

# Feeling ambivalent: An examination of leader–member exchange ambivalence on migrant worker voice behavior

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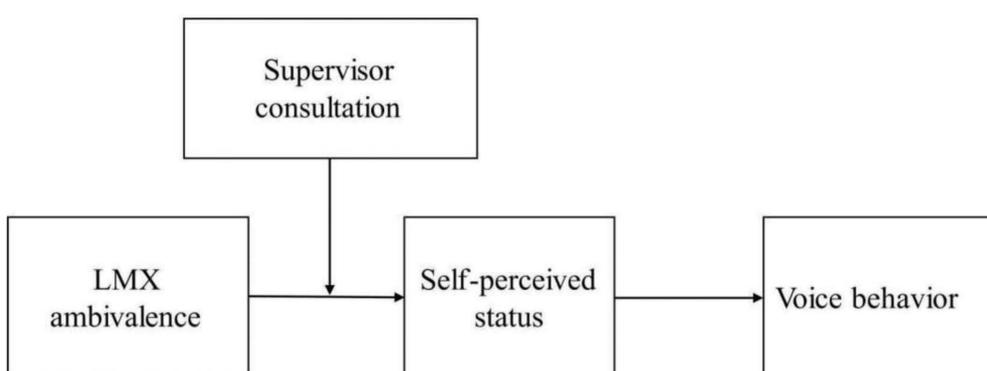
## Background

We draw on Conservation of Resources Theory in proposing that Leader–Member Exchange ambivalence (LMX ambivalence) inhibits migrant workers' voice behavior by reducing their self-perceived status, while supervisor consultation plays a moderating role in such an indirect effect. We test the hypotheses using confirmatory factor analyses and mediations and moderated tests supported by Mplus 8.0 software.

## Highlights

- LMX ambivalence inhibits voice behavior by reducing migrant workers' self-perceived status.
- Supervisor consultation plays a moderating role in such an indirect effect.
- Our findings offer novel perspectives on how migrant workers' voice mechanisms work in the face of LMX ambivalence.

## Research Model



## CONTACT

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## Results

### Statistical analysis:

In this empirical study. Reliability and validity of the measurement model and Hypothesis testing

Table 1  
Means, standard deviation, and correlations.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
<b>Control variables</b>											
1. Age	2.76	1.13									
2. Gender	0.48	0.50	0.09*								
3. Education	2.50	0.70	0.00	0.06							
4. Dyadic tenure	4.20	2.71	0.46**	-0.05	0.04						
5. LMX quality	3.34	0.96	0.06	-0.04	-0.07	-0.01	0.92				
<b>Study Variables</b>											
6. LMX ambivalence	3.27	0.95	0.04	0.06	0.01	0.09	-0.33**	0.92			
7. Self-perceived status	3.73	0.79	-0.05	0.00	-0.04	-0.00	0.31**	-0.36**	0.81		
8. Supervisor consultation	3.54	1.01	0.02	0.00	-0.05	-0.02	0.23**	0.03	0.23**	0.83	
9. Voice behavior	3.65	0.99	-0.04	-0.06	-0.03	-0.06	0.34**	-0.44**	0.48**	0.11*	0.85

Notes. n = 500, internal consistency reliability estimates are on the diagonal. Age of migrant workers (18–25 years = 1, 26–33 years = 2, 34–41 years = 3, 42–49 years = 4, 50–57 years = 5, and 58 years and above = 6); Gender of migrant workers (male = 1, female = 0); Education of migrant workers (basic education = 1, high School = 2, undergraduate = 3, Postgraduate = 4).

\*\*p < 0.01 \*p < 0.05; two tailed test.

Source: Developed by authors

### Results of scale analyses using confirmatory factor analysis.

Model	$\chi^2$	df	$\Delta\chi^2$	$\Delta$ df	RMSEA	TLI	CFI
4-factor	227.33***	113			0.05	0.97	0.98
3-factor	741.23***	116	513.90***	3	0.10	0.84	0.86
2-factor	1320.43***	118	1093.10***	5	0.14	0.69	0.73
1-factor	1926.44***	119	1699.11***	6	0.17	0.54	0.60

Notes. 4-factor: LMX ambivalence, self-perceived status, supervisor consultation, voice behavior; 3-factor: LMX ambivalence and self-perceived status were combined into one factor; 2-factor: LMX ambivalence, self-perceived status and supervisor consultation were combined into one factor; 1-factor: all items loading onto one factor.

\*p < 0.05, \*\*\*p < 0.001

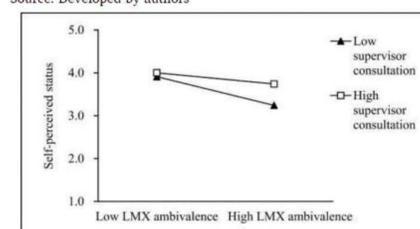
Source: Developed by authors

### Results of path analyses.

Variables	Self-perceived status				Voice behavior			
	Coefficient	SE	Coefficient	SE	Coefficient	SE	Coefficient	SE
Intercept	4.06***	0.24	3.64***	0.25	4.32***	0.29	2.59***	0.34
<b>Controls</b>								
Age	-0.06	0.03	-0.06	0.03	-0.03	0.04	0.00	0.04
Gender	0.07	0.07	0.05	0.06	-0.06	0.08	-0.09	0.07
Education	-0.03	0.05	-0.02	0.05	-0.01	0.06	0.00	0.05
Dyadic tenure	0.02	0.01	0.02	0.01	-0.01	0.02	-0.01	0.02
LMX quality	0.18***	0.04	0.14***	0.04	0.22***	0.04	0.14***	0.04
<b>Independent variables</b>								
LMX ambivalence (LMX)	-0.24***	0.04	-0.25***	0.04	-0.38***	0.04	-0.26***	0.04
Supervisor consultation (SC)			0.15**	0.03				
LMX * SC			0.10**	0.03				
<b>Mediators</b>								
Self-perceived status							0.43***	0.05
R <sup>2</sup>	0.16***		0.23***		0.24***		0.34***	

Note. Coefficient =unstandardized regression coefficient; SE =standard error. \*\*p < .01, \*\*\*p < .001.

Source: Developed by authors



### Moderated mediation effect.

Moderator	LMX ambivalence → self-perceived status → voice behavior		
	Indirect Effect	Effect	95 % CI
High supervisor consultation (+1 SD)	-0.06 (0.02)		(-0.10, -0.01)
Low supervisor consultation (-1 SD)	-0.14 (0.03)		(-0.20, -0.10)
Moderated mediation	0.04 (0.01)		(0.02, 0.07)

Note. The indirect effects were calculated by a bootstrap with 10,000 repetitions.

SE =standard error of the indirect effect.

Source: Developed by authors

## Conclusion

- LMX ambivalence is negatively related to voice behavior.
- LMX ambivalence leads to reduced self-perceived status and in turn lower voice behavior.
- high levels of supervisor consultation mitigate such a negative indirect effect. This study considers LMX quality as a bivalent construct where both positive and negative cognitions can coexist.



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