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Sustainable Business, Environment & Society



[icar2023@kuptm.edu.my](mailto:icar2023@kuptm.edu.my)

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**EMPLOYEE VOICE IN ORGANIZATIONAL CONTEXTS:  
EXPLORING MECHANISMS, IMPACT, AND CHALLENGES –  
A REVIEW**

Syafiq Ayop  
dhamiri@uptm.edu.my  
Universiti Poly-Tech Malaysia  
Kuala Lumpur Malaysia

**ABSTRACT**

This research aims to comprehensively explore the multifaceted dimensions of employee voice, its potential ramifications, and the inherent challenges that organizations confront. In the context of Human Resource Management (HRM), Industrial Relations (IR), and Organizational Behavior (OB), employee voice emerges as a dynamic and influential phenomenon within organizational landscapes. The primary purpose of this study is to shed light on the various forms of individual and collective expression constituting employee voice, thereby serving as a pivotal conduit for employees to negotiate their work's significance and actively participate in organizational discourse. With a focus on enhancing engagement, satisfaction, and innovation, scholars acknowledge the positive impact of employee voice; however, impediments like managerial receptiveness limitations and cultural norms can hinder its effective execution. By underscoring the importance of fostering an inclusive and psychologically secure environment, facilitating diverse modes of expression, and cultivating organizational cultures that embrace constructive dissent, this study significantly contributes to a heightened comprehension of leveraging employee voice's performative nature. Through the advocacy for robust mechanisms, this research not only advances scholarly understanding but also provides actionable insights into empowering employee voice to propel organizational success and overall well-being.

**Keywords:** *Employee voice, organizational communication, HRM, Industrial Relations, Organizational Behavior, engagement, culture, mechanisms*



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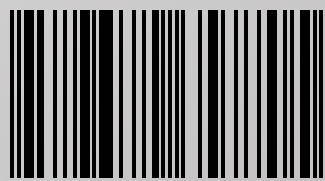
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[icar2023@kuptm.edu.my](mailto:icar2023@kuptm.edu.my)



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