

A Study on Employee Voice and Participation in Organizational Decision-Making

Kasode Rinkesh Popatrao¹, Prof. Panchariya B. B², Prof. Shirsath Y. S³
^{1,2,3}Dept. MBA in Human Resources

Sunitatai Eknathrao Dhakane College of Management, Shevgaon, Ahilyanagar, MH
Savitribai Phule Pune University, Maharashtra

Abstract: *In today's competitive and rapidly changing business environment, organizations can no longer rely only on top-level decision-making. Employees, being directly involved in day-to-day operations, possess practical knowledge, innovative ideas, and valuable workplace insights. This study focuses on understanding the role of employee voice and employee participation in organizational decision-making and how these factors contribute to employee satisfaction, commitment, and organizational effectiveness. Employee voice refers to the opportunity given to employees to express opinions, suggestions, concerns, and ideas regarding workplace matters. Participation in decision-making means involving employees in organizational planning, problem-solving, and policy formulation. When employees feel heard and included, they tend to become more motivated, responsible, and loyal toward the organization. The main objective of this study is to examine the importance of employee voice, identify the methods through which employees participate in decisions, and analyze the impact of such participation on organizational performance and employee morale. The research also explores barriers that prevent employees from speaking up, such as fear of negative consequences, lack of trust, rigid hierarchy, and poor communication. The findings of the study indicate that organizations that encourage employee participation create a healthier work environment, improve employee engagement, and achieve better decision quality. It is concluded that employee voice is not merely a communication tool, but a strategic factor that strengthens organizational development, innovation, and long-term success.*

Keywords: Employee Voice, Employee Participation, Decision-Making, Employee Engagement, Organizational Effectiveness, Communication, Workplace Involvement

I. INTRODUCTION

Organizations today operate in a highly dynamic environment where quick adaptation, innovation, and effective management are essential for survival and growth. In such a context, employees are no longer viewed only as workers performing assigned tasks; they are increasingly recognized as important contributors to organizational success. Their opinions, suggestions, and feedback can provide useful insights for solving workplace problems and improving decision quality. Therefore, employee voice and participation in decision-making have become important topics in human resource management and organizational behavior. Employee voice refers to the expression of ideas, opinions, suggestions, and concerns by employees with the intention of improving organizational functioning. It involves communication from employees to management regarding workplace policies, practices, systems, and issues. Employee participation, on the other hand, refers to the extent to which employees are involved in making decisions that affect their work, department, or the organization as a whole. In traditional management systems, decision-making was mostly centralized, and employees had little or no involvement in organizational planning. However, modern organizations increasingly understand that involving employees leads to better outcomes. Employees are often closest to operational realities, customer interactions, and internal challenges, which makes their input highly valuable. Participation in decision-making not only improves the quality of decisions but also creates a sense of ownership,



responsibility, and trust among employees. When employees are given opportunities to express their views freely, they feel respected and valued. This contributes positively to job satisfaction, motivation, organizational commitment, and teamwork. It also helps in reducing misunderstandings, conflicts, and resistance to change. On the contrary, when employees are ignored or excluded from decisions, they may feel dissatisfied, disengaged, and less committed to organizational goals. This study aims to examine how employee voice and participation influence organizational decision-making and employee attitudes. It also seeks to identify the channels through which employee voice is encouraged and the challenges organizations face in promoting participation. The topic is highly relevant because employee involvement is now considered a key factor in building strong, innovative, and resilient organizations.

II. PROBLEM STATEMENT

In many organizations, employees are expected to perform their duties efficiently, but they are not always given enough opportunities to express their ideas, suggestions, or concerns regarding workplace issues and organizational decisions. Even though employees are directly involved in daily operations and have practical knowledge about work processes, their opinions are often overlooked or not seriously considered by management. Lack of employee voice and limited participation in decision-making can create several workplace problems such as poor communication, low morale, dissatisfaction, reduced trust in management, and weak employee engagement. When employees feel that their views do not matter, they may become less motivated and less committed to organizational goals. This can also affect the quality of decisions, as management may miss valuable insights that employees can provide. At the same time, some organizations may claim to encourage employee participation, but in reality, employees may hesitate to speak up due to fear of criticism, negative consequences, or lack of confidence. This creates a gap between management and employees and can prevent the organization from fully benefiting from employee knowledge and experience. Therefore, the main problem addressed in this study is to examine whether employees are truly given a voice in the organization, to what extent they are involved in decision-making, and how this participation influences employee satisfaction and organizational effectiveness.

III. OBJECTIVE

- To study the concept of employee voice and participation in organizational decision-making.
- To examine the extent to which employees are involved in decision-making processes in the organization.
- To understand the impact of employee voice on job satisfaction and employee motivation.
- To identify the factors that encourage or discourage employees from expressing their opinions and suggestions.
- To suggest suitable measures for improving employee participation in organizational decision-making.

IV. LITERATURE SURVEY

1. Hirschman (1970) – Exit, Voice, and Loyalty Framework

Albert O. Hirschman introduced one of the earliest and most influential ideas related to employee voice through his theory of “**Exit, Voice, and Loyalty**.” In this work, he explained how individuals respond when they feel dissatisfied within an organization or institution. According to him, people generally react in three ways: they may leave the organization (**exit**), they may speak up and try to improve the situation (**voice**), or they may remain committed despite dissatisfaction (**loyalty**).

Hirschman’s contribution is important in understanding employee voice because it shows that speaking up is a constructive alternative to silence or resignation. In organizational settings, employee voice allows workers to raise concerns, share suggestions, and express dissatisfaction in a way that can help improve systems and practices. This perspective made it clear that employees should not be seen only as followers, but also as active contributors to organizational improvement.



The theory also highlighted that if organizations do not provide opportunities for employees to express their concerns, employees may become silent, disengaged, or may eventually leave the workplace. Therefore, employee voice serves as a valuable mechanism for retaining employees and improving workplace conditions.

This work became the foundation for later studies on employee voice, communication, and participation. It continues to be widely used in organizational behavior and human resource management to explain why employee expression matters in decision-making and workplace development.

2. Likert (1967) – Participative Management Theory

Rensis Likert was one of the major contributors to the idea of participative management and employee involvement in organizational decisions. He argued that organizations perform more effectively when employees are involved in planning, problem-solving, and decision-making rather than being treated only as subordinates who follow orders. According to Likert, participation improves communication, trust, motivation, and teamwork within the workplace.

Likert proposed different management systems, among which the **participative group system** was considered the most effective. In this system, employees are encouraged to contribute their opinions and take part in decisions related to their work. He believed that when employees are given responsibility and their views are respected, they become more committed to organizational goals.

This theory is highly relevant to the study of employee voice and participation because it directly supports the idea that involving employees in decision-making leads to better organizational outcomes. Likert emphasized that employees often possess practical knowledge and experience that management can benefit from while making decisions.

His work also showed that participative leadership creates a healthier organizational climate and reduces conflict between management and employees. This made participative management an important concept in human resource management and organizational behavior.

Likert's theory remains significant even today because modern organizations increasingly recognize that employee involvement is essential for innovation, efficiency, and long-term success.

3. Marchington and Wilkinson (1992) – Employee Involvement and Participation

Marchington and Wilkinson made an important contribution to the study of employee participation by explaining the growing importance of employee involvement in modern organizations. They emphasized that employee participation is not only about allowing workers to express opinions, but also about creating systems where employees can actively contribute to decisions affecting their work and workplace.

According to their work, employee participation can take different forms such as direct communication with management, team meetings, suggestion schemes, quality circles, and formal consultation processes. They highlighted that when employees are involved in organizational matters, they feel more respected, responsible, and connected to the organization.

Their research also pointed out that participation helps improve workplace communication and reduces the gap between management and employees. By encouraging employees to share ideas and feedback, organizations can make better decisions and create a more cooperative environment.

One of the key contributions of their study was showing that employee participation is beneficial not only for employees but also for management. It can lead to higher job satisfaction, stronger commitment, and improved organizational performance.

This study is particularly relevant to the present topic because it explains how employee involvement functions as an important management practice. It supports the idea that employee voice should be treated as a meaningful organizational process rather than just a formality.

4. Van Dyne and LePine (1998) – Voice Behavior as Extra-Role Behavior

Van Dyne and LePine examined employee voice from the perspective of **extra-role behavior**, which refers to actions performed by employees beyond their formal job responsibilities. They described voice behavior as the voluntary expression of constructive ideas, suggestions, or concerns intended to improve the functioning of the organization.



Their study made it clear that employee voice is not merely complaining or criticizing management. Instead, it is a positive and proactive behavior where employees try to contribute to workplace improvement. This distinction helped researchers and managers understand that voice should be encouraged as a beneficial organizational behavior.

The authors also explained that employees who engage in voice behavior often show higher levels of commitment, responsibility, and concern for organizational success. Such employees are more likely to identify problems, suggest better methods, and support continuous improvement.

This work is important because it connected employee voice with organizational citizenship behavior, showing that speaking up is a sign of involvement and commitment rather than disobedience. It also emphasized that organizations should appreciate and support employees who share constructive ideas.

Van Dyne and LePine's contribution is highly relevant to this study because it strengthens the understanding that employee voice is a valuable resource for organizational decision-making and development.

5. Detert and Burris (2007) – Leadership Behavior and Employee Voice

Detert and Burris studied the relationship between leadership behavior and employee voice and found that leadership style plays a major role in determining whether employees speak up or remain silent. Their research showed that employees are more willing to express ideas, concerns, and suggestions when they perceive their leaders as open, supportive, and approachable.

The study emphasized that supervisors and managers strongly influence the workplace climate. If leaders encourage communication, listen carefully, and respond positively to employee input, employees feel more confident and psychologically safe in expressing themselves. On the other hand, if leaders are authoritarian, dismissive, or critical, employees are likely to stay silent even when they have useful ideas or concerns.

A key contribution of this research was the idea that employee voice depends not only on employee willingness but also on management behavior. This means organizations must create supportive leadership practices if they want employees to participate actively in decision-making.

The findings of this study are highly relevant because they explain why some organizations have strong employee participation while others struggle with silence and low involvement. It highlights the importance of leadership in building a culture where employees feel heard and valued.

This research remains useful in understanding that employee voice is deeply connected with trust, openness, and leadership effectiveness in organizations.

6. Morrison (2011) – Employee Voice Behavior and Organizational Improvement

Elizabeth W. Morrison made a major contribution to employee voice research by defining employee voice as the **informal and discretionary communication of ideas, suggestions, concerns, or opinions with the intention of improving organizational functioning**. Her work helped clarify that employee voice is an important form of proactive behavior that can contribute to workplace improvement and organizational learning.

Morrison explained that employee voice is influenced by many factors, including organizational culture, leadership style, fear of negative consequences, trust in management, and psychological safety. She pointed out that even when employees have useful ideas, they may choose to remain silent if they feel their opinions will be ignored or if speaking up may create personal risk.

Her research also highlighted the difference between having a voice system and actually encouraging voice behavior. An organization may have suggestion boxes, meetings, or feedback channels, but unless employees feel genuinely safe and valued, these systems may not be effective.

This study is highly important for the present research because it directly focuses on the role of employee voice in improving organizational performance and decision-making. Morrison's work strongly supports the view that organizations should create a culture where employees feel comfortable expressing themselves openly. Her contribution continues to guide modern research and HR practices related to communication, engagement, innovation, and participative management.



V. PROPOSED SYSTEM

1. Employee Voice Collection System

The proposed system begins with establishing a structured and transparent mechanism through which employees can freely express their ideas, opinions, suggestions, and concerns related to workplace matters and organizational decisions. Organizations should introduce formal channels such as employee feedback forms, suggestion boxes, departmental meetings, open forums, and digital communication platforms to gather employee input regularly. These systems help management understand employee perspectives on work processes, policies, communication, and decision-making practices.

In addition, the collection of employee voice should not be limited to occasional interactions but should be conducted on a continuous basis. By regularly gathering employee feedback, organizations can identify recurring issues, innovative ideas, and areas requiring improvement. A well-designed employee voice system ensures that employees feel heard, valued, and respected, which contributes positively to trust, satisfaction, and participation in the workplace.

2. Employee Participation in Decision-Making Framework

The proposed system includes the development of a structured framework that actively involves employees in organizational decision-making processes. Employees should be encouraged to participate in discussions, planning activities, problem-solving sessions, and policy-related decisions, especially in areas directly related to their work and responsibilities. This can be achieved through team meetings, quality circles, brainstorming sessions, cross-functional committees, and collaborative workgroups.

Such participation helps employees develop a sense of ownership and responsibility toward organizational goals. It also improves the quality of decisions because employees often possess practical knowledge and operational insights that management may not fully observe. A participative framework creates a more democratic and inclusive work environment, where employees are not merely followers of instructions but active contributors to organizational growth and improvement.

3. Management Response and Feedback Evaluation System

The proposed system should also include a proper mechanism for evaluating employee suggestions and providing timely feedback. It is not enough to only collect employee opinions; organizations must also ensure that employee input is acknowledged, reviewed, and, wherever possible, acted upon. Management should maintain transparency by informing employees about the status of their suggestions, whether accepted, under consideration, or not feasible, along with valid reasons.

This response system strengthens employee confidence and encourages continued participation. When employees observe that their ideas are taken seriously, they are more likely to speak openly and contribute constructively in the future. On the other hand, if employee suggestions are ignored without explanation, participation levels may decline. Therefore, a strong management response mechanism is essential to sustain employee trust and make employee voice systems effective.

4. Communication and Open Discussion Platform

An effective employee voice system requires a healthy communication environment where employees can express themselves without hesitation. Therefore, the proposed system recommends the development of an open discussion platform that promotes two-way communication between employees and management. This can include regular one-to-one meetings, town hall sessions, grievance redressal forums, team discussions, and employee interaction programs.

Such platforms help in reducing communication barriers and encourage employees to share both positive suggestions and genuine workplace concerns. Open communication also allows management to understand employee expectations, identify hidden issues, and maintain a transparent organizational culture. When employees feel that their voice is welcomed and respected, they are more likely to engage actively in decision-making and organizational development.

5. Psychological Safety and Trust Building Mechanism

One of the major barriers to employee voice is fear of criticism, rejection, or negative consequences. Therefore, the proposed system emphasizes the need to create a psychologically safe work environment where employees feel secure



in expressing their opinions. Management should adopt fair, respectful, and supportive practices that encourage honest communication without fear of punishment or judgment.

Trust-building activities such as leadership openness, ethical management practices, recognition of employee ideas, and supportive supervision should be integrated into the organizational culture. Employees should feel confident that speaking up will not harm their image, relationships, or career growth. A psychologically safe environment strengthens employee participation and helps organizations benefit from genuine feedback, innovative suggestions, and early identification of workplace problems.

6. Training and Awareness Development Program

The proposed system also recommends regular training and awareness programs for both employees and management to promote the importance of employee voice and participation. Employees should be educated on how to communicate ideas effectively, participate confidently in discussions, and use formal voice channels properly. Similarly, managers should be trained in active listening, participative leadership, conflict handling, and constructive response techniques.

These training programs help create a positive mindset toward participation across all levels of the organization. They also reduce misunderstandings and improve the quality of communication between employees and management. Awareness and skill development play an important role in making employee voice systems more practical, productive, and sustainable in the long run.

7. Continuous Monitoring and Improvement System

The proposed system should include a continuous monitoring mechanism to evaluate the effectiveness of employee voice and participation practices over time. Organizations should regularly review participation rates, employee satisfaction levels, communication quality, and the usefulness of employee suggestions. Surveys, follow-up discussions, performance reviews, and periodic assessments can be used for this purpose.

Continuous evaluation helps management identify whether employees truly feel heard and involved, and whether existing systems are producing meaningful outcomes. Based on these findings, necessary improvements can be made to strengthen employee participation processes. This ensures that the system remains active, relevant, and aligned with organizational needs. A continuously improving participation system can contribute significantly to employee morale, workplace harmony, and organizational effectiveness.

VI. RESEARCH METHODOLOGY

1. Research Design

The present study adopts a descriptive research design, as it aims to analyze and describe the role of employee voice and participation in organizational decision-making. Descriptive research is appropriate for this study because it focuses on understanding the existing opinions, attitudes, and experiences of employees regarding their involvement in workplace decisions, communication with management, and opportunities to express suggestions or concerns, without altering any organizational conditions.

This research design helps the researcher examine important aspects such as employee freedom to speak up, management responsiveness, communication effectiveness, participation opportunities, and the influence of these factors on job satisfaction and organizational functioning. It also provides a structured way to understand how employee voice operates within the organization and how participation affects both employees and management. By using this approach, the study offers a clear and systematic understanding of employee participation practices and their practical impact, which supports meaningful analysis and valid conclusions.

2. Sources of Data

The study is based on both primary data and secondary data. Primary data is collected directly from employees through a structured questionnaire designed to gather their views regarding employee voice, communication, and participation in decision-making. This data helps in understanding real workplace experiences and employee perceptions.

Secondary data is collected from books, research journals, articles, websites, and previously published studies related to employee voice, participation, organizational behavior, and human resource management. These sources provide



theoretical support and background knowledge for the study. The combination of both primary and secondary data makes the research more informative and reliable.

3. Sampling Method

For the purpose of this study, the convenience sampling method is used. Under this method, respondents are selected based on their availability and willingness to participate in the survey. This method is suitable for academic research where access to respondents may be limited by time, resources, and organizational conditions.

Convenience sampling allows the researcher to collect data efficiently from employees who are easily approachable. Although it may not represent every employee in the population, it provides useful insights into the views and opinions of employees regarding voice and participation in the organization. This method is practical and commonly used in management and HR-related studies.

4. Sample Size

The sample size selected for the present study consists of 109 respondents. These respondents include employees from different age groups, departments, and levels within the organization. The selected sample is considered sufficient for analyzing employee perceptions and identifying common patterns related to participation and decision-making.

A sample size of 109 helps in obtaining meaningful responses while maintaining manageability in data collection and analysis. It also provides a reasonable basis for drawing conclusions about employee voice practices within the selected organizational setting.

5. Research Instrument

The main research instrument used for data collection in this study is a structured questionnaire. The questionnaire consists of multiple-choice questions and Likert scale statements that help in measuring employee opinions and attitudes regarding voice and participation in decision-making.

The questionnaire includes questions related to opportunities for expressing ideas, involvement in decisions, communication with management, management support, freedom to raise concerns, and satisfaction with participation practices. This tool is chosen because it is simple, efficient, and effective in collecting data from a large number of respondents in a systematic manner.

6. Area of Study

The area of study is limited to employees working in an organizational environment where decision-making practices and employee participation can be observed and analyzed. The study focuses on understanding how employees perceive their role in decision-making and whether the organization encourages open communication and employee involvement.

This area of study is relevant because employee voice and participation are important aspects of modern organizational management. Studying these factors within a workplace setting helps in understanding their practical influence on employee satisfaction, trust, and organizational effectiveness.

7. Tools Used for Data Analysis

The collected data is analyzed using simple statistical tools, mainly percentage analysis, along with the help of tables and interpretations. Percentage analysis is used to present employee responses in a clear and understandable manner.

This method helps in identifying the proportion of employees who agree, disagree, or remain neutral toward various statements related to employee voice and participation. The use of tables and interpretation makes the data easy to understand and helps in drawing meaningful findings from the responses collected.

8. Period of Study

The present study was conducted during the academic period 2025–2026. During this period, data was collected, analyzed, and interpreted to understand employee perceptions regarding participation in organizational decision-making.

The selected time period was sufficient to carry out the research process in a systematic manner, including questionnaire distribution, response collection, data analysis, and preparation of findings and conclusions.



9. Limitations of the Methodology

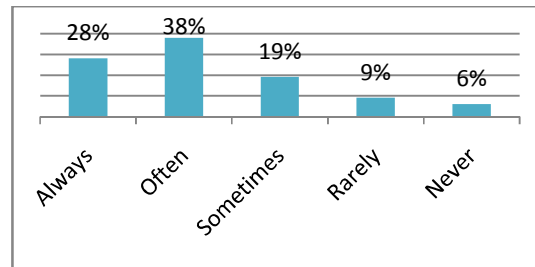
Although the methodology used in this study is suitable for achieving the research objectives, certain limitations may still exist. The study is based on responses collected from a limited number of employees, and therefore the findings may not represent all organizations or industries. The use of convenience sampling may also restrict the generalization of results.

In addition, employee responses may be influenced by personal opinions, workplace conditions, or hesitation in sharing honest views. Despite these limitations, the methodology provides a useful and practical framework for understanding employee voice and participation in organizational decision-making.

VII. DATA ANALYSIS AND RESULTS

1. Opportunity Given to Employees to Express Their Ideas

Particulars	Respondents	Percentage
Always	30	28%
Often	41	38%
Sometimes	21	19%
Rarely	10	9%
Never	7	6%
Total	109	100%



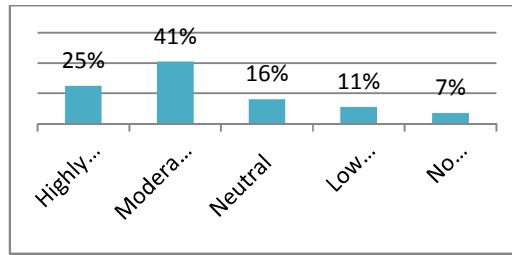
Interpretation:

The majority of employees (38%) reported that they are often given opportunities to express their ideas, while 28% stated that they are always encouraged to share their opinions. However, 15% of employees reported that such opportunities are provided rarely or never, indicating that employee voice is present but not equally encouraged across the organization.

2. Employee Participation in Organizational Decision-Making

Particulars	Respondents	Percentage
Highly Participative	27	25%
Moderately Participative	45	41%
Neutral	17	16%
Low Participation	12	11%
No Participation	8	7%
Total	109	100%



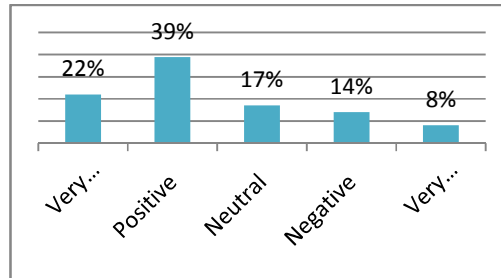


Interpretation:

A large number of employees (41%) feel that they are moderately involved in organizational decision-making, while 25% believe that they are highly participative. At the same time, 18% of respondents reported low or no participation, which shows that although participation exists, it may not be fully inclusive for all employees.

3. Management Response to Employee Suggestions

Particulars	Respondents	Percentage
Very Positive	24	22%
Positive	43	39%
Neutral	18	17%
Negative	15	14%
Very Negative	9	8%
Total	109	100%



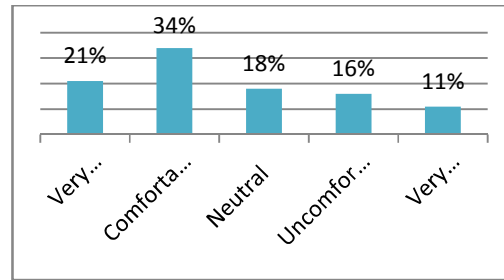
Interpretation:

The majority of employees (39%) feel that management gives a positive response to employee suggestions, while 22% perceive the response as very positive. However, 22% of employees believe that management responds negatively or very negatively, suggesting that there is still room for improvement in how employee input is handled and acknowledged.

4. Comfort Level in Raising Workplace Concerns

Particulars	Respondents	Percentage
Very Comfortable	23	21%
Comfortable	37	34%
Neutral	20	18%
Uncomfortable	17	16%
Very Uncomfortable	12	11%
Total	109	100%



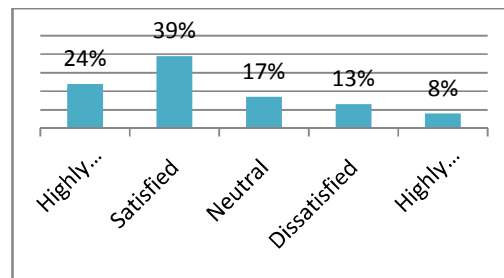


Interpretation:

Most employees (34%) reported that they feel comfortable raising workplace concerns, while 21% feel very comfortable doing so. However, 27% of employees feel uncomfortable or very uncomfortable, indicating that fear, hesitation, or lack of confidence may still be affecting employee voice within the organization.

5. Satisfaction with Employee Voice and Participation Practices

Particulars	Respondents	Percentage
Highly Satisfied	26	24%
Satisfied	42	39%
Neutral	18	17%
Dissatisfied	14	13%
Highly Dissatisfied	9	8%
Total	109	100%



Interpretation:

The majority of employees (39%) are satisfied with the current employee voice and participation practices in the organization, while 24% are highly satisfied. However, 21% of respondents are dissatisfied or highly dissatisfied, which indicates that although the organization has participation mechanisms in place, improvements are still needed to ensure better employee involvement and satisfaction.

VIII. CONCLUSION

Employee voice and participation in organizational decision-making have become essential elements of an effective and employee-friendly workplace. The present study shows that when employees are given opportunities to express their ideas, share suggestions, and take part in decisions, they feel more valued, respected, and connected to the organization. This not only improves employee morale and satisfaction but also contributes positively to the overall functioning of the organization. The findings of the study indicate that most employees believe that their participation can improve the quality of decisions and strengthen trust between employees and management. Employee involvement also supports better communication, teamwork, and mutual understanding within the workplace. When employees are encouraged to speak openly, organizations are able to identify problems more quickly and develop more practical and informed solutions. At the same time, the study also reveals that some employees still hesitate to express their opinions



due to fear, lack of confidence, or limited opportunities for participation. This shows that simply having communication channels is not enough; organizations must also create a supportive and open environment where employees feel safe and comfortable in speaking up. In conclusion, employee voice should not be treated as a formal process alone, but as an important part of organizational culture and management practice. Organizations that actively involve employees in decision-making are more likely to achieve better employee satisfaction, stronger workplace relationships, and improved organizational performance. Therefore, encouraging employee voice and participation is necessary for building a more transparent, inclusive, and successful organization.

FUTURE SCOPE

The present study provides a useful understanding of employee voice and participation in organizational decision-making, but there is still wide scope for further research in this area. As organizations continue to evolve and workplace expectations change, employee involvement is becoming more important in shaping organizational success and employee well-being. Future studies can be conducted on a larger sample size and across different types of organizations to obtain broader and more generalizable results. Comparative research can also be carried out between public and private sector organizations to understand how employee participation differs across work environments. Similarly, studies can be extended to various industries such as IT, manufacturing, banking, healthcare, education, and service sectors. Further research may also examine the relationship between employee voice and other important factors such as employee retention, innovation, productivity, leadership style, organizational culture, and job performance. In today's digital era, future studies can explore the role of online feedback systems, digital communication platforms, and virtual participation tools in encouraging employee voice. In addition, future researchers can focus on identifying practical strategies that organizations can adopt to create a more open and participative culture. Thus, employee voice and participation remain important areas for continuous study and organizational improvement.

REFERENCES

- [1]. Hirschman, A. O. (1970). *Exit, Voice, and Loyalty: Responses to Decline in Firms, Organizations, and States*. Harvard University Press.
- [2]. Likert, R. (1967). *The Human Organization: Its Management and Value*. McGraw-Hill.
- [3]. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- [4]. Marchington, M., & Wilkinson, A. (1992). *Direct Participation and Involvement*. Institute of Personnel Management.
- [5]. Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L., & Jennings, K. R. (1988). Employee participation: Diverse forms and different outcomes. *Academy of Management Review*, 13(1), 8–22.
- [6]. Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41(1), 108–119.
- [7]. Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, 50(4), 869–884.
- [8]. Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *Academy of Management Annals*, 5(1), 373–412.
- [9]. Wilkinson, A., Dundon, T., Donaghey, J., & Freeman, R. B. (2014). Employee voice: Charting new terrain. *The International Journal of Human Resource Management*, 25(12), 1715–1730.
- [10]. Pyman, A., Holland, P., Teicher, J., & Cooper, B. K. (2006). Industrial relations climate, employee voice and managerial attitudes to unions: An Australian study. *British Journal of Industrial Relations*, 44(3), 460–480.
- [11]. Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education.
- [12]. Luthans, F. (2017). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). McGraw-Hill Education.



- [13]. Armstrong, M. (2021). Armstrong's Handbook of Human Resource Management Practice (15th ed.). Kogan Page.
- [14]. Dessler, G. (2020). Human Resource Management (16th ed.). Pearson.
- [15]. Aswathappa, K. (2020). Human Resource Management: Text and Cases (9th ed.). McGraw-Hill Education.
- [16]. Rao, V. S. P. (2018). Human Resource Management: Text and Cases (4th ed.). Excel Books.
- [17]. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2019). Organizational Behavior and Management (11th ed.). McGraw-Hill Education.
- [18]. Greenberg, J., & Baron, R. A. (2016). Behavior in Organizations (10th ed.). Pearson.
- [19]. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). Human Resource Management: Gaining a Competitive Advantage (12th ed.). McGraw-Hill Education.
- [20]. Mamoria, C. B., Gankar, S. V., & Rao, P. N. (2019). Personnel Management: Text and Cases. Himalaya Publishing House.

