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The Impact of Employee Voice in Workplace on Proactive Behavior: Analytical Study & Review of Theoretical Studies

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Abstract: The purpose of this study is reviewing a body of literature on impact of employee voice in workplace on proactive behavior (PB),. A set of references. previous literature was analyzed to understand the attitudes, orientations, and perspectives of researchers in contemporary studies regarding study's variables. It also highlights the importance of understanding employee (PB), and role in organizational performance, human resources, given organizations today consider human resources be essential and decisive elements in decision-making enhance competitive advantages. It also aims address employee behavior; address achieve better performance. Furthermore, So, explores negative employee behavior in the workplace through employee behavior, actions, consistency, as well as extent of commitment to organizational decisions. Therefore, study yielded a set of findings, most notably employee voice (EV) workplace can help decision-makers identify overt and unspoken (PB) This will reflect extent to which important decisions are made, which contribute to enhancing and evaluating job performance, potentially contributing to significant changes in organizational standards.

Key words: Employee voice, workplace, proactive behavior (PB), decision making.

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Introduction

Employee behavior in workplace is an important element senior management seeks to define (Cheng Nudelman, & Ma, J., 2020:3). achieved by listening to employees, identifying the (EV) in workplace, as it represents senior management's commitment organization's sustainability (Jayarathna et al., 2023). Companies are competing due to these competitive advantages and accelerating environmental changes, although maintaining a competitive advantage has become a real challenge (Cancino et al., 2018). can be verified through the role senior management plays in exploring (PB), SO working to improve behavior towards positivity by making , adopting a set of decisions that contribute to achieving goal (Appannan et al., 2023). Therefore, it is useful to

understand and explore the relationship between employees by identifying proactive behavior in organization (Karaman et al., 2020).

I. Methodological Aspect of Research

➢ Study Problem

The role of (BV) in the workplace is of high, positive value to organizations. It important aspect organizations seek to understand. (PB) can raise many challenges that can hinder companies from achieving their goals. This can be a barrier, and it may even hinder employee creativity. Therefore, focusing on proactive behavior is a major task for senior management organizations. It difficult identify environmental impacts that could pose a threat environmental efficiency of these companies, which requires them to use appropriate options to uncover hidden (PB), in workplace. This would give senior management the focus to address human resource weaknesses, enhance their role in the quality of work life. (BV) behavior an expression of extent of change aimed at improving the current status of the organization. It poses a problem in contemporary organizations because some subordinates express it in a way that contradicts their opinions. orientations. Some organizations may increasingly rely on (BV) to detect problems and opportunities early (Ng, Van Dyne, & Ang,)

➢ The Importance Of Research Is As Follows

The importance of (BV) in proactive workplace behavior is highlighted in following:

- ✓ The importance of the research variables in organizations , their distinct role in developing employee capabilities in the workplace.
- ✓ Highlighting the importance of employee voice (BV) behavior, how to involve employees in decision-making in workplace, and impact on organizational success.
- ✓ Identifying the independent variable, (PB), that contributes to the manifestations of employee voice (BV) behavior in organizations.
- ✓ There is a relative scarcity of Arab studies address the study variables, as indicated by researcher based on contemporary studies.

➢ Study objectives

The study aims to achieve a set of objectives, namely:

- ✓ To understand future trends in senior management practices regarding employee voice in workplace and to listen to it seriously.
- ✓ To identify the various practices related to employee voice in workplace that contribute to identifying and defining (PB) in organizations.
- ✓ To consolidate , strengthen awareness of concept of (EV) in organizations and its impact on identifying and understanding (PB) in organizations.
- ✓ To reach recommendations will help leaders of organization under study demonstrate employee voice (BV) behavior.

➢ Literature Review

1 - **Research by Ng, K. Y., Van Dyne, L., & Ang, S .(2019)**

The article explores how (BV) can be identified in workplace, how employees can be encouraged provide feedback to senior management. This allows for a more significant role for human resources , motivates employees within organization. This will highlight the true roles of employees in process, and through this, their cognitive abilities and participation in decision-making can be developed, enabling them engage in positive behavior enhances organizational

performance. The research can also provide a different perspective for policymakers in service organizations, thus providing an important area for future research.:

2-Researchers' study (Arthaud-Day, M.L., Rode et al., 2012)

This study examines relationship between (BV) in the workplace, environmental, social, financial factors in organizations. This study presents three main findings related to consolidating employee opinions in workplace. First, paying attention to employee voice in workplace plays an important role in determining employee vision, participation in decisions with public stakeholders. Second, (EV) contributes to addressing challenges, obstacles attract attention of senior management in organization, thus achieving its goals within specific timeframes. Third, it consolidates organization's values, organizational culture by developing and enhancing flexibility within the organization through the employee's role in achieving long-term sustainable growth.

3 **.Study (Wang, Q., Weng, et al., 2014)**

The study (Wang, Q., Weng, et al., 2014) examined relationship between career growth , employee voice behavior: The role of affective commitment, gender in the relationship between career growth and turnover intentions, employee voice (BV). It found a positive relationship between career growth , employee voice, according to study's hypotheses, based on the theories of social exchange, organizational self-evaluation, psychological attachment. The study, which was conducted on a sample of (328) employees in China over three time periods, concluded these relationships are partly attributable to affective organizational commitment and partly moderated by gender.

4 .Study (Thùy Chinh et al., 2025) examined interaction between cultural and individual values in predicting employee voice in some manufacturing companies in Vietnam.

The study confirmed employee voice is an important source of creativity innovation, and that it is influenced by both micro and macro contextual factors. The study aimed to investigate the extent of influence of Buddhism and Confucian Work Dynamics (CWD) on employees' promotive voice (P.m.) and inhibitory voice (PhV) behaviors, as well as to investigate the moderating role of the personal value of self-direction on links between cultural values (EV) according "conservation of resources" theory. The study relied on quantitative research method in analyzing the data collected from (311) pairs of subordinates and supervisors from (11) foreign direct investment companies in manufacturing sector in Vietnam, using partial square structural equation modeling to test the hypotheses. The study concluded cultural values affect both types of (EV) behaviors, also found moderating roles of self-direction values varied. study is considered among the few studies that investigate the impact of overall contextual factors on employees' behaviors in expressing opinions.

5-Alang, T., Stanton, P. & Rose, M. (2022)

Since (EV) is defined as the practices enable employees to express opinions and influence the managerial decision-making process in organizations, this study examines impact of inclusive leadership behaviors (EV) explores the influence and perceptions of indigenous employees in workplace in public bodies Vietnam. The study included and was implemented a number of companies Vietnam and used several statistical programs, equation modeling. The study concluded that inclusive leadership behaviors promote diversity in workplace in three important areas. First, it promotes diversity workplace by supporting the presence of indigenous people through recruitment; also creates an environment conducive training development opportunities; and promotion to decision-making roles. Second, inclusive leadership facilitates belonging to the community surrounding organizations by accepting indigenous employees as important members of the group and empathizing with their challenges. Third, in the context of a country influenced by Confucianism and collectivism, inclusive leadership played a crucial role in appreciating the

uniqueness of indigenous people by encouraging their voice in their work and valuing their contributions. Their differences were respected, and the theoretical and practical implications of the study were discussed and analyzed. **6-Brendan M., Elaine D et al., 2025**

Recent years have witnessed academic interest in concept of (EV). The topic and its impact on companies , business models have been discussed. However, it has received less attention in the tax sector and has remained largely overlooked to date. This is indicative of the broader neglect of employee voice analysis in accounting firms other professional work environments, given that sector is a sector with significant workloads, commitments, time commitments for employees. These environments experience high levels of employee turnover. Based on research on industrial relations voice, study addresses, for the first time, gaps the knowledge and practical gaps in this sector by exploring, for the first time, the voice mechanisms available to tax practitioners working in the Big Four accounting firms covered by the current study. findings are based on interviews with employees at all career levels, from entry-level employees to partners stakeholders. The findings reveal largely consistent practices and approaches across companies regarding employee voice, with widespread use and deployment of direct and formal employee voice mechanisms. These mechanisms are therefore subject to a high degree of administrative control. Given the weak desire of employees for a collective voice, the study concluded that “partners in the Big Four accounting firms surveyed in accounting sector have flexibility to shape and ultimately define employee voice in taxes without hindrance, in pursuit of continued business success. This research confirms that employees consistently refrain from expressing opinions on a wide range of workplace issues, from internal decision-making, managerial efficiency to organizational inefficiency and wages.”

7-Donaghey, J., Dundon et al,2019

Worker voice is most recent term become popularly used describe various types of interactions between management workers. Although there is literature that emphasizes employee voice in the workplace and its impact on employees' working lives, which falls within field of organizational behavior, study presents an alternative reading of employee silence, focusing on the role of management. Using non-union employee representation literature for illustrative purposes, the study also discusses the importance of management in structuring employee silence and highlights ways in which management can, through establishment of appropriate organizational practices and institutional structures, perpetuate silence on a range of issues and, on the other hand, present employee observations and insights. These considerations are re-employed provide a dialectical interpretation of employee silence within a conceptual framework that facilitates further research and analysis. This study was conducted by taking the opinions of (390) employees in service companies in India.

outgained, K(2019): 8-

This study explores the role of employee silence in addressing hidden inequalities in workplace. The concepts of "employee silence" and "EV" are used because they can facilitate understanding of how employees respond workplace issues organizational and psychological factors practices within the organization, as well as their ability respond. The study also discusses when and how employees in organizational settings exercise their voice, when and how choose to remain silent, and under what circumstances employees can express their voice. It also reveals issues of hidden inequality at work and under what circumstances they choose to remain silent. Why do employees choose to remain silent and what types of issues are they likely to remain silent about? How can organizations overcome problem? Management, through institutional practices structures, can perpetuate silence on a range of issues, thus segregating employees from the process of expressing their opinions. Any inequality in the workplace can lead to disconnection and isolation from the mainstream workforce, which can impact the voice and silence of affected employees in workplace. On other hand, opportunities to express opinions, through transparent and fair

mechanisms, can reveal a range of issues at work, or psychological conditions and stressors at work, whether overt or undisclosed, that might otherwise remain hidden. The study concludes with actions organizations should take to mitigate these negative phenomena. This could be a first step in addressing inequality in the workplace. implications for theory and practice are discussed.

9- Shih Yung Chou, Katelin Barron, 2016.

This study aims to achieve two objectives. First, it categorizes employee (BV) using three distinct dimensions of voice message embedded their behavior: beneficiary of voice change, methodology of voice change, So, temporal orientation of the voice change. Second, the study discusses the theoretical foundations that can best explain causes of specific forms of (BV) behavior. The study, which was conducted on a group of employees in the manufacturing sector (BV)), found that employee voice behavior can be categorized as: egocentric versus other-oriented, improvement-focused versus prevention-focused, and present-focused versus future-oriented. The study also discusses how social exchange, personality traits, cultural perspectives help explain the causes of each of these forms of employee voice behavior. What the most important recommendations that the study concluded with? It came up with three important recommendations. First, it recommends that managers evaluate employee voice behavior based on contexts in which this behavior is displayed. Second, this article recommends that managers not only create environment strongly encourages Employee voice behavior, as well as employee engagement, can reduce the psychological and physical symptoms of speaking up others. Finally, this article offers further managerial implications by highlighting that high-quality social exchange relationships can not only stimulate employees' desire to express themselves, but can also motivate employees to express others.

- **Employee Proactive Behavior (PB)**

The researcher studied, analyzed some scientific intellectual studies that focus on employee proactive behavior. encouraged researchers understand the effects and outcomes that crystallize as a result of behavior in organization through an analytical review of some studies. Among these studies, we mention the following:

10. The study by Al-Kaabi and Hussein Subaih, 2018

The Impact of Organizational Politics on (BP): Mediating Role of Social Relationships). An analytical study of opinions of a sample of employees from Karbala Cement Factory.

study was conducted in Iraq at one of industrial companies producing cement, the Karbala Cement Factory. study was conducted based assumption employees exhibit diverse behaviors in work environment experience a lot of pressure at work. The study sample consisted of (311) employees at various levels. problem of study lies in multiple research motives within intellectual application space, which prompted researcher conduct study. aim of study is to understand employee (BP)in workplace, as well as importance of role of proactive behavior, impact job satisfaction and performance within company. It also examines the types of (BP), including vocal behavior, problem-prevention behavior. study confirmed (BP)has an impact on job satisfaction and increases progress. The study concluded researchers often focus on individual (EV), which constitutes a knowledge gap regarding the intellectual aspect. This study focused on organizational contexts , their impact on social relations. The study also relied on statistical analysis using statistical programs and the extent to which behavior, with its various types, is related to organizational politicization. The study recommended that senior management in the company adopt positive behavior that improves employee job security and motivates them to build positive organizational relationships with others, as well as addressing all organizational gaps with applicable methodological frameworks.

11-(Cheng et al., 2014) Social Relations and Voice Behavior: The Mediating Role of Psychological Safety

This study focused on developing a methodology and intellectual framework and testing it through psychological safety in organizations to mediate between social relations and employee behavior. The researchers used a scale derived from the study (May et al., 2004) using a sample of (625) transportation companies in Taiwan. Statistical methods and structured modeling were used test study's hypotheses, and the results were produced. The study showed mediating role of psychological safety has an impact on the relationship between social relations and voice behavior among supervisors and colleagues in the organizations under study. study also showed there are positive relationships between social relations and psychological relations in the companies in the study sample. study concluded by adopting a set of procedures and methods that encourage work environment and create an attractive environment for adopting positive relations in the companies in application sample.

12-bdul Nabi Ahmed Mahmoud's study (2023) Suef University, "The Moderating Role of Personality Development between Work Stress and Proactive Behavior: An Applied Study on Faculty Members at Beni Suef University".

The aim of study was identifying the moderating role of personality development in the relationship between work stress and proactive behavior in organizations. The deductive approach was employed to determine the relationships between the study variables. inductive approach was also applied to guide the investigation of the research sample, which consisted of (340) employees at Beni Suef universities. The study found significant relationships between the study variables. also established a direct relationship between work stress and the level of proactive behavior through moderating variable of personality development. Therefore, the study concluded practices would reflect the leadership role of the manager in improving the relationship between faculty members and reducing level of work stress by providing an attractive environment to motivate employees in workplace. It also recommended building a methodological framework would guide positive relationships between employees, thus achieving sustainability in the university and educational institutions. It also emphasized the importance of addressing the causes of employee turnover by identifying the most important causes of the problem through the behavior that Adopted by the employee

13- A study by (Abdul Nabi, Bushra, and Mayada Hayawi) on the role of proactive behavior in enhancing the effectiveness of organizational ambidexterity) (2024)

One of objectives of the study was identify practices of proactive behavior in the study sample and to understand the relationship between the study variables. The study was implemented in a number of private universities in Iraq and explored the relationship between proactive behavior in three dimensions (social responsibility, employee voice, individual innovation) on the effectiveness of organizational ambidexterity. The statistical software package SPSS V. 28 and structural equation modeling (SMEL) were used on a sample of (144) private university professors, including lecturers, deans, and their assistants. The study sample consisted of (220) faculty members. The study concluded there is a significant relationship between the dimensions of proactive behavior and organizational ambidexterity at varying levels. The study recommended improving the role of senior management universities to improve educational environment, which would positively impact behavior within the university environment, as well as improving the creative environment for professors by providing sufficient flexibility in discussions and organizational roles.

- **Discussion of results:**

1. In study, data were obtained from Google Scholar, Scopus, Web of Science databases. These three databases were chosen because they are among the most comprehensive and widely

used academic citation databases, covering a wide range of disciplines publication sources. Google Scholar is a freely available online search engine.

2. The results demonstrated the interest of companies covered by study in adopting (EV) practices in the workplace , their impact on determining proactive behavior, consistent with corporate environments indicated by most of the studies presented in the study. Several important points can be noted here:
3. The companies and institutions covered by study are interested in employee voice and understanding reasons for employee silence in other areas extent to which it impacts job performance and organizational effectiveness.
4. Companies are keen adopt and understand (EV) practices in the workplace and work to identify the causes and barriers that improve the corporate work environment, which positively reflects the adoption of behavior that supports organizational culture.
5. Companies are interested in achieving consistency, harmony between employees' proactive behavior in workplace environmental regulations sustainable development standards achieve optimal behavior strengthens employee relationships and engagement.
6. Companies and institutions, both industrial service, have focused on examining (EV) in workplace. Furthermore, they have focused on employee silence, identifying most important causes consequences of process, studying them, and working provide several appropriate options to reduce barriers align with positive (PB) that improves the organizational environment and increases job satisfaction.
7. This study uses a systematic literature review methodology, which includes programs such as VOS Viewer, Publish or Perish, and Mendeley. These tools facilitate the systematic analysis of selected studies.

- **Recommendations & Implementation Mechanisms**

Companies' keenness to analyze study (EV) in workplace is evidence senior management has a strategy to identify most significant positive negative points within organization. This will improve the harmony and integration of work teams within the company, and thus identify all the obstacles challenges facing the organizational environment, particularly human resources, and develop appropriate solutions to address these gaps. This is achieved through a set of recommendations that can contribute to reducing the gap and improving sustainable growth for companies, as follows:

1- Companies should focus on enhancing (EV) in workplace. This will enhance employee standing, promote positive behavior consolidates an organizational culture within organization.

3-Companies should focus on conducting training workshops support employee awareness and positive practices to address all issues that create an unfavorable environmental environment, which is reflected in the organization's work behavior, which in turn impacts organizational contexts in the long term.

4- Improving employee awareness according to a systematic framework capable of participating in decision-making and finding optimal solutions to any problem. This, in turn, creates an organizational climate that prevents employee turnover within companies.

5- Working hard describe employee activities, reward creative employees, give others the opportunity present their problems comments to improve the professional and psychological security of employees. This improves levels of trust among employees, which instills flexible, proactive behavior that aligns with the culture and goals of organizations.

6- Organizations should consider the insights gained from study as having important practical implications for organizations organizational policymakers. Understanding and studying factors that shape employee voice behavior can be a powerful tool in the arsenal of human resources practices, leadership development, organizational policies. insights can be harnessed to enhance employee engagement and interaction, thereby enhancing corporate effectiveness.

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