行政院國家科學委員會專題研究計畫 成果報告

解構建言行為的中介效果：以個人與群體配適、心理安全
機制來預測建言行為
研究成果報告(精簡版)

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中華民國 99年09月15日
Disentangling the Mediating Effect of Voice Behavior: Person-Group Fit and Psychological Safety Mechanism in Predicting Voice Behavior

Introduction

With today the rapid changes, uncertain and keen business competition in the work environment, it is not enough for employee to complete their assign task (Grant, Parker, & Collins, 2009). Organizations need employee anticipatory input of voice for “doing things better” (Botero & Van Dyne, 2009; Janssen, De Vries, & Cozijnsen, 1998; Fuller, Barnett, Hester, Relyea, & Frey, 2007). Employee voice of ideas has impact on improving a process, task, and solving work-related problems (Botero & Van Dyne, 2009; Liu, Zhu, & Yang, 2010). Employee voice is defined as “promotive behavior that emphasizes expression of constructive challenge intends to improve rather than merely criticize” (VanDyne & LePine, 1998, p.109). It makes innovative suggestion for change and recommending modifications to operation procedures (Walumbwa & Schaubroeck, 2009), and play a central role in determinant effective organizational functioning, organizational success and survival (Janssen et al, 1998; Detert & Burris, 2007; LePine & Van Dyne, 1998; Morrison & Phelps, 1999).

Given the importance of voice, not surprisingly, many scholars have contributed greatly to our understanding of the nature of voice behavior and its antecedent. Individual factors such as self-esteem (LePine & Van Dyan, 1998; Premeaux &
Bedeian, 2003), big five (Nikolaou, Vakola, & Bourantas, 2008), and self-efficacy (Morrison & Phelps, 1999), and the contextual factor such as transformational leadership (Detert & Burris, 2007), supportive leadership (choi, 2007), and ethical leadership (Walumbwa & Schaubroeck, 2009) have been found to be positive relationship in voice behavior. However, the research on voice is growing, there are two questions unanswered: (1) the level of fit perception may drive employee to express their opinions? (2) by what mediating process may drive subordinate to speak up. These questions result in incomplete picture of the process of voice behavior.

Therefore, the present study addressed the gap in the voice literature by proposing the voice process. First, as work groups gradually become widely used in the business (DeSanctis & Poole, 1997; Devine, Clayton, Philips, Dunford, & Melner, 1999; Stewart, 2006). The heterogeneity of work group and quickly changing work condition have diminish the fit in work group (Hopkins, Hopkins, & Mallette, 2001; Shin & Choi, 2010). Group managers hope to understand fit with group value or culture when hiring employee who can speak up to give sensible comments to improve situation in the future. Thus, managing Person-Group (P-G) fit constitutes an important challenge and issue to work group. Moreover, previous studies have indicated P-G fit influence individual positive attitude and behavior (Kristof-brown, Zimmerman, & Johnson, 2005). These findings suggested P-G fit have critical impact
on subordinate behavior. Surprising, however, insufficient attention has been paid to aspects characterizing the relationship between P-G fit and voice behavior. In order to fill the limited prior theory and research gaps in voice literature, the present study attempt to explore the relationship P-G fit and voice.

Second, psychological safety defined as the employee’s “feeling able to show and employ self without fear of negative consequences to self-image, status, or career” (Kahn, 1990, p. 708). Previous studies on voice behavior have been indicated that psychology safety was important antecedent linking to voice behavior (Detert & Burris, 2007; Walumbwa & Schaubroeck, 2009). However, relatively little is known about the mechanism in employee voice behavior process. In addition, existing research on perceived P-G fit ignores how and why affects display of employee voice. We examine how P-G fit influences voice behavior by psychological safety mechanism in this study.

Taken together, the purpose of the present study extends previous research by investigating the mediating process of psychological safety in the relationship between P-G fit and voice behavior. We contribute to the extant literature on voice by clarifying the mediating mechanism and explain why and how P-G fit lead to voice behavior.
Theory and Hypotheses

P-G fit and voice behavior

Person-Environment (P-E) fit perspective posits that “the compatibility between an individual and a particular work environment that occurs when their characteristics are well matched” (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 281). Various fit perception conceptions, such as a person fit with organization, group, job, and supervisor was development in P-E literature (Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005). As team-based structure has gradually spread in organizations (Werbel & Johnson, 2001; Stewart, 2006), fit perception has become important in team context (DeRue & Morgeson, 2007). Thus, our focus is limited to P-G fit.

P-G fit which means to the perceived value compatibility between individuals and their work groups (Kristof, 1996; DeRue & Morgeson, 2007). From P-E fit perspective suggested that “positive responses will occur when individuals fit or match the requirements of a situation” O’Reilly, Chatman, and Caldwell, 1991, p. 489). For example, Kristof-Brown, Zimmerman, & Johnson (2005) argued that P-G fit has been influenced on positive attitude (e.g., job satisfaction, organizational commitment, and turnover intention) and performance (e.g. in-role performance and extra role performance). Several empirical findings have also suggested that value
congruence would be positively work-related behavior such as organizational citizenship behaviors (Cable & DeRue, 2002; Kristof, 1996; O'Reilly & Chatman, 1986), job performance (Hoffman & Woehr, 2006; Tziner, 1987), willingness to recommend the organization (Shantz, 2003; Vigoda & Cohen, 2003). Base on the findings and above points, we argued that in the team context, when employees believe that their values match group’s value that take as one of group members, they would feel willing to involve group affairs and more likely to contribute to the group in constructive ways such as voice behavior in order to foster group effectiveness and efficiency. Therefore, the hypothesis following is proposed:

*Hypothesis 1: P-G fit will be positively related to voice behavior.*

*The mediating role of psychological safety*

As noted previously, we anticipate that employee engages in voice behavior by P-G fit perception influenced. However, it is possible existing mediating process between P-G fit and voice behavior. Value congruence (fit) make the individuals have similarly belief, philosophy and norm, and then facilitate the team censuses (Chatman, 1991), and true each other. In a trusting relationship, individuals perceive that they will not suffer ill effects from expressing their true selves at work, and they will feel psychological safety (May, Gilson, & Harter, 2004; Kahn, 1990). For instance, Vogel and Feldman (2009) suggested that fit with team has been related
positively to the quality of work relationships. The higher quality relationship increase interpersonal trust without fearing, and embarrassing. Zhang, Fang, Wei, and Chen (2010) indicated that when individual have trust in the team, they believe that other members will not blame or punish them, and diminish their concerns about the possible negative consequences of their behavior. Hence, the feeling of psychological safety will increase. Likewise, Kahn (1990) implied that in trust and safety relationship helps promote employee’s feeling of the level of psychological safety. In contrast, a poor or incompatible value fit will produce a psychological strains, which lead to greater illness and interpersonal entrust (Barling, Kelloway, & Frone, 2005), and then it will reduce their feeling of psychological safety.

Voice behavior promotes change and challenges the status quo, sometime it is a potentially risky behavior and upset interpersonal relationship for employee (LePine & Van Dyne, 1998; Stamper & Van Dyne, 2001). Thus, employee often calculate and evaluate the cost-benefit before engage in voice behavior (Liu et al., 2010). The cost perception was one’s feeling of psychological safety. A shared belief that it is safe to speak up in groups without suffering potential embarrassment and interpersonal threat (Edmondson, 1999). When employees perceived that psychological safety in their mind, they will loss their fear feeling and willing to speaking up to the group. Some evidence found that psychological safety has positive impact on voice behavior. For
example, in Detert and Burris (2007) research, found that psychological safety was a significant cognition associated with voice behavior (Detert & Burris, 2007). Nembhard and Edmonson (2006) examine the effect on a health care team and find that psychological safety is a key antecedent for both voice and learning behaviours. Moreover, the finding from Walumbwa and Schaubroeck (2009) indicates that the psychological safety was positively related to voice behavior, and mediated the relationship between ethical leadership and voice behavior. Based on these studies, employees who feel more psychologically safe tend to be more engaged in their work roles (Kahn, 1990; May et al., 2004). Psychological safety was key factor in determine willing or unwilling to speak up of subordinate.

Taken together, when employees perceived their belief and value fit with their group, increasing share cognition and identification with group, enhancing personally non-threatening perception, and more likely to take risk of proposing new ideas, constructive suggestions (West, 1990) such as voice behavior. Thus, the following hypothesis is proposed:

\[ \text{Hypothesis 2: Psychological safety will mediate the relationship between P-G fit and voice behavior.} \]

**Method**

**Participants and procedures**
The survey used in this study was conducted in a large trucking company in Taiwan. Participants were frontline employees, whose interact with customer and gather firsthand information from customer. If employees take the initiative to integrate customer’s opinions, and then speak upward to supervisor, the group will increase both its effectiveness and performance. Therefore, we chose frontline employee in single trucking company as our study participants to test our hypothesis relationship.

We contacted the headquarters of the sample firm to ascertain its willingness to participate. After receiving their consent, 800 employees were invited to fill out the survey. During the process, we asked the HR personnel to assist us by selecting respondents randomly, and we guaranteed that the participants’ responses would remain anonymous to ensure confidentiality. Data were eventually collected from 721 responses. After deleting 42 incomplete responses, we obtained 679 valid responses to test our measures, giving a valid response rate of 84.9%. Of the respondents for this study, 86.4% were male with the majority being between 26 and 35 years in age (61.8%). Married respondents comprised 60.8% of the total. Some 20.0% held associate or technical degrees and 59.9% had a high school education. The average organizational tenure was 77.6 months.

**Measures**

Since the original survey instrument were developed in English, we followed
Brislin (1980)’s suggestion to translate all items into Chinese and then back-translated into English by two independent bilingual individual to ensure the semantic equivalency. All instrument measures were self-reported by employee participants and all items were rated on a 6-point Likert-scale that ranged from 1, “strongly disagree” to 6, “strongly agree”.

**Person-Group fit**

We used a modified version of Cable and DeRue’s (2002) three-item scale for person-organization fit to measure P-G fit. It is developed and used prior research in P-G fit measure (e.g. DeRue & Morgeson, 2007). We adopt DeRue & Morgeson’s (2007) version, changing the word “organization” to “team” of the three items. Sample items included “my personal values match my team’s values and culture”, “this things that I value in life are very similar to the things that my team values”. The Cronbach’s alpha for this construct was .94.

**Psychological safety**

We measured psychological safety with a 7-item scale derived from Brown and Leigh (1996). Example items included, “My manager is supportive of my ideas and ways of getting things done,” “The feelings I express at work are my true feelings,” The Cronbach’s alpha for this measure was .86.

**Voice behavior**
To measure employee’s voice behavior, we adopt six indicators developed by Van Dyne and LePine (1998). Sample items were “I develop and make recommendations concerning issues that affect this work group,” “I speak up and encourage others in this group to get involved in issues that affect the group,” The Cronbach’s alpha for this variable was .91.

Data analysis

LISREL 8.51 serves as structural equation modeling (SEM) (Joreskog & Sorbom, 1993) with maximum-likelihood estimation, and we followed the two-stage analytical procedure recommend by Anderson & Gerbing (1988) to test our hypothesized relationships. First, a series of confirmatory factor analyses to ensure distinct factors assessed the discriminate validity of the P-G fit, psychological safety, and voice behaviour scales. The second step performed a model comparison procedure to assess the structural model and overall model fit.

Results

Descriptive statistics

Table 2 reports the means, standard deviations, correlations, and reliability of the study variables. The results shown that P-G fit had significantly positive association with psychological safety and voice behavior (r=.62 and .62, p<.01, respectively), and provided preliminary evidence to support Hypothesis 1. Psychological safety
correlated positively with voice behavior ($r=.59$, $p<.01$).

### Table 1 Measurement Model Comparisons

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<th>Model</th>
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<th>$\Delta$df</th>
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<td>Alternative 1</td>
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<td>103</td>
<td>1135.54**</td>
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<td>Alternative 2</td>
<td>2612.50</td>
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<td>2071.39**</td>
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Note. The values of $\Delta\chi^2$ and $\Delta$df were differences between baseline model and other models.

Baseline model: three factor (i.e, P-G fit, psychological safety, and voice behavior)
Alternative 1 model: combine P-G fit and psychological safety into one factor
Alternative 2 model: combine all variable into one factor

**$p<.01$**

### Confirmation factor analyses

Before testing the empirical hypotheses, we followed Wang, Law, Hackett, Wang and Chen’s (2005) approach to assess discriminant validity between the constructs by comparing our measurement model to various alternative models, moving from our three-factors of interest to a restricted single-factor structure. Table 1 presents the models and gives fit statistics results. The results suggest that the hypothesized three-factor model ($\chi^2=541.11$; CFI=.94; GFI=.90; RMSEA=.08; NFI=.93) yielded a better fit than the other alternative model with a large and significant change in chi-square difference tests. Moreover, in the three-factor model, all items loaded were statistic significantly on their intended latent variables. In
summary, these results provide evidences of the discriminant and convergent validity for this study.

Table 2 Mean, Standard Deviations, and Correlations among study Variables

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<td>1. P-G fit</td>
<td>4.66</td>
<td>.91</td>
<td>(.94)</td>
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<tr>
<td>2. Psychological safety</td>
<td>4.50</td>
<td>.78</td>
<td>.62**</td>
<td>(.86)</td>
<td></td>
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<tr>
<td>3. Voice behaviour</td>
<td>4.75</td>
<td>.76</td>
<td>.62**</td>
<td>.59**</td>
<td>(.91)</td>
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Note. Cronbach’s α coefficients appear on the diagonal; **p<.01

Hypotheses testing

This study employed structural equation modeling to evaluate the hypothetical structural model fit the data well ($\chi^2=541.11$; CFI=.94; GFI=.90; NFI=.93; RMSEA=.08). However, Hayduk (1987) suggested testing and comparing other competing models while conducting structural equation analysis. Therefore, the plausibility of three other competing models was estimated as well. In competing Model 1, we tested one alternative structural model by removing the direct path from P-G fit to voice behaviour. The differences between chi-squares were significant for the baseline Model as for competing Model 1. These comparison circumstances suggest that the competing Model 1 ($\chi^2=541.11$; CFI=.94; GFI=.90; NFI=.93; RMSEA=.08).
RMSEA=.08) was better than our hypothesized model($\chi^2=653.13$; CFI=.93; GFI=.88; NFI=.92; RMSEA=.09). All of the standardized path coefficients are shown in figure 1. The results showed that P-G fit was positively related to voice behaviour ($\beta=0.46$, $p<0.01$), and psychological safety ($\beta=0.63$, $p<0.01$), supporting Hypothesis 1. Psychological safety was positively associated with voice behavior ($\beta=0.34$, $p<0.01$). We further tested the mediation effect (hypothesis 2) using Sobel’s (1982) test of indirect effect. The result showed that P-G fit had a statistic significant influence on voice behavior by psychological safety ($Z=6.0$, $p<0.01$). Thus, Hypothesis 2 received support.

![Figure 1 Standardized Path Coefficients for the Final Model](image)

**Discussion**

The present study extends previous studies of voice behavior by empirically examining whether P-G fit predict voice behavior, and its relationship through psychological safety. As expected, the results of empirical analysis provide support to
our hypotheses relationship. We found that P-G fit had a positive influence on voice behavior. The finding is similar prior study (Kristof-brown et al., 2005), and has implication for voice literature. This expands knowledge of the role of P-G fit in relation to proactive behavior in the form of voice behavior. In addition, psychological safety mediate the relationship between P-G fit and voice behavior. This extends and advances our understanding in the voice behavior process, and indicates that P-G fit can predict psychological safety, which in turn facilitates their engagement on voice behavior.

This study makes two significant contributions to the extant literatures. First, most of the extant literature on voice devotes to explore its antecedents. However, these studies place less emphasis on fit perspective. In order to rich voice literature, we extend the voice research in take notice of P-G fit on voice behavior. Second, P-G fit literature put less attention on understanding how and why affects employee voice. We expand the P-G fit literature on examining how P-G fit influences voice behavior by psychological safety mechanism in our study.

**Practical implications**

From a practical point of view, our results suggest that employee voice behavior can be motivated by P-G fit. For example, group provide communication and share mechanism between employee and group on values and organizational responsiveness.
Moreover, employees’ selection process might include a P-G fit screening in the stages of the selection process which value fit the group value and norm, and thus promote their displays of voice behavior. Besides, managers should offer safe work environment to build trust perception of employee. For example, managers encourage and tell employees to speak up without negative outcome (e.g. blaming, punishment), reduce the fear of voice, and communication with employee. This knowledge should be especially relevant to managers in organizations with dynamic environment where change and new ideas are essential for organizational adaptation, innovation, survival, and success.

**Limitations and recommendation for future research**

The findings of the present study should be interpreted in light of its limitations. First, from empirical perspective, cross-sectional study was conducted in the current study, and the causal conclusions were not unambiguously determined. Hence, future study should consider longitudinal method for data collection to explore the more accurately the causality. In addition, all instrument of the research was using self-report survey, and single source data may be existing potential common method bias rather than true relationships among the study variables. We followed Korsgaard and Roberson’s (1995) and Hung, Chi and Lu’s (2009) suggestion, and employed CFA to check the severity of common method problems (Podsakoff, MacKenzie, Lee, &
Podsakoff, 2003; Podsakoff & Organ, 1986). Our results showed that three-factor model provides a better fit than the one-factor model. The findings suggest that common method bias may not be severely our results. However, further study should collect data from different source to minimize the influence of common method bias. Third, all data for the present study were gathered within a single organization with mostly male participants, which limits the observed variability and decreases external validity. It would be examined for future research to replicate the present findings to enhance generalizability in other types of organizational settings.

Future research may examine other additional mediating process linking P-G fit to voice behavior. For instance, Kristof-brown et al. (2005) indicated that P-G fit has positive associated with organizational commitment. Past research indicated that organizational commitment is an important antecedent on extra-role behavior (Organ & Ryan, 1995) such as voice behavior. Hence, further studies may consider organizational commitment in mediating process in linking the relationship between P-G fit and voice behavior.

**Conclusion**

Despite these limitations, the results of this study advance our knowledge and understanding of voice behavior is influenced by P-G fit, and offering explanations how and why psychological safety mediate the relationship between P-G fit and voice
behavior. This research has confirmed that the perception of psychological safety does indeed play an important role in employees displaying voice behavior. This present work provides new and deeper insights into disentangling employee voice behavior through strengthening the role of psychological safety. These results provide applied implications and thus enrich the extant voice behavior literature.

References


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國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

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   □達成目標
   □未達成目標（請說明，以 100 字為限）
   □實驗失敗
   □因故實驗中斷
   □其他原因
   說明：

2. 研究成果在學術期刊發表或申請專利等情形：
   論文：□已發表 □未發表之文稿 □撰寫中 □無
   專利：□已獲得 □申請中 □無
   技轉：□已技轉 □洽談中 □無
   其他：(以 100 字為限)

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）(以 500 字為限)

本研究透過探討建言行為的歷程，進一步了解人與群體配適對於建言行為有正面的影響，而且也會透過員工心理安全感，進而影響建言行為的產生。運用此研究結果，對於團隊管理者欲提升與增進員工建言行為時，提供有價值的實務參考價值，可從形塑人與群體配適以及心理安全感兩方面著手：第一、在形塑人與群體配適上：團隊管理者應提高團隊成員共享的價值觀，例如主管宣達、角色模範、獎賞制度等，以傳達團隊的價值觀與文化給予員工，內化為員工的基本信念，才會認同團隊並極力的投入熱情，促進員工展現建言行為。另外，在人員的聘用或選擇員工時，應考慮適配團隊價值或文化的成員列為甄選的首要考量，方能促進員工認同感，進而願意義務奉獻給組織，提供有利於組織改善的各式工作建議。第二，建構員工心理安全感：團隊管理者應以鼓勵而非責備或懲罰的方式，降低員工想要建言的恐懼感，平時也要形塑信任與安全感的工作環境，才能讓員工無後顧之憂的提出批評與建議，促使員工願意從事建言行為。