



Employee Voice Behavior and Perceived Organizational Support in Enhancing Work Performance through Employee Engagement among Private-Sector Employees

Sutariyono^{1*}, Rahman Nurhakim², Ichsan Akbari³

¹⁻³Sekolah Tinggi Ilmu Ekonomi Ganesha

Email: sutariyono@stieganisha.ac.id^{1*}, rahman@stieganisha.ac.id², ichsan_akbari@stieganisha.ac.id³

*Penulis Korespondensi: sutariyono@stieganisha.ac.id

Abstract. *The growing complexity of contemporary workplaces requires employees to contribute not only through formal job responsibilities but also through constructive participation and active involvement in organizational processes. This study examines the effects of employee voice behavior and perceived organizational support on work performance through the mediating role of employee engagement among private-sector employees. A quantitative explanatory research design was employed using a cross-sectional survey of 250 employees selected through purposive sampling. Data were collected using a five-point Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that employee voice behavior and perceived organizational support positively influence employee engagement and work performance. Employee engagement also has a positive effect on work performance and partially mediates the relationships between employee voice behavior, perceived organizational support, and work performance. These findings demonstrate that constructive employee participation and supportive organizational practices can improve performance both directly and by strengthening employee engagement. The study implies that private-sector organizations should establish supportive communication environments, recognize employee contributions, encourage constructive voice, and strengthen employee engagement to achieve sustainable improvements in work performance.*

Keywords: *Employee engagement; Employee voice behavior; Organizational support; Private-sector employees; Work performance.*

1. BACKGROUND

Contemporary work environments are increasingly characterized by rapid technological change, competitive pressure, and evolving organizational structures that require employees to contribute beyond their formal job responsibilities. Pramono et al. (2023) emphasize that changes in working environments require organizations to develop work arrangements that support employee effectiveness and sustainable business performance. Within this context, employees are no longer viewed merely as task executors but as organizational actors capable of identifying problems, communicating concerns, and proposing constructive improvements. *Employee voice behavior* therefore becomes particularly important because it enables employees to communicate ideas and suggestions that may contribute to organizational adaptation and improvement. According to Mayfield et al. (2024), organizational communication practices that motivate employees to speak up can strengthen their willingness to express constructive voice. Similarly, Zhang et al. (2024) demonstrate that promotive employee voice is closely associated with organizational practices designed to encourage innovation and improved organizational outcomes. Organizations must therefore create

conditions in which employees feel supported, engaged, and sufficiently confident to contribute actively to organizational performance.

Existing literature indicates that *employee voice behavior*, *perceived organizational support*, and *employee engagement* are important predictors of positive employee outcomes, yet these constructs have frequently been examined through separate relationships. Eisenberger et al. (2020) explain that *perceived organizational support* develops when employees believe that the organization values their contributions and genuinely cares about their well-being, encouraging reciprocal positive attitudes and behaviors. Empirically, Sihag (2021) found that organizational support contributes to stronger employee engagement, while Opoku and Boateng (2024) demonstrated meaningful relationships among organizational support, engagement, and job performance. Regarding employee voice, Weiss and Zacher (2022) showed that expressing voice can increase job engagement, particularly when employees perceive that their contributions are appreciated. Adikoeswanto et al. (2024) further identified organizational support as an important contextual factor in fostering employee voice behavior. However, limited research has simultaneously integrated voice behavior and organizational support as antecedents of work performance through engagement. This integration therefore represents the principal novelty of the present study.

Based on this gap, this study aims to examine how *employee voice behavior* and *perceived organizational support* influence *work performance* through the mediating role of *employee engagement* among private-sector employees. The proposed relationships are grounded in evidence suggesting that organizational support can stimulate positive employee attitudes and stronger involvement at work. As Caesens and Stinglhamber (2024) explain, employees' perceptions of organizational support influence how they evaluate their relationship with their organization and consequently shape work-related responses. Du and Wang (2021) similarly demonstrate that *work engagement* and organizational support are relevant mechanisms associated with employees' willingness to express voice. Accordingly, this study addresses three central questions: whether employee voice behavior and organizational support increase employee engagement; whether these variables directly improve work performance; and whether employee engagement mediates their relationships with performance. The mediating mechanism is particularly relevant because Wen et al. (2023) found that work engagement can transmit the positive influence of perceived organizational support to job performance, providing an empirical foundation for extending this relationship to employee voice behavior.

This study argues that superior employee performance does not depend solely on employees' competencies or formal work responsibilities but also on whether organizations provide opportunities for constructive participation and demonstrate meaningful support for employees. Drawing on the logic of reciprocal employee–organization relationships, supportive treatment may encourage employees to respond with greater involvement, discretionary effort, and commitment to their work. Eisenberger et al. (2020) suggest that organizational support strengthens employees' felt obligation and positive orientation toward the organization, while Gou et al. (2025) provide recent evidence that perceived organizational support can facilitate employee voice through positive psychological mechanisms. At the same time, voice becomes more valuable when employees perceive that their ideas are recognized; Weiss and Zacher (2022) associate perceived voice appreciation with greater job engagement. Consequently, this study contributes theoretically by integrating *employee voice behavior*, *perceived organizational support*, *employee engagement*, and *work performance* within one explanatory framework. Practically, the findings are expected to help private-sector organizations develop supportive management practices, meaningful employee participation mechanisms, and engagement-oriented workplaces that strengthen sustainable employee performance.

2. THEORETICAL STUDIES

Employee Voice Behavior

Employee voice behavior refers to employees' voluntary expression of constructive ideas, suggestions, concerns, or opinions intended to improve organizational practices and outcomes. Jha (2022) explains that voice represents proactive behavior that enables employees to contribute beyond formal job requirements, while Guarin et al. (2025) emphasize that voice may differ according to its purpose, target, and communication approach. Constructive voice can take promotive forms, such as proposing improvements, or prohibitive forms, such as identifying risks and problematic practices. Kim and Lim (2020) highlight the importance of voice in supporting organizational adaptation, particularly during uncertain conditions. However, employees are more likely to speak up when the organizational environment is perceived as supportive and safe. Adikoeswanto et al. (2024) show that organizational support contributes to stronger voice behavior. Therefore, employee voice represents an important form of constructive participation through which employees help organizations identify problems, improve processes, and promote organizational development.

Employee Voice Behavior, Employee Engagement, and Work Performance

Employee voice is closely related to *employee engagement* and *work performance* because opportunities to express meaningful ideas can strengthen employees' sense of involvement and contribution. Ike et al. (2024) found that voice behavior is associated with higher employee work engagement, while Kim et al. (2025) demonstrate that voice and information-sharing networks contribute to engagement dynamics. Employees who perceive that their opinions are valued are more likely to become psychologically involved in their work and contribute additional effort. Kao et al. (2022) also identify work engagement as an important mechanism associated with conditions that encourage employee voice. From a performance perspective, constructive voice enables organizations to detect operational problems and identify opportunities for improvement. Jha (2022) links voice behavior with high-performance work systems, suggesting that voice can support stronger organizational outcomes. Accordingly, employee engagement may serve as an important mechanism through which constructive employee voice contributes to improved work performance.

Perceived Organizational Support

Perceived organizational support (POS) refers to employees' beliefs regarding the extent to which their organization values their contributions and cares about their well-being. Eisenberger et al. (2020) explain that these perceptions develop from organizational practices such as recognition, fair treatment, rewards, working conditions, and concern for employees. Caesens and Stinglhamber (2024) position POS as an important construct for understanding the quality of employee–organization relationships and its influence on workplace attitudes. High POS indicates that employees believe the organization appreciates their contributions and will provide assistance when necessary. This perception may also remain important within digitally mediated working environments, where employees evaluate organizational support through management systems and workplace technologies (Jabagi et al., 2020). Recent findings further suggest that perceived support can generate gratitude and a sense of reciprocal obligation among employees (Eisenberger et al., 2025). Therefore, POS provides an important psychological foundation for developing positive employee attitudes and behaviors.

Perceived Organizational Support, Employee Engagement, and Work Performance

POS can strengthen employee engagement and performance by creating feelings of appreciation, belonging, and reciprocal responsibility. Imran et al. (2020) found that perceived organizational support enhances work engagement through positive psychological experiences such as thriving and flourishing. Similarly, Nargotra and Sarangal (2023) identify employee engagement as an important outcome of organizational support. Employees who feel valued

are generally more willing to invest greater cognitive, emotional, and behavioral resources in their work. In turn, this increased engagement can improve performance because employees become more dedicated to accomplishing organizational objectives. Wen et al. (2023) provide evidence that work engagement mediates the relationship between POS and job performance, while Ibrahim et al. (2024) confirm the importance of organizational support and engagement in improving employee outcomes. Deepak et al. (2025) also associate POS with greater job dedication and work competence. Thus, organizational support can influence performance both directly and indirectly through stronger employee engagement.

Employee Engagement

Employee engagement refers to the degree to which employees invest their cognitive, emotional, and behavioral resources in their work. Engaged employees demonstrate concentration, enthusiasm, persistence, and a strong willingness to contribute toward organizational objectives. Nienaber and Martins (2020) explain that engagement is associated with several organizational factors that enhance employee involvement and organizational effectiveness. Cognitively, employees focus their attention on work tasks; emotionally, they experience enthusiasm and attachment; and behaviorally, they demonstrate persistence and discretionary effort. Beltrán-Martín et al. (2023) show that favorable psychological conditions created by human resource practices can increase work engagement. Similarly, Rakthin et al. (2021) identify organizational conditions as important determinants of employee engagement. El Junusi et al. (2023) further demonstrate that engagement can stimulate proactive and innovative work behaviors. Therefore, employee engagement represents an important psychological condition that connects organizational support and employee participation with positive workplace outcomes.

Work Performance

Work performance refers to the effectiveness with which employees accomplish assigned responsibilities and contribute to organizational objectives. Performance includes task completion, work quality, productivity, cooperation, and contextual behaviors that support the organizational environment. Van Scotter (2021) distinguishes between task performance and interpersonal facilitation, suggesting that overall effectiveness depends on both formal job responsibilities and broader workplace contributions. Zawawi et al. (2023) emphasize that organizational communication and management practices significantly influence employee performance by improving coordination and clarity of responsibilities. Employee motivation and engagement are also important because employees who invest more energy and attention in their work are more likely to achieve higher performance. El Junusi et al. (2023) demonstrate

that engagement contributes to performance through proactive and innovative behavior, while Wen et al. (2023) confirm that engagement can improve job performance. Therefore, effective work performance reflects the combined influence of employee capabilities, motivation, engagement, and supportive organizational conditions.

Social Exchange Theory

Social Exchange Theory (SET) provides the main theoretical foundation for explaining relationships among organizational support, engagement, voice behavior, and work performance. Ahmad et al. (2023) describe SET as a framework based on reciprocal exchanges between individuals and organizations, where positive treatment tends to encourage positive responses. In workplace relationships, organizational resources may include financial rewards as well as recognition, trust, fairness, and support. Employees who receive favorable treatment may feel motivated to reciprocate through stronger commitment, participation, and work effort. Eisenberger et al. (2020) apply this reciprocity principle to employee–organization relationships and explain that perceived organizational support can generate positive employee attitudes and behaviors. Eisenberger et al. (2025) further show that gratitude and felt obligation may explain how employees respond to organizational support. Accordingly, SET provides a suitable theoretical framework for explaining why employees who experience supportive organizational treatment may respond through higher engagement, constructive voice, and improved work performance.

Organizational Support Theory

Organizational Support Theory (OST) extends SET by focusing specifically on employees' perceptions of how the organization values their contributions and cares about their welfare. Eisenberger et al. (2020) explain that employees tend to personify their organization and interpret organizational actions as signals of appreciation or neglect. These interpretations form POS and subsequently influence employee attitudes and behaviors. Caesens and Stinglhamber (2024) emphasize that POS is central to understanding employee–organization relationships because supportive treatment can increase employees' emotional attachment and willingness to contribute. Jabagi et al. (2020) further suggest that perceptions of support remain relevant within technology-based and algorithmically managed workplaces, although organizational support may be communicated differently. Positive support can encourage employees to reciprocate through higher engagement, commitment, and performance. Thus, OST provides a specific theoretical explanation for how perceived organizational support develops and why it can influence employee engagement and work performance.

Integration of Social Exchange Theory and Organizational Support Theory

SET and OST complement each other in explaining the proposed relationships among employee voice, organizational support, engagement, and performance. Ahmad et al. (2023) explain that SET provides the broader principle of reciprocity in workplace relationships, while OST specifies how organizational treatment is interpreted as support by employees. According to Eisenberger et al. (2020), employees who perceive that their organization values their contributions are more likely to respond through positive attitudes and behaviors. Employee engagement can represent one form of reciprocity because employees invest additional psychological and behavioral resources in their work. Imran et al. (2020) support this mechanism by showing that POS increases work engagement, while Adikoeswanto et al. (2024) demonstrate that organizational support can encourage employee voice. Therefore, integrating SET and OST provides a coherent theoretical framework in which organizational support and opportunities for voice stimulate greater engagement, which subsequently contributes to improved work performance.

Hypothesis Development

Previous research provides theoretical and empirical support for the proposed relationships among the four research variables. Ike et al. (2024) and Kim et al. (2025) indicate that employee voice is associated with stronger engagement, supporting the assumption that constructive participation increases employees' involvement in work. Regarding organizational support, Imran et al. (2020) and Nargotra and Sarangal (2023) demonstrate that POS strengthens employee engagement. Voice is also expected to improve performance because constructive suggestions can support problem-solving and organizational improvement (Jha, 2022). Meanwhile, Wen et al. (2023) show that organizational support positively affects job performance through work engagement, and El Junusi et al. (2023) demonstrate that engagement contributes to stronger employee performance. Based on these arguments, this study proposes: H1: employee voice behavior positively affects employee engagement; H2: POS positively affects employee engagement; H3: employee voice behavior positively affects work performance; H4: POS positively affects work performance; H5: employee engagement positively affects work performance; H6: employee engagement mediates the relationship between employee voice behavior and work performance; and H7: employee engagement mediates the relationship between POS and work performance.

Conceptual Framework

The conceptual framework positions *employee voice behavior* and *perceived organizational support* as independent variables, *employee engagement* as a mediating

variable, and *work performance* as the dependent variable. Adikoeswanto et al. (2024) demonstrate that organizational support contributes to constructive employee behavior, while Ike et al. (2024) identify a positive relationship between employee voice and engagement. The relationship between POS and engagement is supported by Imran et al. (2020), whereas Wen et al. (2023) provide evidence that engagement mediates the relationship between organizational support and job performance. Therefore, the model proposes both direct and indirect relationships: employee voice behavior and POS are expected to influence work performance directly, while also affecting performance indirectly through employee engagement. This integrated framework enables the study to explain how constructive employee participation and supportive organizational treatment jointly contribute to improved work outcomes.

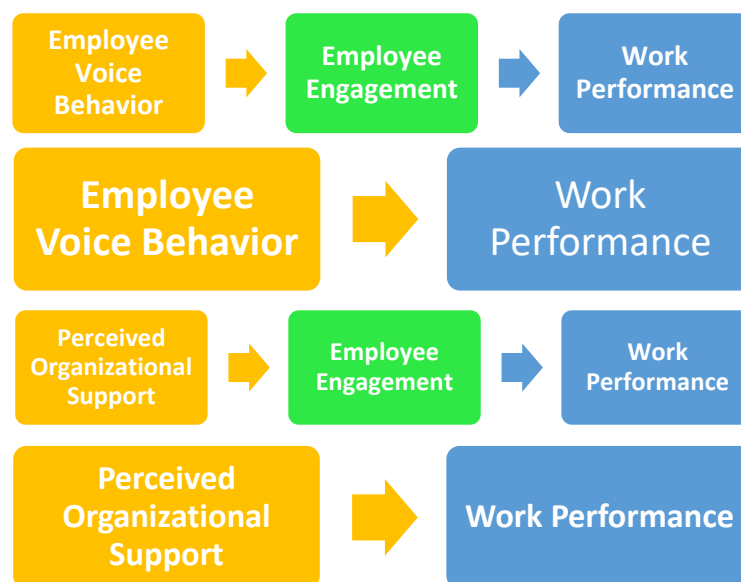


Figure 1. Conceptual Framework.

3. THEORETICAL STUDIES

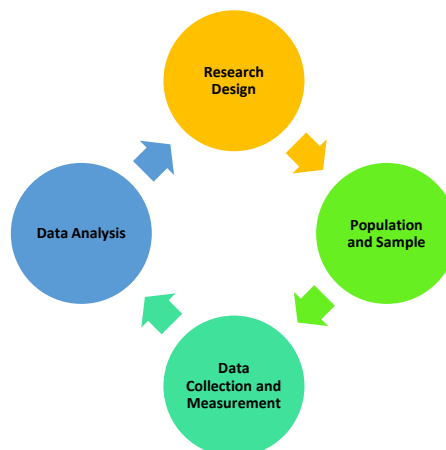


Figure 2. The Structure of the Research Flow Diagram.

Research Design

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among *employee voice behavior*, *perceived organizational support*, *employee engagement*, and *work performance*. The explanatory approach was considered appropriate because the study aimed to test the direct and indirect effects among the proposed constructs based on the conceptual framework and research hypotheses. A cross-sectional survey design was applied, allowing data to be collected from respondents at a single point in time. This design provided an efficient method for capturing employees' perceptions and behavioral tendencies within their organizational settings. The study focused on identifying patterns of association and estimating the strength of relationships among variables within private-sector employment contexts.

Population and Sample

The population of this study consisted of employees working in private-sector companies across various organizational functions and job levels. Respondents were selected using *purposive sampling* to ensure that participants possessed sufficient employment experience and were actively involved in organizational activities. Eligible respondents were required to be current employees, have adequate familiarity with workplace practices, and understand organizational communication, support, engagement, and performance-related processes. These criteria were intended to improve the relevance and quality of the collected responses. The sampling approach was considered suitable because the study required respondents who could provide informed assessments of the research variables based on their actual work experiences. Participation was voluntary, and only responses meeting the predetermined criteria were included in the analysis.

Data Collection and Measurement

Primary data were collected using a structured questionnaire distributed to eligible respondents. All measurement items were assessed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. *Employee voice behavior* was measured through indicators reflecting employees' willingness to express constructive suggestions, concerns, and improvement-oriented ideas. *Perceived organizational support* was assessed through employees' perceptions of organizational appreciation, recognition, and concern for their well-being. *Employee engagement* was measured through cognitive, emotional, and behavioral involvement in work, while *work performance* was assessed through task achievement, work quality, productivity, and contextual contribution. The indicators were adapted from established measurement approaches and adjusted to fit the private-sector employment context.

Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) because the study examined multiple simultaneous relationships, including direct and mediating effects. The analysis was conducted in two stages: evaluation of the measurement model and assessment of the structural model. The Outer Model was examined through indicator reliability, convergent validity, discriminant validity, and construct reliability. The Inner Model was evaluated using the coefficient of determination (R^2), effect size, predictive relevance, and path coefficients. Hypothesis testing was conducted through a *bootstrapping* procedure to determine the significance of direct and indirect relationships. Mediation analysis was then performed to assess whether *employee engagement* significantly transmitted the effects of *employee voice behavior* and *perceived organizational support* on *work performance*.

4. RESULTS AND DISCUSSION

Results

The respondent characteristics provide an overview of the demographic and employment background of the 250 private-sector employees involved in this study. The sample represented different gender, age, educational, and work-tenure groups, thereby providing sufficient variation in employee characteristics. Employees aged 26–35 years constituted the largest age group, while most respondents held a bachelor's degree and had worked for their organizations for at least three years. The descriptive analysis also indicated relatively high levels of *employee voice behavior*, *perceived organizational support*, *employee engagement*, and *work performance*. Work performance recorded the highest average score, followed by perceived organizational support, employee engagement, and employee voice behavior. A complete summary of respondent characteristics and descriptive statistics is presented in Table 1. Overall, these findings indicate that respondents generally demonstrated constructive participation, positive perceptions of organizational support, strong engagement, and favorable work performance.

Table 1. Respondent Characteristics and Descriptive Statistics.

Category / Variable	Classification	Frequency (<i>n</i>)	Percentage (%)	Mean	SD
Gender	Male	112	44.8	—	—
	Female	138	55.2	—	—
Age	≤ 25 years	54	21.6	—	—
	26–35 years	98	39.2	—	—
	36–45 years	63	25.2	—	—
	> 45 years	35	14.0	—	—
	High	53	21.2	—	—
Education	school/Diploma	156	62.4	—	—
	Bachelor's degree	41	16.4	—	—
	Postgraduate degree	67	26.8	—	—
Work tenure	< 3 years	91	36.4	—	—
	3–5 years	92	36.8	—	—
	> 5 years	—	—	—	—
Employee Voice Behavior	—	—	—	3.91	0.64
Perceived Organizational Support	—	—	—	4.03	0.61
Employee Engagement	—	—	—	3.96	0.58

Note. *N* = 250; *SD* = standard deviation.

The SEM-PLS evaluation demonstrated that the measurement and structural models met the required quality criteria. As summarized in Table 2. all indicator loadings exceeded .70, AVE values were above .50, and Cronbach's alpha and composite reliability values exceeded .70, indicating satisfactory convergent validity and construct reliability. Employee voice behavior and perceived organizational support explained 58.4% of the variance in employee engagement, while the overall model explained 67.1% of the variance in work performance. Positive Q^2 values also demonstrated adequate predictive relevance. Furthermore, hypothesis testing presented in Table 3. showed that all direct relationships were positive and significant. The indirect effects were also significant, indicating that employee engagement partially mediated the relationships of employee voice behavior and perceived organizational support with work performance.

Table 2. Measurement and Structural Model Evaluation.

Construct	Loading Range	AVE	Cronbach's α	CR	R^2	Q^2
Employee Voice Behavior	.731–.882	.647	.862	.901	—	—
Perceived Organizational Support	.754–.895	.672	.884	.911	—	—
Employee Engagement	.768–.901	.691	.891	.918	.584	.397
Work Performance	.746–.887	.663	.876	.907	.671	.452

Note. AVE = average variance extracted; CR = composite reliability; R^2 = coefficient of determination; Q^2 = predictive relevance.

Table 3. Direct and Indirect Effects.

Hypothesis	Relationship	β	t	p	Result
H1	Employee Voice Behavior → Employee Engagement	.326	5.742	< .001	Supported
H2	Perceived Organizational Support → Employee Engagement	.487	8.316	< .001	Supported
H3	Employee Voice Behavior → Work Performance	.184	3.268	< .001	Supported
H4	Perceived Organizational Support → Work Performance	.221	3.947	< .001	Supported
H5	Employee Engagement → Work Performance	.468	7.835	< .001	Supported
H6	Employee Voice Behavior → Employee Engagement → Work Performance	.153	4.716	< .001	Partial mediation
H7	Perceived Organizational Support → Employee Engagement → Work Performance	.228	6.127	< .001	Partial mediation

Note. β = standardized path coefficient. Statistical significance was evaluated at $p < .05$.

Discussion

The results demonstrate that *employee voice behavior* positively contributes to both *employee engagement* and *work performance*. Employees who actively communicate constructive suggestions, concerns, and improvement-oriented ideas tend to demonstrate stronger involvement in their work. Voice provides employees with opportunities to participate in organizational improvement and strengthens their perception that they are meaningful contributors to organizational processes. The significant direct effect on work performance further indicates that employee voice can generate practical benefits by facilitating problem identification, knowledge sharing, operational improvement, and organizational learning. Employees who are encouraged to speak constructively can provide information that may otherwise remain unavailable to management. The findings for H1 and H3, as reported in Table 3, therefore demonstrate that employee voice represents not only a communication behavior but also an important organizational resource capable of strengthening employee involvement and performance.

Perceived organizational support also demonstrates a significant positive influence on employee engagement and work performance. Its effect on engagement is stronger than the effect of employee voice behavior, indicating that employees' perceptions of organizational appreciation, recognition, and concern for their well-being constitute particularly important conditions for developing engagement. Employees who perceive strong organizational support are more likely to reciprocate through greater dedication, psychological involvement, and effort. This mechanism is consistent with the principles of Social Exchange Theory and Organizational Support Theory, in which favorable organizational treatment encourages positive reciprocal employee behavior. As reflected in Table 2, the predictors explain a meaningful proportion of employee engagement and work performance. The significant

relationship between employee engagement and work performance further confirms that cognitive, emotional, and behavioral involvement represents an important mechanism for transforming positive organizational experiences into stronger performance outcomes.

The mediation results extend these findings by demonstrating that *employee engagement* partially mediates the relationships between employee voice behavior, perceived organizational support, and work performance. The indirect effect of perceived organizational support through employee engagement is stronger than the indirect effect of employee voice behavior, suggesting that supportive organizational treatment is particularly effective when it develops stronger employee involvement. However, the significant direct effects indicate that voice behavior and organizational support can also enhance performance independently of engagement. These results provide a theoretical contribution by integrating employee participation, organizational support, engagement, and performance within a single explanatory framework. Practically, private-sector organizations should provide accessible voice channels, respond constructively to employee suggestions, recognize valuable contributions, demonstrate concern for employee well-being, and create meaningful opportunities for participation. Such practices can develop an organizational environment in which employees feel heard and supported, become more engaged in their work, and ultimately demonstrate stronger work performance.

5. CONCLUSIONS AND SUGGESTIONS

Conclusions

This study concludes that *employee voice behavior* and *perceived organizational support* play important roles in strengthening *employee engagement* and *work performance* among private-sector employees. Employee voice behavior positively influences engagement by providing employees with opportunities to express constructive ideas, suggestions, and concerns and to participate meaningfully in organizational improvement. Perceived organizational support also has a positive effect on engagement and performance, indicating that employees tend to demonstrate greater involvement and effort when they perceive that their contributions are valued and their well-being is considered. Furthermore, employee engagement has a positive effect on work performance, confirming that employees who are cognitively, emotionally, and behaviorally involved in their work are more likely to achieve stronger performance outcomes.

The findings further confirm that *employee engagement* partially mediates the relationships between employee voice behavior, perceived organizational support, and work

performance. This indicates that employee voice and organizational support enhance performance not only directly but also indirectly by strengthening employees' engagement with their work. The study therefore contributes to a more integrated understanding of employee performance by demonstrating that constructive participation, supportive organizational treatment, and employee engagement operate as interconnected mechanisms. Within private-sector organizations, sustainable employee performance is consequently influenced not only by employees' capabilities and formal responsibilities but also by organizational conditions that allow employees to feel heard, valued, supported, and meaningfully involved in achieving organizational objectives.

Recommendations

Private-sector organizations should develop safe, accessible, and responsive communication mechanisms that allow employees to express constructive suggestions, concerns, and improvement-oriented ideas without fear of negative consequences. Managers should actively listen to employee input, provide appropriate feedback, and demonstrate that valuable suggestions are considered in organizational decision-making. At the same time, organizations should strengthen perceived organizational support by recognizing employee contributions, ensuring fair treatment, providing appropriate developmental opportunities, and demonstrating genuine concern for employee well-being. Employee engagement should also be promoted through meaningful participation, transparent communication, recognition, supportive leadership, and opportunities for employees to contribute beyond their formal job responsibilities.

Future research should extend the proposed model by examining additional psychological and organizational mechanisms that may explain or influence the relationships among employee voice behavior, organizational support, engagement, and performance. Variables such as psychological safety, organizational justice, leadership style, job autonomy, or organizational culture may be considered as mediators or moderators. Future studies may also involve employees from different industries, organizational sizes, and employment contexts to improve the generalizability of the findings. In addition, longitudinal research designs are recommended to examine how employee voice, perceived organizational support, engagement, and performance develop over time. Combining survey data with supervisor-rated performance or other objective performance indicators may also provide stronger evidence and reduce reliance on employees' self-reported assessments.

REFERENCE

- Adikoeswanto, D., Nurjanah, S., Mukhtar, S., Eliyana, A., Pratama, A. S., Anggraini, R. D., & Mohd Kamil, N. L. (2024). Fostering voice behavior in correctional institutions: Investigating the role of organizational support and proactive personality. *PLOS ONE*, 19(5), e0303768. <https://doi.org/10.1371/journal.pone.0303768>
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Beltrán-Martín, I., Guinot-Reinders, J., & Rodríguez-Sánchez, A. M. (2023). Employee psychological conditions as mediators of the relationship between human resource management and employee work engagement. *The International Journal of Human Resource Management*, 34(11), 2331–2365. <https://doi.org/10.1080/09585192.2022.2078990>
- Caesens, G., & Stinglhamber, F. (2024). Perceived organizational support. In *Elgar encyclopedia of organizational psychology* (pp. 479–484). Edward Elgar Publishing. <https://doi.org/10.4337/9781803921761.00095>
- Deepak, S., Ravindran, D., Ranjitha, M., Srikanth, K., Kusumitha, B. R., & Janaki Priya, K. (2025). Perceived organizational support as a catalyst for work competence and job dedication. *Studies in Systems, Decision and Control*, 236, 789–797. https://doi.org/10.1007/978-3-031-86712-5_67
- Du, Y., & Wang, Z. (2021). How does emotional labor influence voice behavior? The roles of work engagement and perceived organizational support. *Sustainability*, 13(19), 10524. <https://doi.org/10.3390/su131910524>
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 101–124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- Eisenberger, R., Wen, X., Zheng, D., Yu, J., Liu, Z., Zhang, J., Wang, L., Kim, T.-Y., Krivacek, S., Zagenczyk, T. J., Joo, M.-K., Mesdaghinia, S., Lee, D.-R., & Kim, T.-H. (2025). Does felt obligation or gratitude better explain the relationship between perceived organizational support and outcomes? *Group & Organization Management*, 50(1), 243–288. <https://doi.org/10.1177/10596011231180388>
- El Junusi, R., Agriyanto, R., Musahadi, & Wardayati, S. M. (2023). The role of innovative work behavior and proactive behavior in mediating employee engagement and performance at public universities. *International Journal of Economics and Management*, 17(3), 345–358. <https://doi.org/10.47836/ijeam.17.3.05>
- Gou, Y., Zeng, G., Xu, Y., & Xie, X. (2025). Perceived organizational support and kindergarten teachers' voice behavior: The mediating role of psychological capital and the moderating role of establishment status. *Frontiers in Psychology*, 16, 1660484. <https://doi.org/10.3389/fpsyg.2025.1660484>
- Guarin, A. D., Edwards, M. R., Townsend, K., & Wilkinson, A. (2025). Using a process model to develop and expand employee voice scales. *Human Resource Management Journal*, 35(3), 783–801. <https://doi.org/10.1111/1748-8583.12595>

- Ibrahim, Syaifuddin, Sofiyan, Faris, S., Lubis, F. R. A., & Nasib. (2024). Enhancing public sector performance: Work engagement as a mediator between organizational justice, support, and employee outcomes in Bireuen Regency, Indonesia. *Journal of Logistics, Informatics and Service Science*, 11(12), 1–18. <https://doi.org/10.33168/JLISS.2024.1201>
- Ike, O. O., Attamah, I. J., & Eze, I. C. (2024). Employee voice behaviour: A pathway to effective transformational leadership and employee work engagement. *International Journal of Environment, Workplace and Employment*, 8(2), 115–135. <https://doi.org/10.1504/IJEWE.2024.141573>
- Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of perceived organizational support on work engagement: Mediating mechanism of thriving and flourishing. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3), 82. <https://doi.org/10.3390/JOITMC6030082>
- Jabagi, N., Croteau, A.-M., & Audebrand, L. K. (2020). Perceived organizational support in the face of algorithmic management: A conceptual model. In *Proceedings of the 53rd Hawaii International Conference on System Sciences* (pp. 4001–4010).
- Jha, S. (2022). Employee voice behavior: A moderated mediation analysis of high-performance work system. *International Journal of Productivity and Performance Management*, 71(7), 3100–3117. <https://doi.org/10.1108/IJPPM-04-2020-0193>
- Kao, K.-Y., Hsu, H.-H., Thomas, C. L., Cheng, Y.-C., Lin, M.-T., & Li, H.-F. (2022). Motivating employees to speak up: Linking job autonomy, P-O fit, and employee voice behaviors through work engagement. *Current Psychology*, 41(11), 7762–7776. <https://doi.org/10.1007/s12144-020-01222-0>
- Kim, H., & Kiura, M. (2023). The influences of social status and organizational justice on employee voice: A case of customer care workers. *International Journal of Business Communication*, 60(3), 802–822. <https://doi.org/10.1177/2329488420969776>
- Kim, K. H., Qu, Y., & Saffer, A. (2025). Unraveling the dynamics of employee engagement: A study of employees' information-sharing networks and voice behavior within organizations. *Journal of Public Relations Research*, 37(1–2), 135–150. <https://doi.org/10.1080/1062726X.2024.2369641>
- Kim, Y., & Lim, H. (2020). Activating constructive employee behavioural responses in a crisis: Examining the effects of pre-crisis reputation and crisis communication strategies on employee voice behaviours. *Journal of Contingencies and Crisis Management*, 28(2), 141–157. <https://doi.org/10.1111/1468-5973.12289>
- Mayfield, J., Mayfield, M., & Nguyen, C. N. (2024). Raise their voices: The link between motivating language and employee voice. *International Journal of Strategic Communication*, 18(1), 75–92. <https://doi.org/10.1080/1553118X.2023.2265926>
- Nargotra, M., & Sarangal, R. K. (2023). Perceived organizational support and intention to stay: The mediating effect of employee engagement. *FIIB Business Review*, 12(3), 317–327. <https://doi.org/10.1177/23197145211042521>
- Nienaber, H., & Martins, N. (2020). Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness. *The TQM Journal*, 32(3), 475–495. <https://doi.org/10.1108/TQM-05-2019-0151>

- Opoku, F. K., & Boateng, R. K. (2024). Employee engagement, perceived organizational support, and job performance of medical staff at the Cape Coast Teaching Hospital. *PLOS ONE*, 19(12), e0315451. <https://doi.org/10.1371/journal.pone.0315451>
- Pramono, S. W., Aribowo, W. A., Pradhana, A. A., & Prasetyaningtyas, S. W. (2023). Smart working environment of PT ABC to support business performance post COVID condition. In *2023 10th International Conference on ICT for Smart Society (ICISS)*. IEEE. <https://doi.org/10.1109/ICISS59129.2023.10291196>
- Rakthin, S., Punnakitikashem, P., Pisitsupakarn, N., & Aksaravut, K. (2021). Factors influencing employee engagement: Evidence from Thai SMEs. *Kasetsart Journal of Social Sciences*, 42(3), 482–488. <https://doi.org/10.34044/j.kjss.2021.42.3.05>
- Sihag, P. (2021). The impact of perceived organizational support on employee engagement: A study of Indian IT industry. *International Journal of Human Capital and Information Technology Professionals*, 12(2), 35–52. <https://doi.org/10.4018/IJHCITP.2021040103>
- Van Scotter, J. R. (2021). Does autonomy moderate the relationships of task performance and interpersonal facilitation, with overall effectiveness? *The International Journal of Human Resource Management*, 32(8), 1685–1706. <https://doi.org/10.1080/09585192.2018.1542607>
- Weiss, M., & Zacher, H. (2022). Why and when does voice lead to increased job engagement? The role of perceived voice appreciation and emotional stability. *Journal of Vocational Behavior*, 132, 103662. <https://doi.org/10.1016/j.jvb.2021.103662>
- Wen, L. K., Salleh, A. L., Rahman, A. A., & Musaddad, H. A. (2023). The mediating effect of work engagement on the relationship between perceived organizational support and job performance. In *Contributions to management science* (pp. 789–799). Springer. https://doi.org/10.1007/978-3-031-27296-7_71
- Zawawi, A. A., Khalid, N. D. A., Jamil, N. H. M., & Halim, F. W. (2023). Assessing the influence of organizational communication and management on healthcare employee performance: Evidence from Northern Malaysia. *Malaysian Journal of Public Health Medicine*, 23(2), 79–87.
- Zhang, M. M., Zhu, J. C., De Cieri, H., McNeil, N., & Zhang, K. (2024). Innovation-enhancing HRM, employee promotive voice and perceived organizational performance: A multilevel moderated serial mediation analysis. *Personnel Review*, 53(7), 1861–1884. <https://doi.org/10.1108/PR-02-2023-0136>