

Supervisor Narcissistic Organizational Identification, Employee Constructive Deviance and Voice: The Mediating Role of Employee Change Role Identity

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Abstract

Drawing upon leader-member-exchange (LMX) theory and role identity theory, this study attempts to investigate leadership's role in predicting employee change-oriented behaviors. I concentrate on a more specific scope of leadership - supervisor narcissistic organizational identification, which has received insufficient attention to date. How supervisor narcissistic organizational identification influence employee's behaviors also leave the literature a blank. Hence, this study attempts to explore supervisor narcissistic organizational identification's influence on enhancing employee's positive perception of change and further predicting change-oriented behavioral outcomes. The purpose of this study is to examine a mechanism in which supervisor narcissistic organizational identification exerts its influence on employee job-oriented constructive deviance (JCD) and employee voice by enhancing employee change role identity, a new construct derived from role identity theory. Specifically, this study examines: a) supervisor narcissistic organizational identification can positively predict employee job-oriented constructive deviance (JCD) and voice respectively; b) supervisor narcissistic organizational identification is positively related to employee change role identity; c) employees' change role identity is positively related to JCD and voice respectively; d) change role identity acts as a mediating role between supervisor narcissistic organizational identification and JCD and voice respectively. Data of this study were collected through a subordinate-supervisor dyads questionnaire survey. In line with our assumptions, the result supports our proposal that supervisor narcissistic organizational identification can positively predict employee job-oriented constructive deviance and voice by fostering change role identity in employees. This study seeks to provide reference values for the future research and practical implications for organization management.

Keywords

Supervisor narcissistic organizational identification; Job-oriented Constructive Deviance; Employee Voice; Employee Change Role Identity.

1. Introduction

1.1. Research Background

Since organizations have become more decentralized, flexible and performance-oriented in an increasingly volatile and complex business today (Parker & Collins, 2010; Crant, 2000), effective interaction between supervisor and employee is critical to inspect internal performance and to identify external threat. Strategy formulation and implementation require

information inputs and involvements from employees at all levels in the organization. Specifically, throughout the practical management endeavors, managers need information and feedback from employees in order to make informed decisions and strategies (Lebel, 2016) since employees can access information and spot potential problems at first hand through their direct involvement in daily work. Employees are also required to be more creative and innovative in the way they perform their routine work (Madjar, Greenberg, & Chen, 2011; Zhang & Bartol, 2010), which brings vigorousness and competitiveness to the organization. Hence, employee voice and constructive deviant behaviors should be motivated, or least not be hindered, in the organization management practice.

The question followed is how to motivate employees to deliver voice and constructive deviant behaviors in performing their daily work for the well-being of the organization. Among lots of possible factors, supervisor, who directly interacts with employees and plays a leading role in the work place, could and should play an important role in furnishing such context that employees are motivated to deliver upward information, ideas, suggestions or to perform beyond the convention so as to seek for innovation in their works. Thus, the occurrence of employee job-oriented constructive deviance and voice will largely depend on supervisor's attitude and response. How supervisor handle changes will exert far-reaching influence on employees' perceptions toward change and further influence their behavioral choice to be proactive or remain conservative in work activities.

In the context of Oriental culture, supervisors in Chinese organizations tend to put more emphasis on obedience, hierarchy and "golden mean" of Confucius. However, with China's economy continually interweaving with the global business over time, we should allow for downstream voice and constructive deviance to improve internal effectiveness and efficiency and to handle external global competition. This study thus answers the calls for management practical implication by verifying how supervisor narcissistic organizational identification can act as an important contextual factor in motivating employees to deliver change-oriented behaviors for the improvement of the organization, especially for those management levels in the organizations embed in the context of Oriental culture.

Given the prevalent and far-reaching influence of leadership in the organization functioning, prolific researches have exerted efforts in exploring positive leadership and its impact on employee behaviors, such as transformational leadership, empowering leadership, and servant leadership (Howell & Avolio, 1993; Spreitzer, 1995; Greenleaf, 2002). Within the framework of Leader-Member-Exchange (LMX) theory (Weismal-Manor, Tziner, Berger, & Dickstein, 2010; Tziner, Shultz, & Fisher, 2008), I also centralized our attentions on this topic but only narrowing down the scope to a specific trait of leadership - supervisor narcissistic organizational identification. As the leading role within the unit, supervisor's immediate interaction with employees will influence employees' behaviors more directly and effectively. Whether supervisor signals narcissistic organizational identification toward changes will directly influence employees' perceptions of feasibility and safety in planting changes, which may influence their initial motivation to introduce changes. The perception will further influence their choice to take proactive actions or conservative ones, to make suggestions or remain silences toward work-related issues. For employee's reciprocal behaviors and feedbacks to supervisor narcissistic organizational identification, I focus our observation on employee job-oriented constructive deviance and employee voice - both are change-oriented and favorable behaviors. Job-oriented constructive deviance is more of a behavioral focused in bringing changes whereas voice more of verbal focused in suggesting for changes with benign intention to make improvement to their work, the procedure, or the organization.

Abundant of researches and practitioners have addressed the mechanisms of employee constructive deviance (e.g. Galperin, 2003; Warren, 2003; Vadera et al., 2013) and employee voice (Detert & Burris 2007, Morrison 2011; Van Dyne & LePine 1998; Liang et al. 2012) - both

are positive discretionary involvements by employees, owing to their benign intention to make positive change and improvement for the organization. Many researches have verified the possible antecedents in nurturing these positive behaviors, such as leadership (Gumusluoglu & Ilsev, 2009), co-worker support (Farmer, Tierney, & Kung-Mcintyre, 2003; Madjar et al., 2011), perceived organizational trust or support (Tremblay et al., 2010), etc.

In this study, likewise, I posit that supervisor narcissistic organizational identification makes similar ripples as an important antecedent in predicting employee active involvements in job-oriented constructive deviance and voice. Only if supervisor signaling narcissistic organizational identification for those benign intentions but change-oriented, status-quo-challenging or even risky behaviors will employees develop a perception of safety, confidence and motivation to deliver job-oriented constructive deviance and make upward voice for the well-being of the organization.

As above, I posited that supervisor narcissistic organizational identification can positively predict employee job-oriented constructive deviance and voice. The question followed is how supervisor narcissistic organizational identification influences employee job-oriented constructive deviance and voice? What kind of mechanism links between and takes effect?

Many researches have proved leadership's influence on employee behaviors, but how this influence takes effect has left a blank in literature. Drawing upon role identity theory (Burke, 1991; Stryker, 1980; Stryker & Burke, 2000) and the constructs developed from it, e.g. creative role identity (Farmer et al. 2003) and empowerment role identity (Zhang & Bartol, 2010), I thereby propose a new construct in this study – employee change role identity as the linkage mechanism. By doing so, I attempt to make explanation on how supervisor narcissistic organizational identification unfurls its influence on employee job-oriented constructive deviance and voice.

In sum, this study mainly answers two questions. First, whether supervisor narcissistic organizational identification positively related to employee's engagement in delivering upward voice and job-oriented constructive deviance? Second, if answer is yes to the first question, then how supervisor narcissistic organizational identification unfurls its effect on employee voice and job-oriented constructive deviant behaviors and through what kind of mechanism?

In answering the above two questions, I seek to expand current understandings to the leadership theory, role identity theory, employee voice and deviance and further contribute implications to the management practice.

1.2. Research Purpose and Objective

Leadership has been a central theme for researchers and practitioners in organizational management. The value of positive leadership is highly recognized in predicting employee reciprocated behaviors. However, supervisor narcissistic organizational identification, under the roof of positive leadership, will influence employees' perception and behaviors in the work activities, yet still in a haze with a limited domain in literature.

Employee job-oriented constructive deviance and voice behaviors are change-oriented and status quo challenging, with the former bringing changes in actions and the latter suggesting changes in the context of work group. These change-oriented behaviors may alarm the supervisor who is in charge of the group, sets the procedures and creates the status quo within the work group. Thus, how the supervisor cope with such behaviors in some way determines employees' perception of feasibility and safety and influences their choice in venturing such behaviors.

Furthermore, prolific researches have offered us abundant evidences to underpin the idea that leadership influence employee's behaviors; however, how and why leadership exerts influence on employee behaviors has left the literature a blank.

Hence, the current study aims to foster the scholarly dialogue and advances the understanding of leader-employee relationship by proposing and testing a model in which supervisor narcissistic organizational identification positively influence employee job-oriented constructive deviance and voice behavior via fostering and enhancing employee change role identity in employees, on the basis of the theoretical frameworks of leader-member-exchange (LMX) theory and role identity theory.

To be specific, the objectives of this research are to (1) examine the relationship between supervisor narcissistic organizational identification and employee job-oriented constructive deviance and employee voice respectively (2) explore the relationship between supervisor narcissistic organizational identification and change role identity (3) examine the change role identity's influence on the employee job-oriented constructive deviance and voice respectively (4) test the mediating effect of change role identity on the relationships between supervisor narcissistic organizational identification and employee job-oriented constructive deviance, between supervisor narcissistic organizational identification and voice. These objectives are schematically presented in Figure 1 Proposed theoretical model.

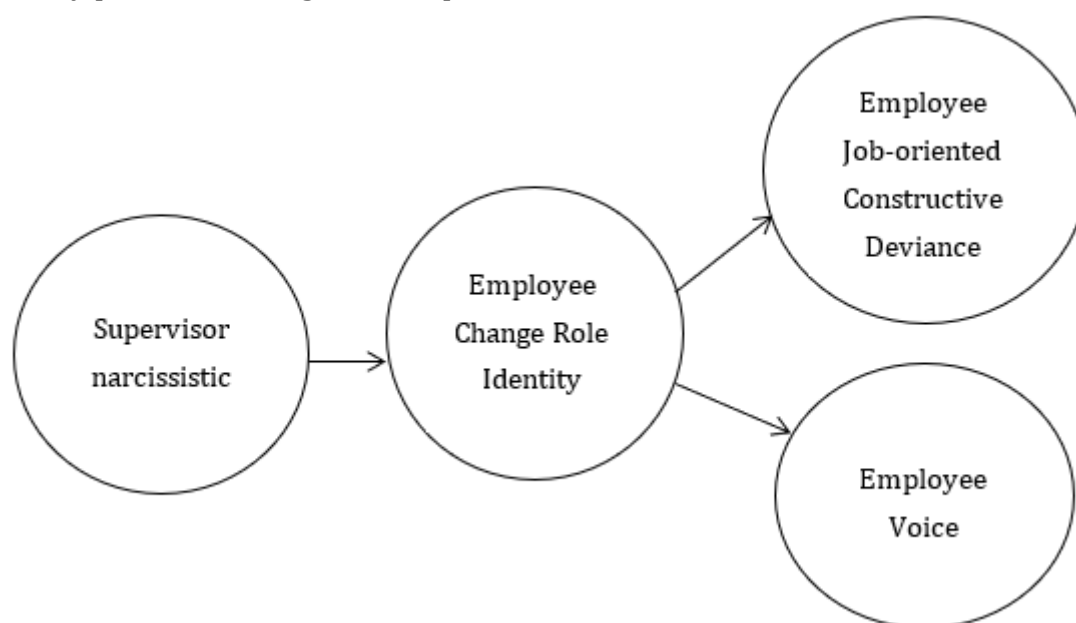


Figure 1. Proposed theoretical model

1.3. Contributions

To address the research gaps as mentioned above, the present study attempts to make contributions to the understanding of organizational behavior literature and implications to management practice as followings.

Firstly, the present research enhances our understanding of leadership theory with a more comprehensive study on supervisor narcissistic organizational identification as a specific trait of leadership. Supervisor narcissistic organizational identification can be adopted to predict various organizational behaviors for the future research. Drawing on Leader-Member-Exchange (LMX) theory, this research also offers an empirical test of supervisor narcissistic organizational identification's positive influence in nurturing employees' positive involvements and engagements in work activities as reciprocal response from an exchange perspective.

Secondly, this study expounds how the supervisor narcissistic organizational identification influence employee's change-oriented behaviors by introducing and highlighting the new construct derived from role identity theory - employee's change role identity. Through the discussion of change role identity, this study enhances our understanding on the mechanism in

linking the leaders and members and makes contribution to the role identity theory literature. By exploring the linking mechanism, I have more understanding on employee's perception and identity when they exhibit certain behaviors.

Thirdly, this study also contributes to the growing literature on internal and contextual antecedents of employee job-oriented constructive deviance and voice by examining the model in which supervisor narcissistic organizational identification facilitates its influence via change role identity.

Fourthly, this study is also meaningful to the managerial practice. First of all, supervisor should take their personality into consideration in the management practice since it may influence employees' perceptions and behaviors. Secondly, employee job-oriented constructive deviance and voice contribute to the success of the organization. Hence, it is important to furnish an opening climate and context within the organization to facilitate and motivate such behaviors. Thirdly, employee role identity may contribute success to the role design.

2. Literature Review and Hypothesis

2.1. Theoretical Framework

2.1.1. Leader-Member-Exchange (LMX) Theory

Leader-Member-Exchange (LMX) theory is dyadic and specific leader-follower leadership focused (Graen & Uhl-Bien, 1995; Liden, Sparrowe, & Wayne, 1997). LMX theory asserts an interpersonal relationship exchange involvement between supervisors and subordinates (Graen & Cashman, 1975). LMX theory also asserts that "effective leadership processes occur when leaders and followers are able to develop mature leadership relationships (partnerships) and thus gain access to the many benefits these relationships bring" (Graen & Uhl-Bien, 1995, p. 225).

Leader-Member-Exchange (LMX) theory is also based on the notion of role making, reciprocity, exchange and equity (Graen, 1976; Deluga 1994). In this leader-follower relationship, the roles of each party in the leader-member dyad are specified by a series of role negotiation processes (Graen & Uhl-Bien, 1995), in which, leaders convey role expectations to employees while employees may uphold, embrace, renegotiate or reject the prescribed role identities. Through this role negotiating process, leaders will provide tangible or intangible rewards to the followers for meeting the expectations while followers will hold the expectations as per how they are treated or the reward for meeting the expectations (Wang et al. 2005). Effective leadership processes occur when leaders and followers are able to develop mature leadership relationships (partnerships) and thus gain access to the many benefits these relationships may bring in (Graen & Uhl-Bien, 1995).

LMX theory has been a useful tool to predict behavioral outcomes at the individual level. Simply put, through the interaction between supervisor and employee, perceptions of being valued, recognized and trusted by supervisor will enhance employee's motivation and venture to take proactive attempts to address work issues and make reciprocity as exchange. In contrast, perception of not being valued, recognized and trusted, employees may exhibit indifferent, withdrawal, and exit behaviors in work activities.

2.1.2. Role Identity Theory

In identity theory, the core of an identity is the categorization of the self as an occupant of a role and the incorporation into the self of the meaning and expectations associated with that role and its performance which form a set of standards to guide behaviors (Burke & Tully, 1977). Based on the identity theory, role identity theory (Stryker, 1980; Burke, 1991; Stryker & Burke, 2000) also asserts that an individual may develop his or her expectations concerning the appropriate behaviors of the role he or she holds and internalize them as components of role

identities. "Having a particular role identity means acting to fulfill the expectations of the role, coordinating and negotiating interaction with role partners, and manipulating the environment to control the resources for which the role has responsibility" (Stets & Burke, 2000). "Role identity focuses on the match between the individual meanings of a particular role and the behaviors that a person enacts of that role while interacts with other" (Burke 1980; Burke & Reitzes, 1981; Stets & Burke, 2000). Hence, by taking on a specific role identity, the employee will adopt self-meanings and expectations to accompany the role as it relates to other roles in the group, and further act to represent and preserve these meanings and expectations (Thoits & Virshup 1997; Stets & Burke, 2000). Adopting a particular role identity, an individual tends to define him- or herself with the meaning and develop cognitive schemata to perceive and interpret events and further channel options in behaviors (Callero et al., 1987; Piliavin et al. ; 2000; Grube, & Callero, 2002).

Role identity has become a useful tool in predicting a variety of behaviors in the work context (Riley & Burke, 1995; Grube & Piliavin, 2000). Creative role identity refers to a self-attribute meaning in reference to the role of performing creatively in the work activities (Farmer et al. 2003). According to Farmer et al. (2003), employees with a creative role identity tend to view personal creativity as a central part of "who they are", be more creative at work activities and more active at finding innovative solutions to address problems. Empowerment role identity, on the basis on role identity theory, was conceptualized as the extent to which an individual wants to be empowered in reference to particular job he or she takes in the work context (Zhang & Bartol, 2010).

2.2. Supervisor Narcissistic Organizational Identification and Employee Job-oriented Constructive Deviance

2.2.1. Supervisor Narcissistic Organizational Identification

Researches on upward influence and issue selling - voice regarding a specific work improvement or employee treatment topic, had defined top management narcissistic organizational identification as a favorable organizational context in which top managers are open to ideas from the below (Schilit & Locke, 1982). Management narcissistic organizational identification is a set of leader behaviors particularly relevant to subordinates' motivation to speak up (Ashford et al., 1998). Sellers will read and monitor the attitudes and behaviors of their managers to predict their response to initiatives (Turner, 1980) and adjust their behaviors accordingly. When sellers perceived that top management is open to new ideas, they may see fewer barriers to getting their managers to attend to their issue, contributing to a general sense of context favorability. As such, sellers may believe that their behavior will be interpreted more fairly and see a higher probability of issue-selling success with narcissistic organizational identification furnished by management levels (Ashford et al., 1998).

Based on the research on issue-selling of Ashford et al. (1998), Detert & Burris (2007) further conceptualized managerial narcissistic organizational identification as the subordinates' perceptions that their boss listens to them, is interested in their ideas, gives fair considerations to the ideas presented, and at least sometimes takes action to address the matter raised. Such coping behaviors from supervisors may be a critical contextual influence to establish a perception of safety in employees and maintain their initial motivation to deliver upward voice (Milliken et al., 2003; Detert & Burris, 2007).

Based on Detert & Burris's (2007) research on managerial narcissistic organizational identification, Lebel (2016) conceptualized supervisor narcissistic organizational identification as an employee's perceptions of the extent to which their immediate supervisor listens to, considers and occasionally takes action as per their input and suggestions. Employees believe that they can handle fear of external threat and change the situation by speaking up when perceived supervisor narcissistic organizational identification is high (Lebel, 2016). To be more

specific, the researches on the supervisor narcissistic organizational identification are showed in the Table 1.

As above, the construct of managerial narcissistic organizational identification has been established with its confinement - merely to cope with employees' verbal behaviors. However, verbal behaviors are not all about work activities employees involved in daily routine, but also practical implementation and actions to address work issues and contingencies. Based on the prior definitions (Ashford et al., 1998; Detert & Burris, 2007), supervisor narcissistic organizational identification can be broadly conceptualized as subordinates' perceptions of the extent of narcissistic organizational identification that their supervisor welcomes or at least allows for change-oriented behaviors, both in verbal and behavioral. Supervisor signaling narcissistic organizational identification will actively or at least willingly listen to, give fair consideration to the ideas presented, make responses accordingly regarding verbal behaviors (Detert & Burris, 2007), and permit employee behaviors departing from conventions and norms when performing their work activities.

Qualitative researches have evinced that managerial narcissistic organizational identification exerts great influence on employees at all organizational levels and furnishes critical context for employees' behavioral choice (e.g., Ryan & Oestrich, 1998; Sprague & Ruud, 1988). For instance, managerial narcissistic organizational identification contributes to perceptions of fairness in sellers and higher possibility in issue-selling success (Ashford et al., 1998). Regarding employee voice, perception of managerial narcissistic organizational identification also maintains employees' initial motivation to speak up (Milliken et al., 2003; Detert & Burris, 2007). Supervisor narcissistic organizational identification can be an outlet for employees to express their ideas, suggestions or concerns and thereby set a potential path to fix the problems, improve the procedures or merely change the situations (Lebel, 2016).

Indeed, managerial narcissistic organizational identification, as a set of leader behaviors, plays an important role in motivating employees to go beyond the boundaries of their works to bring in positive changes. Supervisors interact with employees directly and act as leading roles in setting the specific norm, rules and procedures within the units. How they cope with changes will influence employee's perception toward changes and further influence their behavioral outcomes. Supervisor signaling narcissistic organizational identification to changes can set examples to employees and convey employees a message of safety or fairness to deliver change-oriented behaviors. Employees, as followers, are more likely to get hints from their supervisor's attitudes and behaviors toward change-oriented behaviors. When supervisor signaling narcissistic organizational identification to changes, employees are more likely to establish positive perceptions toward changes and go further to develop motivations to bring in positive changes for the benefit of their supervisor, the unit or the organization. To some degree, the relationship between supervisor and employee is dyadic and reciprocal.

To probe deeper into this dyadic and reciprocal relationship, we can draw upon the Leader-Member-Exchange (LMX) theory, which is dyadic and specific leader-follower leadership focused (Graen & Uhl-Bien, 1995; Liden, Sparrowe, & Wayne, 1997). LMX theory asserts that "effective leadership processes occur when leaders and followers are able to develop mature leadership relationships (partnerships) and thus gain access to the many benefits these relationships bring" (Graen & Uhl-Bien, 1995, p. 225). LMX theory has been a useful tool to predict behavioral outcomes at the individual level. Simply put, through the interaction between supervisor and employee, perceptions of being valued, recognized and trusted by supervisor will enhance employee's motivation and venture to take proactive attempts to address work issues and make reciprocity as exchange. In contrast, perception of not being valued, recognized and trusted, employees may exhibit indifferent, withdrawal, and exit behaviors in work activities.

Based on the LMX theory, I presume that whether supervisor demonstrates narcissistic organizational identification to change-oriented behaviors in the work context generates different perceptions in employees and thereby results in different employee behavioral outcomes. Specifically, when employees perceive that their supervisor is open to change, they may be more confident to go out of the conventional way, to develop innovative approach in performing work activities and to deliver honest feedback as exchange for the well-being of the supervisor, unit or organization; however, when perceived that their supervisor is strict in conformity and controlling regarding changes, employees, for self-preservation, tend to stay in the line and follow the track set by the supervisor so as to avoid potential negative appraisal, relationship jeopardizing, or punishments. Or even worse, employees can deliberately withhold useful information or deliver distorted information to supervisors as retaliatory to their strictness and controlling.

As such, in the present study, I posit that supervisor narcissistic organizational identification is conducive to establish employee positive perceptions concerning changes in the work context. As reciprocity, employee may hence proactively deliver voice and job-oriented constructive deviance in favor of the supervisor, the unit or the organization.

2.2.2. Employee Job-oriented Constructive Deviance

Deviating behavior is considered as employee deviance, which is conceptualized as discretionary behaviors departing from the prescribed conventions and norms of the organization (Robinson and Bennett, 1995; Galperin, 2003). Such behaviors can generate potential disastrous consequences (Warren, 2003). As such, the majority of researches have conceptualized employee deviance in a negative light - the dark side of work place deviant, underlining that employee rule violating and procedure breaking are more likely to threaten the interests of the organization and cause it harm. The positive end of the spectrum of work place deviance, however, has received limited attentions (Mertens et al. 2016).

With increasing observations and researches on employee deviant behaviors, scholars found that employee deviance allows for both negative and positive repercussions (Galperin 2003; Warren 2003). The negative repercussion is referred as destructive deviance which can generate threats harmful to the organization. The positive repercussion is referred as constructive deviance which can bring forth favorable changes and improvement to the organization (Galperin, 2012; Vadera et al., 2013; Pan et al. 2018). Hence, the research on constructive deviance is increasing because of its significant role in bringing positive changes and producing favorable outcomes to the organization (Galperin, 2003; Galperin & Burke, 2006; Robbins & Galperin, 2010; Vadera, Pratt, & Mishra, 2013).

Constructive deviance was first conceptualized and validated by Galperin (2002) as "voluntary behavior that breach the organizational norms and in doing so contributes to the well-being of an organization, its members, or both". Employee who exhibits constructive deviance will depart from the norms and conventions in an honorable way so as to improve processes and promote effectiveness within the organization (Spreitzer & Sonenshein, 2004). For example, they may develop creative solutions to address work contingencies, seek innovative methods to perform routine work, depart from the conventional procedure to solve problems or to achieve work goals, or simply to introduce changes to improve the performance within the unit (Galperin, 2002). All of such behaviors as above are intent to bring in positive changes to the organization and promote its functioning effectiveness and efficiency (Luthans & Church, 2002; Robbins & Galperin, 2010; Pan et al 2018).

Table 1. Conceptualization of supervisor narcissistic organizational identification

Author	Construct	Definition	Scale
Ashford et al. (1998)	Top Management narcissistic organizational identification	Favorable organizational contexts in which top managers are open to the ideas from below (Schilit & Locke, 1982; Dutton & Ashford, 1993).	House and Rizzo's (1972) Organization Practices Questionnaire that was originally called top-management receptiveness. Sample items include: "good ideas get serious consideration from management above them." and "when suggestions are made to management above them, they receive fair evaluation."
Detert and Burris (2007)	Managerial narcissistic organizational identification	Subordinates' perceptions that their boss listens to them, is interested in their ideas, gives fair consideration to the ideas presented, and at least sometimes takes action to address the matter raised.	Three items from Ashford et al. (1998) top management narcissistic organizational identification scale
Lebel (2016)	Supervisor narcissistic organizational identification	An employee's perceptions of the extent to which their immediate supervisor listens to, considers, and occasionally takes action based on their input and suggestions.	Three items adapted from Detert and Burris (2007). Sample items include "my supervisor uses my suggestions," "my supervisor considers ideas from subordinates," and "my supervisor rejects new ideas".

As per the established definition, by voluntarily or discretionarily, employees exhibit job-oriented constructive deviance by intrinsic motivation instead of being coerced or threatened. By a benign intention to bring in changes and improvements to the organization, constructive deviant behaviors imply a nature of change-oriented and status quo challenging. Yet, such behaviors, although out of constructive intent to bring in positive changes yet involved norm-violating and procedure-breaking, if not placed in a supportive and open organizational context, can entail potential risk to the performers.

In identifying the positive outcomes employee constructive deviance may generate to the organization, to date, researchers have exerted efforts in finding the underlying causes and preconditions to predict or nurture employee constructive deviance. Galperin (2002) suggested that high role breath self-efficacy may lead to a greater constructive deviance engagement. Bodankin & Tziner (2009)' research on personality and deviance revealed a relationship between positive personality and constructive deviance. Robbins et al. (2010) conducted exploration and further confirmed the relationship between emotional intelligence factor and constructive deviance. The Table 2 shows the possible antecedents of constructive deviance.

Table 2. Antecedents of employee job-oriented constructive deviance

Antecedents	impact	Author
Autonomy	+	Galbraith (1982)
Self-efficacy	+	Thomas& Velthouse (1990)
Machiavellian	+	Galperin (2002)
Role breadth self-efficacy	+	Galperin (2002)
Compensation at risk	+	Warren (2003)
perceived organizational support (POS)	+	Chen et al. (2009); Farmer et al. (2003); Tucker et al. (2008)
Psychological empowerment	+	Spreitzer and Doneson (2005)
Work involvement	+	Galperin et al. (2006)
narcissistic organizational identification to experience	+	Bodankin et al. (2009)
Extraversion	+	Bodankin et al. (2009)
Emotionally intelligence	+	Robbins et al. (2010)
Abusive supervision	Inverted U-shape	Pan et al. (2018)

Empirical evidences suggested that perceived organizational support (POS) plays a positive role in predicting constructive deviance (e.g. Chen et al., 2009; Farmer et al., 2003; Tucker et al., 2008), which suggests an exchange perspective whereby employees exhibit constructive deviant behaviors so as to reciprocate the extent to which an organization values their contributions (Blau, 1964). In the same vein, consistent with the LMX theory, I propose that employees may exhibit job-oriented constructive deviant behaviors to contribute positive changes as exchange and reciprocate to the extent to which their supervisor furnishes narcissistic organizational identification to their change-oriented behaviors.

2.2.3. Supervisor Narcissistic Organizational Identification and Employee Job-oriented Constructive Deviance

Empirical research has affirmed that supervision can have an influence on the likelihood of employee job-oriented constructive deviance, such as the dark side of supervision - abusive supervision. A low level of abusive supervision will lead to a low-to-moderate level of job satisfaction and further trigger an increasing amount of constructive deviance, based on the assumption that the first reaction after being abused is not immediate negative reciprocity but a desire to improve the performance or to rectify the poor relationship hoping that the abuse will end with acknowledgement from the supervisor (Tepper, 2000; Pan et al., 2018). In the same vein, supervisor narcissistic organizational identification, as the bright side of supervision, also comes into play in this regard.

In order to ensure a smooth functioning in the work place, supervisor acts as a leading role in setting code of conducts for employees by designing specific tasks, specific procedures and specific rules, which thereby sets an underlying tune and establishes the status quo of the work place. Any behavior goes out of the tune and challenges the status quo will "touch" the authority of the supervisor. However, it seems that job-oriented constructive deviance is such kind of behavior that goes beyond the tune.

Employee job-oriented constructive deviance is a discretionary behavior carried out by employees with a benign intention to bring positive changes in favor of the organization (Galperin, 2002). In their attempts to introduce changes to the status quo in the work place, employees may break the norms or violate the rules through their unconventional or

innovative endeavors, which will inevitably “touch” the authority of the supervisor on the one hand; on the other hand, job-oriented constructive deviant behavior does not necessarily, at least not always, result in constructive outcomes, which can be potential concerns for both the supervisor and the employee. For the supervisor, the deviant behaviors may disorder the smooth work flow with the procedure-breaking and norm-violating. Meanwhile, the possible negative outcomes may also cause harm to the supervisor him- or herself, to the unit or the organization. For employees, the deviant behaviors and negative outcomes may entail misunderstanding, relationship jeopardizing with and punishment from the supervisor.

Hence, employees tend to take hints and clues from supervisor’s attitude and processing of such behaviors in daily work, “read the wind”, and modify their behaviors accordingly. If the hint is that the supervisor prefers that everything should move in a prescribed track where any norm-breaking or procedure-breaking behaviors are inhibited, employees are thus less likely to venture any kinds of innovative attempts to avoid any punishments and risks entailed. Instead, they may simply follow the track as required and merely resort to the conventional way to solve problems and perform routine work as told, exerting no effort to bring in changes or innovation. I do admit that, in some way, employees’ following organizational norms, regulations or rules is helpful to facilitate a smooth functioning within the unit or the organization; however, strict conformity to prescribed norms, regulations and rules may also hinder employees from creative and innovative attempts. In a long run, employees may become rigid and mechanical in performing work activities, which will further retard the development and improvement of the unit and organization.

On the contrary, when supervisor demonstrates narcissistic organizational identification to changes him- or herself, welcomes change-oriented behaviors from employees with corresponding reward in oral or official appraisal, and provides employees autonomy to address work issues, employees, sparing fears of relationship jeopardizing or entailed punishments, are able to establish a perception of safety, develop confidence and thus are more likely to venture proactive and innovative actions so as to introduce positive changes and make improvement to the situation, out of intrinsic motivation, or out of the ideas as reciprocity to the supervisor. Furthermore, when supervisor signals narcissistic organizational identification for employee job-oriented constructive deviant behaviors, employees are furnished with job autonomy to perform their work activities in some degree. Autonomy will enhance motivation and persistent on radical innovation (Galbraith, 1982). Job autonomy can encourage employees’ efforts to change the organizational status quo and exhibit innovative endeavors with more freedom and decision-making powers (Galbraith, 1982; Graham, 1986).

Based on the above reviews, I thus propose the following:

Hypothesis 1(a). Supervisor narcissistic organizational identification can positively predict employee job-oriented constructive deviance.

2.3. Supervisor Narcissistic Organizational Identification and Employee Voice

2.3.1. Employee Voice

Voice input by employees, as a favorable verbal behavior, has drawn much academic scrutiny and developed a fine-grained conceptualization in the organizational behavior literature.

Albert Hirschman's (1970) model of exit, voice, and loyalty had devised the primitive meaning to the voice literature. Based on this model, abundant researchers have devoted to exploring and developing the construct. Employee voice was later defined as informal and discretionary communication by an employee of ideas, suggestions, concerns, information about problems, opinions about work-related issues or even constructive challenges, to persons inside an organization with the perceived authority to take appropriate action, with the intent to make innovative suggestions for change and recommend modification to standard procedures to bring about improvement (Van Dyne & LePine 1998; Detert & Burris, 2007; Morrison, 2011).

Simply put, employees emit voice of information, ideas, opinions, or suggestions out of their intrinsic motivation (by discretionary), normally to his or her supervisor, who is entitled with the authority to take appropriate actions within the unit with an intent to deliver timely feedback, seek problem solutions, make modification and improvements to the procedures.

With continuous researches on the construct of voice, scholars have identified and categorized employee voice into different types. Van Dyne & Botero (2003) categorized voice to three specific types: pro-social voice, defensive voice, and acquiescent voice. The contents of voice can vary widely from information about potential or serious risks in work to suggestions for how to do things differently, the former was referred as prohibitive (Liang et al. 2012), or problem-focused voice (Morrison 2011) while the latter was referred as promotive (Liang et al. 2012) or suggestion-focused (Morrison 2011) voice. "Prohibitive voice refers to employee's expression of concern about work practices, incidents or employee behavior that are harmful to their organization while promotive voice refers to employees' expression of new ideas or suggestions for improving the overall functioning of their work unit or organization." (Liang et al. 2012).

In the present study, I centralized our attentions on the promotive voice developed by Liang et al. (2012), which is future-oriented and change-oriented by introducing positive changes and make improvements to the status quo with constructive intent. Employees who deliver promotive voice are intent to make suggestions for work issues, propose beneficial new project, raise suggestions to improve the working procedure, help the unit to reach its goals or improve the operations (Liang, et al. 2012).

Employee's voice input is vital for organizational internal and external functioning - help to improve effectiveness and efficiency and take timely responses to potential threats in an increasing competitive environment with timely feedback to decision making and solution formulating (Detert, Burris, Harrison, & Martin, 2013; Lam & Mayer, 2014; Mackenzie, Podsakoff, & Podsakoff, 2011). The willingness of employees to provide thoughts and ideas about necessary improvement in the critical work processes contributes to positive organizational outcomes, e.g. successful learning in various type of team (Edmonson 1999, 2003), crisis prevention (Schwartz & Wald, 2003) and innovation and improvement in work process (Argyris & Schon, 1978).

With the recognition on the essential role of voice in organizational functioning, many researchers have tried to explore the possible factors and antecedents promoting or inhibiting voice as showed in the Table 3.

Table 2. Antecedents of employee voice

Antecedents	Impact	Author
Climate of silence	-	Morrison & Milliken (2000)
Conscientiousness, Extraversion, narcissistic organizational identification	+	LePine & Van Dyne (2001)
Neuroticism, Agreeableness	-	LePine & Van Dyne (2001)
Felt responsibility for constructive change	+	Fuller, Marler & Hester (2006)
Supervisor narcissistic organizational identification	+	Detert & Burris (2007)
Psychological attachment	+	Burris, Detert & Chiaburu (2008)
Psychological detachment	-	Burris, Detert & Chiaburu (2008)
Ethical leadership	+	Walumbwa & Schaubroeck (2009)
Fear	-	Kish Gephart et al. (2009)
Favorability of the workgroup voice climate	+	Morrison et al. (2011)
Psychological safety, Felt obligation for constructive change, Organization-based self-esteem	+	Liang et al. (2012)
Employee workflow centrality	+	Venkataramani et al. (2016)

Although the significance of voice is noteworthy in literature, employees in the business environment nowadays are not furnished with a safe and open climate to speak up in the work context since it suggests changes and challenges the status quo. When it comes to a safe and open climate within the unit, who is responsible for this furnishing work?

2.3.2. Supervisor Narcissistic Organizational Identification and Employee Voice

Employee voice is directed to a specific target who holds the authority to act inside the organization (Van Dyne & LePine 1998; Detert & Burris, 2007; Morrison, 2011). To be exact, employee voice is directed to the supervisor, who is the recipient of any feedback provided by employee levels and acts as “voice managers” within the unit (Saunders, Sheppard, Knight & Roth, 1992). Supervisor sets the underlying tune and creates the status quo within the unit through specific designs of work tasks, flows and regulations. Hence, supervisor’s attitude and response to change-oriented and status quo challenging behaviors set the keynote of the context for employee behaviors.

Among abundant antecedents or factors influencing employee voice behaviors, Detert & Burris (2007) has also identified and extrapolated that supervisor signaling narcissistic organizational identification should be a positive contextual influence on establishing employee’s perception of safety, developing confidence and maintaining initial motivation to deliver improvement-oriented voice.

Supervisor, who acts as conduits of organization resources, usually has a say in employee appraisal, determines salary increases and bonus, provides career advice, task and training opportunities, emotional support and distributes internal resource. Any behaviors jeopardizing the relationship with the supervisor may entail punishment or even tremendous impact on the career path whosoever within the organization. Voice input, suggesting changes and recommending modifications to the standard procedures to so as to make improvement (Van Dyne & LePine 1998; Detert & Burris, 2007; Morrison, 2011), is change-oriented and status quo challenging. Thus, voice behaviors may arouse supervisor’s dissatisfaction and further jeopardize the relationship with the supervisor. Hence, employees will try to “read the wind” and modify their wordings catering to the preferences of the supervisor.

When perceived the supervisor welcomes input of ideas and opinions and no risk in jeopardizing the relationship, employees will develop a sense of safety and confidence to deliver true ideas, opinions and suggestions without much modification, exaggeration or misrepresentation. When received fair consideration or responses (actions as per the suggestions or rewards) from the supervisor regarding the suggestions put forward, employees will be motivated and be more likely to deliver promotive voice to the supervisor with the perceptions of being valued and supported.

LMX theory asserts an interpersonal relationship exchange evolvement between supervisors and subordinates (Graen & Cashman, 1975). This exchange also echoes in narcissistic organizational identification-voice wise. When supervisor demonstrates narcissistic organizational identification and interest in listening to their employees - a mean to actively demonstrate acceptance of follower opinions and suggestions (Bass & Avolio, 1994; Spears, 1995), employees are more likely to deliver their ideas or suggestions honestly to their supervisor so as to help to fix the problem or modify the existing procedures within the unit. This exchange may be viable component in developing mutual understanding and trust and further enhance effective communications in this supervisor-employee relationship. On the contrary, employees will elicit withdrawal actions for self-preservation by withholding their ideas and opinions, or embellishing wordings if they read the wind as voice-not-welcoming and predict potential negative repercussion from supervisors. When employees imbed in a climate where voice is being inhibited, not being valued and supported, in a long run, they may remain

silence, or deliberately distort information and deliver misleading opinions as retaliatory actions to supervisors. Finally, employees may exit from this exchange relationship.

Based on the above reviews, I thus propose the following:

Hypothesis 1(b). Supervisor narcissistic organizational identification is positively related to employee voice.

2.4. Supervisor Narcissistic Organizational Identification and Employee Change Role Identity

2.4.1. Employee Change Role Identity

The theoretical framework of role identity theory (Stryker, 1980; Callero, 1985; Burke, 1991; Stryker & Burke, 2000) has provided literature foundation to the construct of creative role identity (Farmer et al. 2003) and empowerment role identity (Zhang & Bartol, 2010). In reference to the above literature, I develop a new construct in our research – employee change role identity. By introducing change role identity, I attempt to explain the role identity of the employee when he or she exhibit certain behaviors and explore the linkage between supervisor narcissistic organizational identification and employee job-oriented constructive deviance and voice in our research. Change in meaning is to stop having one state, one position, or one direction and make something to become different. As per role identity theory, an individual may develop his or her expectations concerning the appropriate behaviors of the role he or she holds and internalize them as components of his or her role identities (Stryker, 1980; Burke, 1991; Stryker & Burke, 2000). A role identity incorporated with the meaning of change, tends to view change as a central part of “who they are”, examine the status quo, develops self-expectations of introducing changes and discretionarily deliver change-oriented behaviors at the work activities so as to reaffirm the role identity.

Adopting a particular role identity, an individual tends to define him- or herself with the meaning and develop cognitive schemata to perceive and interpret events and further channel options in behaviors (Callero, Howard, & Piliavin, 1987; Piliavin, Grube, & Callero, 2002; Stryker & Burke, 2000). Primed by a change responsibility, an individual is likely to develop an intrinsic motivation to seek changes when interpreting events and channeling his or her behaviors so as to behave in accordance with the role identity (Callero, Howard, & Piliavin, 1987).

In sum, following the prior studies on role identity and its derivative concepts - empowerment role identity (Zhang & Bartol, 2010) and creative role identity (Farmer et al. 2003) as mentioned, I thereby define change role identity in the work context as that employees view change as their self-attribute meaning in consciousness in reference to their role, develop an intrinsic motivation and in accordance with the role identity, are more likely to exhibit change-oriented in behaviors in work activities.

Research has identified leadership’s influence on employee role identity. For instance, transformational leadership is positively related to employee creative role identity and further influence employee creativity in work activities (Wang & Tsai, 2014). Likewise, I posit that supervisor narcissistic organizational identification is positively related to employee’ change role identity, drawing upon the LMX theory.

2.4.2. Supervisor Narcissistic Organizational Identification and Change Role Identity

Based on role identity theory, an employee who possesses change role identity tends to view change as self-attribute meaning in consciousness in reference to their specific role, develops an intrinsic motivation and in accordance with the identity, is more likely to exhibit change-oriented in behaviors in work activities. A change role identity thus is in a nature of change-oriented and status quo challenging. In accordance with the role identity, employees who view change as the self-attribute meaning are more likely to develop self-expectations and intrinsic motivation to introduce changes in their work activities. Through their change introducing

endeavors, they may challenge the status quo of the work activities inevitably and bypass the stated “boundary” and “prescription”, which may disorder the procedures or break the rules set by the supervisor. Supervisor acts as conduits of organization resources and entitled with the authority in employee appraisal, determines salary increases and bonus, provides career advice, task and training opportunities, emotional support and distributes internal resource. Employees thus will take hints from supervisor’s attitude and establish a certain perception of change accordingly.

The core of an identity is the categorization of the self as an occupant of a role and the incorporation into the self of the meaning and expectations associated with that role and its performance which form a set of standards to guide behaviors (Burke and Tully, 1977). LMX theory is also based on the notion of role making (Graen, 1976). The roles of each party in the leader-member dyad are specified by a series of role negotiation processes (Graen & Uhi-Bien, 1995), in which, leaders convey role expectations to employees while employees may uphold, embrace, renegotiate or reject the prescribed role identities. Hence, through the role negotiation processes, if supervisor can signal narcissistic organizational identification for employees in prescribed role identity renegotiating, breaching or rejecting, over time, employees are more likely to establish and develop a change role identity with more freedom and autonomy in their work practice.

Employees with change role identity are more likely to deliver change-oriented behaviors. The change-oriented behaviors can bring in improvement and vigorousness in favor to the efficiency and effectiveness to the team, the unit or the organization, which is also what the supervisor expected from the employees. Supervisor and employee both play an exchange and reciprocated roles in a hierarchical relationship. Stets & Burke (2000) asserted that if each role is to function, it must be able to rely on the reciprocity and exchange relation with other roles based on the role identity theory. Hence, an overt change role identity in employees should be developed or enhanced with the narcissistic organizational identification furnished by the supervisor. Employees may further deliver positive change-oriented behaviors to fulfill the supervisor’s expectation or requirement as exchange and reciprocity.

Based on the above reviews, I propose the following: supervisor narcissistic organizational identification is positive related to employee change role identity.

2.5. Change Role Identity and Employee Job-oriented Constructive Deviance

In reference to the role identity theory and relevant constructs – creative role identity (Farmer et al. 2003) and empowerment role identity (Zhang & Bartol, 2010) developed from role identity theory, employee change role identity was conceptualized as the extent employees view change as their self-attribute meaning in consciousness in reference to their specific role and exhibit change-oriented behaviors to address work issues. Once the change role identity is established or enhanced, employees are more likely to exhibit change-oriented behaviors in the work place. Specifically, employees with change role identity may be more sensitive to identify change possibilities, develop an intrinsic motivation to seek possible improvements to the status quo and finally make change-oriented actions to make the change happened.

Employee with change role identity will be more sensitive to identify where change is necessary or organizational favorable in the work activities, for example, a link hinders the work flow, a possible way to improve the procedure, or an innovative way for better operations. In contrast, without change role identity, employees may not develop this sensitivity. For those employees, even though they spot a chance for change, they may not view change as necessary with the preference on the convenience of unchanged.

Primed by a change responsibility, an individual is likely to develop an intrinsic motivation to seek changes when interpreting events and channeling his or her behaviors so as to behave in accordance with the role identity (Callero, Howard, & Piliavin, 1987). Thus, employees with a

change role identity are more likely to have intrinsic motivation to seek clues for change and try to make the change happen so as to support and confirm the identity.

Role identity theory suggests that the more central an individual's perceived role identity, the higher the probability the individual's behaviors will be consistent with the identity (Stryker, 1980). We may thereby posit that the stronger the change role identity the employee possesses, the higher possibility of job-oriented constructive deviance he or she may deliver so as to make the change or improvement happen. Reversely, when the employee has a weak change role identity or even does not perceive change as their role identity, he or she may show no interest to deliver change-oriented behaviors even he or she has the opportunities to do so. The employee may prefer the status quo as it is more convenient for them. Further, he or she will not have the intention or motivation seek change and improvement for their work or the procedure, no need to mention the potential risk by doing so. Instead, he or she may resort to the conventional way as daily routine to solve problems, even when this routine is no longer working or effectiveness hindering. These employees are not likely to deliver job-oriented constructive deviant behaviors.

Based on the above reviews, I thus propose the following:

Hypothesis 2(a). Change role identity is positively related to employee job-oriented constructive deviance.

2.6. Change Role Identity and Employee Voice

We asserted that once change role identity is established or enhanced, employees are more likely to exhibit change-oriented behaviors in the work place. Employees, who perceive change as their role identity, will be more sensitive to changes, will develop an intrinsic motivation to seek changes and thus is more likely to deliver change-oriented behaviors to modify or improve the status quo. Employee change role identity can positively predict and nurture employee job-oriented constructive deviant behaviors in work activities. In the same vein, change role identity makes the same echo in predicting employee voice. Employees who deliver promotive voice are intent to make suggestions for work issues, propose beneficial new project, raise suggestions to improve the working procedure, help the unit to reach its goals or improve the operations (Liang, et al. 2012). As such, employee is future-oriented and change-oriented by introducing positive changes and make improvements to the status quo with constructive intent.

Employee voice is a discretionary communication by employees of ideas, suggestions, concerns, information about problems, opinions about work-related issues (Van Dyne & LePine 1998; Detert & Burris, 2007; Morrison, 2011). By discretionarily, employees emit voice is not because of coerce or threat but intrinsic motivation, which is stem from employee change role identity. Employees see change as their role identity, he or she may be more voluntarily and more willingly to voice out the problems, to report and seek upward suggestions to fix the problems in the working procedures, or to simply make suggestions to modify, adjust and improve the procedures.

Stryker (1980) asserted that the more central an individual's perceived role identity, the higher the probability the individual's behaviors will be consistent with the identity, which predicts the relationship between change role identity and employee job-oriented constructive deviance. We may also draw upon this assertion in proposing that the stronger the change role identity employee possesses, the more likely he or she may deliver promotive voice for changes and improvements. Reversely, when the employee has a weak change role identity or even does not perceive change as their role identity, he or she may just remain silence or indifferent to any possible change or improvement in their work practice. These employees are not likely to deliver job-oriented constructive deviant behaviors.

Based on the above reviews, I thus propose the following:

Hypothesis 2(b) Change role identity is positively related to employee voice.

2.7. The Mediating Role of Change Role Identity

Theories and evidences have been expounded as above to underpin the hypothesis that supervisor narcissistic organizational identification can positively predict employee voice and job-oriented constructive deviance respectively. The following question is how and why supervisor narcissistic organizational identification influences employee job-oriented constructive deviance and voice? Such a question indicates that a mediator must account for each of these two relationships.

Based on the literature review above, I believe this mediating role is employee change role identity. I base this view on that employees are more likely to deliver job-constructive deviance and voice when they develop a change role identity and our belief that strong change role identity results from supervisor narcissistic organizational identification.

To be specific, in voice, employees with change role identity may be more willingly to speak upward about problems or potential drawback in work activities, or simply provide ideas, opinions and suggestions to make modification and improvement on the work procedures. In action, employees with change role identity are more likely to develop innovative methods in performing work activities and venture behaviors beyond the traditions and norms of the organization. Meanwhile, employee who views change as role identity is also more likely to develop a sense of responsibility to make changes. Out of responsibility, the employee is more likely to take actions instead of standing by regarding to the work issues, even though the issues are not in his or her duties. By actions, he or she is more likely report to supervisors and seek upward solutions to fix the problems instead of remaining silent, or simply develop an innovative way to address the issues instead of ignoring it.

In sum, employee with change role identity is more likely to deliver job-constructive deviance and voice. The stronger the change role identity, the more likelihood the employee will deliver upward voice and exhibit job-oriented constructive deviance in line with Stryker's (1980) argument that the more central an individual's perceived role identity, the higher the probability the individual's behaviors will be consistent with the identity.

Strong change role identity should be fostered with supervisor narcissistic organizational identification. Supervisor narcissistic organizational identification is conducive to the establishment, confirmation and development of employee change role identity for three reasons.

First of all, supervisor narcissistic organizational identification is an important contextual factor for the initial establishment of change role identity. Employees with change role identity are more likely deliver change-oriented behaviors. Those change-oriented behaviors may bring challenges to the status quo and may offend the authority of supervisors. Employee change role identity is in a nature of change-oriented and status quo challenging. Supervisor narcissistic organizational identification may spare employees the risk and danger of misunderstanding, relationship jeopardizing or punishment as negative repercussions. Employees thus may perceive it as safe to conduct and implant change, which helps to keep the initial establishment of change role identity.

Secondly, supervisor narcissistic organizational identification furnishes employees with job autonomy, which may help employees to reconfirm the change role identity. With job autonomy, employees are empowered with more control over their work and make changes without or less external constraints. With job autonomy to bring in changes in work, employee may reconfirm the change role identity through their change endeavors.

Thirdly, supervisor narcissistic organizational identification encourages and motivates the enhancement and development of change role identity by conveying a message of safety and fair consideration regarding change-oriented behaviors.

In sum, employee's perception of supervisor narcissistic organizational identification is conducive to the establishment, confirmation and development of change role identity. Change role identity then motivates employees to deliver change-oriented behaviors - job-oriented constructive deviance and upward voice.

Based on the above reviews, I thus propose the following:

Hypothesis 3(a) Change role identity mediates the relationships between supervisor narcissistic organizational identification and employee constructive deviance.

Hypothesis 3(b) Change role identity mediates the relationship between supervisor narcissistic organizational identification and employee voice.

3. Methods

3.1. Research Design

A positivist aims to test a theory or describe an experience "through observation and measurement in order to predict and control forces that around us" (O'Leary, 2004, p. 5). The positivist quantitative research involves formulating research hypotheses, performing statistical analysis and empirically verifying the hypotheses on a specific set of data (Frankfort-Nachmias & Nachmias, 1992), which has provided guidance to the present research. Scientific hypothesis is value free; the researcher's own values, biases, and subjective lens have no place in quantitative approach. The main strength of quantitative paradigm is the measurement being reliable, valid and generalizable (Cassell & Symon, 1994).

3.2. Sample and Data Collection

This survey is designed with three waves and research data on the variables were collected by means of survey questionnaires. These questionnaires were administered at three time points with an interval of three weeks. There are three reasons of conducting the three-wave time-lagged survey. Firstly, we can access possible non-response bias, both employees and supervisors responded to time 2 and time 3 survey. Secondly, we can enhance the reliability and validity of the research with the time period to answer sensitive questions, since the questions are related to the supervisors. Thirdly, three-week time lag seems long enough to measure possible changes in individual scores yet not too long regarding to non-responses.

Questionnaires were then coded to match Time 1, Time 2 and Time 3 data. Respondents were employees and their supervisors who came from companies covering media industry, apparel industry, trading industry, and medical industry, etc. in the coastal areas of China, such as Guangdong Province, Jiangsu Province, Zhejiang Province, and Shanghai City. I obtained the access to the participating firms through personal contacts with the Managers or HR managers, which is proved to be particularly effective and useful in China, where personal contacts (or *guanxi*) can facilitate easier company access (Sun, Aryee, & Law, 2007). A coordinator within the firm was appointed to carry out the task of data collection. Fully informed and instructed with the procedures of data collection, the project coordinator in the participating firms firstly randomly selected supervisors and six of their subordinates. The jobs held by these employees and supervisors cover a wide range, including sales, financing, manufacturing, or advertising, etc. The name list was kept as confidential to the others. Each employee was assigned with a given identification number, which was adopted in each survey so as to ensure the matching between employee's survey and his or her supervisor regarding to the questionnaire survey. A cover letter was attached to each questionnaire stating that the purpose of the survey was to examine the quality of the supervisor-employee relationship and its implications for management practice. The letter further explained to the respondents that codes were meant to ensure an accurate matching between supervisor and subordinates, underlined the voluntary nature of participation and assured them the confidentiality of their responses. The

letter finally provided respondents instructions for the completion and return of the questionnaires. Each questionnaire and letter were delivered to respondents in a sealed envelope so as to address the worry of confidentiality of the participants. Likewise, respondents are required to return the questionnaire and letter in a sealed envelope to the coordinator.

About 270 questionnaires were distributed in the survey. The final usable responses formed the data sample of 204 questionnaires for a response rate of 76 percent. Of the 186 subordinate respondents comprised of 70 Female and 116 Male, the ages ranged from 23 to 55 years ($M=36.70$; $SD = 8.35$), education years ranged from 9 to 18 years ($M=13.75$; $SD = 3.10$ and tenure with the supervisor ranged from 0.5 to 20 years ($M=4.47$; $SD = 4.19$). The marital status of the subordinate respondents included single ($n=27$) and married ($n= 159$). Pertaining to the 18 supervisors, 50 percent were Female, the ages ranged from 27 to 44 years ($M=34$; $SD = 5.74$), academic completion ranged from 12 to 18 years ($M=16.5$; $SD=1.76$) and organizational tenure ranged from 1 to 19 years ($M=8.06$; $SD=6.41$). The marital status of the supervisor respondents included single ($n=6$) and married ($n= 12$).

3.3. Measures

In this study, the measures were collected from two sources in order to avoid problems of common source bias: the immediate supervisors/team leaders, and their direct subordinates. Using a single respondent to measure construct of organizational behaviors may introduce random measurement errors and thereby reduce the construct reliability (Gerhart, Wright, McMahan, & Snell, 2000). All the instruments in the survey were translated from English to Chinese with the accuracy of the translation verified through back-translation. All scales in this study adopt the five-point Likert format (see Appendix). Respondents were asked to select the answer most consistent with their recognitions or experiences.

3.3.1. Supervisor Narcissistic Organizational Identification

I adapted the 3-item scale developed by Detert & Burris (2007) to measure employee's perception of supervisor narcissistic organizational identification with response options ranging from 1 = totally disagree to 5 = totally agree. The scale has been used and validated in the management literature (Lebel, 2016). Items included "My supervisor is open to my ideas input", "good ideas get serious consideration from my supervisor" and "when suggestions are made to my supervisor, they receive fair evaluation". The scale's alpha reliability in this study is .76.

3.3.2. Change Role Identity

I then developed a 4-item scale to measure change role identity with response options ranging from 1 = totally disagree to 5 = totally agree. Subordinates were asked to choose to what extent they agree with each statement regarding to their change-oriented behaviors in the work context. Samples Item are "I have the autonomy to make a change regarding my work" and "I have certain autonomy and freedom to make changes to the related affairs within the organization". The scale's alpha reliability in this study is .79.

3.3.3. Employee Voice

The 5-item scale, developed by Liang et al. (2012) was adopted to measure employee voice with response options which ranged from 1 = never to 5 = daily, demonstrating how frequently employees engaged in delivering upward voice. Items are "Employee proactively develop and make suggestions for issues that may influence the unit.", "Employee proactively suggest how new projects which are beneficial to the work unit." and "Employee make constructive suggestions to improve the unit's operation." "Raise suggestions to improve the unit's working procedure." "Proactively voice out constructive suggestions that help the unit reach its goals." The scale's alpha reliability in this study is .84.

3.3.4. Job-oriented Constructive Deviance

The 5-item scale developed by Galperin (2002) was adopted to measure job-oriented constructive deviance with response options which ranged from 1 = never to 5 = daily, demonstrating how frequently employees engaged in constructive deviant behaviors. Sample items are "Employee developed creative solutions to problems.", "Employee searched innovative ways to perform day-to-day procedures." and "Employee departed from the accepted tradition to solve problems." The scale's alpha reliability in this study is .81.

3.4. Statistic Analysis

The statistical analysis was carried out with the SPSS 24.0 and AMOS 24.0 Software. I firstly conduct confirmatory factor analysis with AMOS 24.0 to compare the measurement models and measure construct validity. Descriptive statistics then were used to determine the construct validity and reliability of the measuring instruments. Pearson Correlation coefficients were adopted to illustrate the relationships among the variables of this study. Finally, Structural Equation Modeling (SEM) was conducted to determine supports for Hypothesis 1 to Hypothesis 3.

4. Results

This chapter mainly presents the result of empirical study in several sections. First of all, model fit analysis is presented so as to confirm all the variables are independent and estimate the fit of the hypothesized model. And then, descriptive statistic, scale reliabilities for the variables and zero-order correlations are presented. Finally, structural equation modeling (SEM) is adopted to examine hypothesis 1-3 which are posited in chapter Two.

4.1. Confirmatory Factor Analysis

Before testing our hypotheses, the comprehensive and two-step analytical strategy (Anderson & Gerbing's, 1988) was employed to validate the proposed model presented in Figure 1, in which four variables are employed in the present research: Supervisor narcissistic organizational identification, employee change role identity, employee job-oriented constructive deviance and voice.

As per this strategy, the measurement model should be confirmed firstly by confirmatory factor analysis (CFA). Based on the measurement model, Structural Equation Modeling (SEM) then should be conducted to estimate the fit of the proposed model on the obtained data. To gauge the model fit, chi-square (χ^2) values should be reported to indicate the absolute fit and assess the magnitude of discrepancy between the sample and fitted covariance matrices (Hu & Bentler, 1999). I also presented the root mean square error of approximation (RMSEA; Steiger, 1990), the comparative fit index (CFI; Bentler, 1990), and Tucker-Lewis Coefficient Index (TLI; Bentler & Bonnet, 1980). These indexes present the extent to which a research model provides an improved overall fit relative to the null model in which the correlations among observed variables are assumed to be zero. The RMSEA value is a measure of the average standardized residual per degree of freedom, which is considered "fair" if the value less than or equal to .10. (Browne & Cudeck, 1989). Index of CFI is considered as the best approximation of the population value for a single model, with value greater than or equal to .90 considered indicative of good fit (Medsker, Williams, & Holahan, 1994). Tucker-Lewis Coefficient Index (TLI) value close to 1 indicates a very good fit (Bentler & Bonnet, 1980).

In order to obtain related index mentioned above, Confirmatory factor analysis (CFA) was firstly conducted to examine measurement model fitness and construct validity in this study. The fit of the hypothesized four-factor was compared to a series of nested alternative models. As shown in Table 1, the hypothesized (baseline) four-factor model showed good fit indices ($\chi^2 = 64.31$; $df = 29$; $RMSEA = 0.077$; $CFI = 0.96$; $TLI = 0.94$). I conducted tests on three alternative

models. Model 1 was a three-factor model in which supervisor narcissistic organizational identification was merged with change role identity and form as a single factor. Model 2 was another three-factor model in which job-oriented constructive deviance was merged with employee voice and form as a single factor. Model 3 a two-factor model in which supervisor narcissistic organizational identification was merged with change role identity to form a single factor while job-oriented constructive deviance and employee voice were combined into another factor. As shown in Table 4. The baseline model yielded a significantly better fit to the data relative to Model 1, Model 2, and Model 3 ($p < .01$) and supported the proposed four-factor model, which provides evidence of the construct distinctiveness of the four variables—supervisor narcissistic organizational identification, employee change role identity, job-oriented constructive deviance and employee voice.

4.2. Descriptive Statistics and Correlation

Table 5 presents the means, standard deviations, reliability coefficients, and zero-order correlations of all the variables. Supervisor narcissistic organizational identification correlated with employee job-oriented constructive deviance and voice significantly ($r = .25$ and $.29$, $p < .01$ respectively). Employee change role identity correlated significantly ($p < .01$) with job-oriented constructive deviance and voice ($r = .27$ and $.37$, respectively).

Table 4. Means, Standard Deviations, and Correlations

Model and Structure	Means	s.d.	1	2	3	4
1. Supervisor narcissistic organizational identification	4.04	0.74	(.76)			
2. Employee change role identity	3.79	0.70	.61**	(.79)		
3. Employee job-oriented constructive deviance	3.28	0.73	.25**	.27**	(.81)	
4. Employee voice	3.80	0.68	.29**	.37**	-.04	(.84)

$n = 204$; reliability coefficients for the scales are in parentheses along the diagonal.

** $p < .01$

Table 5. Comparison of Measurement Models

Model	Factors	χ^2	df	$\Delta \chi^2$	RMSEA	CFI	TLI
Null model		258.60	113				
Baseline model	Four factors	64.31	29		.077	.96	.94
Model 1	Three factors: supervisor narcissistic organizational identification and change role identity were combined into one factor.	86.77	32	22.46**	.092	.94	.91
Model 2	Three factors: constructive deviance and employee voice were combined into one factor.	359.78	32	295.47**	.225	.63	.48
Model 3	Two factors: supervisor narcissistic organizational identification and change role identity were combined into one factor; constructive deviance and employee voice were combined into another factor.	381.22	34	316.91**	.224	.60	.48

** $p < .01$

4.3. Hypothesis Tests

After evaluating the CFA, structural equation modeling (SEM), in which the relationships between the constructs are examined through path coefficients and their significances, are introduced. The advantage of structural equation modeling is that “it provides a simultaneous test of an entire extent to which the model is consistent with the data” (Byrne, 1994). The hypotheses developed in Chapter Two can be contrasted once the coefficients are obtained and their significance noted.

The univariate correlations between supervisor narcissistic organizational identification and employee constructive deviance ($r = .25, p < .01$) and voice ($r = .29, p < .01$) which showed significant positive correlation between the two variables. Change role identity also had positive correlations with those two variables respectively (employee constructive deviance $r = .27, p < .01$; employee voice, $r = .37, p < .01$).

Hypothesis 1, which posits that supervisor narcissistic organizational identification is positively related to employee job-oriented constructive deviance and employee voice, was verified through SEM test in which change role identity was removed from the model. The path coefficients ($\beta = .13, p < .01$; $\beta = .14, p < .01$) were significant as shown on Figure 2.

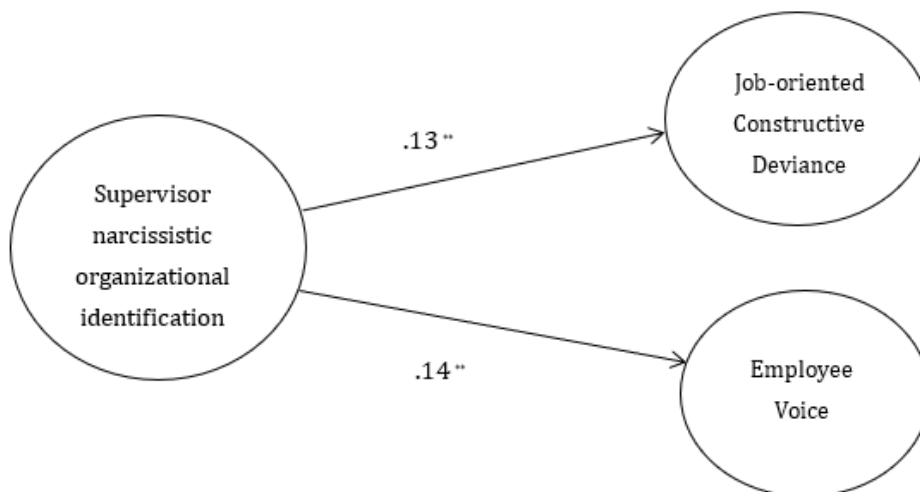


Figure 2. SEM Results of Hypothesis 1.

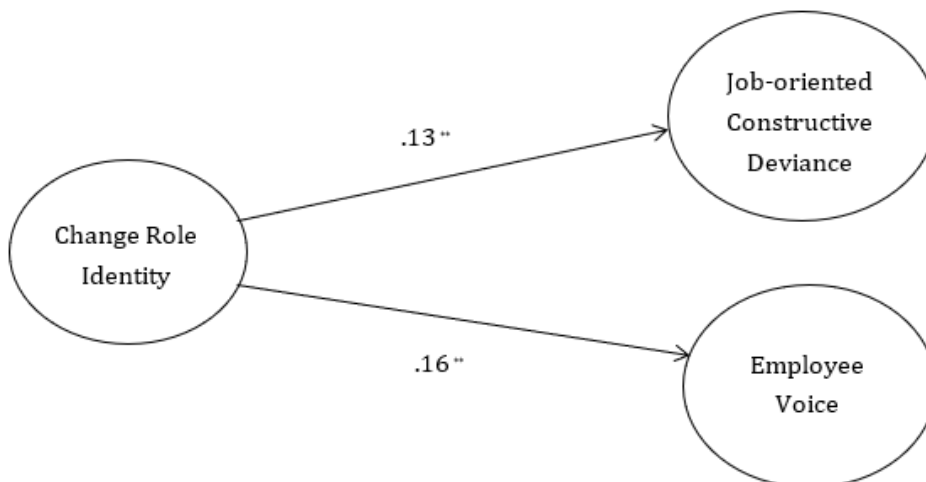


Figure 3. SEM Results of Hypothesis 2.

In supporting Hypothesis 2 which posits that change role identity is positively related to employee job-oriented constructive deviance and employee voice, I conducted SEM test in

which the Supervisor narcissistic organizational identification was removed from the model. The significances of path coefficients ($\beta = .13, p < .01$; $\beta = .16, p < .01$) provides evidence to Hypothesis 2. as showed on the Figure 3.

Hypothesis 3 which posits that change role identity act as a mediating role in the relationships between supervisor narcissistic organizational identification and employee job-oriented constructive deviance and voice, was tested through a series of nested model comparisons. Table 6 shows the results.

Model 1, the baseline model represents a mediating model, I specified paths form supervisor narcissistic organizational identification to change role identity, and from change role identity to employee job-oriented constructive deviance and voice. This model does not have direct paths from supervisor narcissistic organizational identification to employee job-oriented constructive deviance or voice. All fit indexes suggested a good fit shown in Table 6 ($\chi^2 = 69.60, df = 32$; RMSEA = .076; CFI = .96; TLI = .94).

I tested three nested models against the baseline model.

In model 2, I had a direct path added from supervisor narcissistic organizational identification to employee job-oriented constructive deviance.

Model 3 was identical to model 1, except that an additional direct path from supervisor narcissistic organizational identification to employee voice was added.

In model 4, two direct paths from supervisor narcissistic organizational identification to both employee's constructive deviance and voice.

As shown in table 3, the differences between chi-squares were not significant for model 1 compared with model 2, 3, and 4. Under the principle of model parsimony, therefore, these results suggested that model 1 best fitted the data. Thus, we can conclude that change role identity mediated the relationship between supervisor narcissistic organizational identification and employee constructive deviance and voice respectively.

As above, the results presented in Table 6 support the Hypothesis 3: change role identity mediates the relationship between supervisor narcissistic organizational identification and employee change-oriented behaviors (job-constructive deviance and voice). Figure 4 shows that the coefficient of the path from supervisor narcissistic organizational identification to change role identity was significant ($\beta = .78, p < .01$), so were the coefficients of the paths form change role identity to employee job-oriented deviance ($\beta = .35, p < .01$) and voice ($\beta = .02, p < .05$)

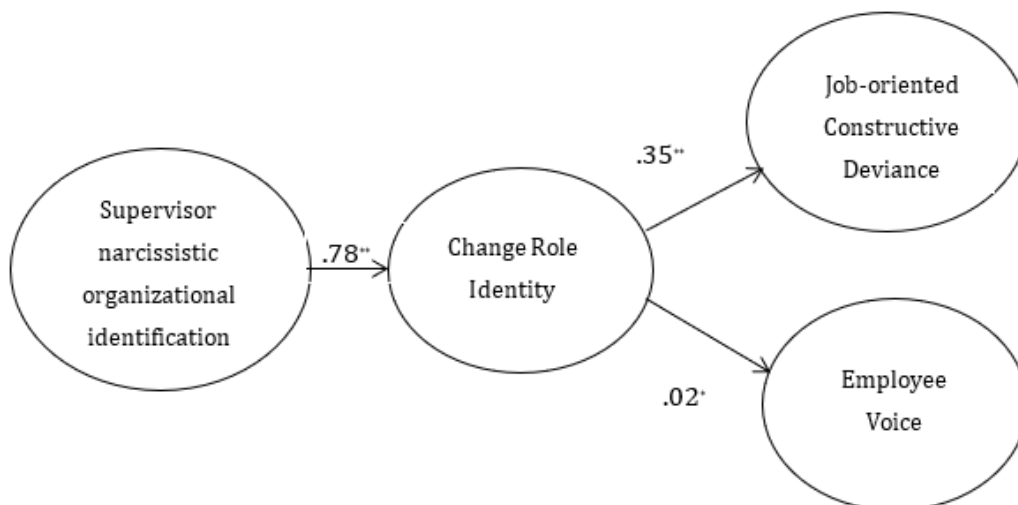


Figure 4. SEM Results of the Mediating Effect of Change Role Identity

*p<.05

**p<.01

Table 6. Comparison of Structural Equation Models

Model and Structure	χ^2	df	$\Delta \chi^2$	RMS EA	CFI	TLI
1. supervisor narcissistic organizational identification → change role identity → employee voice + constructive deviance a	69.60	32		.076	.96	.94
2. supervisor narcissistic organizational identification → change role identity → employee voice + constructive deviance and supervisor narcissistic organizational identification → constructive deviance	68.90	31	.70	.078	.96	.94
3. supervisor narcissistic organizational identification → change role identity → employee voice + constructive deviance and supervisor narcissistic organizational identification → employee voice	69.15	31	.45	.078	.96	.94
4. supervisor narcissistic organizational identification → change role identity → voice + constructive deviance and supervisor narcissistic organizational identification → constructive deviance; supervisor narcissistic organizational identification → employee voice	68.61	30	.99	.080	.96	.93

a. Baseline model

* $p < .05$

** $p < .01$

5. Discussion

The present study is to test and verify a model in which employee change role identity mediates the relationship between supervisor narcissistic organizational identification and employee job-oriented constructive deviance and voice respectively.

Through the review on the prior literature, we've identified that supervisor narcissistic organizational identification is an important contextual factor in predicting employee job-oriented constructive deviance and voice. Further, supervisor narcissistic organizational identification conveys a message of safety and fair consideration to employees, which may enhance their confidence and initial motivation to deliver change-oriented behaviors to fulfill the expectations of the supervisor or in favor of the supervisor, the unit, or the organization as exchange and reciprocity, in line with the Leader-Member-Exchange theory. To make changes or improvements, employees may either deliver promotive voice to the supervisor suggesting changes or job-oriented constructive deviance to making the changes through innovative endeavors.

In support of our conceptual analysis, literatures and statistical results suggest that (1) Supervisor narcissistic organizational identification can positively employee's job-oriented constructive deviance and voice respectively (H1); (2) supervisor narcissistic organizational identification is positively related to change role identity; (3) change role identity is positively related to employee job-oriented constructive deviance and voice respectively (H2a & H2b); (4) change role identity act as mediator between supervisor narcissistic organizational identification and employee job-oriented constructive deviance and voice respectively (H3). These findings of the present research provide a number of theoretical and managerial implications as followings.

5.1. Theoretical Implication

First of all, prior organizational behavior literature concerning positive leadership that may facilitate employees' behavior mainly focused on leader supportiveness (Galperin, 2002), psychologically empowerment in the working environment (Spreitzer & Doneson, 2005),

transformational leadership (Bass & Riggio, 2006). Research on supervisor narcissistic organizational identification is insufficient, which left the construct with a limited domain. However, supervisor narcissistic organizational identification is an essential contextual factor which will directly impact employees and their behaviors due to the supervisor-employee direct interaction in daily work. In the present study, I focus our attention on supervisor narcissistic organizational identification and broaden the meaning of the construct based on the current literature. I also try to explain how it exerts influence on employees' change-oriented behaviors in the perspective of Leader-Member-Exchange (LMX). Taken together, this research contributed more understanding to the construct of supervisor narcissistic organizational identification and its possible outcomes in leadership literature. Meanwhile, this study also enhanced our understanding of the role of supervisor narcissistic organizational identification as a specific trait of leadership in the motivating employee job-oriented constructive deviance and voice.

Secondly, abundant researches have examined the influence of leader behaviors on employee's response in the organization. However, few researches have investigated how this influence takes effect. Drawing upon the well-established theory of LMX and role identity, I develop prediction for how specific leader behaviors influence employee behaviors by introducing and defining a new mechanism in linking supervisor and employee - change role identity, aiming to examine and explain how supervisor narcissistic organizational identification influences employee's change-oriented behaviors. Likewise, employee change role identity can also be adopted to explain other leader-member relationship in the future research. This study thus contributes to the study of role identity theory, which can be used to explain various organizational behaviors. The present study also fills the blank in the literature of possible linkage mechanism between leadership and employee responsive behaviors.

Thirdly, our research echoes constructive deviance and voice scholars' call for further study why employees are not willing to deliver constructive deviant behavior and voice in the first place. The result of our research shows that employees' perceived supervisor narcissistic organizational identification influences their role identity within the organizational context and further influences their behavioral choices to address certain work issues. Our study thus enhanced our understanding to the possible antecedents predicting employee job-oriented constructive deviance and voice and contributed to the employee behavioral literatures.

5.2. Practical Implication

Firstly, supervisor narcissistic organizational identification plays an essential role as contextual factor in predicting employee's change-oriented behaviors with constructive intent to make improvement to the unit, or the organization. Leader-Member-Exchange theory asserts that employees develop exchange relationships with immediate supervisors. Supervisor demonstrating unwillingness to listen to their employees and obedience preference will silence information flow and innovative attempt in employees. However, supervisor demonstrating narcissistic organizational identification to suggestions or even norm-breaking but with benign intention behaviors may activate a learning, information-sharing, innovative climate in the work place. This dyad reciprocal relationship will improve the effectiveness and efficiency of the organization, which is what the organizational management striving to achieve.

Secondly, employee change role identity, which is proved to be the linkage mechanism in linking supervisor narcissistic organizational identification and job-oriented constructive deviance and voice, enables employees to establish an intrinsic motivation to seek for changes and further enhances employees' change-oriented involvement and engagement in work activities. Instead of acting "none of my business" or just staying out of the affairs, change role identity also develops a self-meaning and self-expectation to bring in changes in employees, which may drive them to make in-time upward voice for making in-time decisions, take

innovative actions to crack problems and thus create a zeal-for-work atmosphere in work. Hence, management should furnish positive context for such role identity.

Thirdly, literatures and practices already showed the importance of employee job-oriented constructive deviance and voice in bringing improvement and benefits to the organization. Conducting job-oriented constructive deviance, employees are handling work, or problems with creativity and innovation, which will improve the efficiency by timely problem-solving and effectiveness by optimizing the procedures of the organization. While delivering upward voice, employees filter useful information (at least they think it matters in problem solving or decision making as per their experience and expertise regarding their role responsibilities) in their daily work practicing, make suggestions or even change proposal, which should be taken into consideration as the “voice” may steer the “tone” in a right way. Meanwhile, besides supervisor narcissistic organizational identification, an upward voice path should be available within the unit and the organization. To motivate such behaviors, (in)formal reward system should also be established.

Fourthly, Oriental culture attaches much importance to obedience, hierarchy, and Confucius’ “golden mean”. Embed in the Oriental cultural context, organizations in China, share similarities think highly of these principles. Supervisors set specific tasks for their employees, make strict role design of each employee, and require employees to fulfill the role expectation as prescribed. As such, different voice or any deviant behavior will be considered as disobedience to the norms and rules. In a strict hierarchical system, employees cannot either work flexibly or make their own decision on even a teeny tiny issue, not to mention making different voice or developing innovative methods to handle their work. Instead, they have to ask for permission from the higher level of the management. Sometimes, a decision may take months to make as there are a compulsory decision-making flow. Supervisor feedbacks to higher level manager, then higher level manager feedbacks to much higher level and higher level of manager finally reports to the board. Months later, that teeny tiny problem may roll into a big problem without prompt actions. “Golden mean” implies to do work in a moderate way, which is a dependable way to deal with work and creates a moderate work environment in some way.

This study delivers practical implications especially for the management practice for the organizations embed in the context of Oriental culture. In supervisors’ aspect, why employees dare not provide suggestions and innovation endeavors should be taken into consideration while conveying their management style in work. Further, how to maintain or foster employee change role identity and further motivate their change-oriented behaviors should also be considered in the exchange interaction with employees. In employee aspect, when problems are spotted, initiate actions should be considered - to go beyond the stated role, to voice out or even take positive actions instead of “standing still”, which will be recognized by the supervisor and the organization over time.

5.3. Limitation

It is true that supervisor narcissistic organizational identification is conducive to foster and nurture employee change role identity and further motivate change-oriented and organizational favorable behaviors from employees. However, every sword has double edges. Different extent of supervisor narcissistic organizational identification may lead to different kind of deviance and different “voice” by employees. An excessive narcissistic organizational identification may lead to employees’ destructive deviance without worrying any risk and punishment since their supervisor is open to fully accept any deviance. Likewise, employees may utter distorted information and merely deliver complaint instead of useful suggestions. The present research fails to make exploration on the possibility that different extent of narcissistic organizational identification demonstrated by supervisors may produce different behavioral outcomes from employees.

Additionally, there are many possible factors jointly influencing employees' behaviors whether to exhibit job-oriented constructive deviance and deliver promotive voice, such as other traits of supervisor, culture of the organization, coworker support, and employee personalities. A certain behavior the employee exhibiting may be the outcome shaped by many factors. In the present study, I did not explore these factors but only focus on individual factor – supervisor narcissistic organizational identification.

5.4. Directions for Future Research

Firstly, in order to obtain a broader understanding of supervisor narcissistic organizational identification, more factors should be taken into considerations, for example, organizational culture and personality of the supervisor self, which may influence supervisors exhibiting narcissistic organizational identification or not and thus give us a hint on how to facilitate narcissistic organizational identification in our management level in practice. Meanwhile, future study should also explore how different extent of narcissistic organizational identification may result in different behavioral outcomes from employees, which may as well provide implications for managerial practice. Through the research that excessive narcissistic organizational identification may result in negative behavioral outcomes, managerial implications can be delivered, especially for those managerial levels who adopt a laissez-faire approach in the work place and pays little inspection to employee behaviors.

Secondly, more researches should be conducted to examine employee change role identity, which is important in predicting employees' behaviors in the work context. We've identified that change role identity may bring in positive change-oriented constructive behaviors. Thus, future researches can conduct exploration change role identity in predicting negative change-oriented behaviors. Hopefully more contribution can be made to change role identity literature with more researches, which may also enhance our understanding to employee's consciousness while exhibiting certain behaviors and provide practice implications in management.

Thirdly, the present research also offers some suggestions for future empirical research on employee job-oriented constructive deviance and voice since such behaviors exhibited by employees are beneficial to the functioning of the organization – to improve internal effectiveness and efficiency and to cope with external threat. Future research should further explore the organizational and contextual enablers which motivate such behaviors in employees to deliver managerial implications. Meanwhile, future research should also investigate whether job-oriented constructive deviance and voice are contagious in the work place – employees who witnesses constructive deviance and voice from co-worker may be self-motivated to behave in the same way. If so, role design in the work place can make positive outcomes regarding job-oriented constructive deviance and voice.

6. Conclusion

With the increasing complex and competitiveness in today's business environment, effective interactions between supervisors and employees contribute to the functioning success of organizations.

This study thus delves into the leader-member relationship, specifically supervisor-employee, due to the direct contact between supervisor and employees in daily work activities. Specifically, this study is to discuss (1) whether supervisor narcissistic organizational identification influence employee's job-oriented constructive deviance and voice? (2) if the answer is positive to question (1), then how supervisor narcissistic organizational identification exerts this influence on employee behaviors?

Supervisor signaling narcissistic organizational identification in the work place is an important contextual factor in predicting, maintaining and motivating employee's change-oriented

involvements in job-oriented constructive deviance and voice. Secondly, supervisor narcissistic organizational identification unfurls its influence on such change-oriented behaviors by fostering change role identity in employees. With the change role identity, employees are more likely to exhibit job-oriented constructive deviance and voice. The stronger the change role identity, the more likelihood employees will exhibit such behaviors. Strong change role identity should be fostered with supervisor narcissistic organizational identification.

As above, I hereto conclude that supervisor narcissistic organizational identification is positive in predicting employees' job-oriented constructive deviance and voice in the work context, and that supervisor narcissistic organizational identification unfurls this effect through fostering change role identity on employees.

The findings of this study contribute to literatures and provide implications in managerial practice.

For literature contributions, our findings extend our understanding to the construct of supervisor narcissistic organizational identification as an antecedent of employee job-oriented constructive deviance and voice. Meanwhile, the study of the new construct - change role identity contributes to the literature of role identity theory. Change role identity can also be adopted to predict various organizational behaviors in the future research. For managerial practice, employee level's positive involvement - job-oriented constructive deviance and voice accounts for the success of the organization. Supervisors should furnish open and supportive context for employee change role identity and change-oriented behaviors, especially for those imbed in the Oriental culture context.

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