EMPLOYEE VOICE BEHAVIOR AT INDIVIDUAL AND ORGANIZATIONAL LEVEL: AN INTEGRATIVE REVIEW

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Abstract

Purpose: Employee voice has been a significant concept under the field of organizational behaviour. However, its concept is largely fragmented particularly at the individual level and organizational level, therefore, it causes a lack of integrative framework and theories. For developing an integrative framework, this study intends to review and synthesize the employee voice literature.

Design/methodology/approach: An integrated review is done specifically in the discipline of organizational behavior. For the final review, 45 studies were identified and included.

Findings: Based on the Social Exchange Theory, the findings from the study suggest the factors at two levels (individual and organizational) that can help influence employees to promote their voice. To conclude, the proposed integrative framework will help OB researchers to enhance their understanding of the employee role in influencing organizational decisions.

Practical Implications: The results of the study shows that the proposed integrative framework will assist managers and practitioners to enhance the employee voice behavior within an organization.

Originality:

Focused on the literature of employee voice behavior, the research made contributions to the factors: psychological contract, psychological empowerment & Leader-Member-Exchange at individual-level and innovation orientation, organizational Trust & empowering leadership on the organizational front to develop an integrative framework.

Keywords: Employee's Voice, innovation, psychological empowerment, psychological contract, empowering leadership, organizational trust, integrative review.

INTRODUCTION

This term" employee voice" has gained great popularity especially in the area of human resource management (HRM).

When it comes to the betterment of the organization, resolving organizational problems and participating in the decision-making process, there is a unanimity that how employee voice can address and contribute to solving each of these issues (Mowbray et al., 2015). The idea of an employee's voice is reinforced by the notion that having control over organization decision making is the democratic right of the employee (Wilkinson et al., 2018). Recently, a new concept that has captured much of the researcher's attention is a different meaning of voice. This different perspective considers voice as behavior that makes constructive challenges to bring positive outcomes.

Furthermore, the literature stresses the need to provide better opportunities for the employees by channeling their concerns through their voices to gain massive organizational benefits. Thus making employee voice, a very powerful tool at the organizational level (Hatipoglu & Inelmen, 2018). Employee voice plays an important role in organizational decision making, this thought started to be considered as primitive and useless as this saying has either been forgotten or mixed with various other issues making it irrelevant to have an impact on the organization. As per the views of Barry and Wilkinson (2016) employee voice, is a good example of prosocial behavior whereby the employee takes care of other employees by voicing their concerns. The purpose behind doing all this is to help the employees and the organization so both could grow together as a strong society. When the employees are satisfied with their employers, the result is increased productivity by the employees and they are further willing to do things that are not part of their job description thus, going an extra mile for the organization (Soch& Aggarwal, 2013). As per the observation of Boxalsl and Purcell in 2008, every organization wants to make an effective decision and employee voice is a very powerful tool to make the decisions effective. Participation of the employees in the organizational decision making

empowers them to be part of the strategic decision-making process. As per CIPD (2017), workforce voice is an effective procedure of communication between the employers and the employee. For an employer, it is very important to inquire and address the workplace concerns of the employee. This is how matters that affect employees at work can be effectively brought into notice and addressed. Furthermore, promoting workforce voice will have a very positive impact on the organization as a whole because now the employees can give their feedback, suggestions and generate new ideas. Perhaps the voice of the employee results in a mutual gain for both employer and employee (Dundon et al, 2004). The different variation in the literature related to employee voice has created hindrance for the OB scholars to produce, enhance and link the context to the employee voice ((Barry & Wilkinson, 2016b; Kwon & Farndale, 2020; Mowbray, Wilkinson & Tse, 2014). Since the prime concepts of employee voice vary greatly, there is a need to create an integrative review on this subject. This study aims to reanalyze employee voice literature and link it with the organization, keeping its core principle into consideration.

It is important to fully understand these factors, as it plays a very important role in organizational behavior. This study aims to help the researchers in examining these factors and how they are responsible for influencing the discipline of organizational behavior through an abstract outline. Furthermore, this outline can be really helpful in bridging the gaps between the study findings and modern decision-making practices. A prime focus is made on the individual as well as the organizational level. The features of voice behavior are very distinctive at an individual and an organizational level. Thus, individual attention is needed. To conclude, this study suggests a conceptual outline that will help in providing direction to other future researchers who will study this fact through experience or observation rather than theories of HR management.

METHOD

To produce voice literature, an integrative study review was conducted and to analyze the data, an extensive assessment of voice study was measured. This assessment aimed to evaluate voice scholastic work which includes studies such as academic journals, academic books and published studies. Due to the widespread popularity of Google scholar which is widely used for theoretical study, the scholars for this purpose used the database of Google Scholar to obtain data for their research. To extensively examine the assessment of voice-related literature, the scholars searched in multiple segments of voice behavior like employee voice at an individual level, employee voice at workplace, the psychological process involved during employee's voice, employee voice as an innovation, raising employee voice through psychological empowerment and empowering leadership, employees trust in their organization as keywords. As part of the study, we examined journals related to behavior, journals related to organizational behavior, journal related to applied behavioral science and journals related to behavioral and psychological science. With the help of an ancestry approach, we were finally able to search for the references that were important for our subject in a predetermined research area. For the study that was undertaken, the evaluation highlighted 89 research areas. The next phase was to filter these studies for relevant material. In this phase, the scholars examined each research to establish important elements of employee's voice behavior for the research to stay relevant. For this purpose, all the potential articles that somehow linked to employee voice behavior were taken into consideration, after which all the research that was either unclear or irrelevant was omitted for research purposes. During the process, all the articles which had the same matter were also excluded from the research. Due to this, we are now left with around 45 studies. The first table reflects and summarizes the research data to reflect the concept behind the employee's voice.

Table-1 Summary of employee voice at individual level and organization level

Studies	Conceptualization of Employee Voice	Individual-level Factors			Organizational-level Factors		
		Psychological Contract	LMX	Psychological Empowermen	Innovation Orientation	Empowering Leadership	Organizationa l Trust
Weiss & Morrison (2019a)	Quality social status of employees with their supervisor encourage them to raise their voice.		✓				
Gao, A., Jiang, J., & Yang, B. (2019)	Leaders' power sharing behavior increases employees' participation to express their opinions.					✓	

Author	Statement						
Lapointe & Vandenberghe (2018)	The one to one psychological connection is highly beneficial for promoting employee voice	✓					
Yixin Hu et al., (2018).	Psychological empowerment motivate employees to show proactive behavior such as voice behavior.		✓				
Chung (2018)	Psychological empowerment refer one's perception of feeling competent and that facilitate their voice behavior		✓				
Hatipoglu & Inelmen, (2018)	Employees trust in their organization is a strong predictor of their extra-role behavior such as voice behavior						✓
Kim et al., (2018).	Empowering leaders can influence their relationship with employees and make them available to express their meaningful insights.					✓	
Yungui Guo (2017)	When employees perceive that their organization failed to fulfill their obligations, they would likely to withhold their voices.	✓					
Holland, Cooper, & Sheehan (2017).	A quality relationship between supervisor & employees based on exchange benefits.		✓				
Jiang et al., (2017)	Employees trust in organization make them willing to respond positively to the organization						✓
CIPD Report (2017)	Creating voice opportunities for employees is one of the fundamental aspects to ensure their quality employment relationship.		✓				
Kong, H., Sun, N., & Yan, Q. (2016)	Psychological empowerment has been proved to encourage and aspire employees to share productive ideas.		✓				
Yan and Xiao, (2016)	A good relationship of supervisor with his/her employees aspire them to express meaningful suggestions.		✓				
Chan Simon C. H. & Yeung Davey, (2016).	Empowerment allow employees to think positively about their behavior and role.		✓				
Zhang et al., (2015).	Contextual factors such as, supervisor support increases the willingness of employee to raise their voice		✓				
Wilkinson, Gollan& Marchington, (2014)	Employee's voice in terms of their ideas and creativity are necessary to support and improve organizational performance				✓		
Janssen & Gao, (2015).	Supervisors are supposed to show their responsiveness to provide the opportunities through which employees feel safely to speak up.		✓				
Qi & Ming-Xia (2014)	Organizational trust plays an important role in getting employees voice in high-quality decision making process.						✓
Anderson, Ones, Sinangil & Viswesvaran, (2014).	If employees perceive that they have opportunities to advance their views, this is likely to positively affect towards their attitude and relationship	✓					
(Wang et al., 2014).	Social exchange theory suggests that employees genuinely expose their voice based on reciprocating behavior of their supervisors.		✓				
Beer (2014)	It is worth noting that employees' high satisfaction level comes with high levels of psychological commitment.	✓					

Rees et al, (2013)	Employees driven innovation through their voice help organizations to cut costs and grow their business.			✓			
Marchington et al, (2013).	Voice behavior refer any attempt to all the innovative change rather than escape from an objectionable state of affairs.			✓			
Smither and London, (2013).	EV can be successful only when employees have right to control their psychological level.	✓					
Marchington et al, (2013).	Employee voice is an antecedent of innovation. I.e. ideas implementation.			✓			
Raub and Robert (2012)	When employees get psychologically empowered, they show active orientation to their work.		✓				
Brown & Heywood, (2012)	Organizations can boost innovation and creativity through enabling employees to take part in dialogue concerning matters.			✓			
Lansbury and Wailes, (2012)	Voice is an opportunity to have a say in providing creative ideas to improve the organizational decisions.			✓			
Farndale et al. (2011).	Based on social exchange paradigm, trust between employees and organization create a favorable situation.						✓
Detert and Edmondson (2011)	Proving opportunities to employees to speak up is vital for their strong psychological contract.	✓					
Whiting et al, (2011)	When employee perceives that his/her employer failed to fulfill his obligations, they show less concern to raise their voice.	✓					
Barry & Wilkinson, 2016c; Mayer & Gavin, (2005)	Employees trust in their organizations encourages their behavior to share creative ideas even in risk taking situations.						✓
Fred O. Walumbwa, Chad A. Hartnell, & Adegoke Oke, (2010).	When employees empowered by their leaders, they contribute much more in having organization's positive outcomes.					✓	
Strebler and Baldwin, (2010)	Employee voice is a matter of mutual understanding between employee and employer.	✓					
Walumbwa et al. 2012; Walumbwa &Schaubroeck, (2009).	Supervisor can reciprocate the treatment of employees' voice by treating them as valued employees.		✓				
Dietz, Wilkin-son, & Redman, (2009).	Innovation through employee voice is significant for all organizations for their sustainable performance.			✓			
Detert and Burris, (2007)	Leaders are critical to process the employees voice because voice refers a discretionary behavior i.e. extra-role behavior.		✓				
Van Dyne et al, (2003).	Psychologically attached employees have a sense of pride towards the organization and feel positive to speak up about organizational concerns.	✓					
Brown and Heywood, (2002)	Employee Participation is essential for carrying out creative ideas and management employee interrelationship.			✓			
Rousseau, Stikine, Burt and Camerer (1998)	Assurance to fulfil employee future obligations by employer will increase their potential to suggest creative ideas.	✓					
Spencer, (1986)	Psychological contract is an important attribute can influence employee voice effectively.	✓					

LITERATURE REVIEW

Voice Behaviour

The familiarization with the concept of employee voice dates back to more than 100 years. In the year 1970 Hirschman introduced the concept of employee's voice. He was the first one to observe employee's behavior to bring positive changes in them rather than living and supporting the unproductive and incompetent status quo (Maynes & Podsakoff, 2014).

It is that voice that focused primarily on bringing innovative ideas for positive change, new suggestions and opinions to enhance the working environment. It, therefore, represents a collective voice intended to bring a good change in organizations as well as the jobs. (Ng & Feldman, 2012)

Morrison (2011)highlighted a type of voice behavior from the perspective of an employee. The behavior was concerned for the self-safety of an employee as the employee behavior can sometimes bring negative results in an organization because of the higher authorities present at the top level.

Therefore, employees sometimes remain silent and do not speak up even for their rights. They have a fear of being treated with injustice. This injustice because of employee voice is a common practice by many top-level persons in power. Terms like " quiescent and defensive silence" are often used to describe this situation. Thus, voice can be a result of straining relationships and may harm others.

Now and then employees working within the organization are faced with a situation whereby voicing their concerns becomes very important as it is not only a source of highlighting their concerns but also a medium through which useful ideas and techniques can be exchanged to minimize the loopholes in the process. In the last few years, several types of researches based on theoretical and realistic perspectives have been conducted to better understand the technicalities of employee's voices and their effect on individuals, workgroups and organizations (Burris et al., 2017a). Based on previous research, the interaction between the employees and supervisors can be highly beneficial as when the employees voice their concerns it is mostly related to highlighting the problem and in some cases suggesting a solution, thus working together to improve the process for making it efficient and effective (Ng and Feldmant, 2012). Another very important impact of employee voice is the improvement in the overall functioning of the workgroups which can quickly be highlighted and addressed by the managers either by revising the strategy or improving the organizational policies. In a highly competitive environment, it is very critical for managers to understand and promote employee voice behavior(Burris et al., 2017b). A considerable amount of previous studies have demonstrated that when employers allow employees to process their voice at both the individual level and organizational level, they become more empowered and willing to share their positive and authentic concerns for the betterment of organization (Li & Sun, 2015; Milliken et al., 2015; Venkataramani et al., 2016; Wang et al., 2016). This study focuses on how the integration of individual-level factors and organizational-level factors with employee voice can help organizations to enhance and strengthen employee control over the overall work process as positive feedback and consistency, both are equally important in relaying proper statement in objectives oriented level. Factors such as, psychological contract, psychological empowerment, and LMX at the individual level and innovation orientation, organizational trust, and empowering leadership at the organizational level are discussed.

The Theoretical Model

Social Exchange Theory

In the early 1970s, researchers like Emerson published the theory on social exchange. As per the social exchange theory, as more and more interaction occurs between individuals over a while, they feel more obliged to return the favor and support received from the other person, this custom is known as reciprocity. If this social cycle of reciprocity completes, it results in the creation of a trusting and loyal relationship (Cropanzano & Mitchell, 2005). As per the theory of social exchange, both human relationships and social behavior are interconnected with each other. Before getting into any relationship, it is natural for people to assess the pros and cons of getting into it. The theory of social exchange has its implication in the workplace as well. To say the least, as per the latest research it would be correct to ascertain it as one of the most theoretical standards in the organization's behavior (Piening et al, 2013).

The social exchange theory helps us by connecting the link between voice and the result by determining the fact that social relationships will always be established based on giving and taking between the parties. If the employees have the freedom to participate in decision making and being part of the overall process, they are more likely to get motivated and perform well. This in return will lead to the employee going out of the way to perform for the organization, thus increasing the commitment towards it.

Individual-level Factors

Psychological Contract

The psychological bond is the advancement of intellectual and social development. As per the behavioral and social grounds, employee voice is influenced greatly by the individual psychological contract. This influence can be both negative and positive. (Yungui Guo, 2017a).

Employers get a bundle of advantages by providing voice opportunities to employers. Since voice keeps the employees motivated and gives them a feeling of being valued, there are fewer chances for them to quit (Lewin & Mitchell, 1992).

The literal meaning of voice within an organization refers to the ability of the employees to speak up about their routine tasks and other decisions in which they are somehow involved. As per the psychological standpoint, a employee's voice has two different as well as relevant meanings within an organization.

The first meaning refers to the fact that employees feel satisfied when they reveal what they feel. For instance, we feel uncomfortable and do not like to perform certain tasks in our workplace. (Whiting et al, 2011). When we get an opportunity to speak what we feel and reveal what's in our mind, we take it positively. We start taking more interest in our projects. This directly impacts business productivity (Strebler & Baldwin, 2010).

OCB that stands for organizational citizenship behavior was thoroughly researched since the last few years and voice behavior became an important aspect of it. The OCB is intended to bring positive changes and suggestions inside an organization. Voice behavior comprises three main characteristics, which are challenge-oriented, potentially risky and discretionary (Van Dyne & Le Pine 1998).

Initiating a voice can sometimes be extremely risky. It is because it pinpoints the policies and strategies that have been designed in advance by the higher authorities. By speaking up, the employees seem to target higher managers and supervisors. These people enjoy the authority of monitoring the allowances, punishments, promotions and pay. Sudden changes in any of these things highlight the behavior of the higher authority in response to voice (Lapointe & Vandenberghe, 2018). If an employee realizes that the cost of voice is much higher than the benefits, he starts remaining silent and this behavior is permanently withdrawn (Dyne et al., 2003).

On the other hand, (Yungui Guo, 2017b) is of the view that if employees do not get the opportunity to speak about their views and opinions, or think that their suggestions are less likely to make a positive change in the firm, they will not be able to develop long-term relationships with their managers and their productivity will be influenced. In an organization, if the employees feel that their voice is being heard, that they are being given attention and that the issues that directly affect them are being resolved then in such organizations employee voice will exist. The psychological agreement of associating employment with multiple relationships with the management is rewarded with services and compensation.

This, as a result, leads the employee to be less helpful with the strategies designed by the management. However, this can be made possible by combining the efforts of multiple employees to achieve results that cannot be achieved independently (Anderson, Ones, Sinangil & Viswesvaran, 2014).

Moreover, when the relation between the management and employee is at an all-time high, this leads to a clear flow of communication thus enabling the organization to resolve all its internal issues without third party mediation. This certainly adds to the reliability of the organization (Smither and London, 2013). To make positive communication EV should be utilized. EV assists in growing the psychological level of employees which ultimately leads to growth in career. This is an essential requirement of the employee to guarantee maximum input at the workplace. Another important thing that is achieved with this process is less supervision of employees thus giving management more resources to devise and revise strategies.

Proposition 1: Psychological contract positively influences employee voice behavior.

Leader-Member Exchange (LMX)

The employees who get the chance to voice their concerns and opinions and be part of the decision-making process often feel valued by the person supervising them, who gave them the chance to experience employee voice thus raising their overall status in the organization (Farndale et al., 2011). This results in higher productivity by the employee along with increased effort (Rosen et al., 2011) and greater commitment to safeguarding organization values, working hard to achieve organizational objectives by even going out of the way to benefit the organization (Luchak, 2003).

The role of the leader is of utmost importance in this scenario as it is his responsibility to make the employees feel safe and comfortable while voicing their opinions for the betterment of their company. Instead, supervisors should motivate and encourage employees by giving everyone an equal opportunity to speak. When the employee's voice is heard and respected by their supervisors, it leads to the development of a positive and healthy work environment which is very fruitful for the organization (Janssen & Gao, 2015a).

The researchers found concrete pieces of evidence to this theory after they conducted a research in which both the employee and the supervisor were paired together. Researches got great support for their hypothesis. The results concluded that employee voice is associated with a high risk in comparison to other extra-role behaviors that help in making an employee participate in the decision-making process. This forced us to devise conditions under which employee voice can be helpful. This tells us that the social exchange theory partly addresses the feature of extra-role, ignoring the interpersonal risk and complications.

According to social exchange theory whenever the leader keeps the employee first by providing them with benefits, offering them assistance where required, provide timely response to them by communicating the goals and empower them to make decisions, it boosts confidence among the employees which eventually leads to building greater and strong relationships (Yan and Xiao, 2016). In this case, where employees are fairly treated and they are given equal opportunity to grow, the employees want to return the favor to the organization based on social exchange rather than economic exchange. One of the ways through which this treatment can be repaid is by participating in giving constructive ideas and solutions to the problem (Walumbwa et al. 2012; Walumbwa & Schaubroeck, 2009). As per the principle of reciprocity, employees will repay their leader if they felt comfortable and attended thus making it a very effective payback method. Based on this, it is safe to determine that the employer will encourage voice behavior in the workplace.

It is a fact that the employee when encouraged to experience employee voice, will lead to positive behavior with the organization (Dietz, Wilkinson & Redman, 2009) and the managers or supervisors because it is they who have given them this environment in which they cherish (Korsgaard et al, 1995). Thus, it can be safely assumed that this mechanism enhances the working relationship between the employees and the supervisors.

Proposition 2: LMX positively influences the employee voice behavior

Psychological Empowerment

The term empowerment has been explained by the scholars (Raub & Robert, 2013) in a very broad term which includes all the practices that encapsulate effective information sharing, allocation of power and increasing reliance on employees by forming them as teams. By empowering the employees they will require less supervision, reduce the vertical hierarchy and allow the managers to strategize rather being part of tactics that are now already being devised by the employees. According to the studies, the process of empowerment is a psychological occurrence whereby the employee owns it by feeling it rather than taking it by force (Kong et al., 2016).

When employees are given autonomy in terms of governing their actions, they feel empower and show a willingness to speak up for the betterment of the organization. Other studies show that a supportive relationship with one's leader positively influence the employees to contribute their productive opinions (Yixin Hu et al., 2018).

According to Chung (2018), the signal of voice behavior comes from the behavior of the supervisor or the manager. The channeling of information upwards within an organization is only possible if the supervisor gives respect and value to the ideas and suggestions of the employee. This behavior of the leader transmits positive vibes and a feeling of comfort and safety to the employee (Janssen & Gao, 2015b).

Further, the sense of empowerment support employees to feel inner enhancement, which in turn they express their true concern for improving the organizational functions (Chan Simon C. H. & Yeung Davey, 2016).

Proposition 3: Psychological empowerment positively influences the employee voice behavior

Organizational Level Factors

Innovation Orientation

Given the uncertainty in the market, employers need to pay more heed to the employee voice concept. There are various positive aspects of employee voice such as increased employee commitment, increased creativity, greater retention period, greater input in form of new ideas and adding more value to the organization thus increasing the overall productivity of the organization.

Apart from the positive aspects mentioned above, the revision of standard operating procedures and changes in work protocols to increase productivity are also very good examples of positive gains from employee voice. The organization can improve its performance by involving employees, giving them the environment to increase their productivity, working on and developing common objectives and creating a positive work environment where employees voice has an important role (Marchington et al, 2013). According to a recent study, the organization now wants its employee to be part of the organizational improvement process (Lansbury and Wailes, 2012). The EV aims to improve the growth of the organization by enhancing the work environment for its employees thus increasing the organization's productivity. Having said this, it is the responsibility of the management to support EV and to promote the environment where there are no restrictions for employees to voice their opinions. Moreover, the organization should utilize EV to generate data that is useful for the development of the organization. Many organizations have adopted the strategy of constantly revolving the improvement principles at the workplace so they could revise and simplify the work process with the help of the feedback received from the customer. By constantly revolving the improvement process within the organization with the feedback of employees and customers, allow the organization to work with greater efficiency and effectiveness while those who do revolve with it, now seize to exist (Rees et al, 2013).

The contribution of this evolving process and the benefits gained from it collectively known as employee voice behavior which according to recent studies appears to be increasing within the organizations who tend to innovate and revolve their work process with the input from its employees (Poole, 1986; Strauss, 2006).However, with every opportunity there is a risk involved, in this case, the employees may be hesitant to give their input in areas where it is not required or when it is not required, thus challenging the decision-makers in the organization. Therefore, it is safe to assume that if the organization wants its employee to raise their voice then it is very important that the higher management of the organization can give them that environment (Dietz, Wilkin-son, & Redman, 2009).

It can be safely said that without the input and participation of the employee, the organization will restrict the process of generating new roles and ideas which is an important part of employee job satisfaction and increasing the productivity of the organization (Brown & Heywood, 2002).

With the participation of the employees in various organizational activities, the personal involvement of the employee with the organization increases. When the personal involvement of the employee with the organization increases, it paves the way for the employee to do more for the organization thus improving overall performance and productivity (Wilkinson, Gollan& Marchington, 2014).

It has been seen that the companies employes the technique of employee involvement and employee participation to generate new ideas while their interaction with the management in the same process gives them greater job satisfaction thus leading to greater productivity (Brown & Heywood, 2012).

The involvement of the employee in the organization depends on how much the employee participates in it. Employee participation in the organization allows them to perform better thus proving that EV is a very important step in enhancing the growth and productivity of the organization.

Proposition 4: Innovation orientation positively influences the employee voice behavior

Organizational Trust

The past studies showed a good theoretical ground to express the constructive bond of organizational trust and the employee voice (Jiang et al., 2017). In an organizational context, trust plays an important role in determining an employee's positive role and behavior such as organizational citizenship behavior and voice behavior. When employees trust increases in their organization, they feel more about organizational concerns and show important contributions through their constructive opinions and ideas (Hatipoglu & Inelmen, 2018).

In the social exchange paradigm, trust develops between employees and the organization. The theory suggests that employees trust in organization motivate them to boost their potential and make them available for the organization and related work which is even not part of their job requirements. Studies show that employees' trust in their organization feels them risk-taking behavior for which they try creative ideas and suggestions that may help the organization to better understand the work-related concerns (Barry & Wilkinson, 2016b; Mayer & Gavin, 2005). Author, Qi & Ming-Xia (2014) stated that trust is a highly critical element between organizations and their employees for long term development. Employees' trust in their organization creates a positive feeling about their organizations. When employees believe that organizations trust in them and take care of their well-being, they feel more comfortable in engaging positive voice behavior even in risk-taking situations (L. Gao et al., 2011).

As per the assessment of Farndale et al(2011) voice enables the employees to show their opinions and develop a perception that their input is highly concerned by the organization. This gives rise to the development of employee trust and a good relation between an employee with senior management.

Proposition 5: Organizational Trust positively influences the employee voice behavior

Empowering Leadership

Employees are becoming the most increasing and emerging source for organizational success where their contribution beyond their formal job requirement entails specific attention to facilitate positive outcomes (Fred O. Walumbwa, Chad A. Hartnell, & Adegoke Oke, 2010). The role of a leader to empower the employees has been crucial and significant over the decade; in fact, organizational leaders progressively executing criteria through which employees feel empowered or powerless(Liang et al., 2017).

The grounded approach of empowering leadership is creating a positive relationship with their employees to shape their behavior such as voice behavior(A. Gao et al., 2019). When leaders support their subordinates, stay responsive and develop their confidence through the interchange of ideas and encourage self revaluation by helping them in setting up performance standards, they feel more enthusiastic to say something in favor of the organization (Chang, 2016). Self-determination theory suggests that empowering leaders are just like contextual support that triggers employee motivation to voice their thoughts and concerns favorable for the organization (A. Gao et al., 2019). Additionally, when employees have the greatest power and autonomy by their empowering leaders, employees feel the experience of more adaptability and flexibility that boost their self-confidence to engage in sharing knowledge-based ideas and suggestions (Jeung & Yoon, 2018).

The employees who frequently voice their opinions are more involved and socially motivated in the work thought process thus giving their valuable input to increase efficiency and effectiveness for maximum profitability. An important point to consider over here is the encouragement of EV from the higher management, which paves the way for greater involvement of employees, thus increased commitment and higher retention rate.

Proposition 6: Empowering leadership positively influences employee voice behavior

An Integrative Framework/Model of Employee Voice Behaviour

By combining the six propositions derived from the literature, the research suggests an integrative review of employee voice behavior shown in Fig: 1. The suggested review underlines six factors: psychological contract, LMX, & psychological empowerment at the individual level and innovation orientation, empowering leadership, & organizational trust at the organizational level.

We can infer from the above literature that we have not included the voice behavior literature relating to the HRM, labour economics that could also provide the valuable contributions to the integration of employee voice. Though, we have focus the organizational behavior discipline for the integration of employee voice. Todate, no or little studies have been conducted that have combined and integrate the two level of analysis (individual-level and organizational-level) to predict the employee voice under the domain of organizational behavior (Bai et al., 2019; Kwon & Farndale, 2020). We believe that this review unpack the conceptualization of employee voice and facilitate the OB scholars and practitioners to better understand the employee voice both at individual level and organizational level.

The proposed model depicted in Fig:1 shows the two level of analysis and unfold the shared belief's of employee voice under the discipline of organizational behavior. Furthermore, the review highlighted the importance of the interaction of employee voice with individual-level factors and organizational-level factors considering under this research. In this study, we have extend our contribution not only investigating the two level of analysis but also providing the plateform to the OB scholars where they can promote the employee voice through the factors they wish to study. In our proposed model the factors that we express to the interaction of employee voice should be the employee alternative choice channel for promoting the employee voice both at individual level and organizational level.

At individual level, there could be other factors i.e. justice, anticipative behavior to be considered, but we have opted and examined the factors which are significant to psychologically influence the individual behavior. In the light of extant literature, psychological contract, psychological empowerment, and LMX are more prone to be influenced employee mental health as they have tendency to foster employee encouragement, empowerment and reduce inabilities to speak up for the betterment of themselves as well as organizations (Balabanova et al., 2019; Zahra, 2019)

Similarly, innovation orientation, organizational trust, and empowering leadership have emerged a strong predictors of employee voice at organizational level. All of these factors seem to have more deeper roots in organizational

workplace behavior. Furthermore, the literature suggests that these factors are strong dynamics to strenghthen the context of proactive behavior as they have power to positively transform the management and organizational status quo (Ekrot et al., 2016; Elsetouhi et al., 2018; Schepers et al., 2016).

The proposed model consists of two level of analysis, therefore, provide more insights to the OB scholars that which variable they can choose to excercse the voice and to promote the voice both at individividual level and organizational level.
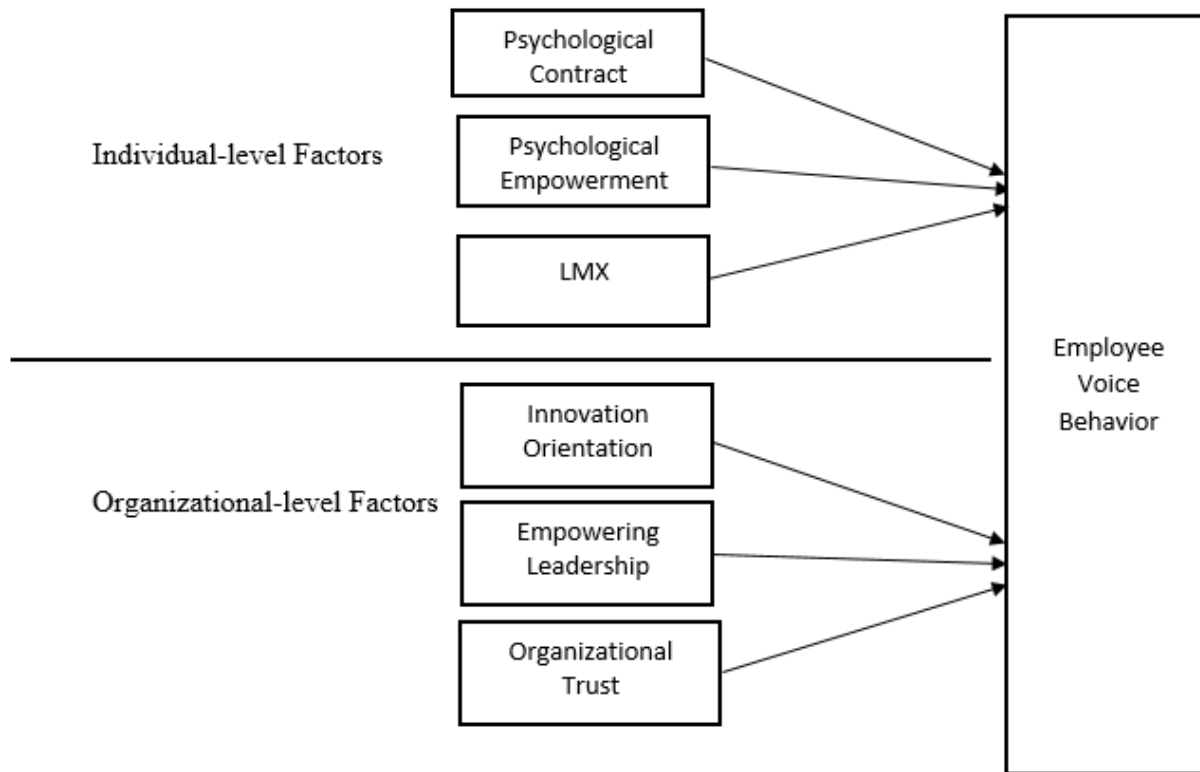

Figure 1: An integrated Conceptual Framework

MANAGERIAL IMPLICATIONS, FUTURE RESEARCH, AND CONCLUSION

Managerial Implications

The literature proposes several suggestions like the managers should encourage EV by considering it as a part of good management practice, by promoting workplace equality and harmony at work. Apart from management practice, EV must be considered a proper initiative to make it a sustainable trend. Despite growing interest in research related to employee voice, there is still a requirement for the segmented training of EV to be done at both employee and organizational levels. For this purpose, conducting seminars and workshops to educate individuals in developing a system that adds value and removes the negative perception of it is imperative. Even when one knows that the EV challenges the status quo within the organization, managers and supervisors should take this act as a sincere act that aims to contribute towards the betterment of the organization. There are opportunities for managers to engage employees in voice and consider it as a serious contribution from them. The employees who are more involved with the thought process within the organization are more likely to speak up. For this purpose, managers must listen to their employees and engage them for constructive feedback. At the same time, the managers should educate their employees on how, when and where to voice their suggestions and opinions while respecting the views of other employees at the same time. Giving your employees the freedom to voice is not the only thing that the managers need to think about, it is also important for them to deal with the adverse effects that result from this psychological process. The relationships based on the quality of social exchange not only enable employees to speak for themselves but to voice for others as well. It is the responsibility of the manager to ensure that the flow of information is not just one-sided and that it undergoes from collective channels to maximize the benefits from it. The policy that pertains to the communication protocols of the staff should be looked into and revised as per the requirement. By spreading harmony

within the organization amongst the employee, the EV process can benefit further. Spreading harmony allows the employee to express their views freely. To achieve this, there must be a minimum vertical hierarchy within the organization. The main element behind the success of EV is effective communication, hence it is important to remove any hindrance that might hinder this process. It is therefore imperative to develop and build an atmosphere where this communication flows both up and down the hierarchy.

Theoretical Future Research

There are mot many researchers that address the way through which both individual and organization levels influence employee voice behavior. Future studies should focus on how employees perceive their connection with the organization and individuals, and how this relation influence voice behavior. To validate the framework presented in this study, practical research is to be done for a better understanding of the integration of various factors that facilitates the OB researchers and practitioners identifying and exposing a deep-rooted behavior of employees i.e. employee voice behavior. When it comes to the psychological safety of the employees, the relationship between the supervisor and the organization plays a great role. The concept of relationships that impact EV refers to the relationships among employees and the relation between the employees and other members (Harris et al, 2009). When the employees enjoy an excellent relationship with the management then they expect psychological support, fair treatment, respect and allocation of monetary benefits for them (Zhang et al, 2014). Moreover, future studies can focus on modern knowledge about the development of voice at the workplace with the help of managers who devise new strategies to promote EV at the workplace. More practical knowledge is required to be studied with the psychological contract, psychological empowerment, and LMX at individual-level and innovation orientation, empowering leadership, and organizational trust at organizational-level. Thus there is a gap that needs to be filled concerning EV under the topic of organizational behavior.

Conclusion

This study portrays the integrative conceptual structure of employee voice behavior. It sheds light on the relation of employee voice behavior with the psychological agreement, psychological empowerment, and LMX at the individual level. While evaluating the literature based on employee voice, the important thing that was observed was its role in framing the strategies within the organization and increasing the overall efficiency and effectiveness of productivity and performance. This is a great concept for an organization that believes in giving autonomy to its employees by empowering them with decision making, based on participative management model. By empowering employees with decision making, the concept of employee voice helps the organization in reducing its burden associated with decision making. In organizations that follow the horizontal hierarchy structure, they must encourage their employee to experience employee voice. It is very important to do so as it is the only way for the employees to express their views and opinion concerning their work. When the management positively addresses the concern of the employee, it results in higher employee job satisfaction, increased morale and higher productivity of the employee. This study gives some managerial implications that will help the managers in evolving EVB within an organization.

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