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Organizational voice: review article

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Abstract

This research examines the concept of organizational voice as an effective means of communication that allows employees to freely express their opinions and suggestions regarding various work issues within the organization. It highlights multiple dimensions of this concept, such as "promotional voice," which seeks to improve organizational performance, and "warning voice," which aims to avoid potential mistakes and risks and correct the course before problems escalate. The use of organizational voice is linked to a number of influential factors, such as the general work climate, the nature of leadership support, the extent to which employees feel they have a genuine opportunity to express themselves, and the influence of the prevailing culture within the organization. The research also examines the results of several studies that examined the impact of leadership, organizational justice, and collective emotion on employee voice and silence behaviors, demonstrating that managerial empowerment and positive engagement with employee voice contribute to enhancing organizational loyalty and raising the level of innovation. The research also discusses some of the challenges that may hinder the effectiveness of voice systems, such as the phenomenon of "deaf ears," and proposes a set of ways to overcome this obstacle, including improving the quality and content of voice to ensure it is received seriously by management. In conclusion, the study emphasizes the importance of building a psychologically safe work environment that encourages expression and openness. It also emphasizes the need to include organizational voice behavior within the organization's internal policies and support it through training and orientation programs. The study argues that organizational voice is not merely a means of expression, but rather a strategic tool that contributes to building organizations that are more responsive, innovative, and interactive with their employees.

Previous Studies

In Spencer's (1986: 488) study, the researcher focused on the relationship between opportunities provided to employees to express their dissatisfaction and voluntary resignation in hospitals. The study also found that providing multiple mechanisms for employee voice is associated with increased employee retention, regardless of the presence of unions. The results indicate the importance of establishing open and effective channels for employees to express their feelings and needs, which helps reduce voluntary resignations and enhance employee stability within the organization. Taylor &Cooren's (1997: 409) study contributes to understanding how an organization possesses a voice within organizational discourse. It proposes that communication becomes "organizational" when collective agency is expressed through an identifiable entity that is recognized within society as a legitimate representation of that agency. The study builds on Searle's view of the institutional basis for constructing social reality, explaining that the organization's formation as an actor depends on the collective recognition of its entity as a legitimate source of voice within discourse. The study relies on an analysis of two contrasting speech act theories: the first proceeds from a linguistic perspective based on individual interaction (bottom-up), while the second adopts a sociological approach that focuses on the collective actor (top-down). By reviewing the development of John Austin's speech act theory, the study demonstrates that these two approaches have remained in a state of constant tension, reflected in the subsequent discussions between Bach and Hamish, on the one hand, and Searle, on the other. The study highlights the importance of this debate in organizational research,

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highlighting the role of communication in giving organizations an effective voice within their environments, whether through individuals or as a recognized collective entity.

Harlos (2001: 324) analyzes the contradictions that may arise from grievance systems in organizations. Although organizations are expanding the range and types of channels through which employees can voice their grievances, the findings indicate that some of these systems are counterproductive, reinforcing feelings of injustice and resentment rather than addressing them. Through an analysis of interviews with employees who have experienced workplace injustice, the study reveals the deaf ear syndrome, which reflects organizations' failure to respond to employee grievances, as well as the demoralization effect, whereby expressing problems increases dissatisfaction rather than reducing it. The results show that informal systems, such as the open-door policy, were the most likely to fail to achieve their goals. Building on organizational justice theory and industrial relations research, the study sheds light on the reasons for these failures and proposes further avenues for research and theoretical development. It also provides important insights into how to improve organizational voice systems to ensure effective fairness and enhance employee satisfaction.

Bowen & Blackmon (2003: 1393) found that organizational voice is significantly influenced by individuals' perceptions of their colleagues' positions on issues within the workplace. Individuals are more likely to speak up when they feel their positions are supported by others, while they tend to remain silent when they believe these positions are not sufficiently supported. This idea is based on Noelle-Neumann's "spiral of silence," which explains how dominant views grow stronger over time while minority views weaken. The study also suggests that this phenomenon can limit the open and honest discussion necessary for organizational improvement, as fear of isolation and social pressure drives individuals to remain silent, particularly those belonging to invisible minorities.

In a study (Dundon et al., 2004: 1), researchers focused on analyzing the different meanings, purposes, and practices of employee voice. The study found that managers define employee voice primarily in terms of contributing to efficiency, and downplay the importance of employee rights in this context. However, the relationship between employee voice and performance outcomes remains unclear. The study also suggests that employee voice should be understood as a complex and multidimensional concept, influenced by external regulations and internal management decisions. It emphasizes that the effective integration of voice practices within an organization is more important than simply having specific programs for employees to express their opinions.

In a study by Burren&Greenwoo (2008), researchers discuss one of the major ethical issues in the employment relationship: the loss of employee voice. The study suggests that many of the ways employees exercised their voice in the past have become less effective due to: (1) changes in the nature of work; (2) employers' preferences for flexibility, often at the expense of employees; and (3) changes in public policies and institutional systems that have failed to protect workers. The study begins by discussing how work has changed over the past 20 years in countries such as Australia and the United States. It then moves on to discuss employees as stakeholders in the organization and their ethical obligations, focusing on issues of power. It then examines whether voluntary employer actions, such as social audits, are sufficient to ensure fairness for employees. It concludes by discussing how public policy changes can increase fairness in the employment relationship by forming an employer-employee partnership. Tangirala&Ramanujam (2008: 1189) investigated the relationship between personal control—employees' expectations of their autonomy and influence at work—and organizational voice—employees' expression of opinions, concerns, or ideas related to work in a constructive and specific manner. The researchers developed and tested an explanation that combined two conceptual perspectives (based on dissatisfaction versus expectations) on the effects of personal control. The study found that the relationship between personal control and voice was U-shaped. Furthermore, organizational identity acted as a moderator: when personal control was low, voice was lower for employees with a stronger organizational identity. When personal control was high, voice was higher for employees with a stronger organizational identity. Walumbwa&Schaubroeck (2009: 1275) also examined the causal factors and outcomes related to ethical leadership in a study of 894 employees and their 222 direct supervisors at a major financial institution in the United States. The study showed that leader personality traits such as agreeableness and conscientiousness were positively related to employees' ratings of ethical leadership, while neuroticism had no relationship with these ratings. Ethical leadership also influenced followers' voice behavior as rated by their immediate supervisors. This relationship was partially mediated by followers' perceptions of psychological safety. The study also discusses the implications of research on ethical leadership and ways to promote ethical behavior among leaders and non-leaders.

The article (Budd et al., 2010: 303) also presents a symposium that highlights the expansion of our knowledge about employee voice and engagement by exploring new organizational forms, practices, and processes that influence the nature, composition, and conditions of work and organizations, reflecting the diversity of contemporary research in this field. Researchers argue that employee voice and engagement in organizations has a long history, but interest in these topics has increased significantly in recent years among academics, practitioners, and policymakers. Thus, research on voice and engagement has expanded to include important behavioral and strategic aspects, having initially focused solely on organizational dimensions. Kim et al. (2010: 371) contributes to understanding the effects of organizational voice by analyzing two types of voice: team voice, which reflects the team's influence on work-related issues, and representative voice, which represents the

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influence of worker representatives on collective issues. The study draws on the European tradition of distinguishing between direct and indirect voice and examines their effects on worker productivity. The results indicate that neither type is directly related to worker productivity when studied separately, but that team voice enhances worker efficiency when it interacts with representative voice. However, a combination of low levels of both types of voice leads to a clear decline in efficiency. The study also reveals a negative interaction between the two types of voice, indicating that they are not complementary with respect to productivity. On the contrary, the effect of each type of voice is stronger when the level of the other is low, reinforcing the idea that achieving a balance between the two voices may be necessary to avoid conflicting effects within the workplace. Moasa (2013: 574) argues that organizational communication literature often portrays voice and silence as static states for employees, with those with a voice enjoying the freedom to shape their identities, while silent employees are more constrained in constructing their identities. However, this study seeks to demonstrate that voice and silence are not merely static states, but rather strategic communicative resources that employees use in their daily lives to survive, adapt, advance, and shape their identities. The study also demonstrates that giving employees space for expression is not only linked to improved organizational performance but is also a tool for strengthening their identity within the workplace. It also highlights the challenges individuals face in constructing a cohesive identity in the face of multiple situations that may require the expression of disparate or even contradictory voices.

In their study, Bashshur&Oc (2015: 1530) focuses on analyzing the impact of organizational voice through a comprehensive review of theoretical frameworks and studies that have addressed this concept, moving beyond the traditional assumption that voice always leads to positive outcomes. The researchers demonstrate that the impact of voice varies depending on the level of analysis—whether at the individual, group, or organizational level—and also on the nature of the intended outcomes, such as improving group harmony or enhancing job satisfaction. The study draws on Albert Hirschman's work on the concepts of voice, departure, and loyalty, and then reviews the evolution of the concept of voice in organizational studies, focusing on how it affects different contexts. It also discusses the theoretical frameworks that explain its impact and highlights the factors that influence its effectiveness within organizations. The researchers highlight recent trends in the study of organizational voice, noting the importance of leveraging integration across various research fields to gain a deeper understanding of the dynamics of organizational voice and its impact on the workplace. BayrakKök et al. (2016: 16) classify organizational voice behaviors into three main types: docile voice, which is based on dependency; defensive voice, which arises from defensive behaviors due to fear; and prosocial voice, which is oriented toward cooperation with others. These types are distinguished based on the motivations behind them. Researchers also investigated whether organizational voice behaviors and their types represent a significant source of organizational change and development, and whether these types exhibit significant differences according to demographic variables. De Waele et al. (2019: 1026) also contributes to the field of organizational voice by exploring the role of nonverbal vocal cues in shaping stakeholder perceptions during crises. While previous research has focused primarily on the verbal aspects of organizational responses, this study reveals that the voice tone and speed of a spokesperson may significantly impact an organization's reputation after a crisis. The results indicated that these effects do not appear independently, but rather interact with the verbal response strategy adopted by the organization. When the organization adopts a reconstruction strategy through apology, voice tone and speed influence perceptions, while they have no significant effect when adopting a denial strategy. The study also indicates that vocal attractiveness plays a partial mediating role in this interaction, reinforcing the understanding that voice is not merely a tool for conveying content, but rather a strategic element that influences stakeholders' perceptions of the organization's legitimacy and credibility.

Paolillo et al.'s study (2021: 1) reveals the role of an inclusive climate in motivating collaborative organizational behaviors, focusing on promotive and proactive organizational voice. Unlike previous studies that relied on social exchange theory, this study highlights self-definition theory (SDT) as an explanatory mechanism. The results showed that the satisfaction of basic psychological needs (autonomy, competence, and relatedness) plays a partial mediating role between an inclusive climate and organizational voice. This suggests that an inclusive work environment not only motivates employees to express their opinions through social exchanges, but also empowers them to act voluntarily, feel empowered, and build meaningful connections, which enhances their participation in making suggestions and raising organizational concerns.

Badru et al. (2022: 1) highlights in their study the role of employee voice as a key tool for achieving organizational effectiveness within high-performance work systems (HPWS). The researchers explain that organizational engagement climate (OEC) acts as a mediator in the relationship between HPWS and employee voice, meaning that implementing effective work practices fosters a supportive work environment that encourages employees to express their opinions. This study makes an important contribution to understanding how human resource policies influence organizational voice by improving the engagement climate within organizations, which enhances employee engagement and fosters a collaborative work environment.

Kim et al. (2023: 430) in their study refer to the concept of constructive voice as a communicative act involving both employees and managers. The main contribution lies in presenting a four-stage interactive model of constructive voice based on social exchange theory. The model includes different stages, ranging from "concrete voice," through "expressed voice," "managers' responses to voice," and finally "interactive outcomes of voice." The study also highlights the

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ongoing processes by which employees begin to express their opinions and managers then adopt or implement employee input. The study also introduces the concept of feedback loops to illustrate the dynamic nature of constructive voice over time and explores the consequences of these iterative processes on employee-manager relational outcomes.

Reissner et al. (2023: 1) examines the temporal dynamics of voice and silence among new employees in organizations, focusing on the role of organizational socialization. The study suggests that while previous research has addressed the causes and effects of voice behavior in new employees, little attention has been paid to how voice and silence evolve over time as new employees develop their understanding of their roles and the organizational context. Based on multiple goal pursuit theory, this study investigates how organizational socialization influences the trajectories of motivational voice, inhibiting voice, and silence. The hypotheses were tested on a sample of 198 new employees over four data periods using stochastic growth models. The results showed that voice and silence follow distinct trajectories, partially supporting the influence of organizational socialization on these changes in new employee behavior.

The study (Irawan et al., 2023: 198) examines the relationship between employee behavior regarding leadership and organizational culture, focusing on the role of voice and silence. The study aims to understand the impact of employees' perceptions of leadership and the prevailing culture on their decisions to express their opinions or remain silent. By exploring the impact of voice and silence, the study seeks to provide insights into the complex relationship between leadership effectiveness, organizational culture, and employee communication behaviors. The study relies on the use of surveys and interviews to collect data from employees in various sectors to understand their perceptions of leadership, dimensions of organizational culture, and their tendencies to express their opinions or remain silent. The study aims to shed light on the impact of leadership and organizational culture in motivating employees to engage in vocal behaviors or prefer silence, while examining how their perceptions of leadership and culture act as mediating factors in this relationship.

Shipton et al., 2023: 177, points out the importance of employees speaking up about workplace issues, an issue that has long been emphasized by academics and practitioners. However, research on voice remains divided on fundamental questions such as the primary purpose of voice. Based on the job demands-resources model, this study offers an integrative perspective, premised on the idea that employees and managers have different interests regarding the purpose of voice. Data were collected through a national online survey, including participants working in an organizational environment with a reporting structure. The researchers found two distinct types of voice: structured voice and employee-oriented voice. Structured voice was found to be associated with greater innovative behavior and increased burnout levels, while employee-oriented voice reduced burnout levels. Accordingly, organizations are advised to enhance both types of voice to achieve positive effects on employees by alleviating burnout and stimulating innovative behavior.

The study (Ayop&Ishak, 2023: 99) also aims to explore the multiple dimensions of employee voice and its potential impacts, as well as the challenges organizations face in this context. In the fields of human resource management (HRM), industrial relations (IR), and organizational behavior (OB), employee voice is a dynamic phenomenon that significantly impacts organizations. This study seeks to shed light on the various forms of individual and collective expression that constitute employee voice, enhancing employees' ability to negotiate the significance of their work and actively participate in organizational discussions. The study focuses on enhancing engagement, satisfaction, and innovation, as scholars recognize the positive impact of employee voice. However, the study points to barriers such as limited management responsiveness and cultural norms that may hinder effective implementation. By emphasizing the importance of creating an inclusive and psychologically safe environment, facilitating diverse forms of expression, and fostering organizational cultures that celebrate constructive dissent, this study contributes to a better understanding of how to leverage employee voice as an effective tool. Stumpf (2024: 1) also examines the crucial role of managers' evaluations in determining the extent to which organizations leverage employee voice. Researchers indicate that the quality of organizational voice directly influences managers' acceptance of suggestions, as they tend to rate high-quality voices more positively. Managers also prefer a promotive voice over a prohibitive voice. The study contributes to understanding how the content and organization of voice influence managers' decisions to implement or reject it, furthering the debate on the factors that make organizational voice more influential within the workplace.

The study (Wahyu&Salendu, 2024: 1) highlights the importance of a positive emotional culture and a procedural justice climate in motivating organizational voice behavior among employees. The results showed that a positive emotional culture fully mediates the effect of a leader's motivational language on employee organizational voice behavior. Furthermore, a procedural justice climate plays an important role as a moderating factor between a leader's motivational language and employee organizational voice behavior. These findings suggest that organizations should strive to create a positive emotional environment and a procedural justice climate to promote organizational voice behavior, which is essential for achieving organizational goals.

Organizational Voice:

The first step for human resource management and other leaders is to understand employees' experiences of expressing their opinions within the organization (Shipton et al., 2023: 192). Human resources, or employees, are considered the "backbone" of any organization (Adisa et al., 2023: 1), and the concept of organizational voice refers to employees expressing their opinions and perspectives (Sharify&Yawar,

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2024: 212). Researchers and practitioners have long emphasized the importance of employees speaking up about work issues (Shipton, 2023: 177). In the dynamic context of contemporary organizations, the concept of "employee voice" has emerged as a major force influencing how individuals interact in their workplaces, as well as the performance and sustainability of organizations (Pandey et al., 2023: 86). Employees typically employ certain strategies when faced with unsatisfactory situations. These strategies include exit, voice, loyalty, and neglect (Lee &Varon, 2020: 1). The literature has given various labels to the behaviors employees adopt for communication purposes. The concept of "employee voice" is used as a framework for expressing employee dissatisfaction with the current situation (Dere, 2023: 2909). Employee voice is a topic of critical importance to researchers in the fields of human resource management and organizational behavior, as it encompasses a range of domains and mechanisms that influence the functioning of organizations (Ayop&Ishak, 2023: 100). Organizational practice research considers "voice" to be a voluntary, individual behavior that seeks to improve organizational performance (Díaz-Linhart, 2023: 4). The use of the term "employee voice" has varied over time and across disciplines (Morrison, 2023: 80), as this positive voice contributes significantly to the effectiveness and continuity of work (Irawan, 2023: 199). More recently, organizational behavior literature has focused on employee voice as a positive behavior, reflecting active participation in the work environment (Lainidi et al., 2024: 2). The concept of "voice" has its roots in Hirschrnan (1970: 30), who described it as "an attempt to change rather than escape from an undesirable situation." This concept was later expanded to become an "information-rich" tool for expression, an alternative to the option to exit, making it less costly in conveying evaluative feedback in some situations (Young, 1974: 55). In the same vein, Dyne and LePine (1998) define voice as behavior outside of one's job role, involving the presentation of innovative proposals for change and the recommendation of modifications to standard procedures, even when others may disagree (Dyne &LePine, 1998: 109). Employee voice reflects the mechanisms through which employees can provide input, formally or informally, with the goal of influencing not only their personal and work-related interests, but also those of their supervisors and the organization as a whole (Adisa et al., 2023: 2). Ayop&Ishak (2023: 101) explain that there are two types of channels employees use to express their opinions: formal and informal. Employees are more likely to offer constructive suggestions to their organizations, known as considered voice (Kim et al., 2023: 68). Maynes&Podsakoff (2014: 88) view employee voice behavior as a voluntary, open communication aimed at influencing the workplace. Individuals within an organization often possess ideas, opinions, and information that enable them to suggest constructive ways to improve their performance and organization, a concept expressed by organizational voice (Sharify&Yawar, 2024: 213). The extent to which employees provide or withhold useful information, whether suggestions, ideas, or issues of concern, impacts the continuity and effectiveness of organizations (Yue et al., 2022: 2). Motivations for employee voice can be summarized as several reasons, including "influencing superiors," "expressing candor," "taking ownership of issues," "taking responsibility," "informing," or "principled organizational objection" (Dere, 2023:
2909).

In recent years, researchers have recognized the importance of employee voice in accelerating the internal transfer of information and knowledge with greater accuracy and effectiveness. Voice behavior is observed to be at a higher level when employees feel supported and empowered (Chiang & Chan, 2020: 2). This type of communication focuses on posing constructive challenges for improvement rather than merely offering criticism (Adikoeswanto, 2024: 4), encouraging employees to contribute to creative performance by offering diverse ideas essential to organizational change processes (Hwang et al., 2023: 3). Employee voice serves as a bridge between the workforce and decision-making processes, as employees express their opinions, ideas, and concerns, providing feedback that helps the organization develop (Pandey et al., 2023: 86). Depending on their job position and organizational context, employees may be able to offer constructive ideas to improve system performance (Sharify&Yawar, 2024: 212). Voice is defined as "an attempt to change rather than escape an unacceptable situation" (Yue et al., 2022: 4).

Employee voice distinguishes between issues related to employees' personal interests within their work context and those that concern the interest of the organization as a whole (Díaz-Linhart, 2023: 4). Morrison (2023: 80) identifies the core features of employee voice, which include discretionary behavior, prosocial/constructive behavior, and change-oriented behavior. Thus, the concept of employee voice encourages active participation, as employees are viewed as genuine stakeholders whose ideas, complaints, and suggestions are taken seriously (Adisa et al., 2023: 2).

Employee voice reflects voluntary behavior that seeks constructive improvement and is directed toward senior management and decision-making authority, not simply for the purpose of criticism (Paolillo et al., 2021: 3). Researchers find that employees are more actively vocal about their opinions when they feel free or given the opportunity to do so. This perception is termed "perceived voice opportunity," which refers to employees' perception of the extent to which the organization provides them with opportunities to express their opinions (Narayanan &Nadarajah, 2024: 271). From an organizational behavior perspective, voice behavior is pivotal to generating and implementing ideas, preventing problems, stimulating constructive change, and communicating important information needed by the organization (Adikoeswanto, 2024: 2). Paolillo et al. (2021: 3) identify four main objectives of employee organizational voice behavior: organizational learning, crisis prevention, innovation, and organizational performance. The voices employees express reflect opinions, concerns, or problems related to work and are characterized by constructive challenges. Voice behavior

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can improve organizational processes and foster innovation (Chiang & Chan, 2020: 1). Constructive voice is a type of communicative action that involves interaction between speakers and managers and aims to build effective and open communication channels (Kim et al., 2023: 430). Researchers emphasize that incorporating opinion-expression practices within an organization as an essential component helps achieve positive and supportive outcomes (Mohammad et al., 2023: 8). Organizational voice is defined as a prosocial and challenging behavior that contributes to improving existing practices and serves as a form of organizational citizenship (Paolillo et al., 2021: 3). According to Morrison (2014: 174), employee voice represents informal and discretionary communication that involves communicating ideas, suggestions, concerns, or information related to problems to those who have the power to take appropriate action, with the goal of achieving improvement or bringing about change. The ability to express opinions, concerns, and suggestions enhances an employee's sense of the importance of their contribution, which increases their sense that their opinion is heard in the workplace (Shipton, 2023: 179). In cases of effective voice behavior, employees offer innovative suggestions to improve organizational performance, even if their opinions differ from the prevailing public opinion (Sinambela et al., 2024: 114). Employees typically participate in various types of voice within an organization (Kim et al., 2023: 431). Shipton (2023: 179) proposes two forms of employee voice: promotional voice and prohibitive voice. Promotional voice demonstrates an employee's intention to improve organizational performance by offering new ideas or suggestions aimed at enhancing the overall performance of the work unit or organization (Reissner et al., 2024: 4; Lainidi et al., 2024: 3). In contrast, forbidden voice refers to employees providing feedback on problems or practices that are considered harmful, which can contribute to identifying problems and reducing operational costs and losses by correcting errors (Paolillo et al., 2021: 3).

Several studies have examined the factors influencing employee voices (Sharify&Yawar, 2024: 212). These factors include individual characteristics, attitudes, perceptions, contextual factors, emotions, and the role of the manager (Kim et al., 2023: 431). Employees' general perception of their organization's appreciation for their contributions and concern for their well-being is a key driver of voice. This perception is understood as the organization's commitment to providing the necessary support to employees when they need assistance in performing their jobs effectively or when facing difficult situations (Adikoeswanto et al., 2024: 4). In this context, leaders' disregard for an emotional culture is a neglect of a vital element that impacts employee performance; this culture contributes to fostering employee voice behavior (Wahyu&Salendu, 2024: 1, 4). Leaders play a vital role in helping employees achieve success and realize their potential, as leadership styles significantly influence employee voice behavior (Sharify&Yawar, 2024: 212; Yue et al., 2022: 2). The motivational language adopted by a leader is an effective means of encouraging employees to express their opinions, which enhances constructive voice flows within the organization (Wahyu&Salendu, 2024: 3; Mohammad et al., 2023: 7). Research has also identified three key leader characteristics that promote understanding voice behavior: (a) leaders' ability to address issues raised by employees, (b) control over organizational resources and make decisions about change, and (c) the ability to provide rewards and impose sanctions (Kim et al., 2023: 71). Effective communication between leaders and employees contributes to reducing psychological stress and increasing job security, which promotes constructive voice behavior (Hwang et al., 2023: 2). Díaz-Linhart (2023: 4) proposes the concept of the "voice gap" to measure the difference between the amount of voice employees believe they should have and the amount they actually have. Despite the increasing focus on employee voice quality, the trade-off between the quantity and quality of voice and the role of leaders in this trade-off remains unclear (Jiang et al., 2024: 2). Sometimes, employees fear that raising issues will negatively impact their career development or personal relationships, or that they will be labeled as troublemakers (Yue et al., 2022: 2). Voice efficacy reflects an employee's belief in their ability to effectively express their opinions and ideas (Jiang et al., 2024: 3). Accordingly, employees make decisions about the risks of speaking up based on their beliefs (Jiang et al., 2024: 4). Hesitation to express opinions may result from several reasons, such as fear of retaliation, concerns about negatively impacting relationships, or a feeling that input may not be appreciated or adequately responded to (Pandey et al., 2023: 87). Therefore, it is important for employees to express their opinions openly and in a way that emphasizes the impact of their opinions on the workplace, and for the organizational climate to be created so that they feel their input will be valued without fear of retaliation (Mohammad et al., 2023: 8).

Conclusions

This research demonstrates that organizational voice is a vital foundation for building resilient organizations capable of adapting to challenges and continuously enhancing their performance. Employee voice is no longer merely an expression of personal opinion; it has become an effective communicative behavior that contributes to anticipating crises, improving performance, and increasing the level of innovation within the organization. This voice takes various forms, ranging from promotional, aimed at developing performance, to cautionary, aimed at avoiding mistakes and correcting paths before they escalate. Successfully activating organizational voice requires a psychologically safe environment, supportive and trustworthy leadership, genuine organizational justice, and a corporate culture that values participation. Studies have also indicated that an employee's awareness of opportunities for expression and management's responsiveness to their voice are pivotal factors in determining whether they speak up or choose to remain silent. Leader characteristics, such as motivation and ethical leadership, have also emerged as important factors in motivating employees to participate. It has also been shown that an emotional climate and procedural justice provide a fertile environment for the growth of this constructive

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behavior. One of the most prominent findings of the study is that organizational voice is not merely an individual initiative, but rather an ongoing, interactive process that requires organizational awareness and a genuine response from leadership to ensure its sustainability and positive impact.

Recommendations

Based on the findings, it is recommended that organizations work to create a work environment that encourages expression and embraces employee voice as a pillar of development. This requires leadership practices based on trust and mutual support, and building an organizational culture that values dialogue and active participation. Formal and informal channels should also be provided to facilitate employees' ability to express their opinions without fear, while promoting fairness in procedures that ensure management listens to and responds meaningfully to their feedback. It is important to develop leaders' skills in active and conscious listening and distinguishing between different types of voice, especially those that represent opportunities for improvement or early indicators of risk. The study also recommends measuring the "voice gap," the distance between an employee's desire to express themselves and the reality of their exercise of this right, and working to narrow this gap through continuous review of organizational policies and practices. Training and orientation programs for new employees should also be designed to highlight the importance of voice in workplace culture and instill a sense of empowerment and belonging from the outset. Finally, the study emphasizes the importance of harmony between employee voice and the organization's voice, as both reflect an interactive relationship that contributes to fostering innovation, increasing loyalty, and ensuring sustainable organizational success.

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