyman Plot for the Significance Region of the Interaction between Daily Depletion and Trait Self-Control on Daily Voice Impulse Control