

Breaking the Silence: Revolutionizing Organizational Performance through Employee Voice

Puspa Kharel

Nepal Commerce Campus, Tribhuvan University, Nepal

Abstract

Purpose: This study examines the role of employee voice in transforming organizational performance by fostering open communication, employee participation, and constructive feedback within organizations.

Methodology/Design/Approach: A quantitative research design was adopted using a structured questionnaire survey. Data were collected from 101 respondents, and Statistical Package for the Social Sciences (SPSS) was used to conduct statistical analyses, including correlation and regression techniques, to examine relationships among the variables.

Findings: The findings reveal that employee voice significantly influences organizational performance through improved productivity, reduced employee turnover, enhanced communication, and better workplace relationships. Leadership style, communication channels, and a supportive feedback culture were found to play critical roles in encouraging employee participation. The mediating variable also demonstrated a significant effect on the relationship between the studied variables and organizational performance.

Implications: Organizations should promote open dialogue, effective communication systems, and participative leadership practices to strengthen employee engagement and performance outcomes.

Originality/Value: This study highlights the strategic importance of employee voice as a mechanism for improving organizational effectiveness and sustaining positive workplace dynamics.

Keywords: Employee voice, employee leadership, feedback culture, leadership style, organizational performance, union

JEL Classification: D23, J28, M12, M14

*Correspondence: pkharel0808@gmail.com

Copyright © 2026 by the authors and Journal of Management Prospective (JMP).

This is an open-access article under the terms of Creative Commons Attribution 4.0 International License (CC BY).

Introduction

In the dynamic landscape of contemporary organizations, the concept of employee voice has emerged as a pivotal force, shaping not only how individuals interact within their workplaces but also influencing the performance and sustainability of the organizations themselves. Employee voice encompasses the expression of opinions, ideas, concerns, and feedback by employees, serving as a bridge between the workforce and organizational decision-making processes. Its significance extends beyond mere communication—it embodies the potential for transformation, innovation, and, ultimately, improved organizational performance.

While the impact of employee voice on organizational performance is widely acknowledged, it remains a multifaceted and evolving subject of study. Akinwale (2019) empirical investigation in the oil and gas industry in Nigeria underscores the correlation between employee voice and heightened productivity. ALFAYAD (2017) application of Herzberg's Two-factor Theory highlights the profound link between employee voice and job satisfaction, shedding light on the intrinsic motivations driving individuals to express their voices.

Beyond the immediate outcomes, such as enhanced job satisfaction and productivity, employee voice has been recognized as a catalyst for innovation within organizations. Ashiru et al. (2022) delves into the intricate connection between high-performance work systems, employee voice, and innovation, demonstrating how fostering a culture of expression can lead to fresh ideas and creative solutions. In today's rapidly evolving world, we explore the link between employee voice and transformative changes. These shifts redefine work, impact well-being, and challenge conventional notions of employee participation. Through digitalization and diversification, we uncover new avenues for inclusive employee voice, revolutionizing organizational performance (Knoll, Mowbray, & Dundon, 2021; Shakya & Karki, 2025).

However, the journey of exploring employee voice and its impact on organizational performance is far from complete. As we delve into this complex realm, it is evident that numerous facets remain unexplored, waiting for scholarly inquiry and investigation. Morrison (2011) comprehensive review of employee voice behavior provides a foundation for understanding the intricacies of this phenomenon while simultaneously highlighting the need for further research to bridge existing gaps. The question of how leadership styles, such as transformational leadership, influence employee voice behaviors continues to intrigue researchers, as suggested by (Bhattarai et al., 2024; Chen et al. 2018).

In this article, the objective is to explore the critical role of employee voice in reshaping and enhancing organizational performance. By examining the benefits, challenges, and strategies associated with fostering a culture of employee voice, this article aims to provide organizations with actionable insights and a compelling case for actively encouraging and leveraging employee input. Through a combination of research, real-world examples, and practical advice, readers will gain a comprehensive understanding

of how to harness the power of employee voice to drive positive change, innovation, and sustained success within their organizations.

Encouraging employee voice in organizations isn't just about talking; it's about sparking innovation. When employees feel empowered to share their ideas, it brings in diverse perspectives and fresh solutions. This leads to a more creative, efficient, and adaptable workplace. Plus, it encourages collaboration and problem-solving, essential for innovation. In today's fast-changing markets, employee input keeps organizations in tune with customer needs, helping them adapt quickly. Overall, employee-driven innovation gives organizations a competitive edge, making them stand out and fostering employee commitment to success.

Literature Review

Employee voice is an area of significant research interest to academics and an issue of great importance to many Human Resource Practitioners. It is a topic that has brought about a lot of controversies in organizations where their performances are not encouraging. Many researchers believe that one of the main contributing factors leading to low productivity in several organizations is where management ignores the voice or suggestions made by employees (Boxall et al., 2007; Kaufman, 2001; Salas-Vallina et al., 2021).

In the last quarter century, there has been a dramatic shift in the forms of employee voice used in private or public workplaces worldwide with non-union voice growing at the expense of union voice (Dwomoh, 2012). Employee voice is the term increasingly used to cover a whole variety of processes and structures which enable and sometimes empower employees, directly and indirectly contribute to decision making in the firm (Dahal et al., 2020; Prucell, 2003).

Kim et al. (2010) while exploring the concept of employee voice and its impact on organizational performance have investigated two different forms of employee voice: team voice and representative voice. Team voice refers to employees expressing their opinions collectively within their respective teams, whereas representative voice involves employees communicating their perspectives through representatives, such as labor unions or employee councils. In this study it is found that the team voice has a more immediate impact on organizational performance, as it is associated with higher levels of productivity and quality. On the other hand, representative voice has a more long-term effect, leading to improvements in employee relations and commitment, which subsequently contribute to enhanced organizational performance.

Employees were often hesitant to speak up when they perceived their information as negative or threatening. The hesitancy could be attributed to various reasons, such as fear of retaliation, concerns about damaging relation, concerns about damaging relationships or reputation, or a belief that their input might not be valued or acted upon. (Morrison, 2014). Good leaders are expected to set a moral example for their followers, and the importance of ethical leadership has been highlighted in research (Chin, 2013)

The new approach of employee voice was based on direct communication and upward problem-solving between supervisors or first –line managers and their staff. This interaction took place through informal oral or verbal means, such as informal

conversation or meetings. The purpose of these forms of participation were to facilitate exchange of ideas, feedback and problem- solving. (Budd, Gollan, & Wilkinson, 2010; Josho et al., 2024)

Employee voices enhanced communication and promoted staff retention by fostering fairness. Organizations experienced decreased productivity when employees couldn't share their views. Fear of job loss led to silence, harming companies. Acknowledging employee input boosted motivation and job satisfaction. Organizations should have encouraged and supported idea expression for improved effectiveness (ALFAYAD, 2017).

There concept of person-organization fit that involved aligning individual values and skills with the organization's culture. When employees felt this alignment, they engaged in voice behaviors, sharing insights and ideas. This connection boosted their willingness to contribute. Such contributions enhanced organizational productivity and performance. Therefore, organizations aimed to foster an encouraging environment for employee voice, acknowledging its positive impact on knowledge productivity. (Narayanan & Nadarajah, 2022).

Akinwale (2019) in his research, investigated the impact of employee voice on productivity and explored factors influencing willingness to speak up in an oil factory. The findings showed a positive link between employee voice and productivity. Encouraging opinions boosted empowerment and motivation, increasing productivity. The study identified factors affecting speaking up: organizational culture support, formal channels for expression, and fairness perception.

High-performance work systems HPWS is a system consisting of practices and policies that aim to enhance employee skills, motivation, and performance within an organization. Ashiru et al. (2022) investigated how the implementation of HPWS influences organizational performance, and how employee voice acts as a mediator in this relationship. HPWS elements included involvement, training, and performance rewards. Adoption improved outcomes like productivity and customer satisfaction. Employee voice enhanced HPWS effectiveness, fostering innovation and better performance.

The study by Batt et al. (2002) examined how various employee voice methods (direct, indirect, and developmental) and human resource practices (training, performance-based pay, involvement) affected quit rates. Findings showed higher voice linked to lower quitting, indicating voiced employees stayed longer. HR practices, like training and involvement, positively influenced the voice-quit rate relationship.

Employee ownership influenced absenteeism rates by fostering commitment and involvement. A sense of ownership reduced absenteeism. Having a voice strengthened ownership and motivation, leading to fewer absences. Employee input transmitted ownership's positive impact on lower absenteeism by enhancing commitment and motivation (Hammer et al., 1981).

There is a positive relationship between employee voice and trust between managers and employees. When employees feel their voices are heard and respected, it enhances trust in the managerial hierarchy and the organization. Research by Detert & Edmondson

(2011) demonstrated that employees who felt comfortable speaking up and offering suggestions had higher levels of trust in their managers. This trust, in turn, contributes to a positive work environment, improved communication, and collaboration within the organization.

Moreover, employee voice plays a crucial role in building and strengthening company trust. When employees have opportunities to voice their opinions, it fosters a sense of inclusion and psychological safety, leading to increased trust in the organization.

A study by Dirks & Ferrin (2002) found a positive relationship between employee voice and organizational trust, suggesting that organizations that promote and value employee voice are more likely to gain the trust of their employees. Trust is essential for fostering loyalty, commitment, and a positive organizational culture. By encouraging employees to voice their ideas and concerns, organizations can tap into a diverse range of perspectives, insights, and innovative solutions.

Zhou & George (2001) highlighted the role of employee voice in facilitating organizational change and transformation. Employees who feel empowered to speak up can contribute to continuous improvement, adaptability, and innovation within the organization, leading to long-term success and competitive advantage. However, it is important to note that creating a culture of employee voice and building trust between managers and employees requires proactive efforts from organizational leaders.

Research by Morrison (2011) emphasized the role of leadership in creating an environment that fosters employee voice and builds trust. Leaders who demonstrate openness, fairness, and responsiveness to employee concerns can create a climate of trust and encourage employees to speak up.

Joseph and Shetty (2022) investigated employee voice, silence, destructive leadership, and organizational culture. Findings showed encouraging employee voice reduced destructive leadership. Valuing voice fostered a positive culture, while silence led to negative culture. The study emphasized the need for voice-supportive environments for healthier leadership and positive culture.

Hosseini et al. (2022) explored the concept of employee voice within knowledge-based companies in an emerging economy. The authors delve into the importance of knowledge employees expressing their opinions, concerns, and suggestions to improve organizational performance and innovation. The study focused on the unique context of an emerging economy, shedding light on the factors that influence employee voice in such settings. The research contributes to the existing literature by providing insights into the dynamics of employee voice within knowledge-based companies, particularly in emerging economies.

Rees et al. (2013) investigated employee voice and workplace engagement. They asserted that voice fosters engagement and positive organizational outcomes. The article reviewed links between voice, engagement, satisfaction, commitment, and performance. It also addressed potential dissent risks and effects on well-being.

When employee voice was compared in non-union and unionized Australian workplaces. It was highlighted that unions didn't suppress the development of alternative voice

methods. Union workplaces offered more voice mechanisms than non-unionized ones. Furthermore, individual and management-sponsored voice mechanisms were more prevalent in union settings, alongside active union involvement (Benson, 2000; Benson and Brown, 2010).

Dedahanov et al. (2016) examined the influence of authoritarian, benevolent and moral leadership on creativity through employee voice. They found that authoritarian leadership style reduces employee voice which in turn impacted creativity. They also found that moral leadership facilitates creativity via employee voice.

Li and Sun (2015) found that the authoritarian leadership of supervisor negatively mediated the employee voice behavior. Leadership identification moderated the indirect negative effect of manager authoritarian leadership while power distance orientation moderated the direct negative effect of supervisor authoritarian leadership on employee voice.

Nazir et al. (2020) studied how paternalistic leadership affects innovative work behavior through leadership-member exchange and employee voice behavior. They found that paternalistic leadership is linked to exchange, impacting employee voice and subsequently innovative behavior. Authoritarian leadership indirectly affected innovation negatively through exchange and voice pathways.

Social cognitive theory emphasized learning through observing others and the environment. It focused on how cognitive processes and behavior interact within a social context. Investigation on leader trustworthiness, employee voice, supervisor-rated performance, and perceptions of uncertainty attitudes that drew from social cognitive theory found that employee voice partially mediated the positive connection between leader trustworthiness and employee performance ratings. Employee perceptions of uncertainty attitudes further strengthened this mediated relationship (Holley et al., 2018).

The study by Ahmed et al. (2010) on frontline managers (FMs) emphasized their role in building positive staff relations via effective managerial communication (MC). Aligned with Agency Theory, the study highlighted how fostering employee voice through communication channels and feedback culture reduced information imbalances, aligned interests, and boosted organizational performance. This demonstrated that encouraging open communication bridged the management-staff gap, improving working relationships and outcomes.

The study by Chen et al. (2018) delved into the connection between transformational leadership (TL) and employee voice behavior. By examining data from 172 employees across 40 companies, the research revealed that TL not only influenced employees' perceived meaningfulness in their work but also correlated with both promotive and prohibitive voice behaviors. This emphasizes how TL fosters an environment where employees are more likely to express their opinions, contributing to improved organizational performance, as proposed by the Transformational Leadership Theory.

Wu et al. (2015) examined how organizational socialization affects employee voice behavior, considering two identification levels: organizational identification and job involvement, which are elements of Social Identity Theory. Findings from 231 supervisor-

subordinate dyads in China showed positive influence of organizational socialization on both voice types. Organizational identification mediated the connection to self-job-unconcerned voice, while job involvement mediated the link to self-job-concerned voice.

Conceptual Framework

A conceptual framework is a significant element of research that acts as a visual depiction of the important ideas, factors, connections, and procedures included in a study. It offers a framework and road map for conducting research, assisting the researcher with data organization and analysis (Leshem & Trafford, 2007).

The paper by Mudor (2011) explores how Human Resource Management (HRM) practices, including the promotion of employee voice, affect organizational performance, with a specific focus on productivity and turnover as measures of performance. Extensive research done in this paper underscores the pivotal role of HRM practices in enhancing overall organizational performance by influencing these critical components. Therefore, organizational performance, captured through productivity and turnover, takes center stage as the primary dependent variable in this study, signifying the profound impact of HRM strategies and the presence of employee voice within the organizational context. These variables collectively serve as crucial indicators of the intricate relationship between HRM practices and organizational effectiveness.

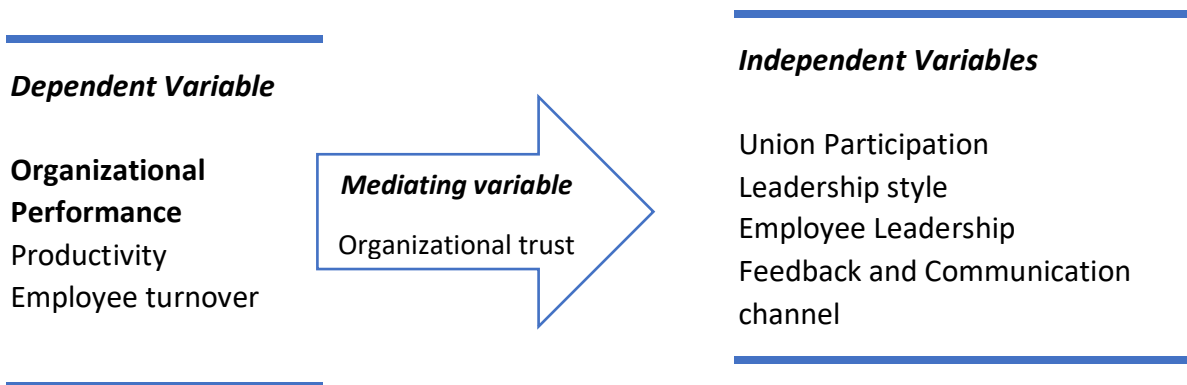
The conceptual framework for this study is grounded in the understanding that a range of organizational factors can significantly impact key outcomes such as organizational performance, productivity, and employee turnover. The chosen variables, including Union, Leadership Style, Employee Leadership, Communication Channel, Feedback and Suggestion Culture, and the mediating variable Organizational Trust, have been carefully selected based on existing literature and their potential to influence the dependent variables.

Union is included as it represents an external influence on the organization and can impact employee relations and collective bargaining (Gill & Meyer, 2013). Leadership Style is essential because it shapes the way leaders interact with employees, influencing their motivation and commitment (Prayogi & Lesmana, 2021). Employee Leadership recognizes the potential for employees to take on leadership roles, impacting their involvement in decision making and overall engagement (Azka et al., 2011). The Communication Channel is crucial for facilitating the flow of information, feedback, and suggestions within the organization (Martinez Martinez & Fernandez Hurtado, 2018). Feedback and Suggestion Culture reflects the organization's receptivity to employee input, which can affect their satisfaction and willingness to voice their concerns (Huang et al., 2005).

The inclusion of Organizational Trust as a mediating variable is supported by various research (Aryee et al., 2002; Lee et al., 2023) suggesting that trust can mediate the relationships between these independent variables and the dependent variables of organizational performance, productivity, and employee turnover. Trust acts as a bridge, helping to explain how the chosen organizational factors influence these critical outcomes. Therefore, this framework provides a comprehensive view of how these variables interrelate and their potential impact on organizational success.

Figure 1

Conceptual Framework



Null Hypothesis (H0):

1. There is no significant relationship between the communication channel and productivity.
2. There is no significant relationship between communication channel and employee turnover.

Alternative Hypothesis (H1):

1. There is a significant relationship between the communication channel and productivity, mediated by trust.
2. There is a significant relationship between the communication channel and employee turnover, mediated by trust.

Research Methods

In the research study titled "Breaking the Silence: Revolutionizing Organizational Performance through Employee Voice," a comprehensive quantitative research approach was meticulously crafted to delve into the intricate relationship between employee voice and organizational performance. The study's primary focus was to uncover the extent to which an employee's ability to voice their opinions and concerns within the workplace impacts overall organizational effectiveness. The research population encompassed 107 participants drawn from three distinct sources: KMC, Assess World Private Limited and a school. These diverse sources were chosen to provide a comprehensive perspective on employee voice and its effects on different types of organizations. Out of the 107 individuals approached, a commendable 101 actively participated in the data collection process, showcasing a robust response rate that bolstered the study's statistical significance.

To gather pertinent data, a structured questionnaire was meticulously designed and distributed through Google Forms. This questionnaire was thoughtfully divided into two distinct parts. The first part focused on capturing general information about the

participants, including their age, gender, years of experience, and job roles. This demographic information would later prove instrumental in analyzing how various demographic factors might intersect with employee voice and performance. The second part of the questionnaire was the cornerstone of the study, as it aimed to gauge the relationship between employee voice and organizational performance. To achieve this, a well-established 5-point Likert scale was employed, with a rating of 1 indicating "Strongly Disagree" and a rating of 5 indicating "Strongly Agree." This scale allowed for nuanced responses, enriching the dataset with valuable insights.

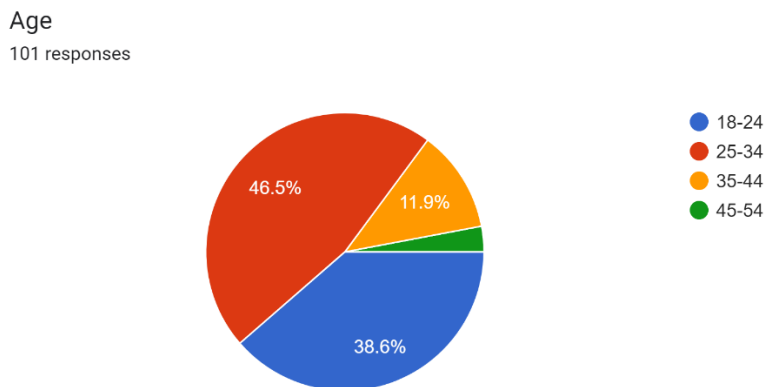
To dissect the collected data and establish the statistical relationships, sophisticated tools and methodologies were employed. The Statistical Package for the Social Sciences (SPSS) was utilized for comprehensive statistical analyses, including correction regression techniques. These corrections ensured that potential confounding variables were considered, enhancing the accuracy of the findings. Additionally, SPSS was used to explore mediator variables, shedding light on the underlying mechanisms through which employee voice influences organizational performance.

Findings

Demographic Analysis

Figure 1

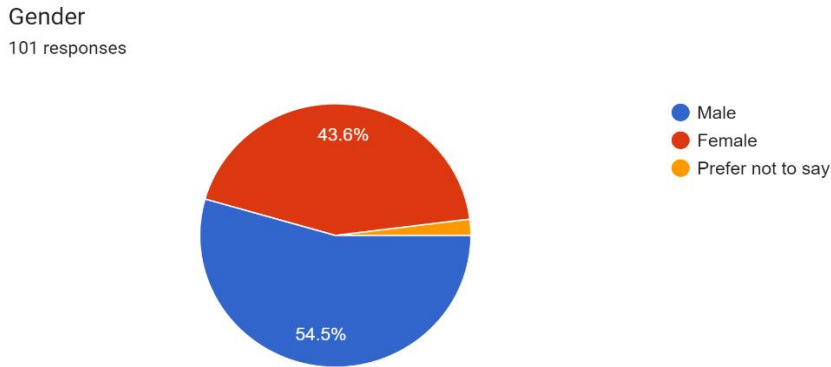
Age of the respondents



The questionnaire's respondents' ages are distributed as follows: the majority (46.5%) are in the 25-34 age range, followed by an adequate proportion (38.6%) from the 18-24 age range. The 45-54 age group is the smallest (3%), followed by the smaller but still significant 35-44 age group (11.9%).

Figure 2

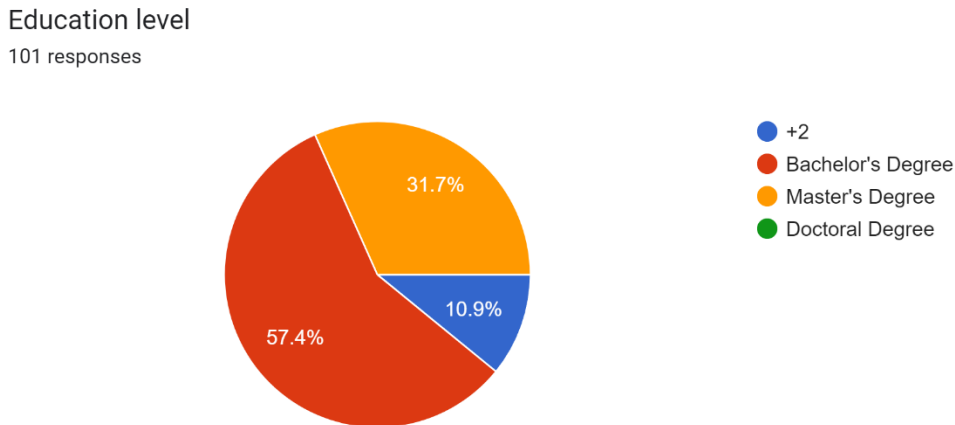
Gender of the respondents



According to the study respondents' gender breakdown, men (54.5%) make up the majority, with women (43.6%) coming in second. Only 2% of people choose not to reveal their gender.

Figure 3

Education Level

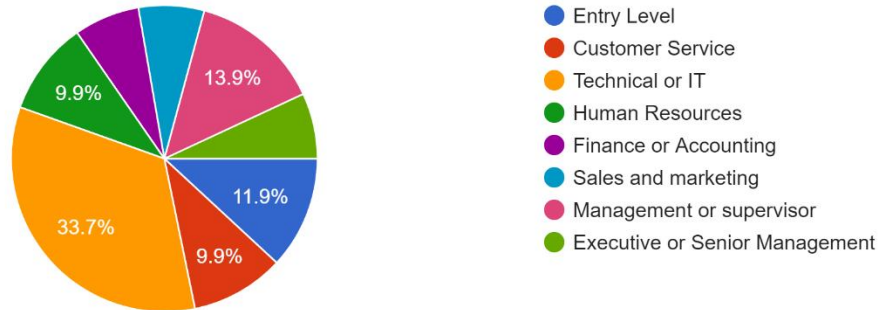


According to the survey participants' educational backgrounds, 57.4% of them have bachelor's degrees, 37.1% have master's degrees, and 10.9% have finished their upper secondary education (+2). There were no respondents with PhD degrees. For the purpose of assessing survey findings, it is crucial to understand respondents' educational backgrounds since this information might reveal the degree of knowledge and credentials of the sampled population.

Figure 4

Position of the employees

Position
101 responses



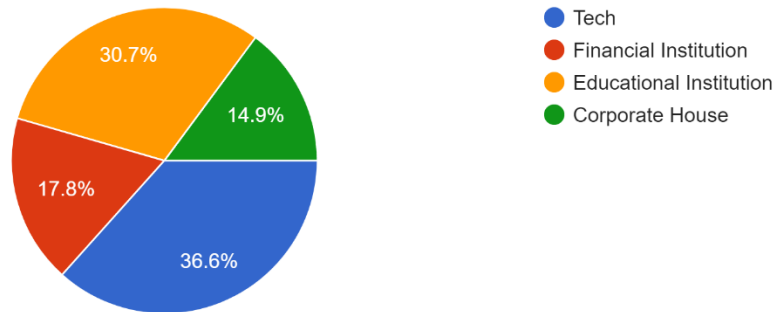
The chart represents the position of the employees in the organization where, 33.7% are employed in technical or information technology roles. 9.9% of the respondents work in human resources positions. 7% of the respondents and includes professionals working in financial or accounting roles. 7% of the respondents are involved in sales and marketing functions. 14% of the respondents hold management or supervisory positions within their organizations. 6.9% of the respondents are in executive or senior management roles. 11.9% of the respondents are in entry-level positions within their organizations. And, approximately 9.95% of the respondents work in customer service roles.

Figure 5

Industrial sector

What sector or industry you work for?

101 responses



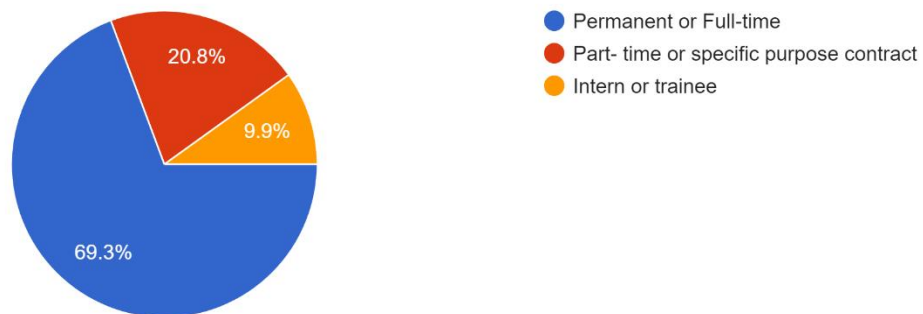
The chart represents the industrial sector in which respondents are involved where, 36.6% of the respondents are employed in the technology sector. 14.9% of the respondents work in corporate house environments. Around 30.7% of the respondents work in educational institutions. And, 17.8% of the respondents are employed in financial institutions.

Figure 6

Nature of the employment

Which level best describes the nature of your employment?

101 responses

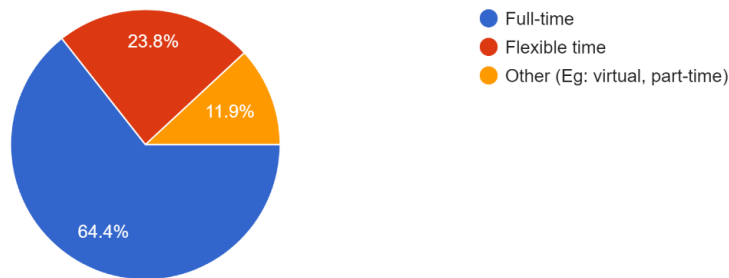


The chart represents that, the majority of respondents, accounting for 69.3% of the total participants, are in permanent or full-time employment. 20.8% of the respondents are in part-time or specific purpose contract positions. 9.9% of respondents fall into the intern or trainee category. These individuals are likely in temporary positions designed to provide on-the-job training and experience in their chosen fields.

Figure 7

Working hours

What hours you are expected to work on a regular basis?
101 responses



The chart represents the respondents working hours where, the majority of respondents, making up 65% of the total participants, are engaged in full-time employment. Approximately 24% of the respondents have mentioned that they have flexible work arrangements. And, the remaining 11.9% of respondents fall into “other category” i.e. virtual, part-time.

Employees Perception

Table 1

Management style of the organization

Type	Frequency	Percentage	Cumulative percentage
Autocratic	24	23.8	65.3
Democratic	66	65.3	89.1
Non-intervention	11	10.9	100
Total	101	100	

This table reflects the existing management styles experienced by employees within the organization, shedding light on their impact on employee voices and organizational performance. The majority of respondents (65.3%) indicated a democratic management style, suggesting that the organization values collaborative decision-making, which can positively influence employee engagement and voice. Conversely, 23.8% reported an autocratic management approach, which may hinder open communication and limit employee input. Additionally, 10.9% noted a non-intervention style, allowing employees more autonomy, potentially fostering a sense of empowerment. These findings highlight the connection between management style and employee voice, indicating that a democratic approach aligns with the promotion of active participation and potentially contributes to improved organizational performance.

Table 2*Importance of Employee voice in an organization*

Reasons	Frequenc y	Percentag e	Cummulative percentage
Increase productivity	33	32.7	32.7
Innovation	14	13.9	46.6
Organization Improvement	26	25.7	72.3
Building trust and relationship	28	27.7	100
Total	101	100	

This table provides insights into the perceived importance of employee voice in the context of organizational performance. The data, drawn from employees' perspectives on why their voices matter, reveals that the most commonly cited reason is the potential to increase productivity (32.7%). This underscores the belief that when employees are encouraged to voice their ideas and concerns, it can lead to enhanced workplace productivity. Additionally, 46.6% highlighted innovation, suggesting that organizations recognizing and valuing employee input can foster a culture of innovation. Furthermore, 72.3% expressed the belief that employee voices contribute to overall organizational improvement, emphasizing the pivotal role of employees in shaping an organization's success. Lastly, 27.7% mentioned building trust and relationships, signifying that employee voices play a crucial role in fostering positive workplace relationships. This data underscores the significance of employee voice as a catalyst for enhancing organizational performance through innovation, trust-building, and overall improvement.

Table 3*Reasons for employee not being able to voice out*

Reasons	Frequency	Percentage	Cumulative percentage
Lack of confidence	46	45.5	45.5
Damage own reputation	9	8.9	54.4
Fear of rejection	43	42.6	97
Bad past experience	3	3	100
Total	101	100	

Table 3 offers an understanding of the obstacles employees face when attempting to voice their concerns or ideas. These obstacles are essential to consider when discussing the importance of employee voice in organizational performance. Among respondents, 45.5% reported a lack of confidence as the primary barrier, suggesting that employees may hesitate to speak up due to self-doubt. Additionally, 54.4% mentioned concerns about damaging their own reputation, highlighting the potential consequences employees

fear when sharing their thoughts. A significant portion (42.6%) indicated fear of rejection, emphasizing the psychological barriers employees may encounter. Lastly, 3% cited bad past experiences, revealing that previous negative encounters with voicing opinions could discourage future contributions. Recognizing these obstacles is vital for organizations aiming to create environments that encourage and support employee voice to enhance organizational performance.

Table 4

Communication and Feedback Channel

Type	Frequency	Percentage	Cumulative percentage
Direct feedback to HR depart	25	24.8	24.8
Team meetings	40	39.6	64.4
Direct feedback to supervisor	28	27.7	92.1
Feedback box	8	7.9	100
Total	101	100	

Table 4 offers insights into the existing communication and feedback channels within the organization, which can significantly impact the effectiveness of employee voice. The data indicates that 39.6% of employees rely on team meetings as a channel for expressing their thoughts and ideas, emphasizing the importance of structured group discussions. Additionally, 27.7% opt for direct feedback to their supervisors, indicating the role of immediate superiors in facilitating employee voice. Furthermore, 24.8% prefer providing feedback directly to the HR department, showcasing the significance of HR's involvement in promoting employee voice. Lastly, 7.9% utilize feedback boxes, highlighting the need for anonymous channels where employees can voice concerns without fear of repercussions. This data underscores the diverse range of communication channels available within the organization and the importance of these channels in enabling employee voice, which in turn can influence organizational performance.

Table 5

Employee opinion and rank on what maximizes the representation to employee voice from 1 to 5

In this survey, respondents were asked to rank the factors that, in their opinion, maximize the representation of employee voice on a scale of 1 to 5, with 5 indicating the highest significance.

Aspect	Mean Rank
Good Relationship between the employee and the organization	4.13
Informal communication between both the leaders and the employees	4.06
Sharing of thoughts, opinions, and concerns	4.01
Sharing of thoughts, opinions, and concerns	4.00

The mean rank values provided insights into the factors considered most significant by respondents for maximizing employee representation through their voice. A good relationship between employees and the organization received the highest mean rank (4.13), highlighting the paramount importance of a positive and collaborative work environment in encouraging employees to voice their thoughts and concerns. Close behind was informal communication between leaders and employees (4.06), emphasizing the significance of open channels for interaction. Sharing of thoughts, opinions, and concerns also ranked high (4.01), reinforcing the value of organizations that actively promote employee input. The consistency in rankings for "Sharing of thoughts, opinions, and concerns" (4.00) underscores its enduring relevance. Collectively, these findings underscore the pivotal role of organizational culture and communication dynamics in maximizing employee representation through their voices.

Correlation Analysis

Table 6

Correlation between dependent and independent variables

Variables	Productivity	Employee turnover
Feedback and communication channel	.199*	-.350**
Pearson Correlation		

	Sig. (2-tailed)	0.046	0
	N	101	101
Union	Pearson Correlation	.241*	-0.056
	Sig. (2-tailed)	0.015	0.581
	N	101	101
Leadership style	Pearson Correlation	.367**	-.266**
	Sig. (2-tailed)	0	0.007
	N	101	101
Employee leadership	Pearson Correlation	0.148	-0.129
	Sig. (2-tailed)	0.141	0.199
	N	101	101

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

This table displays the findings of a correlation analysis conducted on a dataset containing 101 observations to determine the correlations between four independent variables (Feedback and communication channel, Union, Leadership style, and Employee leadership), and two dependent variables (Productivity and Employee turnover). The degree and direction of the linear link between each independent variable and the dependent variables are determined by the Pearson correlation coefficient. The findings for productivity show that the communication channel and feedback have a modest but positive connection ($r = 0.199$, $p = 0.046$), indicating a small positive association. Union also exhibits a positive association, but it is slightly stronger ($r = 0.241$, $p = 0.015$). On the other hand, leadership style exhibits a greater positive connection ($r = 0.367$, $p = 0.01$), indicating a more significant positive association with productivity. Employee leadership, however, exhibits a weaker, non-significant positive correlation ($r = 0.148$, $p = 0.141$) with Productivity. Turning to Employee turnover, Feedback and communication channel shows a significant negative correlation ($r = -0.350$, $p < 0.01$), indicating a moderate negative association. Union displays a weak, non-significant negative correlation ($r = -0.056$, $p = 0.581$) with Employee turnover. Leadership style demonstrates a significant negative correlation ($r = -0.266$, $p = 0.007$), indicating a moderate negative relationship. Finally, Employee leadership displays a weak, non-significant negative correlation ($r = -0.129$, $p = 0.199$) with Employee turnover. Overall, these findings suggest that Leadership style has the strongest positive association with Productivity, while Feedback and communication channel is most strongly linked to reducing Employee turnover.

Regression Analysis on Employee Turnover

Table 7

Model Summary of regression analysis on Employee turnover

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.386a	0.149	0.113		0.692

a Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style

This table presents the results of a regression analysis, which is a statistical method used to understand the relationship between one dependent variable and several independent variables. In this, the dependent variable (referred to as "Model") is denoted by 'R,' and it indicates that the model accounts for approximately 38.6% of the variability in the dependent variable. The 'R Square' value of 0.149 signifies the proportion of the variance in the dependent variable that is predictable from the independent variables included in the model. In this case, it suggests that about 14.9% of the variance in the dependent variable is accounted for by the independent variables. The 'Adjusted R Square' is a modified version of R Square that adjusts for the number of predictors in the model, and here it is 0.113, indicating that after considering the complexity of the model, about 11.3% of the variance is explained. The 'Std. Error of the Estimate' is a measure of the accuracy of the regression predictions, and in this case, it is 0.692.

Table 8

Model summary with moderating variable on employee turnover

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change	df1	df2	Sig. F Change
1	.386a	0.149	0.113	0.692	0.149	4.194	4	4	0.0049
2	.388b	0.151	0.106	0.695	0.002	0.221	1	5	0.64

a Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style
b Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style, organizational trust

This table provides a summary of the regression models along with information on how the addition of the moderating variable, organizational trust, affects the model's performance. In the first model (Model 1), the coefficient of determination (R Square) is 0.149, indicating that approximately 14.9% of the variability in the dependent variable is explained by the independent variables (Employee leadership, Feedback and communication channel, Union, Leadership style). The adjusted R Square, which considers the complexity of the model, is 0.113. The standard error of the estimate is 0.692, which represents the average difference between the actual and predicted values of the dependent variable. The Change Statistics section focuses on how the addition of variables affects the model. When organizational trust is introduced in the second model (Model 2), there is a slight increase in R Square from 0.149 to 0.151, suggesting that organizational trust contributes an additional 0.2% of explained variance. However, the adjusted R Square decreases to 0.106, indicating that the increase in explanatory power is not as significant when accounting for the complexity of the model. The F Change statistic (0.22) tests the overall significance of the model with the addition of organizational trust, and it is not statistically significant ($p = 0.64$), suggesting that the moderating variable does not significantly improve the model's performance. This table provides critical information about the models' performance and the significance of the added variable, 'Organizational trust,' in explaining employee turnover.

Regression Analysis on Productivity

Table 9

Model Summary of regression analysis on productivity

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.399a	0.159	0.124		0.657

a Predictors: (Constant), Employee leadership, Feedback and communication channel, Union, Leadership style

This table presents the results of a regression analysis aimed at understanding the relationship between various independent variables (predictors) and the dependent variable, which in this case is productivity. The model's overall fit is assessed through several statistics. The R value of .399 indicates a moderate positive correlation between the predictors and productivity. The R square value of 0.159 suggests that approximately 15.9% of the variability in productivity can be explained by the included predictors. The adjusted R square of 0.124 takes into account the number of predictors and the sample size, providing a slightly more conservative estimate of the model's explanatory power. The standard error of the estimate, at 0.657, represents the average deviation of actual productivity scores from the predicted values, giving an indication of how well the model predicts productivity based on the included variables. The predictors in this model are Employee Leadership, Feedback and Communication Channel, Union, and Leadership

Style. These variables were used to analyze their individual and combined effects on productivity.

Table 10

Model Summary with moderating variable on productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df 2	Sig.	F Change
1	.399a	0.159	0.124	0.657	0.159	4.542	4	6	0.002	9
2	.468b	0.219	0.178	0.636	0.06	7.269	1	5	0.008	9

a Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style

b Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style, organizational trust

This table represents the results of a regression analysis with the aim of understanding how organizational trust, as a moderating variable, influences the relationship between the independent variables and the dependent variable, which is productivity. In the first model, the R square value of 0.159 indicates that approximately 15.9% of the variability in productivity is explained by the included predictors, without considering the moderating effect of organizational trust. The second model, which incorporates organizational trust as an additional predictor, shows an increase in the R square value to 0.219, meaning that the model now accounts for approximately 21.9% of the variability in productivity. The adjusted R square values (0.124 for the first model and 0.178 for the second model) consider the number of predictors and sample size, providing more conservative estimates of the models' explanatory power. The standard error of the estimate in the second model is 0.636, indicating how well the model predicts productivity, considering all the included variables. The change statistics reveal that the addition of organizational trust as a predictor significantly improved the model's performance, as evidenced by the F Change of 7.269 and a p-value of 0.008. This suggests that organizational trust plays a significant role in influencing the relationship between the independent variables and productivity.

Discussion

The provided list of academic articles offers a comprehensive overview of the multifaceted concept of employee voice and its profound impact on organizational performance. These studies delve into various dimensions and mechanisms underlying the relationship between employees' voices and the effectiveness of organizations.

Several of these articles highlight the significance of trust as a mediator in the employee voice-performance dynamic. Aryee, Budhwar, and Chen (2002) underscore the pivotal role of trust in linking organizational justice and work outcomes. Trust acts as a bridge, allowing for constructive feedback and open dialogue within the organization, ultimately contributing to improved performance. Additionally, Huang, Van de Vliert, and Van der Vegt (2005) examine strategies to combat the culture of silence within workplaces, emphasizing the importance of creating an environment where employees feel safe to voice their opinions. This highlights the need for organizations to foster a culture of trust and psychological safety, enabling employees to speak up without fear of retribution.

Leadership style and its influence on employee voice are also a recurring theme in these articles. Transformational leadership, as investigated by Azka et al. (2011), is found to have a positive impact on employee engagement and performance. Such leadership encourages employees to voice their ideas and concerns, which, in turn, can drive innovation and enhance overall organizational performance. Moreover, the mediating role of psychological ownership in this relationship highlights the psychological aspects that influence the willingness of employees to contribute their voices.

Furthermore, these articles acknowledge the diversity of factors and contexts that shape employee voice. Gill and Meyer (2013) delve into the role of unions in promoting employee voice and high-performance work practices, illustrating how external factors can intersect with internal mechanisms to impact organizational outcomes. In contrast, Martinez Martinez and Fernandez Hurtado (2018) explore the role of internal communication in enhancing productivity, underscoring the importance of effective communication channels for facilitating employee voice and its positive repercussions.

Conclusion and Implication

This article explores the intricate connection between employee voice and organizational performance. For this, the article takes into hand the relationship between productivity and employee leadership, feedback and communication channel, union and, leadership style along with employee turnover and employee leadership, feedback and communication channel, union, leadership style. The information about the connections between these variables are shown by the regression and correlation studies. Leadership style and feedback and communication channel appear as a key-factors connected with productivity in the context of employee turnover, highlighting the significance of the factors in promoting organizational success. With a small rise in explained variance but a lack of overall statistical significance, the addition of the moderating variable, organizational trust, provides mixed results.

On the other hand, when analyzing productivity, the model performs much better when organizational trust is added as a moderating component. This indicates that the connection between independent factors and productivity is significantly influenced by organizational trust. The analyses as a whole highlight how various elements interact intricately and have diverse effects on organizational results.

This study emphasizes the significance of creating an office environment that values employee input and is supported by open leadership practices and organizational trust.

An environment like this has the ability to raise company performance to new heights in addition to encouraging creativity, fostering pleasing relationships, and improving employee engagement. Organizations must understand that the aggregate knowledge, worries, and recommendations of their staff are vital resources that should not be neglected if they are to succeed in today's dynamic and competitive environment.

This implies that an employee preferred leadership style and better feedback culture will help retain employees which may slightly but not largely affect the productivity of the organization. However organizational trust, if increased, along with good leadership style, better performance of union, better feedback culture and higher employee leadership will increase productivity of the organization. So, policy of organizations should be updated so that leadership style is more democratic, feedback and communication is encouraged, active participation of union and employee leadership is promoted. Management should be dynamic in a way that employee voice is heard and organization trust is increased. Research on future may be conducted in larger sample collected from more industry types and in different places as the study has been conducted only in Kathmandu.

Acknowledgment

The authors would like to thank stakeholders who took advantage of the chance to voluntarily participate in this study. The authors would also like to thank everyone and all sources that have contributed in various ways and improved the work.

Conflict of Interest

The Authors declare that there is no conflict of interest.

Funding

There was no external source of funding for the research.

References

- Aryee, S., Budhwar, P., & Chen, Z. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23, 267–285. <https://doi.org/10.1002/job.138>
- Azka, G., Tahir, M. Q., M, A. K., & Syed, T. H. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391–7403. <https://doi.org/10.5897/ajbm11.126>
- Bhattarai, G., Budhathoki, P. B., Rai, B., & Karki, D. (2024). Detrimental impact of employees' job demand on their workplace incivility behaviour: Restorative role of self-efficacy. *International Journal of Management and Sustainability*, 13(1), 26–39. <https://doi.org/10.18488/11.v13i1.3593>
- Gill, C., & Meyer, D. (2013). Union presence, employee relations and high performance work practices. *Personnel Review*, 42(5), 508–528. <https://doi.org/10.1108/PR-07->

2011-0117

- Huang, X., de Vliert, E. Van, & der Vegt, G. Van. (2005). Breaking the Silence Culture: Stimulation of Participation and Employee Opinion Withholding Cross-nationally. *Management and Organization Review*, 1(3), 459–482. <https://doi.org/DOI:10.1111/j.1740-8784.2005.00023.x>
- Leshem, S., & Trafford, V. (2007). Overlooking the conceptual framework. *Innovations in Education and Teaching International*, 44(1), 93–105, DOI: [10.1080/14703290601081407](https://doi.org/10.1080/14703290601081407)
- Martinez Martinez, L. A., & Fernandez Hurtado, S. R. (2018). Internal Communication Issues in the Firms: Does It Affect the Productivity? *Review of European Studies*, 10(2), 1. <https://doi.org/10.5539/res.v10n2p1>
- Mudor, H. (2011). Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioral Studies*, 2(2), pp.41-49. <https://doi.org/10.22610/jebms.v2i2.220>
- Prayogi, M. A., & Lesmana, M. T. (2021). *The Influence of Leadership Style and Motivation on the Performance of Employees BT - Proceedings of the Conference on International Issues in Business and Economics Research (CIIBER 2019)*. 122–127. <https://doi.org/10.2991/aebmr.k.210121.019>
- Knoll, M., Mowbray, P. K., & Dundon, T. (2021, June 4). *New Trajectories in Worker Voice: Integrating and Applying Contemporary Challenges in the Organization of Work*. Retrieved from Britist Journal Management: <https://doi.org/10.1111/1467-8551.12528>
- Ahmed, Z., Shields, F., White, R., & Wilbert, J. (2010). Managerial communication: The link between frontline leadership and organizational performance. First Annual General Business Conference Proceedings, 69. Retrieved from https://www.academia.edu/download/42805233/DETERMINING_MEAN_DIFFERENCES_BETWEEN_HBC20160218-28794-gjnd4t.pdf#page=70
- Akinwale, O. E. (2019). Employee voice: Speaking up in organisation as a correlate of employee productivity in oil and gas industry: An empirical investigation from Nigeria. *Serbian Journal of Management*, 14(1), 97–121.
- Alfayad, Z. & Arif, L. S. M. (2017). Employee Voice and Job Satisfaction: An Application of Herzberg Two-factor Theory . *International Review of Management and Marketing* , 7 (1) , 150-156 . Retrieved from <https://dergipark.org.tr/en/pub/irmm/issue/32094/355418?publisher=http-www-cag-edu-tr-ilhan-ozturk>
- Ashiru, J.-A., Erdil, G. E., & Oluwajana, D. (2022). The linkage between high performance work systems on organizational performance, employee voice and employee innovation. *Journal of Organizational Change Management*, 35(1), 1–17.

- Batt, R., Colvin, A. J. S., & Keefe, J. (2002). Employee voice, human resource practices, and quit rates: Evidence from the telecommunications industry. *ILR Review*, 55(4), 573–594.
- Benson, J. (2000). Employee Voice in Union and Non-union Australian Workplaces. *British Journal of Industrial Relations*, 38(3), 453–459. doi:10.1111/1467-8543.00173
- Benson, J., & Brown, M. (2010). Employee voice: does union membership matter? *Human Resource Management Journal*, 20(1), 80–99. doi:10.1111/j.1748-8583.2009.00116.
- Boxall, P. F., Purcell, J., & Wright, P. M. (Eds.). (2007). *The Oxford handbook of human resource management*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199547029.001.0001>
- Budd, J. W., Gollan, P. J., & Wilkinson, A. (2010). New approaches to employee voice and participation in organizations. *Human Relations*, 63(3) 303–310.
- Chen, S.-J., Wang, M.-J., & Lee, S.-H. (2018). Transformational leadership and voice behaviors. *Personnel Review*, 47(3), 694–708. <https://doi.org/10.1108/PR-01-2017-0016>
- Chin, T. (2013). How Ethical Leadership Encourages Employee Voice Behavior in China: The Mediating Role of Organizational Harmony . *International Business Research*, 15. <http://dx.doi.org/10.5539/ibr.v6n10p15>
- Dahal, R. K., Bhattarai, G., & Karki, D. (2020). Management accounting practices on organizational performance mediated by rationalized managerial decisions. *International Research Journal of Management Science*, 5(1), 148-169. <https://doi.org/10.3126/irjms.v5i1.35870>
- Dedahanov, A. T., Lee, D. H., Rhee, J., & Yoon, J. (2016). Entrepreneur’s paternalistic leadership style and creativity: The mediating role of employee voice. *Management Decision*, 54(9), 2310-2324.
- Detert, J. R., & Edmondson, A. C. (2011). Implicit voice theories: Taken-for-granted rules of self-censorship at work. *Academy of Management Journal*, 54(3), 461–488.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611.
- Dwomoh, G. (2012). The relationship between employee voice and organizational performance at electricity company of Ghana. *European Journal of Business and Management*, 4(6), 1-6.
- Hammer, T. H., Landau, J. C., & Stern, R. N. (1981). Absenteeism when workers have a voice: The case of employee ownership. *Journal of Applied Psychology*, 66(5), 561–573. <https://doi.org/10.1037/0021-9010.66.5.561>
- Holley, E. C., Wu, K., & Avey, J. B. (2019). The Impact of Leader Trustworthiness on Employee Voice and Performance in China. *Journal of Leadership &*

- Hosseini, E. S., Ardekani, S. S., Sabokro, M., & Salamzadeh, A. (2022). The study of knowledge employee voice among the knowledge-based companies: the case of an emerging economy. *REGE - Revista De Gestão*, 29(2), 117–138. <https://doi.org/10.1108/rege-03-2021-0037>
- Joseph, S., & Shetty, N. (2022). An empirical study on the impact of employee voice and silence on destructive leadership and organizational culture. *Asian Journal of Business Ethics*, 11(S1), 85–109. <https://doi.org/10.1007/s13520-022-00155-0>
- Joshi, S. P., Dahal, R. K., Karki, D., & Ghimire, B. (2024). Consumer behavior and decision-making in health insurance policy purchases in Nepal. *Nepalese Journal of Insurance and Social Security*, 7(1) 100-116. <https://doi.org/10.58665/njiss.66>
- Kaufman, B. E. (2001). The theory and practice of strategic HRM and participative management: Antecedents in early industrial relations. *Human resource management review*, 11(4), 505-533.
- Kim, J., MacDuffie, J. P., & Pil, F. K. (2010). Employee voice and organizational performance: Team versus representative influence. *Human Relations*, 63(3), 371–394.
- Li, Y., & Sun, J. M. (2015). Traditional Chinese leadership and employee voice behavior: A cross-level examination. *The Leadership Quarterly*, 26(2), 172-189.
- Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *Academy of Management annals*, 5(1), 373-412.
- Narayanan, S., & Nadarajah, D. (2022). Person-organisation fit, employee voice, and knowledge productivity: the moderating role of perceived voice opportunity. *Knowledge Management Research & Practice*, 1-13.
- Nazir, S., Shafi, A., Asadullah, M. A., Qun, W., & Khadim, S. (2020). Linking paternalistic leadership to follower's innovative work behavior: the influence of leader–member exchange and employee voice. *European Journal of Innovation Management*, 24(4), 1354-1378. doi:10.1108/ejim-01-2020-0005
- Pyman, A., Cooper, B., Teicher, J., & Holland, P. (2006). A comparison of the effectiveness of employee voice arrangements in Australia. *Industrial Relations Journal*, 37(5), 543–559. <https://doi.org/10.1111/j.1468-2338.2006.00419.x>
- Rasheed, M., Shahzad, K., Conroy, C., Nadeem, S. M., & Siddique, M. H. (2017). Exploring the role of employee voice between high-performance work system and organizational innovation in small and medium enterprises. *Journal of Small Business and Enterprise Development*, 24(4), 670–688. <https://doi.org/10.1108/jsbed-11-2016-0185>
- Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: connections and consequences. *The International Journal of Human Resource Management*, 24(14), 2780–2798. <https://doi.org/10.1080/09585192.2013.763843>

- Salas-Vallina, A., Alegre, J., & López-Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management, 60*(3), 333-347.
- Spencer, D. G. (1986). Employee Voice and Employee Retention. *Academy of Management Journal, 29*(3), 488–502. doi:10.5465/256220
- Wu, W., Tang, F., Dong, X., & Liu, C. (2015). Different identifications cause different types of voice: A role identity approach to the relations between organizational socialization and voice. *Asia Pacific Journal of Management, 32*(1), 251–287. <https://doi.org/10.1007/s10490-014-9384-x>
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal, 44*(4), 682–696.
- Shipton, H., Kougiannou, K., Do, H., Minbashian, A., Pautz, N., & King, D. (2023b). Organisational voice and employee-focused voice: Two distinct voice forms and their effects on burnout and innovative behavior. *Human Resource Management Journal*. <https://doi.org/10.1111/1748-8583.12518>
- Matsunaga, M. (2014). Development and Validation of an Employee Voice Strategy Scale through Four Studies in Japan. *Human Resource Management, 54*(4), 653–671. <https://doi.org/10.1002/hrm.21636>
- Gopasandra Venkataramappa, R. (2022). *A study on how employee voice impact the organizations success in the information technology sector?* (Doctoral dissertation, Dublin, National College of Ireland). <https://norma.ncirl.ie/5873/>
- Shakya, R., & Karki, D. (2025). Digital finance adoption, emerging trends, and customer satisfaction: A bibliometric analysis. *Interdisciplinary Journal of Innovation in Nepalese Academia, 4*(1), 69-90. <https://doi.org/10.32674/hr1c3v31>

Author's BIO

Puspa Kharel is affiliated with Nepal Commerce Campus and has research interests in organizational behavior, employee engagement, and workplace communication. Her academic work particularly focuses on employee voice and its role in enhancing organizational performance and employee well-being.

Note: The authors acknowledge the use of AI-assisted tools (such as Quillbot and ChatGPT) strictly for editing language, improving readability, and grammar checking. No AI tools were used for data analysis, interpretation, or the creation of original scientific content. The authors take full responsibility for the accuracy and integrity of the manuscript.