

ARTICLE

# The Relationship Between Employee Voice and Organizational Effectiveness Becomes Significant with The Mediation of Work Engagement

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## ABSTRACT

The best human resource (HR) management practices organizations implement worldwide are still being discussed. One of the causes is a lack of understanding of the decision-making process. Management must develop a strategy for generating constructive ideas and receiving employee feedback to manage the organization effectively. This study aims to understand the mediating effect of work engagement on employee voice and organizational effectiveness with a social exchange approach. One hundred ninety-three employees of Statistics Indonesia were used to assess the hypothesis. The technique used in this study was purposive sampling. To collect data using Google Forms. The results show that employee voice has no direct effect on organizational effectiveness but has a positive and significant impact after being mediated by work engagement. For practical implications, practitioners need to strengthen the employee's voice mechanism by providing opportunities for employees to voice their opinions by feeling heard. Employees will be motivated to become more engaged in their work to increase their effectiveness.

## A. INTRODUCTION

The best human resource (HR) management practices implemented by organizations worldwide are still being discussed (Kwon et al., 2016). One strategic area of HR management that has received little attention is employee voice. Employee voice is a communication mechanism for suggesting thoughts, ideas, or work-related questions to improve the quality of an organization's decision-making process (Maynes & Podsakoff, 2014). The employee's voice challenges the status quo and interpersonal relationships. Research shows that employee voice is beneficial not only for organizational performance but also for individuals (Weiss & Zacher, 2022), for example, to improve employee satisfaction (Alfayad & Arif, 2017), increase organizational commitment (Jena et al., 2017), and increased participation (Alfes et al., 2013).

Bakker & Demerouti (2018) suggest that a proactive approach such as job creation can incentivize employee-owned work resources, negatively impacting job requirements so that employees can create a work context and do what suits their needs. Weiss & Zacher (2022) argue that the employee voice is a proactive approach that can be a work resource to help increase work engagement over time. In the long term, by having the opportunity to speak their

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mind, employees become more motivated to participate in work, which leads to a more efficient organization (Jha et al., 2019).

Previous research conducted in the context of Western culture shows that employees who feel heard and valued in the organization will deliver a higher level of engagement (Alfes et al., 2013; Burris et al., 2022; Kwon et al., 2016; Weiss & Zacher, 2022). Meanwhile, understanding the mechanism of employee voice and work engagement in a different (Eastern) cultural context still needs to be clarified and requires additional research. National cultural differences in each country can affect individual responses to employee voice practice. Kwon et al., (2016) identifies a national culture that can influence employee engagement patterns as the level of power distance. Power distance refers to the degree to which society accepts power is unevenly distributed in organizations and institutions (Hofstede, 2022), which can affect employee participation in decision-making. People from cultures with low power distance tend to prioritize the employee voice in organizational decision-making compared to those with high power distance.

This study presents approaches to employee voice, work engagement, and organizational effectiveness in organizations in countries with high power distance cultures, such as Indonesia (Cummings & Worley, 2015). This study was conducted in the public sector. According to Cummings & Worley (2015), the public sector is an example of an organization with a high power distance culture, where exchange relationships between supervisors and subordinates are poor quality, and interpersonal interactions are mainly related to fulfilling contractual obligations. This culture is very close to organizations that have a hierarchical culture. Organizational structures with a hierarchical culture are relatively high, and decision-making is usually low. These are formal rules and procedures in the form of corporate laws and a structured workplace, work standards set out in standard operating procedures (SOP). This study was conducted at Statistics Indonesia because it is one of the public sector organizations whose business processes and policies continue to be centred on the central Statistics Indonesia.

This research contributes to the literature on employee voice, work engagement, and organizational effectiveness in a cultural context. We enrich the literature on employee voice by showing that employee voice can increase work engagement. In contrast, previous research has identified work attitudes as preceding employee voice (Chamberlin et al., 2017), focusing on engagement. This study also examines how and when an employee's voice can positively influence employee motivation and organizational performance through its mediating role.

## **B. LITERATURE REVIEW**

### **Social Exchange Theory**

Blau (2017) introduced the social exchange theory, in which social interaction involves the exchange of tangible and intangible resources between people or other social actors. The social exchange theory focuses on reciprocity, long-term status, social and emotional benefits, and total commitment (Jha et al., 2019). Social exchange theory is essential for understanding workplace behaviour (Loi et al., 2015). When people feel respected or cared for in the workplace, social exchanges between them and specific social organizations will develop, demonstrating positive reciprocal work attitudes and behaviours (Loi et al., 2015). Jha et al. (2019) pointed out that engagement is one of reciprocity; when employees are supported financially and socio-emotionally, they feel compelled to give back to the organization. It reflects employees' responses to engagements.

### **Employee Voice**

Employee voice is the discretionary behaviour of an individual when conveying thoughts, ideas, and opinions. This behaviour emerges in organizational innovation by giving challenges

to improving administrative processes (Satterstrom et al., 2021). Jha et al. (2019) argued that an employee's voice is an employee's behaviour aimed at identifying work problems so they can be improved. Employee voice refers to a situation where employees receive information and then discuss it in the process of the organization's decision-making. Employees dare to voice their concerns and suggestions, believing such actions will not be punished (Alfes et al., 2013).

CIPD (2021) defined employee voice as how employees deliver their opinions to management and affect them in the workplace. Nawakitphaitoon & Zhang (2021) provided a more detailed definition where an employee's voice is the voice that communicates ideas, suggestions, concerns, or insights related to work-related matters to improve the functioning of an organization or department.

Lin & Johnson (2014) categorized employee voices into promotive and prohibitive. They defined promotive voice as the ability of employees to express their ideas and suggestions for improving organizational performance. In contrast, a prohibitive voice says employees' concerns about practical occasions or behaviour detrimental to organizations. The promotive voice reveals opinions or advice to encourage positive change by changing the status quo (for example, suggestions to improve the work unit). At the same time, the prohibitive voice refers to actions or characteristics in the workplace that express concern about things that might be harmful. In addition, a promotive voice is a desire for a role in the advancement of an organization. On the other hand, prohibitive voice (e.g., complaint procedures) is the desire to prevent a risk factor for the organization (MacMillan et al., 2020).

## **Work Engagement**

Work engagement is a self-motivated behaviour that reflects employees' commitment to work (Karatepe et al., 2013). According to Rayton & Yalabik (2014), work engagement is the state of a passionate worker fully engaged in work. In addition, work engagement defines employee satisfaction and commitment to work (Asghar et al., 2020). According to Zammitti et al. (2022), work engagement is a positive mindset that reflects optimism at work, characterized by firmness (vigour), perseverance (dedication), and concentration (absorption). Absorption explains a mental state in which he feels time flies when working. Vigour relates to psychological and physical endurance and energy to persevere through complex tasks during work activities. Commitment means the individual has purpose, motivation, and importance linked to the organization's goal (Burić & Macuka, 2018).

## **Organizational Effectiveness**

Organizational effectiveness (OE) is the organization's efforts to play an essential role in improving stakeholders' welfare, managing corporate design, and changing to increase its ability to create value (Jones, 2013). According to Jones (2013), OE can be assessed in three approaches: first, obtaining valuable skills and resources from outside (external resource approach); second, creatively matching resources with the skills of the workforce to renew and adjust customer needs change (internal systems approach); and thirdly, the effective transformation of skills and resources into goods and services finishing (technical direction).

Effectiveness is central to the organization in a complex business environment. Organizations depend on the participation of employees in a complicated economic, sociocultural, and political background to achieve their goals (Fedyk et al., 2021). Talent management processes, change management processes, high-performance work activities, and employee empowerment initiatives all highlight HRM's role in OE (Oswal & Narayanappa, 2015). OE guarantees the satisfaction of constituencies, which influences priorities for the assessed organizational performance (Sparrow & Cooper, 2014).

According to [Potnuru & Sahoo \(2016\)](#), organizational effectiveness is analyzed through four approaches, namely: the goal approach, SRA, strategic constituency approach (SCA), and competing values approach (CVA). This study used the CVA approach, where organizational effectiveness is assigned as vivacity in decision-making, innovation, ability to adapt to a changing environment, competition, maximal use of resources, and talent retention. The CVA approach embraces all the needs and values of the organization. The core values and cultural advantages of the members of an organization are the most conducive to organizational effectiveness.

### **The Relationship between Employee Voice and Organizational Effectiveness**

The behaviour of employee voice is very influential on organizational effectiveness ([Alfes et al., 2013](#)). This behaviour is where employees perform the different roles needed to achieve practical organizational goals. [Jha et al. \(2019\)](#) suggested that employees' trust in the chance to voice their management concerns led to more positive attitudes, reflected in performance improvement. Employee voice positively impacts organizational quality, productivity, and situation ([Nisar et al., 2020](#)). Employee opportunities to speak up guide festering knowledge shifting, renewal, and practical problem-solving ([Jha et al., 2019](#)). Therefore, a constructive employee voice should be encouraged. It can create criticism of technical complications in work and essential thoughts for encouraging better organizational performance. [Guest's \(2014\)](#) research showed that management's voice mechanism provides fair treatment and can build belief in the organization. It creates a favourable psychological contract between the organization and employees. Effective leadership fosters trust in senior management ([Alfes et al., 2013](#)). Influenced voices have influenced innovation, productivity, and business improvement ([Ruck et al., 2017](#)). Based on that, the hypothesis is:

H1: Employee voice has a positive effect on organizational effectiveness

### **The Relationship between Employee Voice and Work Engagement**

Employee voice has a broader meaning related to trade unions and collective bargaining ([Alfes et al., 2013](#)). Various kinds of literature discuss employee voice as a form of communication of thoughts, propositions, and attitudes toward problems to rectify the function of the department or organization ([Alfes et al., 2013](#)). Sharpening employees' optimism about the opportunity to speak up and be heard creates a sense of commitment to the organization ([Kwon et al., 2016](#)). This change builds positive behaviour towards management. According to the theory of job demands-resources (JD-R) proposed by [Bakker & Demerouti \(2018\)](#), employees will give additional effort and feel involved if they believe the organization provides opportunities to contribute to decision-making practices.

In their longitudinal study, [Weiss & Zacher \(2022\)](#) show that the employee voice can have a long-term motivational impact, as evidenced by positive changes in employee engagement over time. [Cheng et al. \(2013\)](#) conducted a cross-sectional study in a sample of managers and subordinates, showing that employee voice positively correlates with work engagement when employees can speak their minds and use their resources to become more involved in their work. Similarly, [Alfes et al. \(2013\)](#) held in England, and [Jha et al. \(2019\)](#) in India revealed a positive relationship between employee voice and work engagement. Based on this discussion, H2 is derived as follows:

H2: Employee voice has a positive effect on work engagement.

### **The relationship between Work Engagement and Organizational Effectiveness**

Inviting employees to participate in the change process will increase their involvement in decision-making and give them autonomy to adjust business processes that aim to improve organizational effectiveness (Jones, 2013). Organizations and all their members must be aware of organizational changes and quickly adapt to changes (Jones, 2013). An effective organization has policy plans, structures, procedures, and human resources that align in such a way as to predict the achievement of the desired results of the organization (Jha et al., 2019). Organizational effectiveness is a purpose of work engagement (Myilswamy & Gayatri, 2014). Work engagement is positive employee behaviour toward achieving organizational goals (Bakker & Demerouti, 2018). Based on this, the third hypothesis is:

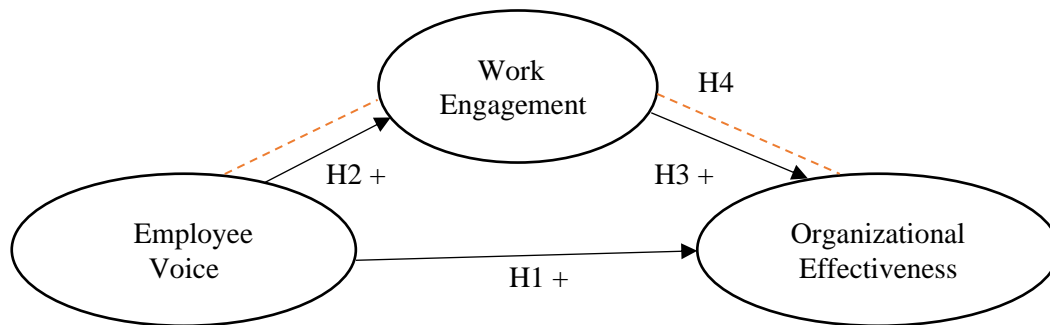
H3: Work engagement has a positive effect on organizational effectiveness.

### **The mediating effect of work engagement on the relationship between employee voice and organizational effectiveness**

Work engagement is the psychological condition of an employee who shows an interest in supporting the organization's success so that he does work above the specified standards (Bakker & Demerouti, 2018). Based on Jha et al. (2019), involvement in the organization provides a positive work experience, where the mind will develop so that it is possible to produce positive work results. Jha et al. (2019) have determined that job resources increase employees' intrinsic motivation. This inherent motivation is reflected in workplace engagement Jha et al. (2019). Alfes et al. (2013) showed a near connection between employee voice, work engagement, and organizational effectiveness. However, there is limited empirical evidence.

In the application of social exchange theory, there is an assumption that employees who understand their organization well and are allowed to contribute ideas will get absorbed. The absorption will contribute to the effectiveness of the organization. Research Jha et al., (2019) showed that providing opportunities for employees to participate in decision-making can foster an assumption that they are necessary to the organization. Employees will embed their intellectual, emotional, and physical efforts to increase the organization's effectiveness. Alfes et al. (2013) and CIPD (2021) showed that employee voice is an introduction to work engagement. Jha et al. (2019) showed that work engagement drives organizational effectiveness. This research indicates that work engagement can be positioned as a mediator between employee voice and organizational effectiveness. Based on the discussion above, the researcher formulates the hypothesis:

H4: Work engagement mediates the relationship between employee voice and organizational effectiveness.



(Source: Analytical Result (2022))

Figure 1. Conceptual Framework

### C. METHOD

This research focuses on Statistics Indonesia (*BPS*) as a public sector, where the quality of the leader-member exchange is still low, especially as seen from the top-down-dominated decision-making process. The population in this study were all *BPS* employees, i.e. 16,006 employees, and the determination of the sample size used the provisions of [Hair et al. \(2014\)](#), which stated that a sample size of 100 was sufficient for analysis. The sampling method used purposive random sampling, and a sample of 193 respondents was obtained.

This study is a cross-sectional study conducted at one specific time, aiming to analyze the relationship between employee voice, work engagement, and organizational effectiveness. The data used was self-enumeration (online) by giving Google form questionnaires to the Statistics Indonesia employees, where respondents filled them out independently and returned the completed questionnaire. All questions were filled out entirely because each question item added "must be filled" validity so that no question items were missed when filling out. The questionnaire was designed in Indonesian, a translation of the English questionnaire. This study uses descriptive analysis to assess the model using the Structural Equation Model (SEM) using Smart-PLS 3.3.9. It is used to analyze the structural relationship between latent variables and indicators. The main reason for using SEM as an analytical tool is that it can examine the relationship between different latent variables in a way that minimizes errors in the research framework ([Hair et al., 2021](#)). The instrument's validity and reliability were measured, and the outer loading was more than 0.7. Thus, it can be concluded that the tool used or the study met the measurement criteria.

### Measurement

The variables in this study were measured with a Likert scale from 1 to 5, where one strongly disagrees and five strongly agree. All variables were assessed for reliability and validity. Six questions to measure employee voice ([Jha et al., 2019](#)). Cronbach's alpha for the scale is 0,713. Three items in the employee's voice question, namely items 2, 3, and 5, were removed during the validity test because the outer loading was less than 0,7. Seven questions expanded by [Jha et al. \(2019\)](#) were used to measure work engagement. Cronbach's alpha value for this scale is 0,917. Three work engagement question items, namely questions 4, 6, and 7, were removed during the validity test because the outer loading was less than 0,7.

Table 1. Questionnaire

Construct	Code	Indicators
Employee voice	EV1	I develop and recommend to my supervisors concerning issues affecting my work.
	EV2	I speak up and encourage others in my work unit to get involved in issues that affect our work.
	EV3	I communicate my opinions about work issues to others in my work unit, even if their views are different and they disagree with me.
	EV4	I am well-informed about the issues at work, and my opinions can be helpful.
	EV5	I get involved in issues affecting the quality of life of my work unit.
	EV6	I speak up to my supervisors with ideas for new projects or changes in procedures at work.
Employee engagement	EE1	At my work, I feel bursting with energy
	EE2	At my job, I feel strong and vigorous.
	EE3	I am enthusiastic about my job.
	EE4	I feel happy when I am working intensely.
	EE5	I am proud of the work that I do.
	EE6	I am immersed in my job.
	EE7	I get carried away when I am working.
Organizational effectiveness	OE1	Adaptation to the changing business environment
	OE2	The productivity of the organization has increased over time.
	OE3	Development of human resources according to organizational change
	OE4	Optimization of resources
	OE5	Stability

Source: Jha, N., Potnuru, R. K. G., Sareen, P., & Shaju, S. (2019)

Five questions developed by Jha et al. (2019), an extension of Potnuru & Sahoo (2016), were used to measure organizational effectiveness. This scale has a Competing Value Approach (CVA) to measure OE. Cronbach's alpha for this scale is 0.872. One item in the Organizational Effectiveness Question, item 1, "Adaptability to a Changing Business Environment," was removed during the validity test because the outer loading was less than 0.7.

## D. RESULT AND DISCUSSION

### Descriptive Statistics

Demographic information such as age (in years), gender (1=male, 2=female), and work experience (in years) are presented in Table 2 because these variables have been shown to influence work engagement (Alfes et al., 2013). The majority of respondents are between 25 and 40 years old. This age group belongs to the millennial generation. The traits of this generation of millennials are paying less attention, and they usually need attention from those around them. This attention may be praise, questions, or invitations to the discussion, including sharing your opinions and ideas (Beresford, 2022).

Table 2. Demographic Characteristics

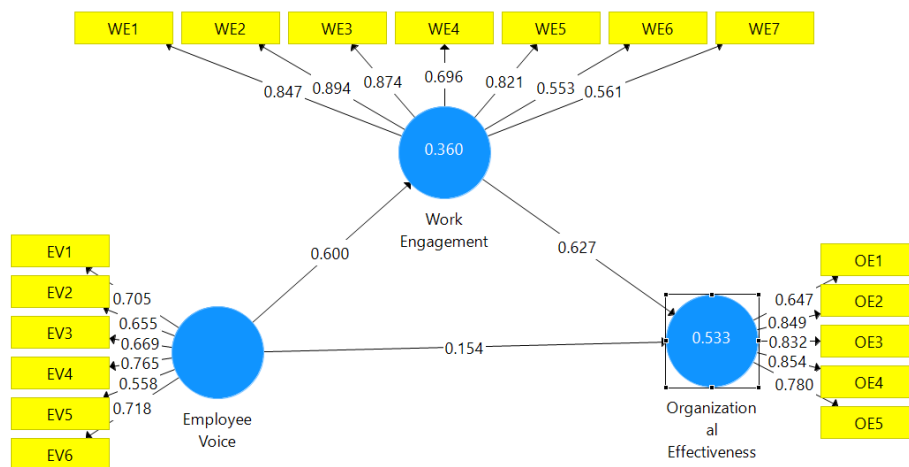
Items		Frequency	Percentage
Gender	Male	90	46,63%
	Female	103	53,37%
Education	SMA	13	6,74%
	Diploma	9	4,66%
	D4/S1	123	63,73%
	S2	47	24,35%
	S3	1	0,52%
Age	Less than 25 years	26	13,47%
	25-40 Years	120	62,18%
	Over 40 Years	47	24,35%
Tenure	< 1 year	9	4,66%
	1-3 years	17	8,80%
	4-7 years	46	23,83%
	8-10 years	8	4,15%
	11-13 years	39	20,21%
	14-17 years	27	13,99%
	18-20 years	8	4,15%
	> 20 years	39	20,21%

Source: Primary Data Processed (2022)

**Measurement Model Evaluation**

**Validity Test**

A construct's validity and reliability must be assessed to rate the measurement model. The first step to determining the truth is to evaluate the convergent validity by looking at the values of the outer loading (figure 2) and AVE. Hair et al. (2014) state that the acceptable external loading value is more than 0.7, and the AVE is more than 0.5. Seven question items have an outer loading of less than 0,7 and are declared ineligible, removing them from the construct. Then, check the value of the AVE of each variable; it must be more than 0.5, whereas, in this study, the AVE value ranged from 0,632 to 0,802 (Table 3).



(Source: This study used primary data processed with smart.pls 3.3.9 (2022))

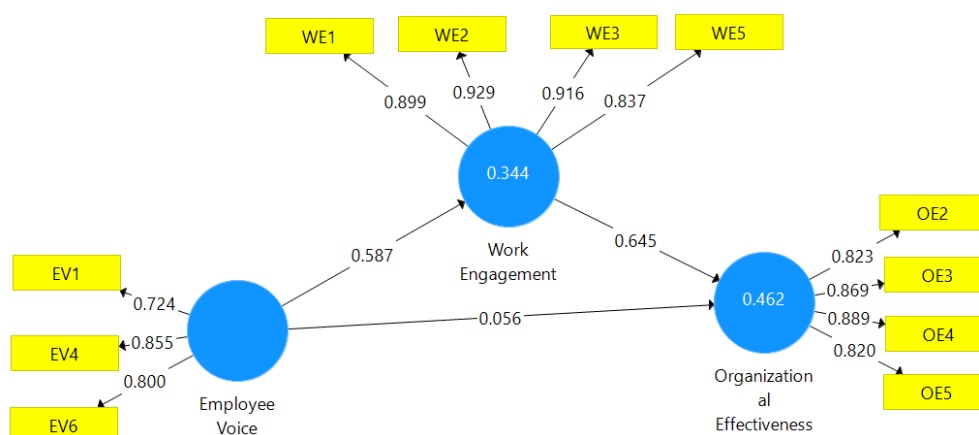
Figure 2. Measurement Model with Outer Loading and AVE value of PLS\_Algorithm

Table 3. Constructs Validity and Reliability

	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Employee Voice		0,713	0,747	0,837	0,632
EV1	0,724				
EV4	0,855				
EV6	0,800				
Organizational Effectiveness		0,872	0,874	0,913	0,724
OE2	0,823				
OE3	0,869				
OE4	0,889				
OE5	0,820				
Work Engagement		0,917	0,921	0,942	0,802
WE1	0,899				
WE2	0,929				
WE3	0,916				
WE5	0,837				

Source: Primary Data Processed with Smart.pls 3.3.9 (2022)

The next step is to check discriminant validity, using the Fornell lacker criterion or *HTMT* approach and cross-loading. The Fornell lacker criterion approach requires that the square root value of the AVE for each latent variable must be higher than the correlation value between the latent variable and other latent variables (Hair et al., 2014) in the study showed good discriminant validity (Table 4). Next is to test the cross-loading; the load value between the indicator and its latent variables must be higher than between the indicator and other latent variables (Hair et al., 2014). Table 5 shows the cross-loading value, where the cross-loading value meets the standard criteria.



(Source: This study used primary data processed with smart.pls 3.3.9 (2022))

Figure 3. Measurement Model with Outer Loading and AVE Value of PLS\_Algorithm

Table 4. Fornell-Larcker Criterion

	Employee Voice	Organizational Effectiveness	Work Engagement
Employee Voice	0,795		
Organizational Effectiveness	0,435	0,851	
Work Engagement	0,587	0,678	0,896

Source: Primary Data Processed with Smart.pls 3.3.9 (2022)

Table 5. Cross Loadings

	Employee Voice	Organizational Effectiveness	Work Engagement
EV1	0,724	0,249	0,366
EV4	0,855	0,440	0,542
EV6	0,800	0,316	0,466
OE2	0,434	0,823	0,599
OE3	0,342	0,869	0,560
OE4	0,370	0,889	0,601
OE5	0,328	0,820	0,545
WE1	0,511	0,597	0,899
WE2	0,559	0,641	0,929
WE3	0,533	0,641	0,916
WE5	0,499	0,547	0,837

Source: Primary Data Processed with Smart.pls 3.3.9 (2022)

### Reliability Test

Next, the reliability test is used to determine the internal consistency in measuring the use of the instrument. The technique used to know the reliability composite value and Cronbach's Alpha. According to Cooper, the value must be  $> 0.7$  (Joseph F. Hair et al., 2014). The test results showed Cronbach's Alpha and composite reliability values for each variable range from 0.713 to 0.917 and from 0.837 to 0.942, proving that the research instrument could be considered reliable (Table 3).

### Structural Model Measurement

After that, evaluate the structural model results by looking at the Path coefficient/direct effect results (table 7). Hair et al. (2014) proposed five criteria to evaluate the PLS-SEM structural model: collinearity, path coefficient,  $R^2$ ,  $f^2$ , and  $Q^2$ . In addition, it is also essential to assess the appropriate t-value of the coefficient path through bootstrap with 5000 resamples. Assessment of the effect size of the relationship is critical; as Sullivan & Feinn (2012) mentioned, the p-value explains the effect's significance but does not reveal the magnitude or size of the impact; therefore, all values of  $R^2$ ,  $F^2$ ,  $Q^2$ , and inner VIF need to be considered, with the threshold values in table 6.

Table 7 presents the results of the hypothesis where Hypothesis 1 (H1), employee voice, has no significant effect on organizational effectiveness, as seen from the p-value of 0,444, which is greater than 0,05, and the t-value of 0,765, less than 1,96. So, hypothesis 1 is rejected. For hypothesis 2 (H2), employee voice has a significant and positive effect on work engagement, as seen from the p-value of 0,000, which is smaller than 0,05, and the t-value of 9,395, which is greater than 1.96, which shows a significant effect. Furthermore, the original sample value of 0,587 shows a positive sign, so employee voice positively affects work engagement, and hypothesis 2 is accepted. In addition, hypothesis 3 (H3) is that work engagement has a significant and positive effect on organizational effectiveness, as evidenced

by the p-value of 0.000, less than 0.05 and the t-value of 11,168 greater than 1.96. Other results show that the original sample value is 0,643 (positive sign), so it can be concluded that work engagement positively affects organizational effectiveness, and hypothesis 3 is accepted.

Table 6. Structural Model Measurement with Values of R2, F2, Q2, and Inner VIF

R-Square	Endogenous Variables	R Square	R Square Adjusted	0,26: Considerable, 0,13: Moderate, 0,02: Weak (Hair et al., 2017)
Effect Size (F-Square)	OE	0,462	0,457	0,26: Considerable, 0,13: Moderate, 0,02: Weak (Hair et al., 2017)
	WE	0,344	0,341	
Collinearity (Inner VIF)	Exogenous Variables	OE	WE	VIF < 5 (Hair et al, 2017)
	EV	0,004	0,525	
	WE	0,508		
Predictive Relevance (QSquare)	Exogenous Variables	OE	WE	Value is more than 0, the model can predict endogenous variables (Hair et al., 2017)
	EV	1,525	1	
	WE	1,525		
Predictive Relevance (QSquare)	Endogenous Variables	CCC	CCR	Value is more than 0, the model can predict endogenous variables (Hair et al., 2017)
	OE	0,53	0,329	
	WE	0,654	0,269	

Note: CCC: Construct Cross-validated Community, CCR: Construct Cross-validated Redundancy  
Source: This Study Used Primary Data Processed with Smart.pls 3.3.9 (2022)

Table 7. Path Coefficient/Direct Effect Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Decision
Employee Voice -> Organizational Effectiveness	0,056	0,059	0,074	0,765	0,444	Not Significant
Employee Voice -> Work Engagement	0,587	0,589	0,062	9,395	0	Significant
Work Engagement -> Organizational Effectiveness	0,645	0,644	0,058	11,168	0	Significant

Source: Primary Data Processed with Smart.pls 3.3.9 (2022)

Table 8. Mediation Effect Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Decision
Employee Voice -> Work Engagement -> Organizational Effectiveness	0,379	0,38	0,057	6,687	0	Significant

Source: Primary Data Processed with Smart.pls 3.3.9 (2022)

## Mediation Effect Results

Table 8 shows the mediation analysis results obtained from specific indirect effects, where the p-value of 0.000 is less than 0.05, and the t-value is 6.687, more significant than 1.96. These indicate that there is a significant mediating effect. The results are further strengthened by the original sample value of 0.379, which shows a positive sign, so that work engagement has a mediating impact and has a positive effect on the relationship between work engagement and organizational effectiveness, or it can be said that hypothesis 4 is accepted.

## Discussion

The research aims to analyze the mediating effect of work engagement on the relationship between employee voice and organizational effectiveness. The H1 assumes a positive relationship between employee voice and organizational effectiveness. The results of the SEM analysis indicated that there was no significant direct relationship between these two variables. This result contradicts the results of [Nisar et al. \(2020\)](#) and [Rees et al. \(2013\)](#), who state that employee voice positively affects organizational effectiveness. In the context of Statistics Indonesia, employees indicated that they believed they had enough opportunities to communicate their concerns to management, but due to. Still, due to the structure process (from the bottom up), this resulted in employee voice not directly impacting organizational effectiveness. [Kwon et al. \(2016\)](#) show that a cultural context with high power distance determines a person's attitude and behaviour in the decision-making process within the organization, with a tendency to reduce the distribution of power among employees in decision-making.

To assess the mediating role of work engagement (H4), we first explore the relationship between employee voice and work engagement (H2) and the relationship between work engagement and organizational effectiveness (H3). This study also showed that employee voice had a positive and significant effect on work engagement (H2 is accepted), and the relationship between work engagement and organizational effectiveness also showed a positive relationship (H3 is received). This study's results align with the previous research that explained that when employees are allowed to speak up, they feel they have autonomy in their work and organizational affairs, which brings intrinsic motivation. This intrinsic motivation is shown through passion, absorption, and dedication to their work and organization ([Alfes et al., 2013](#); [Cheng et al., 2013](#); [Jha et al., 2019](#); [Kwon et al., 2016](#); [Weiss & Zacher, 2022](#)). Therefore, it is suggested that employee voice can be an essential strategy for involving employees in organizational decision-making. This explanation aligns with hypothesis 3, which showed a positive and significant effect between work engagement and organizational effectiveness. [Kataria et al. \(2012\)](#) explained that employees engaged in work are committed to organizational success.

The study's results supported the mediation effects of work engagement on the employee voice relationship and organizational effectiveness hypothesis 4 (H4). [Jha et al. \(2019\)](#) explained that the mediating role of arrangement could be shown when employees experience transparency (by exchanging information and being involved in decision-making), build trust in the organizational culture, and participate in their well-being. [Andrew & Sofian \(2012\)](#) confirmed that employee engagement and contribution to an organization are based on listening to and respecting their opinions and suggestions. Positive organizational behaviour of employees is when they feel able to speak and are seen as supportive by supervisors [Kwon et al. \(2016\)](#). This positive behaviour is manifested through involvement in the organization. Employees will be more enthusiastic and committed to the organization's work and welfare. Employee involvement happens in situations of social exchange relationships within the organization. Therefore, employee voice is suggested to engage employees and show positive work relationship behaviour.

## **E. CONCLUSION**

This study focused on analyzing the effect of work engagement on the relationship between employee voice and organizational effectiveness. This study showed a significant relationship between employee voice and work engagement. Employee voice and organizational effectiveness were positively correlated but not significant. The relationship between employee voice and organizational effectiveness becomes substantial with the mediation of work engagement. Social exchange theory is used to explain the relationship between these two variables. The theory states that the participation of employees in the decision-making process gives them autonomy in their work. It stimulates beneficial, inherently positive emotions. As a result, they feel responsible for the organization's success or failure. Employee voice is critical to the flow of positive psychology. Policymakers can use this to increase employee motivation and commitment to the organization.

This study contributes to enriching literature related to employee voice. The results of this study pointed to the affective effect of work engagement, which underlies the feedback between employees and the organization. In addition, this research also has practical implications, such as how HR practitioners find strategies to increase employee work engagement by adopting employee voice. These results suggested that employees' perception of the opportunity to express their opinions and be heard makes them more involved in the organization's activities. This study indicated the need to strengthen the employee voice mechanism by facilitating face-to-face and online interactions between employees and leaders. Online interaction methods may include virtual meetings with leaders and discussions on internal social networks. The opportunities to speak up are not enough; millennial employees strongly want to be heard by management. Leaders should seek and respond to maximum participation from employees. This response is a significant challenge for public sector organizations to create systems and environments encouraging greater adoption of innovative and creative ideas.

## **Limitations and Future Research**

The limitations of this study need to be managed in future studies. The end of this study is the number of samples taken purposively, so it has rules for generalization. Second, self-reported surveys can trigger biased results. Although attempts have been made to eliminate the overall error of the method, there is a possibility that the association will be overestimated due to the existing heterogeneity of the technique, which cannot be ignored entirely.

It is recommended that a larger sample with a probability sampling technique be used for future research. It is recommended to conduct a longitudinal study to analyze the impact of employee voice on work engagement from superiors according to an employee's perspective. This study showed that employee voice is the antecedent of work engagement that leads to organizational effectiveness, whereas Jha *et al.* (2019) showed that the opportunity to speak out has potential for people development and organizational learning; future research may explore employee voice scoping as a strategy for HRD and organizational learning.

## **Contributorship**

In this study, each author has a contribution—Deppi Andam Dewi conceptualization, methodology, collecting data, processing data, writing original manuscripts, and editing. Budi Prasetyo is responsible for data processing, manuscript writing, and editing. Doddy Setyawan reviewed the entire content and editing.

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