Using Hierarchical Linear Modeling to Explore the Relationship between Perceived Loafing and Employee Silence

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ABSTRACT

In this daily study, we examined the within-individual relationship among perceived loafing, negative emotions, and employee silence. We further investigated cross-level effects of individual variables, psychological capital (self-efficacy, hope, optimism, and resilience) and agreeableness on the within-individual relationships between perceived loafing and negative emotions. Hierarchical linear modeling (HLM) results based on a sample of 127 individuals and 1,110 observations across 10 days provide partial support for our hypothesized. We found that perceived loafing has positive direct and indirect effect on employee silence. Furthermore, the results shown that optimism, resilience, and agreeableness moderate the relationship between perceived loafing and negative emotions. Implications of the current study and directions for future research are discussed.

Keywords : Perceived loafing　Negative Emotions　Employee silence　Psychological capital (self-efficacy, hope, optimism, and resilience)　Agreeableness

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