

## **A Brief Review of Employee Voice**

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The quick environmental changes are among the most critical challenges for organisations, as well as the extended and increasingly competitive environment, which permanently makes organisations strive for success (Hosseini et al., 2021). Therefore, the interaction based on trust\_ that is, between manager and employees\_ is required (Gao et al., 2011). Indeed, the employees' ideas of working hard to keep their position in a competitive environment are crucial for an organisation (Kok et al., 2016). Accordingly, employees are provided with opportunity for expressing their ideas using the concept of voice; however, it seems that they are now willing to do so in any circumstances. Hence, it is necessary to encourage them to voice their ideas(Hosseini & Sabokro,2021). Accordingly, the opportunity given to the employee express their opinions and hear their voices has an important role in performance of organization, innovation, safety and functional development process; the information provided to decision makers as timely improves the quality and correctness of decisions. (Holland et al., 2019); Therefore, considering the need of organizations to create a creative, innovative, capable and adaptable environment in competitive environments, constructive suggestions and criticism of employee are crucial for organizations trying to maintain their position in a severely competitive environment(Kwon & Farndale, 2020); But organizations seek the most excellent method to execute and enhance the communications according to mutual cooperation in order to attain at organizational fulfillment by seeking a better position in the environment(Wang & Ahmed, 2003). Then, employee voice is one of the most important issues that has been considered a lot(Wilkinson et al., 2014).

The best term for voice goes back to the classics of Hirschman (1970), who observed voice as an attempt to change, rather than escape from a troublesome situation (Hirschman, 1970). Employee voice has been a long-standing research topic developed by Freeman and Medoff (1984), that traces its origins to more than two centuries ago and has only been known to be conservative in trade unions (Kaufman, 2015; Hosseini et al.,2022). Enthusiasm for studying employee voice has been increasing exponentially in recent years, and scientists have identified among the various disciplines the factors associated with employees involved in employee voice and its consequences for organisations (Mowbray et al., 2015). Employee voice is essential because it is a strong

incentive for high-quality decisions and organisational success (Morrison et al., 2011). Moreover, employee voice is beneficial for the early detection of serious problems (Detert & Burris, 2007). Therefore, the new forms of employee voice in organisations appeared quickly, including self-governing teams, proposals, and open-door policies, which were more participatory (Wilkinson et al., 2014).

The organisational voice is a constructive behaviour, and it is not a factor of dispute between employees to develop the organisation's structure (Van Dyne & LePine, 1998). The organisational voice usually includes internal and external managerial authority. Moreover, organisational authority is different from organisational opposition (Hosseini & Sabokro, 2021). The organisational opposition includes reports about misbehaviour at special units; conversely, the organisational voice talks about practical ideas for improving the current job process (Boxall et al., 2018). The complaint is the other concept, that tells about dissatisfaction, and does not necessarily make any practical suggestions, so it should be separated from the field of organisational voice (Holland et al., 2019).

The voice emphasizes the constructive criticism for improvement instead of only criticism (Hu et al., 2018). The voice facilitates trusting employees and makes them feel that organization respects them and appreciates their cooperation (Hosseini et al., 2020). If organizations allow their employees to present their suggestions and encourage them to help, it will increase job satisfaction among the staff (Kim et al., 2018). In order to extend employees' voice, organizations must provide feeling of empowerment, dependence, responsibility, and an opportunity for the employees to participate more in the process of decision-making. The voice of employees in organizations results in consequences including gaining competitive advantage, convergence and organizational cohesion, and high productivity and performance, better interaction with colleagues, elimination of internal conflicts and destructive competition. In general, the results of studies show that managers prevent bullying in the workplace by improving the workplace through identifying employees.

Previous studies about employee voice have also suggested that given the quality of the supervisor-subordinate relationship, this relationship is an important and effective peripheral environment for employee voice; Thus, supervisor-subordinate relationships play an important role in employees' work environments and affect employees' feelings of mutual commitment, which may lead to employees' phonetic behavior. finally, organizations directors should strive to consider employees'

individual demands for independence and flexibility with the organizations need to maintain control and efficiency.

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