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# Breaking the Silence: Revolutionizing Organizational Performance through Employee Voice

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***Authors' contributions***

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## ABSTRACT

Organizations are increasingly realizing the value of the voice of their staff as a resource in a dynamic and fierce world of business. Therefore, the study examines the role of employee voice in revolutionizing organizations and improving performance.
The research involved a comprehensive survey, with data collected from 101 respondents. Statistical Package for the Social Sciences (SPSS) was used for data management and analysis. and correlation and regression were used to analyze the data. These two tools were used so as to examine the impact of voice on employee performance and check the moderating effect of organizational trust on the relationship between employee voice and organizational performance. The study found that fostering open communication and receiving feedback from employees positively influences productivity and reduces attrition rates. Effective leadership and communication

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channels play pivotal roles in this the performance of organization. The results revealed significant relationships between the variables under scrutiny, and the mediating variable was found to exert a noteworthy impact. Nepal is facing a serious turnover problem and low productivity. Organizations can utilize the finding of the study while developing HR policies for minimizing employee turnover and increase productivity.

*Keywords: Employee voice; organizational performance; union; employee leadership; leadership style; feedback culture.*

## 1. INTRODUCTION

In the dynamic landscape of contemporary organizations, the concept of employee voice has emerged as a pivotal force, shaping not only how individuals interact within their workplaces but also influencing the performance and sustainability of the organizations themselves. Employee voice encompasses the expression of opinions, ideas, concerns, and feedback by employees, serving as a bridge between the workforce and organizational decision-making processes. Its significance extends beyond mere communication-it embodied the potential for transformation, innovation, and, ultimately, improved organizational performance. The influence of employee voice on performance of an organization is widely acknowledged by the previous studies. Akinwale [1] undertaken empirical investigation in the industry in Nigeria underscores the correlation between employee voice and heightened productivity. Alfayad [2] application of Herzberg's Two-factor Theory highlights the profound link between job satisfaction and employee voice, shedding light on the intrinsic motivations driving individuals to express their voices.

Beyond the immediate outcomes, such as enhanced job satisfaction and productivity, employee voice has been recognized as a catalyst for innovation within organizations. Ashiru et al. [3] delves into the intricate connection between employee voice and innovative employee, demonstrating how fostering a culture of expression can lead to fresh ideas and creative solutions. In today's rapidly evolving world, researchers explored the link between employee voice and transformative changes. These shifts redefined work, impact on well-being, and challenge in conventional notions of employee participation. Through digitalization and diversification, we uncover new avenues for inclusive employee voice, revolutionizing organizational performance [4].

However, it is essential to acknowledge that employees may sometimes hesitate to express their thoughts, particularly when the information they possess is perceived as negative or threatening (Morrison, 2014). Morrison [5] undertaken a comprehensive review of employee voice behavior provided a foundation for understanding the intricacies of this phenomenon while simultaneously highlighting the need for further research to bridge existing gaps. The question of how different forms of leadership, such as transformational, may enhance employee voice behaviors continue to intrigue researchers, as suggested by Chen et al. [6].

In today's ever-evolving landscape of work, employee voice stands as a dynamic and multifaceted force, crucial to the success of organizations [7-10]. The comprehensive body of research presented its paramount importance in shaping positive organizational cultures, driving productivity, and maintaining a competitive edge. As organizations accept the challenges of the modern world, the ability to embrace employee voice and foster trust within their ranks remains central to their journey towards continued success [11]. Certainly, employees' voices are now a vital tool in creating a harmonious and innovative future in the workplace [12,13]. The main objectives of the study are to examine the relationship between HR practices proxied by union participation, leadership style, employee leadership and feedback and communication and organizational performance explained by productivity and employee turnover and mediating effect of organizational trust on the relationship between HR practices and organizational performance.

## 2. LITERATURE REVIEW

### 2.1 Employee Voice and Organizational Performance

Employee voice has become a focal point of extensive academic research and a pressing concern for numerous Human Resource professionals. It remains a subject of heated debate in organizations that struggle with subpar performance, with many experts contending that

one of the primary catalysts for reduced productivity is the disregard of employee input and recommendations by management [14,1516].

Over the past 25 years, there has been a significant transformation in the methods of employee expression employed in both private and public workplaces on a global scale. Non-union avenues for employee voice have seen substantial growth, while traditional union-based mechanisms have seen a decline [17]. The phrase "employee voice" is being used more often to refer to a wide range of procedures and frameworks that permit and occasionally empower workers to participate both directly and indirectly in business decision-making (Prucell, 2003).

Kim et al. [18] examined the impact of employee voice and how it affects organizational performance, researchers have investigated two distinct types of employee voice: voice of the team and as a representative. Team voice means employees expressing their opinions collectively within their respective teams, whereas representative voice involves employees communicating their perspectives through representatives, such as labor unions or employee councils. In this study it is discovered that the team voice has a more immediate impact on organizational performance, as it is associated with high productivity and quality. On the other hand, representative voice has a more long-term effect, leading to improvements in employee relations and commitment, which subsequently contribute to enhanced organizational performance.

There is a concept of person-organization fit that involved aligning individual values and skills with the organization's culture. When employees felt this alignment, they engaged in voice behaviors, sharing insights and ideas. This connection boosted their willingness to contribute. Such contributions enhanced organizational productivity and performance. Therefore, organizations aimed to foster an encouraging environment for employee voice, acknowledging its positive impact on knowledge productivity [19].

## 2.3 Feedback and Communication and Organizational Performance

Employees were often hesitant to speak up when they perceived their information as negative or threatening. The hesitancy could be attributed to various reasons, such as fear of retaliation, concerns about damaging relations, or a belief that their input might not be valued or acted upon. (Morrison 2014). Great leaders are expected to set an example morally to their followers, and the importance of morally grounded leadership has been highlighted in research [20].

The new approach of employee voice was based on direct communication and upward problem-solving between supervisors or first–line managers and their staff. This interaction took place through informal oral or verbal means, such as informal conversation or meetings. The purpose of these forms of participation was to facilitate exchange of ideas, feedback and problem- solving [21].

Employee voices enhanced communication and promoted staff retention by fostering fairness. Organizations experienced decreased productivity when employees couldn't share their views. Fear of job loss led to silence, harming companies. Acknowledging employee input boosted motivation and job satisfaction. Organizations should have encouraged and supported idea expression for improved effectiveness [2].

Akinwale [1] in his research, investigated the impact of employee voice on productivity and explored factors influencing willingness to speak up in an oil factory. The study identified factors affecting speaking up such as; organizational culture support, formal channels for expression, and fairness perception.

Dirks & Ferrin [11] found a favorable correlation between employee feedback and organizational trust, suggesting that organizations that promote and value employee voice are more likely to gain the trust of their employees. Trust is essential for fostering loyalty, commitment, and a positive organizational culture. By encouraging employees to voice their ideas and concerns, organizations can tap into a diverse range of perspectives, insights, and innovative solutions.

## 2.4 Organizational Trust and Hr Practices

Trust between managers and employees is positively correlated with employee voice. When employees feel their voices are heard and respected, it enhances trust in the managerial hierarchy and the organization. Detert &

Edmondson [22] demonstrated that employees who felt comfortable speaking up and offering suggestions had higher levels of trust in their managers. This trust, in turn, contributes to a positive work environment, improved communication, and collaboration within the organization and leverages organizational performance to a larger extent.

Moreover, employee voice plays a crucial role in building and strengthening company trust. When employees have opportunities to voice their opinions, it fosters a sense of inclusion and psychological safety, leading to increased trust in the organization.

Zhou & George [23] emphasized how employee voice plays a key role in enabling company development and change. Long-term success and a competitive edge can result from employees who feel empowered to speak up and contribute to the organization's continual improvement, adaptability, and creativity. It is crucial to remember, though, that proactive efforts by organizational leaders are needed to foster an environment of employee voice and foster trust between managers and staff.

## 2.5 Leadership and Organizational Trust and Performance

Morrison [5] emphasized the role of leadership in creating an environment that fosters employee voice and builds trust. A culture of trust and an encouragement to speak up can be fostered by leaders who exhibit transparency, equity, and responsiveness to the concerns of their staff.

Joseph and Shetty [24]'s findings showed encouraging employee voice reduced destructive leadership. Valuing voice fostered a positive culture, while silence led to negative culture. The study emphasized the need for voice-supportive environments for healthier leadership and positive culture. Hosseini et al. [25] delve into the importance of knowledge employees expressing their opinions, concerns, and suggestions to improve organizational performance and new development. The study provided light on the variables influencing employee voice in emerging economies by concentrating on their environment. By offering insights into the dynamics of employee voice inside knowledge-based businesses, particularly in emerging economies, the research adds to the body of current literature. Rees et al. [26] investigated employee voice and workplace engagement. They asserted that voice fosters engagement and positive organizational outcomes. The article reviewed links between voice, engagement, satisfaction, commitment, and performance. It also addressed potential dissent risks and effects on well-being.

Through employee input, Dedahanov et al. [27] investigated the impact of authoritarian, charitable, and moral leadership on innovation. They discovered that a boss with an authoritarian style silences employees, which hinders innovation. They also discovered that moral leadership encourages employee voice, which fosters creativity. Employee voice behavior was found to be suppressed by the supervisor's authoritarian leadership style, according to Li and Sun [28]. The direct negative impact of supervisor authoritarian leadership on employee voice was tempered by power distance orientation, but the indirect negative effect of manager authoritarian leadership was moderated by leadership identity. Nazir et al. [29] the influence of authoritarian leadership on creative work practices by considering the roles of leadership-member exchange and employee voice behavior. The results indicated that paternalistic leadership is associated with the quality of the exchange relationship, which, in turn, influences employee voice and subsequently affects innovative behavior. Authoritarian leadership indirectly affected innovation negatively through exchange and voice pathways.

## 2.6 Union Participation and Organizational Performance

When the voice of employees in Australian workplaces that were either unionized or not was contrasted. It was emphasized that unions did not stifle the advancement of substitute speech techniques. More voice mechanisms were available in unionized workplaces than in non-unionized ones. In addition, there were also more management-sponsored and individual voice mechanisms as well as active union involvement in union environments that fosters performance [30,31].

## 2.7 Theoretical Review

Social cognitive theory emphasized learning through observing others and the environment. It concentrated on how cognitive processes and behavior interact within a social context. A study that utilized social cognitive theory to examine

supervisor-rated performance, employee voice, leader trustworthiness, and perceptions of uncertainty attitudes discovered that employee voice acted as a partial mediator of the positive relationship between supervisor-rated performance and employee assessment of trustworthiness. Furthermore, reinforcing this mediated association were employee perceptions of uncertainty behaviors [32].

The study by Ahmed et al. [33] on frontline managers (FMs) emphasized their role in building positive staff relations via effective managerial communication (MC). Aligned with Agency Theory, the study highlighted how fostering employee voice through communication channels and feedback culture reduced information imbalances, aligned interests, and boosted organizational performance. This demonstrated that encouraging open communication bridged the management-staff gap, improving working relationships and outcomes. Chen et al. [6] examined the relationship between employee voice behavior and transformative leadership (TL). By examining data of 172 employees across 40 companies, the research revealed that TL not only influenced employees' perceived meaningfulness in their work but also related with both promotive and prohibitive voice behaviors. This emphasizes how TL fosters surroundings for workers making them likely to speak their opinions, contributing to improved organizational performance, as proposed by the Transformational Leadership Theory.

Wu et al. [34] investigated the relationship between corporate socialization and employee voice behavior, considering two Social Identity Theory components: organizational identity and job participation. Results from 231 Chinese supervisor-subordinate dyads demonstrated that organizational socialization had a favorable impact on both voice types. While job participation mediated the relationship between self-job-concerned voice and organizational identification, the former also mediated the latter.

## 2.8 Research Gap

The study on this issue has mostly undertaken in the developed countries' settings but very few literatures were found in the context of Nepal. Most of the studies [4,6](Horrison, 2014) found the positive relationship between employee voice and organizational performance. However, the robust test has not been made in the Nepalese context. Therefore, this study helps contributing the literature in the context of Nepal.

## 2.9 Conceptual Framework

A conceptual framework is a significant element of research that acts as a visual depiction of the important ideas, factors, connections, and procedures included in a study. It offers a framework and road map for conducting research, assisting the researcher with data organization and analysis [35].

The paper by Mudor [36] examines the relationship between organizational performance and Human Resource Management (HRM) methods, such as promoting employee voice. The study focuses on productivity and turnover as performance indicators. Extensive research done in this paper underscores the pivotal role of HRM practices in enhancing overall organizational performance by influencing these critical components. Therefore, organizational performance, captured through productivity and turnover, takes center stage as the primary dependent variable in this study, signifying the profound impact of HRM strategies and the presence of employee voice within the organizational context. Together, these factors play a critical role in revealing the complex relationship that exists between HRM practices and organizational effectiveness.

The framework of this study is grounded in the understanding that a range of organizational factors can significantly impact key outcomes such as organizational performance, productivity, and employee turnover. The chosen variables, including Union, Leadership Style, Employee Leadership, Communication Channel, Feedback and Suggestion Culture, and the mediating variable Organizational Trust, have been carefully selected based on existing literature and their potential to influence the dependent variables.

Union is included as it represents an external influence on the organization and can impact employee relations and collective bargaining [37]. Leadership Style is essential because it shapes the way leaders interact with employees, influencing their motivation and commitment [38]. Employee Leadership recognizes the potential for employees to take on leadership roles,

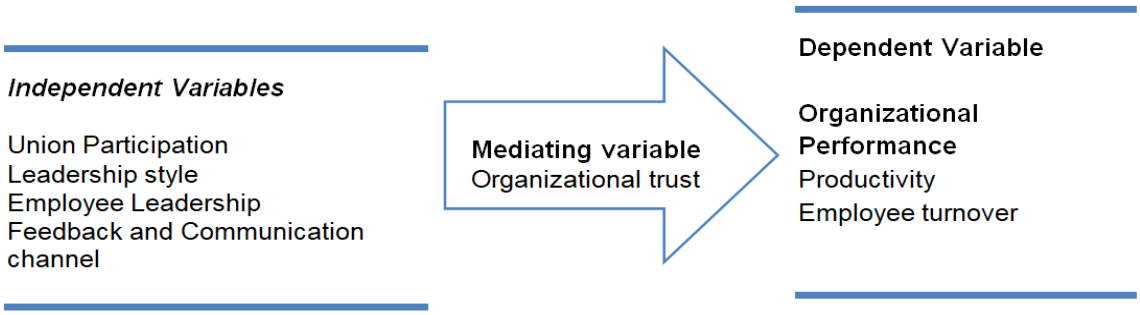



**Fig. 1. Conceptual Framework**

impacting their involvement in decision making and overall engagement [39]. According to Martinez Martinez and Fernandez Hurtado [40], the communication channel is essential for enabling the flow of ideas, criticism, and information within the company. Feedback and Suggestion Culture reflects the organization's receptivity to employee input, which can affect their satisfaction and willingness to voice their concerns [41].

Multiple studies [42] (Lee et al., 2023) support the inclusion of organizational trust as a mediating variable. These studies suggest that trust can mediate the connections between these independent and the dependent variables of employee turnover, productivity, and organizational performance. Trust acts as a bridge, helping to explain how the chosen organizational factors influence these critical outcomes. Therefore, this framework provides a comprehensive view of how these variables interrelate and their potential impact on organizational success.

## 3. METHODOLOGY

The study tried to explore the relationship between employee voice and organizational success, a quantitative study approach was used. The population was considered to the employees working in different organizations in Nepal. All types of organizations were selected because employee voice is crucial to all types of organizations for better performance. 107 employees were taken as sample. Out of the 107 individuals approached, a commendable 101 returned the completely filled questionnaire showcasing a robust response rate that bolstered the study's statistical significance. As the sample 107 was taken based on the samples taken by other researchers in the same issue [23,43].

To gather pertinent data, a close-ended questionnaire was meticulously designed and distributed through Google Forms. Two separate sections were carefully considered while creating questionnaire. The first part focused on capturing demographic information of participants, including their age, gender, years of experience, and job roles. This demographic information would later prove instrumental in analyzing how various demographic factors might intersect with employee voice and performance. The study's main component, the second part of the questionnaire includes the Likert scale questions for measuring the domains under study. In order to do this, a standard 5-point Likert scale was used as most of the researchers used the 5-point likert scale to measure the opinions of the people, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree."To present and analyze the data the Statistical Package for the Social Sciences (SPSS) was used. Correction and regression were used to examine the relationship and impact of dependent variables and /on independent variables. Moderating analysis was also explained using stepwise regression.

## 4. RESULTS AND ANALYSIS

Table 1 reflects the existing management styles experienced by employees within the organization. The majority of respondents (65.3%) indicated a democratic management style, suggesting that the organization values collaborative decision-making. Conversely, 23.8% reported an autocratic management approach, which may hinder open communication and limit employee input. Additionally, 10.9% noted a non-intervention style, allowing employees more autonomy, potentially fostering a sense of empowerment. These findings highlight the connection between management style and employee voice,

indicating that a democratic approach aligns with the promotion of active participation and potentially contributes to improved organizational performance.

This table provides insights into the perceived importance of voice of workers in organizational performance. The data, drawn from employees' perspectives on why their voices matter, reveals that the most cited reason is the potential to increase productivity (32.7%). This underscores the belief that increased workplace efficiency can result from encouraging staff members to express their opinions and concerns. Additionally, 46.6% highlighted innovation, suggesting that organizations recognizing and valuing employee input can foster a culture of innovation. Furthermore, 72.3% expressed the belief that employee voices contribute to overall organizational improvement, emphasizing the pivotal role of employees in shaping an organization's success. Lastly, 27.7% mentioned building trust and relationships, signifying that employee voices play a crucial role in fostering positive workplace relationships. This data underscores the significance of employee voice as a catalyst for enhancing organizational performance through innovation, trust-building, and overall improvement.

Table 3 offers an understanding of the obstacles employees face when attempting to voice their concerns or ideas. These obstacles are essential to consider when discussing the importance of employee voice in organizational performance. Among respondents, 45.5% reported a lack of confidence as the primary barrier, suggesting that employees may hesitate to speak up due to self-doubt. Additionally, 54.4% mentioned concerns about damaging their own reputation, highlighting the potential consequences employees fear when sharing their thoughts. A significant portion (42.6%) indicated fear of rejection, emphasizing the psychological barriers employees may encounter. Lastly, 3% cited bad past experiences, revealing that previous negative encounters with voicing opinions could discourage future contributions. Recognizing these obstacles is vital for organizations aiming to create environments that encourage and support employee voice to enhance organizational performance.

Table 4 offers insights into the existing communication and feedback channels within the organization, which can significantly impact the effectiveness of employee voice. The data indicates that 39.6% of employees rely on team meetings as a channel for expressing their thoughts and ideas, emphasizing the importance of structured group discussions. Additionally, 27.7% opt for direct feedback to their supervisors, indicating the role of immediate superiors in facilitating employee voice. Furthermore, 24.8% prefer providing feedback directly to the HR department, showcasing the significance of HR's involvement in promoting employee voice. Lastly, 7.9% utilize feedback boxes, highlighting the need for anonymous channels where employees can voice concerns without fear of repercussions. This data underscores the diverse range of communication channels available within the organization and the importance of these channels in enabling employee voice, which in turn can influence organizational performance.

In this survey, respondents were asked to rank the factors that, in their opinion, maximize the representation of employee voice on a scale of 1 to 5, with 5 indicating the highest significance.

The mean rank values provided insights into the factors considered most significant by respondents for maximizing employee representation through their voice. A good relationship between employees and the organization received the highest mean rank (4.13), which marks the paramount value of a supportive and cooperative work environment in motivating staff members to express their ideas and worries. Informal conversations between managers and staff came in close second (4.06), emphasizing the significance of open channels for interaction. Sharing of thoughts, opinions, and concerns also ranked high (4.01), reinforcing the value of organizations that actively promote employee input. Collectively, these findings underscore the pivotal role of organizational culture and communication dynamics in maximizing employee representation through their voices.

## 4.1 Correlation Analysis

Table 6 displays the findings of a correlation analysis conducted on a dataset containing 101 observations to determine the correlations between four independent variables (Feedback and communication channel, Union, Leadership style, and Employee leadership), and two dependent variables (Productivity and Employee turnover). The findings for productivity show that the communication channel and feedback have a modest but positive connection ($r = 0.199$, $p =$

**Table 1. Management style of the organization**

| Type | Frequency | Percentage | Cumulative percentage |
|---|---|---|---|
| Autocratic | 24 | 23.8 | 65.3 |
| Democratic | 66 | 65.3 | 89.1 |
| Non-intervention | 11 | 10.9 | 100 |
| Total | 101 | 100 | |

**Table 1. Importance of Employee voice in an organization**

| Reasons | Frequency | Percentage | Cumulative percentage |
|---|---|---|---|
| Increase productivity | 33 | 32.7 | 32.7 |
| Innovation | 14 | 13.9 | 46.6 |
| Organization Improvement | 26 | 25.7 | 72.3 |
| Building trust and relationship | 28 | 27.7 | 100 |
| Total | 101 | 100 | |

**Table 2. Reasons for employee not being able to voice out**

| Reasons | Frequency | Percentage | Cumulative percentage |
|---|---|---|---|
| Lack of confidence | 46 | 45.5 | 45.5 |
| Damage own reputation | 9 | 8.9 | 54.4 |
| Fear of rejection | 43 | 42.6 | 97 |
| Bad past experience | 3 | 3 | 100 |
| Total | 101 | 100 | |

**Table 3. Communication and Feedback Channel**

| Type | Frequency | Percentage | Cumulative percentage |
|---|---|---|---|
| Direct feedback to HR depart | 25 | 24.8 | 24.8 |
| Team meetings | 40 | 39.6 | 64.4 |
| Direct feedback to supervisor | 28 | 27.7 | 92.1 |
| Feedback box | 8 | 7.9 | 100 |
| Total | 101 | 100 | |

**Table 4. Employee opinion and rank on what maximizes the representation to employee voice from 1 to 5**

| Aspect | Mean Rank |
|---|---|
| Positive working relationships between the company and its employees | 4.13 |
| Informal dialogue between the staff and the leaders | 4.06 |
| Sharing of thoughts, opinions, and concerns | 4.01 |

0.046), indicating a small positive association. The Union also exhibits a positive association, but it is slightly stronger (r = 0.241, p = 0.015). However, the stronger positive correlation between leadership style and productivity (r = 0.367, p 0.01) suggests a more substantial positive effect. Conversely, there is a lower, non-significant positive link between employee leadership and productivity (r = 0.148, p = 0.141). When examining employee turnover, it is evident that there is a moderate negative link (r = -0.350, p < 0.01) between feedback and communication medium. There is a weak, non-significant negative association between Union and employee turnover (r = -0.056, p = 0.581). The leadership style and the relationship are moderately negative, as seen by the significant negative correlation (r = -0.266, p = 0.007). Lastly, employee turnover and employee leadership shows non-significant negative connection (r = -0.129, p = 0.199). Overall, these findings suggest that Leadership style has the strongest positive association with Productivity, while Feedback and communication channel is most strongly linked to reducing Employee turnover.

## 4.2 Impact of Employee Voice on Employee Turnover

Regression analysis is a statistical technique used to examine the impact of multiple independent variables, on dependent variables. R square value of the model without including organizational trust is .149. It shows that employee voice combinedly explains 14.9 percent variation of organizational performance.

Table 8 provides a summary of the regression models along with information on how the addition of the moderate variable, organizational trust, affects the model's performance. With a coefficient of determination (R Square) of 0.149 in the first model (Model 1), the independent variables (leadership style, union, feedback and communication channel, and employee leadership) account for about 14.9% of the variability in the dependent variable. The Change Statistics section focuses on how the addition of variables affects the model. When organizational trust is introduced in the second model (Model 2), there is a slight increase in R Square from 0.149 to 0.151, suggesting that organizational trust contributes an additional 0.2% of explained variance. The F Change statistic (0.22) tests the overall significance of the model with the addition of organizational trust, and it is not noteworthy statistically ($p = 0.64$).

The results of a regression study are shown in this table with the goal of determining how different independent variables (predictors) relate to the dependent variable, in this instance productivity. A number of statistics are used to evaluate the overall fit of the model. A moderately positive association ($r = .399$) has been found between the predictors and productivity. The included variables account for about 15.9% of the variability in production, according to the R square value of 0.159. The sample size and number of predictors are taken into account in the adjusted R square of 0.124, which gives a little more cautious estimate of the explanatory power of the model. The average divergence of actual productivity scores from the projected values is represented by the standard error of the estimate, which is at 0.657. This value indicates how effectively the model predicts productivity based on the factors that are included. The predictors in this model are Employee Leadership, Feedback and Communication Channel, Union, and Leadership Style. These variables were used to analyze their individual and combined effects on productivity.

The table 10 displays the findings of a regression study conducted to determine how organizational trust, acting as a moderating variable, affects the relationship between productivity, the dependent variable, and the independent factors. Without taking into account the moderating influence of organizational trust, the first model's R square value of 0.159 shows that the included predictors account for around 15.9% of the variability in productivity. The R square value of the second model, which adds organizational trust as an extra predictor, rises to 0.219, indicating that the model now explains around 21.9% of the variation in productivity. By considering the number of predictors and sample size, the adjusted R square values (0.178 for the second model and 0.124 for the first model) provide more conservative assessments of the models' explanatory power. The second model's standard error of the estimate is 0.636, which shows how effectively the model predicts productivity when all the factors are considered. The model's performance was greatly enhanced by adding organizational trust as a predictor, as indicated by the F Change of 7.269 and a p-value of 0.008 in the change statistics. This implies that the connection between the independent variables and productivity is significantly influenced by organizational trust.

## 4.3 Impact of Employee Voice on Productivity

In Model 1, the constant (intercept) is 0.522, with a standard error of 0.270, indicating that it is not significantly different from zero ($p = 0.057$). Leadership style has a notable positive impact on productivity, with a standardized coefficient (Beta) of 0.309. This suggests that as leadership style improves, productivity is expected to improve. This relationship is significant statistically (p-value=0.006). Feedback and communication channel and union dynamics do not exhibit significant impacts on productivity, as their p-values are more than 0.05. Employee leadership also does not significantly affect productivity.

In Model 2, the introduction of organizational trust as a variable lead to a change in the model's performance. The constant remains similar, but the standardized coefficients for the variables change. Leadership style remains positively related to productivity (Beta = 0.172),

**Table 5. Correlation between dependent and independent variables**

| Variables | | Productivity | Employee turnover |
|---|---|---|---|
| Feedback and communication channel | Pearson Correlation | .199* | -.350** |
| | Sig. (2-tailed) | 0.046 | 0 |
| | N | 101 | 101 |
| Union | Pearson Correlation | .241* | -0.056 |
| | Sig. (2-tailed) | 0.015 | 0.581 |
| | N | 101 | 101 |
| Leadership style | Pearson Correlation | .367** | -.266** |
| | Sig. (2-tailed) | 0 | 0.007 |
| | N | 101 | 101 |
| Employee leadership | Pearson Correlation | 0.148 | -0.129 |
| | Sig. (2-tailed) | 0.141 | 0.199 |
| | N | 101 | 101 |
| * Correlation is significant at the 0.05 level (2-tailed). | | | |
| ** Correlation is significant at the 0.01 level (2-tailed). | | | |

**Table 6. Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .386a | 0.149 | 0.113 | 0.692 |
| a Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style | | | | |

**Table 7. Model summary with moderating variable on employee turnover**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .386a | 0.149 | 0.113 | 0.692 | 0.149 | 4.194 | 4 | 96 | 0.004 |
| 2 | .388b | 0.151 | 0.106 | 0.695 | 0.002 | 0.22 | 1 | 95 | 0.64 |

a Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style
b Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style, organizational trust

**Table 8. Model Summary of regression analysis on productivity**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .399a | 0.159 | 0.124 | 0.657 |

a Predictors: (Constant), Employee leadership, Feedback and communication channel, Union, Leadership style

**Table 9. Impact of trust on relationship between employee voice and productivity**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .399a | 0.159 | 0.124 | 0.657 | 0.159 | 4.542 | 4 | 96 | 0.002 |
| 2 | .468b | 0.219 | 0.178 | 0.636 | 0.06 | 7.269 | 1 | 95 | 0.008 |

a Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style
b Predictors: (Constant), Employee leadership, Feedback and communication channel, union, leadership style, organizational trust

but now, organizational trust also exhibits a statistically significant positive impact on productivity (Beta = 0.325) with a p-value of 0.008. Feedback and communication channel, union dynamics, and employee leadership continue to not significantly affect productivity.

These results indicate that leadership style significantly impacts productivity, with higher leadership style scores associated with improved productivity. Additionally, organizational trust is now also shown to significantly improve productivity in Model 2. Other variables, including feedback and communication channel, union dynamics, and employee leadership, do not exhibit a statistically significant relationship with productivity.

### 4.4 Impact of Employee Voice on Employee Turnover

In Model 1, the constant (intercept) is 2.940, with a standard error of 0.285, indicating that it is significantly different from zero (p = 0.000). Feedback and communication channel has a negative standardized coefficient (Beta = -0.295), suggesting that as these variable decreases, employee turnover increases. This relationship is significant with a p-value equaling 0.004. Union and leadership style do not have a significant impact on employee turnover as their p-values more than 0.05. Employee leadership and union have no significant effect on employee turnover.

In Model 2, the introduction of organizational trust as a variable does not significantly change the model's performance. The constant remains similar, and the standardized coefficients for the variables continue to exhibit their respective relationships with employee turnover. Organizational trust does not have an impact on employee turnover.

These results suggest that feedback and communication channels significantly impact employee turnover, with lower scores on this variable associated with higher turnover. Other variables, including union dynamics, leadership style, employee leadership, and organizational trust, do not exhibit a statistically significant relationship with employee turnover in the analyzed models. This indicates the importance of effective communication channels in managing employee turnover.

**Table 11. Impact of employee voice on Productivity**

| Model | Variable | Unstandardized Coefficients (B) | Standard Error | Standardized Coefficients (Beta) | t-value | p-value (Sig.) |
|---|---|---|---|---|---|---|
| 1 | Constant | 0.522 | 0.270 | - | 1.929 | 0.057 |
| 1 | Feedback and communication channel | 0.149 | 0.186 | 0.080 | 0.801 | 0.425 |
| 1 | Union | 0.154 | 0.108 | 0.143 | 1.431 | 0.156 |
| 1 | Leadership style | 0.419 | 0.148 | 0.309 | 2.830 | 0.006 |
| 1 | Employee leadership | -0.027 | 0.087 | -0.033 | -0.313 | 0.755 |

**Table 12. Impact of organizational trust as moderating variable on the relationship between employee voice and productivity**

| Model | Variable | Unstandardized Coefficients (B) | Standard Error | Standardized Coefficients (Beta) | t-value | p-value (Sig.) |
|---|---|---|---|---|---|---|
| 2 | Constant | 0.516 | 0.262 | - | 1.968 | 0.052 |
| 2 | Feedback and communication channel | 0.109 | 0.181 | 0.058 | 0.601 | 0.550 |
| 2 | Union | 0.113 | 0.106 | 0.104 | 1.068 | 0.288 |
| 2 | Leadership style | 0.233 | 0.159 | 0.172 | 1.460 | 0.148 |
| 2 | Employee leadership | -0.098 | 0.088 | -0.118 | -1.118 | 0.267 |
| 2 | Organizational trust | 0.339 | 0.126 | 0.325 | 2.696 | 0.008 |

**Table 13. Impact of employee voice on Employee turnover**

| Model | Variable | Unstandardized Coefficients (B) | Standard Error | Standardized Coefficients (Beta) | t-value | p-value (Sig.) |
|---|---|---|---|---|---|---|
| 1 | Constant | 2.940 | 0.285 | - | 10.320 | 0.000 |
| 1 | Feedback and communication channel | -0.576 | 0.196 | -0.295 | -2.935 | 0.004 |
| 1 | Union | 0.050 | 0.113 | 0.044 | 0.439 | 0.661 |
| 1 | Leadership style | -0.250 | 0.156 | -0.176 | -1.602 | 0.113 |
| 1 | Employee leadership | -0.008 | 0.091 | -0.009 | -0.090 | 0.928 |

**Table 14. Beta Analysis Results for Employee Turnover with mediating variable**

| Model | Variable | Unstandardized Coefficients (B) | Standard Error | Standardized Coefficients (Beta) | t-value | p-value (Sig.) |
|---|---|---|---|---|---|---|
| 2 | Constant | 2.939 | 0.286 | - | 10.274 | 0.000 |
| 2 | Feedback and communication channel | -0.583 | 0.198 | -0.299 | -2.952 | 0.004 |
| 2 | Union | 0.042 | 0.115 | 0.037 | 0.365 | 0.716 |
| 2 | Leadership style | -0.285 | 0.174 | -0.201 | -1.641 | 0.104 |
| 2 | Employee leadership | -0.022 | 0.096 | -0.025 | -0.227 | 0.821 |
| 2 | Organizational trust | 0.065 | 0.137 | 0.059 | 0.470 | 0.640 |

## 5. DISCUSSION

The study highlights the significance of employee voice in augmenting company efficiency and effectiveness. This is consistent with earlier research by Kaufman [44]. According to Della Torre [45], research has repeatedly demonstrated that allowing staff members to express their ideas improves performance. Zhou and George's [23] highlighted the correlation between employee voice and various favorable consequences, such as heightened innovation, trust, motivation, empowerment, and enhanced work performance. The consistency in results was found because the organizations that considered the voice of employee can enhance productivity and reduce employee turnover in every context of the world. It may be so because employee feel satisfied and likes to live in the same organization for long period of time and increases productivity as well.

Research consistently highlights the crucial role of ethical leadership in establishing a workplace culture that fosters and encourages employee expression. As exemplified by the findings of Xiao-Yu and Ma [46], this underscores the significance of ethical leaders in cultivating an atmosphere where human resources feel empowered to voice their thoughts and ideas. The findings highlight the critical role of ethical leaders who set a moral example for their teams and foster trust. It may be so because ethical leaders encourage to communicate openly and ensure that employees feel safe expressing their opinions, which, in turn, can lead to better overall organizational performance.

Organizational trust has been found significant in moderating the relation of proposed model. The finding is consistent with the findings of [47]. It may be so because when organizational trust is introduced as a variable, it significantly affect the model's performance, indicating that trust within the organization is a prominent factor in explaining employee turnover.

The study found that feedback and communication has positive relationship with organizational performance proxied by productivity and employee turnover. This result is consistent with the findings of Phong et al. [48], as they found that Open communication and feedback channels are essential for encouraging

employee voice and bridging the gap between management and employees, as emphasized in research by These channels include avenues like team meetings and direct feedback to supervisors. It may be so because when these communication channels are well-established, employees feel more comfortable expressing their opinions, which, in turn, leads to better working relationships and outcomes.

The Social cognitive theory and agency theory which were used as the base theory for the study have been accepted by the findings. IT implies that these theories can be applied in the least developed country's settings like Nepal [49-52].

In summary, the study's findings support the notion that employee voice is critical for enhancing organizational performance and productivity. Ethical leadership and a sense of ownership can foster employee voice, and leadership styles and effective communication channels play pivotal roles in this process. These elements are interconnected and collectively contributed to creating a conducive environment for employee voice.

## 6. CONCLUSION AND IMPLICATION

This study examines the complex relationship between worker voice and organizational effectiveness. The study concludes that the employee voice proxied by employee leadership, feedback and communication channel, union and, leadership style has to be considered to increase the productivity of the organizations. If these factors are positively handled than organization will be able to include the voice of their employees in their execution that will satisfy to the employees which will increase commitment of the employees and ultimately increase the productivity and decrease employee turnover. Similarly, with the execution of domains of employee voice a manager can increase the trust of employees towards the organization that also help increase productivity and decrease employee turnover.

This implies that an employee preferred leadership style and better feedback culture will help retain employees which may slightly but not largely affect the productivity of the organization. However, organizational trust, if improved, along with good leadership style, better feedback culture and appropriate employee leadership will increase productivity of the organization. So, policies of organizations should be updated so that leadership style can be more democratic, feedback and communication is encouraged, active participation of union and employee leadership can be promoted. It helps leverage the productivity and minimize the turnover rate. With all these HR practices helped increase the organizational trust which ultimately enhances productivity and reduce employee turnover.

Nepal is facing a serious turnover problem and low productivity. Organizations can utilize the finding of the policy while developing HR policies for minimizing employee turnover and increase productivity. Research on the future may be conducted in larger samples collected from more industry types and in different places as the study has been conducted only in Kathmandu. The variables can be added to see the robust impact on productivity and employee turnover.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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