

# Leveraging Employee Voice Behavior for Organizational Change: The Role of Commitment and Engagement in a Digital Era

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## ABSTRACT

In the digital era, organizational change is increasingly influenced by employee engagement and commitment, particularly through voice behavior. This study examines the direct and indirect impact of organizational commitment and employee engagement on organizational change, mediated by employee voice behavior. The research was conducted at PT Pelindo Jasa Maritim, involving 127 employees selected using simple random sampling based on the Issac and Michael table. Using a quantitative approach with path analysis, the findings reveal that organizational commitment and employee engagement significantly influence voice behavior, which in turn plays a crucial role in driving organizational change. However, direct effects of commitment and engagement on change were found to be insignificant, emphasizing the mediating role of voice behavior. These results highlight the importance of fostering an open communication culture to facilitate effective transformation. The study contributes to information systems and management literature by demonstrating how digital-era organizations can leverage employee voice to enhance adaptability and innovation. Practical implications suggest that organizations should integrate digital feedback systems to strengthen employee voice and drive sustainable change.

**Keywords:** employee behavior, organizational change, digital transformation, organizational commitment, employee engagement.

## INTRODUCTION

The rapid advancement of digital technologies has reshaped how organizations operate, requiring continuous adaptation to maintain competitiveness (Berkes, 2009). Organizations are increasingly confronted with challenges stemming from technological innovations, globalization, and shifts in workforce dynamics. The ability to navigate organizational change effectively has become a crucial determinant of long-term sustainability (Edirisinghe & Woo, 2021; Gelderman et al., 2016). Organizational change encompasses strategic modifications in structure, processes, culture, and human resource management, necessitated by evolving market demands and technological disruptions. In this transformative landscape, employees play a central role, particularly through their engagement and proactive involvement in shaping change. Employee voice behavior, which refers to the willingness of employees to communicate their ideas, concerns, and suggestions, has emerged as a key enabler of successful organizational transformation (Ms et al., 2021). Employees who actively participate in decision-making and provide constructive feedback contribute to organizational agility and innovation. However, despite its significance, fostering a culture that encourages employees to voice their opinions remains a persistent challenge for many organizations (Kiran et al., 2022; Serrat, 2017).

One of the industries undergoing a substantial transformation in Indonesia is the maritime sector. PT Pelindo Jasa Maritim, a subsidiary of Pelindo, has experienced a major restructuring following the merger of Pelindo I, II, III, and IV. This structural change was initiated to enhance national maritime connectivity, improve operational efficiency, and increase the competitiveness of Indonesia's port sector. However, large-scale organizational changes often provoke resistance among employees, stemming from uncertainty, fear of job insecurity, and cultural shifts. Employees may either support or resist change depending on their level of commitment to the organization and their engagement with organizational activities. While organizational commitment reflects an employee's psychological attachment to the organization, engagement signifies the extent to which employees are invested in their work (Arru et al., 2021). Both factors are widely recognized as critical determinants of successful change implementation. However, previous studies have shown mixed findings regarding their direct influence on organizational change. Some researchers argue that committed and

engaged employees are more likely to embrace change, while others suggest that these factors alone do not necessarily translate into readiness for change.

Given these inconsistencies, there is a need to further investigate the mechanisms through which organizational commitment and employee engagement contribute to successful organizational change. One of the emerging perspectives suggests that employee voice behavior serves as a mediating factor that bridges these relationships (Wijayati et al., 2022; Xing et al., 2019). Employees who exhibit high levels of voice behavior are more likely to share insights, report concerns, and propose solutions that can drive organizational change initiatives. In the context of PT Pelindo Jasa Maritim, where structural transformations have significantly altered operational and managerial processes, understanding how employee voice behavior facilitates change becomes crucial. Organizations that fail to create an open communication environment may struggle with ineffective change implementation, as employees become passive or disengaged from transformation efforts.

This study aims to examine the interplay between organizational commitment, employee engagement, and organizational change, with employee voice behavior as a mediating variable. By analyzing PT Pelindo Jasa Maritim as a case study, this research seeks to provide empirical evidence on how digital-era organizations can leverage employee voice to enhance change adaptability. Unlike traditional change management models that primarily emphasize leadership-driven transformations, this study highlights the role of employees as active agents of change. Through a quantitative analysis of employee perceptions, this study contributes to the broader discourse on information systems and management by exploring how digital tools and open communication mechanisms can facilitate employee-driven change initiatives.

The significance of this study lies in its potential contributions to both academic literature and managerial practice. Theoretically, it enriches the existing body of knowledge by demonstrating how employee voice behavior functions as a key driver of change readiness. From a managerial perspective, the findings offer practical implications for organizations seeking to optimize their change management strategies by fostering a more inclusive and participatory work environment. As organizations increasingly rely on digital platforms for internal communication and feedback collection, integrating employee voice mechanisms into decision-making processes can enhance responsiveness and innovation.

By bridging insights from organizational behavior, digital transformation, and change management, this study provides a comprehensive perspective on how organizations can harness employee commitment and engagement to facilitate seamless transitions. In doing so, it aligns with the broader discourse in information systems engineering and management, emphasizing the strategic role of human capital in navigating the complexities of digital-era organizational change.

## METHOD

### Research Design

This study employs a descriptive-quantitative approach with a causal correlational design to analyze the relationship between organizational commitment, employee engagement, and organizational change, with employee voice behavior as a mediating variable. A cross-sectional survey was conducted to collect data at a single point in time, allowing for statistical examination of causal relationships among variables. Path analysis was used to assess the direct and indirect effects of organizational commitment and employee engagement on organizational change through voice behavior.

The study was conducted at PT Pelindo Jasa Maritim, a subsidiary of Pelindo, which has undergone major organizational restructuring following a merger. This restructuring provided a suitable context for examining the role of employee engagement, commitment, and voice behavior in facilitating organizational change.

### Population and Sampling

The study population consists of 195 employees of PT Pelindo Jasa Maritim. A simple random sampling technique was employed to ensure equal representation of employees across different roles and departments. The sample size was determined using Issac and Michael's sample size table, which, at a 95% confidence level, resulted in a required sample of 127 employees. This sampling method minimizes selection bias and enhances the generalizability of the findings within the organization.

### Data Collection

Primary data were collected through a structured questionnaire distributed to the selected employees. The questionnaire was designed to measure four key variables: organizational commitment, employee engagement, voice behavior, and organizational change. Each variable was operationalized using validated scales and measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

1. Organizational Commitment was assessed using Meyer and Allen's (1991) model, which includes three dimensions: affective commitment, reflecting emotional attachment to the organization; continuance

commitment, measuring perceived costs of leaving the organization; and normative commitment, indicating a sense of obligation to remain.

2. Employee Engagement was measured using the Utrecht Work Engagement Scale (UWES), which consists of vigor, representing energy and mental resilience; dedication, indicating enthusiasm and involvement in work; and absorption, referring to deep concentration in tasks.

3. Voice Behavior was evaluated using Van Dyne and LePine's (1998) framework, which includes promotive voice, involving proactive suggestions for improvements; prohibitive voice, referring to raising concerns about risks or problems; and constructive voice, which represents balanced, solution-oriented feedback.

4. Organizational Change was assessed using validated change management scales that measure readiness for change, reflecting openness to transformation; acceptance of change, capturing employee support for organizational shifts; and adaptability, which evaluates employees' ability to adjust to new processes and structures.

Before data collection, a pilot test was conducted on a small sample of employees to ensure clarity, reliability, and validity of the questionnaire items. Adjustments were made based on pilot test feedback to refine question wording and ensure consistency in interpretation.

### DATA ANALYSIS

The collected data were analyzed using descriptive statistics to summarize respondents' demographic characteristics and variable distributions. Reliability and validity tests were conducted using Cronbach's Alpha to assess internal consistency, with an acceptable threshold of  $\geq 0.70$ .

To examine the causal relationships among variables, path analysis was performed using SPSS and AMOS. This technique allows for the estimation of direct, indirect, and total effects of independent variables (organizational commitment and employee engagement) on the dependent variable (organizational change) through the mediating variable (voice behavior). The Sobel test was applied to determine whether voice behavior significantly mediates the relationship between organizational commitment, employee engagement, and organizational change.

The structural equation model (SEM) used in this study follows the standard regression equation format:

$Z = \beta_1 X_1 + \beta_2 X_2 + \varepsilon$  (employee voice behavior as a function of organizational commitment and employee engagement)

$Y = \beta_3 Z + \beta_4 X_1 + \beta_5 X_2 + \varepsilon$  (organizational change as a function of voice behavior, organizational commitment, and employee engagement)

where:

$X_1$  = Organizational Commitment

$X_2$  = Employee Engagement

$Z$  = Voice Behavior

$Y$  = Organizational Change

$\beta$  = Path Coefficients

$\varepsilon$  = Error Term

The coefficient of determination ( $R^2$ ) was used to measure how well the independent variables explain variations in the dependent variable. The model fit was evaluated using Goodness-of-Fit Indices, such as CFI (Comparative Fit Index), RMSEA (Root Mean Square Error of Approximation), and GFI (Goodness-of-Fit Index), with standard threshold values ensuring an adequate model fit.

### Ethical Considerations

This study was conducted in compliance with ethical research standards. Prior to data collection, all participants were provided with informed consent, outlining the study's objectives, confidentiality assurances, and voluntary participation rights. Respondents were informed that their identities would remain anonymous and that their responses would be used solely for research purposes. The study was approved by the research ethics committee of Institut Teknologi dan Bisnis Nobel Indonesia, ensuring adherence to ethical guidelines in human research.

## RESULT

### Descriptive Statistics

Descriptive statistics provide an overview of the respondents' perceptions of organizational commitment, employee engagement, voice behavior, and organizational change. Table 1 presents the mean, standard deviation, minimum, and maximum values for each variable.

**Table 1.** Descriptive Statistics of Research Variables

Variable	Mean	SD	Min	Max
Organizational Commitment	3.87	0.74	2.10	5.00
Employee Engagement	3.92	0.69	2.00	5.00
Voice Behavior	3.78	0.81	1.90	5.00
Organizational Change	3.85	0.76	2.30	5.00

The results indicate that employees at PT Pelindo Jasa Maritim generally exhibit moderate to high levels of organizational commitment, engagement, and openness to change. The highest mean score is observed for employee engagement ( $M = 3.92$ ,  $SD = 0.69$ ), suggesting that employees feel enthusiastic, dedicated, and absorbed in their work. The relatively low standard deviation for engagement (0.69) indicates that responses are relatively consistent across the workforce, suggesting a shared perception of engagement within the organization.

In contrast, voice behavior ( $M = 3.78$ ,  $SD = 0.81$ ) demonstrates the highest variability, indicating that while some employees actively express their opinions and concerns, others remain more reserved. This variation could stem from differences in leadership responsiveness, organizational culture, or psychological safety within the workplace. Employees may perceive differing levels of encouragement or risk when it comes to voicing their thoughts on organizational matters.

The scores for organizational change ( $M = 3.85$ ,  $SD = 0.76$ ) indicate that employees generally perceive ongoing transformations in the organization positively. However, the moderate standard deviation (0.76) suggests that some employees remain uncertain or resistant to changes within their work environment. These findings highlight the need for strategic communication and engagement initiatives to ensure that all employees feel included and prepared for transitions within the organization.

### Reliability and Validity Testing

To ensure that all variables were measured reliably and accurately, Cronbach's Alpha was calculated for each construct. The results, presented in Table 2, confirm that all scales demonstrate acceptable levels of internal consistency.

**Table 2.** Reliability Analysis (Cronbach's Alpha Scores)

Variable	Number of items	Cronbach's Alpha
Organizational Commitment	9	0,83
Employee Engagement	9	0,86
Voice Behavior	7	0,81
Organizational Change	8	0,84

All variables exceeded the recommended reliability threshold of 0.70, indicating that the scales used in this study produced consistent and reliable measurements. The highest Cronbach's Alpha score (0.86) for employee engagement suggests that this construct was measured with a high level of internal consistency, meaning that respondents had stable and coherent perceptions of engagement.

Furthermore, Confirmatory Factor Analysis (CFA) was conducted to test construct validity, ensuring that all factor loadings exceeded 0.60, which is the standard threshold for convergent validity. These results confirm that the measurement items effectively capture the intended theoretical constructs and can be considered robust indicators of organizational commitment, employee engagement, voice behavior, and organizational change.

### Path Analysis Results

To assess the relationships between variables, path analysis was performed using structural equation modeling (SEM). The model fit indices demonstrated an acceptable fit to the data, as shown below:

- Comparative Fit Index (CFI) = 0.91
- Root Mean Square Error of Approximation (RMSEA) = 0.045

- Goodness-of-Fit Index (GFI) = 0.92

The results indicate that the proposed structural model aligns well with the observed data, supporting the validity of the hypothesized relationships. Table 3 summarizes the path coefficients, t-values, and p-values.

**Table 3.** Path Coefficient Analysis Results

Path Relationship	$\beta$ (Coefficient)	t-value	p-value	Decision
Organizational Commitment $\square$ Voice Behavior	0.582			Significant
Employee Engagement $\square$ Voice Behavior	0.129			Significant
Voice Behavior $\square$ Organizational Change	0.942			Significant
Organizational Commitment $\square$ Organizational Change	0.034			Not Significant
Employee Engagement $\square$ Organizational Change	-0.008			Not Significant

The findings reveal that organizational commitment and employee engagement significantly influence voice behavior, suggesting that employees who feel a strong sense of belonging and enthusiasm toward their work are more likely to express their opinions and participate in decision-making processes.

However, the direct effects of organizational commitment and employee engagement on organizational change were not statistically significant. These results suggest that commitment and engagement alone do not automatically translate into organizational adaptation; rather, they must be mediated through voice behavior to facilitate successful transformation.

The strong effect of voice behavior on organizational change ( $\beta = 0.942$ ,  $p < 0.001$ ) confirms that organizations that encourage employees to express their ideas, feedback, and concerns are more likely to experience positive and effective change processes.

#### Mediation Analysis (Sobel Test Results)

To further examine whether voice behavior serves as a mediator between commitment, engagement, and organizational change, Sobel tests were performed. Table 4 presents the mediation analysis results.

**Table 4.** Sobel Test Results for Mediation Effect of Voice Behavior

Relationship	Sobel Test Statistic	p-value	Mediation Effect
Organizational Commitment $\square$ Voice Behavior $\square$ Organizational Change	5.83	0.00015	Significant
Employee Engagement $\square$ Voice Behavior $\square$ Organizational Change	2.17	0.03	Significant

The significant mediation effects confirm that voice behavior fully mediates the relationships between organizational commitment, employee engagement, and organizational change. This means that while committed and engaged employees may be essential to an organization's success, their impact on organizational transformation only materializes when they actively express their perspectives, contribute ideas, and provide feedback.

These findings emphasize the critical role of organizational culture and communication structures in facilitating employee participation in change initiatives. Organizations that fail to foster a culture of openness and dialogue may struggle to translate employee commitment and engagement into actual improvements or transformation efforts.

## DISCUSSION

### The Role of Employee Voice Behavior in Organizational Change

The findings of this study highlight the central role of voice behavior as a critical mediator in the relationship between organizational commitment, employee engagement, and organizational change. Employees who demonstrate higher levels of commitment and engagement are more likely to express their opinions, provide constructive feedback, and contribute to decision-making processes (Aljawarneh & Atan, 2018; Inanlou & Ahn,

2017; Zacharias et al., 2021). However, these positive attributes do not automatically translate into a willingness to embrace change unless employees are actively encouraged to participate in open communication.

This supports previous research (Çiçek & Bilal, 2011), who argued that employee voice behavior serves as a mechanism for organizational learning and adaptation. Employees who regularly engage in dialogues with management contribute to the identification of potential operational inefficiencies, cultural barriers, and innovative solutions, thereby accelerating the pace of organizational transformation.

Furthermore, the significant path coefficient for voice behavior  $\square$  organizational change ( $\beta = 0.942, p < 0.001$ ) confirms that organizations with a culture of open feedback and participatory decision-making are more likely to successfully implement change initiatives. This aligns with the findings (Klassen & Vereecke, 2012), who emphasized that change management strategies must include employee voice as an integral component to ensure long-term sustainability.

### **Why Commitment and Engagement Alone Are Not Enough?**

A notable finding of this study is that organizational commitment and employee engagement did not have a direct significant effect on organizational change. This challenges conventional perspectives that assume highly committed and engaged employees will naturally embrace transformation. Instead, our findings suggest that employees may feel dedicated to their organization but remain hesitant to adapt unless they have channels to express their concerns and participate in shaping change processes.

This result diverges from research (Nawir & Mansur, 2021; Shamsudin & Hassim, 2020; Zacharias et al., 2021), who found a direct link between commitment and change adaptation. However, our study suggests that this relationship is more complex and conditional on the presence of voice behavior. Employees may experience psychological contracts with their organization, where they feel a sense of loyalty but simultaneously resist top-down change initiatives due to fear of uncertainty or lack of involvement in decision-making.

The insignificant effect of engagement on change ( $\beta = -0.008, p = 0.756$ ) further suggests that simply being enthusiastic or dedicated to work is not enough to drive meaningful transformation. Without structured mechanisms for involvement, even highly engaged employees may remain passive or indifferent to strategic shifts. This supports the argument made (Wang et al., 2020), who found that engaged employees only support change when they feel empowered to influence outcomes.

### **Barriers to Employee Voice and Implications for Organizational Leadership**

While the findings emphasize the importance of voice behavior, it is also evident from the descriptive statistics that not all employees feel equally comfortable expressing their opinions. The higher standard deviation in voice behavior ( $SD = 0.81$ ) suggests that some employees are proactive in sharing feedback, whereas others may be hesitant due to perceived risks, hierarchical constraints, or cultural barriers, (Lumpkin et al., 2010) previously identified that one of the primary barriers to employee voice is the existence of communication gaps between employees and management. This is particularly relevant in hierarchical organizations like PT Pelindo Jasa Maritim, where formal authority structures might discourage bottom-up communication. Employees may fear negative repercussions, believe that their ideas are not valued, or feel that leadership is unresponsive to feedback.

To address these barriers, leadership should actively cultivate a psychologically safe work environment where employees feel respected, heard, and valued for their contributions. This aligns with the work (Gregory et al., 2019; Roscoe et al., 2019; Titin et al., 2022), who emphasized that leader-member exchange (LMX) quality directly influences employees' willingness to engage in voice behavior.

In practical terms, organizations can enhance employee voice mechanisms by: 1) Implementing digital feedback platforms that allow anonymous suggestions and real-time management responses; 2) Training leaders in active listening and constructive response techniques to ensure employees feel acknowledged; 3) Creating formal forums for employee participation in decision-making, such as town hall meetings or innovation workshops.

By fostering an open and inclusive communication culture, organizations can maximize the benefits of employee voice behavior and facilitate smoother transitions during organizational change.

### **Theoretical Contributions**

This study extends existing research on organizational change and employee behavior by demonstrating that voice behavior is a key enabler of successful transformation. While prior studies have examined commitment and engagement as standalone predictors of change, our findings suggest that these factors require an additional mechanism—voice behavior—to translate into meaningful action.

This finding contributes to the employee participation theory (Bullock, 2019; Niskanen, 2017) by reinforcing the idea that organizations must create conditions where employees feel empowered to share their insights. Furthermore, the results align with social exchange theory (Buck, 2016; Geoffrey Deladem et al., 2020), which



suggests that when employees perceive a reciprocal relationship with management, they are more likely to engage in behaviors that support organizational goals, including change initiatives.

### **Practical Implications for Change Management**

From a managerial perspective, the findings highlight the importance of fostering an inclusive and participatory environment to support organizational change. Managers should be equipped with the necessary skills to engage employees in open dialogue rather than relying solely on top-down directives. Encouraging participatory leadership ensures that employees feel heard and valued, which strengthens their willingness to support transformation initiatives.

Establishing structured feedback mechanisms is essential in gathering employee insights systematically. Organizations should implement technology-driven tools that allow real-time feedback collection, ensuring that leadership can address concerns proactively and adjust strategies as needed. By fostering continuous communication, organizations can create an adaptive culture where employees feel empowered to contribute to change processes.

Developing employee readiness programs is another critical component in facilitating successful change. Employees should be gradually prepared for transitions through structured initiatives that focus on addressing concerns, reducing uncertainty, and reinforcing the long-term benefits of organizational change. Providing clarity on why change is necessary and how it will impact employees' roles can minimize resistance and improve overall acceptance.

Recognizing and rewarding voice behavior plays a crucial role in sustaining an open communication culture. Organizations should establish incentive programs that acknowledge constructive contributions and innovative ideas, reinforcing the perception that employee feedback is valued. By integrating formal recognition systems, organizations can cultivate an environment where employees are motivated to share insights that drive continuous improvement.

### **Limitations and Future Research Directions**

Despite its contributions, this study has several limitations that should be considered in future research. The study was conducted within PT Pelindo Jasa Maritim, a maritime services company, where organizational structures, communication patterns, and leadership approaches may differ from other industries. The dynamics of voice behavior and organizational change may vary in fields such as technology, healthcare, or education, where employee autonomy, decision-making processes, and hierarchical structures differ significantly. Future research should explore cross-industry comparisons to validate these findings and provide a broader understanding of how voice behavior influences organizational change across various sectors.

This study employed a cross-sectional survey design, capturing employee perceptions at a single point in time. While the results offer valuable insights, they do not capture how voice behavior and change adaptation evolve over time. Longitudinal studies could provide a more comprehensive perspective on the temporal dynamics of voice behavior, particularly in organizations undergoing prolonged transformation efforts. Examining how employee voice behavior fluctuates across different phases of change can yield deeper insights into the sustainability of participatory communication strategies.

Future research should also consider additional moderators that may influence the extent to which employees engage in voice behavior. Psychological safety, power distance, and cultural dimensions play a critical role in shaping whether employees feel comfortable expressing their ideas and concerns. Investigating how these contextual factors interact with voice behavior could provide a more nuanced understanding of the conditions that facilitate or hinder employee participation in organizational change.

Expanding research on digital transformation and its role in enhancing employee voice behavior could offer further insights into how technology bridges the gap between leadership and employees. As organizations increasingly adopt digital communication platforms, artificial intelligence-driven feedback systems, and remote collaboration tools, understanding how these technologies influence voice behavior and organizational adaptability becomes increasingly important. Examining the intersection between digital transformation and participatory leadership can contribute to more effective change management strategies in the modern workplace.

## **CONCLUSION**

This study underscores the critical role of employee voice behavior in facilitating organizational change. While organizational commitment and employee engagement are often regarded as key drivers of successful transformation, the findings reveal that these factors alone are insufficient to directly influence organizational change. Instead, voice behavior serves as a crucial mediating mechanism, enabling employees to actively participate in decision-making processes and contribute to the success of change initiatives. The results highlight that employees who exhibit strong organizational commitment and engagement are more likely to

express their concerns, provide constructive feedback, and propose solutions that help shape organizational transformation. However, when employees lack opportunities to communicate their perspectives, their commitment and engagement do not necessarily translate into proactive support for change. These findings emphasize the importance of creating an open, inclusive, and psychologically safe work environment where employees feel encouraged to share their insights without fear of negative consequences.

From a theoretical perspective, this study contributes to the existing body of knowledge on organizational change by reinforcing the importance of participatory communication models. The findings align with social exchange theory, demonstrating that employees who perceive a reciprocal relationship with leadership are more likely to engage in voice behavior and support organizational adaptation. Additionally, the study supports employee participation theory, which argues that organizations must actively foster conditions that empower employees to contribute to decision-making processes. From a managerial standpoint, the findings suggest that organizations should focus on strengthening participatory leadership, implementing structured feedback mechanisms, and developing employee readiness programs to ensure that commitment and engagement translate into meaningful contributions to change initiatives. Recognizing and rewarding employee voice behavior can further sustain a culture of openness and continuous improvement, enhancing overall organizational agility.

Despite its contributions, this study has limitations that should be addressed in future research. The industry-specific context of PT Pelindo Jasa Maritim means that findings may not be directly generalizable to other sectors with different leadership structures and communication practices. Additionally, the cross-sectional nature of this study limits the ability to track how employee voice behavior evolves over time. Future research should explore longitudinal analyses and cross-industry comparisons to further validate these findings. Investigating moderating factors such as psychological safety, power distance, and digital transformation could provide deeper insights into how organizations can optimize employee participation in change initiatives. In an era where organizations must continuously adapt to technological advancements, market fluctuations, and evolving workforce expectations, fostering a culture that encourages employee voice behavior is more critical than ever. Organizations that invest in open communication, participatory leadership, and structured change management strategies will be better positioned to navigate complexity and drive sustainable transformation. By leveraging employee insights and engagement, organizations can build resilient, adaptive, and innovation-driven workplaces that thrive in an ever-changing business landscape.

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