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THE EFFECT OF PSYCHOLOGICAL EMPOWERMENT AND WORKPLACE SPIRITUALITY ON VOICE BEHAVIOR

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Abstract

Voice behavior refers to employees' willingness to express ideas, suggestions, and constructive feedback that can help organizations improve decisionmaking quality and overall effectiveness. Despite its importance, many employees remain reluctant to speak up, particularly when they perceive limited control over their tasks or fail to find meaning in their work environment; fear of negative reactions, low selfconfidence, and an unsupportive communication climate often reinforce this silence. This study examines how psychological empowerment and workplace spirituality jointly shape voice behavior among employees. A quantitative research design was applied, using multiple linear regression to test the proposed relationships. Psychological empowerment was assessed through four core dimensions meaning, competence, selfdetermination, and impact while workplace spirituality was measured through meaningful work, sense of community, and value alignment, with all constructs captured using a Likertscale instrument adapted from prior validated studies. The findings reveal that psychological empowerment exerts a positive and statistically significant influence on voice behavior ($\beta = 0.42$, $t = 4.85$, $p < 0.05$), and workplace spirituality shows a comparable positive and significant effect ($\beta = 0.37$, $t = 4.12$, $p < 0.05$). Together, both predictors account for 48% of the variance in voice behavior ($R^2 = 0.48$), leaving the remaining 52% attributable to other unexamined factors such as leadership style and organizational communication climate. These results suggest that cultivating psychological empowerment alongside a spiritually meaningful workplace can foster more open communication and encourage employees to contribute more actively to organizational improvement.

Keywords: job satisfaction, psychological empowerment, voice behavior, work engagement, workplace spirituality

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Introduction

Rapid shifts in the business landscape and intensifying market competition are pushing organizations to build stronger adaptive capacity. Achieving this goal depends not merely on recruiting technically skilled personnel, but on cultivating a workforce willing to speak up, share ideas, and take part in ongoing organizational improvement. Employees who are willing to voice their opinions constitute an important asset, as their input often becomes a channel through which organizations detect emerging problems, refine internal processes, and sustain innovation over time. This tendency to communicate suggestions and constructive views for the benefit of the organization is commonly referred to as voice behavior [1], [2].

Although voice behavior is widely regarded as beneficial for organizational functioning, not every employee feels comfortable exercising it. In many workplaces, individuals remain hesitant to raise concerns or propose new ideas, largely out of apprehension about how their input will be received, uncertainty about their own competence, or a sense that the surrounding work climate discourages open dialogue [3], [4]. This reluctance poses a practical problem for organizations, since valuable insights that could otherwise support better decisionmaking risk going unheard. The central issue this study addresses, then, is identifying the psychological and contextual conditions that make employees more willing or less willing to voice their opinions at work.

Two constructs have received particular attention as potential drivers of voice behavior. The first, psychological empowerment, captures an internal motivational state reflecting how much meaning employees attach to their tasks, how capable they feel of performing their duties, how much autonomy they exercise in deciding how work gets done, and how strongly they believe their actions produce tangible organizational outcomes [5]. Employees who score high on these dimensions tend to display greater selfassurance, which in turn fuels their willingness to engage actively in workplace activities; earlier research has linked this empowered state to proactive conduct, creative output, and a greater readiness to speak candidly [6] [8].

The second construct, workplace spirituality, extends beyond religious connotations to describe the degree to which employees experience their work as purposeful, feel a sense of belonging among colleagues, and perceive coherence between their personal values and those upheld by the organization [9]. When these conditions are present, employees generally form a deeper attachment to their organization, which can translate into a stronger inclination to contribute ideas they believe will be useful for organizational progress. A separate body of literature has connected workplace spirituality to favorable work attitudes, including heightened engagement and organizational commitment [10], [11].

Existing scholarship also indicates that employees who perceive greater control over their work are more inclined to take initiative and go beyond formally assigned responsibilities [12] [14], while those situated in spiritually supportive environments tend to display stronger organizational attachment and involvement [10], [11].

Despite the growing volume of studies on each construct individually, most existing work has examined psychological empowerment and workplace spirituality as separate predictors of various employee outcomes, rather than jointly. This leaves a gap in

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understanding how these two factors might interact or combine to shape a specific outcome such as voice behavior. Given that empowerment reflects an internally driven psychological state while spirituality reflects a more relational and meaningbased dimension of work, it is plausible that the two operate in a complementary fashionemployees who simultaneously feel capable and connected to a meaningful purpose may be particularly inclined to speak up. However, empirical evidence directly testing this combined influence remains scarce [1], [15], which limits a fuller understanding of what motivates employees to voice constructive input.

In light of this gap, the present study sets out to examine the extent to which psychological empowerment and workplace spirituality, considered together, influence employees' voice behavior. Specifically, it investigates both the individual contribution of each variable and their combined explanatory power in predicting employees' willingness to express ideas, suggestions, and constructive feedback within an organizational setting.

This study contributes to the organizational behavior literature by empirically testing psychological empowerment and workplace spirituality within a single explanatory model of voice behavior, an approach that has rarely been pursued in prior research despite the conceptual complementarity between the two constructs. By quantifying their combined explanatory power, the findings offer a more integrated understanding of the psychological and meaningbased mechanisms that encourage employees to speak up. Beyond its theoretical relevance, the study also offers practical value for organizations seeking to design work environments through empowerment practices and the cultivation of meaningful, valuealigned work that actively support open communication, employee participation, and information sharing throughout the organization.

Methodology

This research adopts a quantitative design to investigate the extent to which psychological empowerment and workplace spirituality influence voice behavior among employees. A quantitative design was selected because it enables researchers to test hypothesized relationships between variables in a structured and replicable manner, while also allowing statistical inference regarding the strength and direction of each relationship. The overall approach taken is explanatory and correlational in nature, meaning the study does not merely describe the variables involved but seeks to establish the extent to which one variable statistically predicts another, based on numerical data collected directly from respondents rather than on interpretive or narrative accounts.

The unit of analysis is the individual employee, with particular attention to how psychological states and workplace conditions shape a person's willingness to raise ideas, suggestions, and constructive feedback within an organizational setting. Primary data serve as the main data source for this study, obtained directly from employees through a self-administered survey rather than from secondary or archival records, ensuring that the responses reflect respondents' first-hand perceptions of their own empowerment, sense of workplace meaning, and voicing tendencies. Respondents were drawn from working employees who could reasonably be expected to have direct experience with

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organizational communication and decision-making processes, and who were therefore considered appropriate informants for assessing the constructs under investigation.

Data were gathered through a structured questionnaire built on indicators adapted from previously validated measurement instruments, chosen to preserve content validity while remaining relevant to the context of this study. Psychological empowerment was operationalized across four dimensions meaning, competence, self-determination, and impact capturing how employees perceive the significance of their tasks, their own capability, their autonomy in carrying out work, and their sense of influence over outcomes. Workplace spirituality was captured through indicators reflecting meaningful work, a sense of community among colleagues, and alignment between personal and organizational values, representing the degree to which employees feel connected and purposeful in their work environment. Voice behavior, meanwhile, was measured according to respondents' reported tendency to express opinions, offer suggestions, and provide constructive input aimed at organizational betterment. Each item was rated on a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree), a format chosen for its established reliability in capturing subjective attitudes and perceptions in behavioral research; item clarity, consistency, and conceptual relevance were reviewed prior to distribution to safeguard measurement quality.

For data analysis, multiple linear regression was employed to examine both the partial contribution of each independent variable and their combined, simultaneous effect on voice behavior. This analytical technique was chosen for its capacity to quantify the magnitude and direction of the relationship between predictor and outcome variables while controlling for the presence of multiple predictors within a single model. All computations were carried out using statistical software to preserve accuracy and consistency in the results, with significance levels and standardized regression coefficients used to interpret the strength of each relationship. Taken together, this methodological approach was designed to yield a systematic and evidence-based account of how internal psychological states and workplace context jointly shape employees' willingness to speak up and contribute to organizational improvement.

RESULTS AND DISCUSSION

The regression analysis was carried out to determine both the individual contribution of each predictor and the joint effect of psychological empowerment and workplace spirituality on voice behavior. As summarized in Table 1, both predictors emerged as statistically significant, with psychological empowerment showing a standardized coefficient of $\beta = 0.42$ ($t = 4.85$) and workplace spirituality showing a coefficient of $\beta = 0.37$ ($t = 4.12$), each significant at $p < 0.05$. Taken together, the two variables accounted for 48% of the variance in voice behavior ($R^2 = 0.48$), leaving the remaining 52% attributable to factors outside the scope of this model, such as leadership style, organizational communication climate, workplace culture, and the quality of interpersonal relationships among colleagues.

Table 1. Regression Results

Variable	Coefficient (β)	Tvalue
Psychological Empowerment	0.42	4.85

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Workplace Spirituality	0.37	4.12
R^2	0.48	

Source: Author's analysis

The result for psychological empowerment indicates that employees who feel capable of performing their tasks, who experience genuine autonomy in deciding how their work is carried out, and who understand the significance of what they do tend to display greater confidence when voicing ideas, suggestions, or concerns. A perceived sense of control over one's job appears to reinforce self-assurance, which in turn encourages fuller participation in organizational processes. This pattern is consistent with earlier findings linking psychological empowerment to proactive conduct and a greater willingness to speak candidly in the workplace [8], [12].

A comparable pattern was observed for workplace spirituality. Employees who regard their work as meaningful, who maintain positive relationships with coworkers, and who perceive coherence between their own values and those of the organization reported higher levels of engagement, which corresponded with greater comfort in expressing views believed to be useful for the organization. This outcome reinforces prior evidence suggesting that a spiritually supportive work environment strengthens favorable work attitudes and encourages more active involvement in organizational life [11], [13].

Comparing the magnitude of the two effects, psychological empowerment appears to exert a somewhat stronger influence on voice behavior than workplace spirituality. This difference suggests that internally driven psychological states rooted in an individual's own sense of competence and control may carry slightly more weight than externally oriented, meaning-based experiences of work when it comes to determining whether an employee is willing to take the risk of speaking up. Employees who feel a strong sense of agency over their tasks and outcomes tend to express ideas more confidently, even under conditions involving uncertainty or potential disagreement [8], [12].

Beyond the direct effects of the two predictors, the observed R^2 value indicates that voice behavior is a multidimensional phenomenon that cannot be fully explained by psychological and spiritual factors alone. Contextual elements within the broader organizational environment likely play a complementary role in shaping employees' willingness to communicate openly [2]. This observation echoes the position outlined earlier in the Introduction, where voice behavior was framed as an outcome influenced by both individual psychological states and the surrounding organizational climate, rather than by internal factors in isolation.

From a theoretical standpoint, these findings lend support to the broader argument that psychological empowerment functions as a key mechanism underlying proactive workplace conduct. Employees who feel empowered tend to assume greater ownership of their responsibilities and are more inclined to take initiative on the organization's behalf. Workplace spirituality, in turn, appears to operate through a different but complementary pathway by fostering a sense of purpose and belonging that deepens an employee's connection to both the work itself and the organization as a whole. Considered jointly, these two mechanisms appear to create conditions particularly conducive to the emergence of voice behavior, a pattern consistent with earlier theoretical accounts

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emphasizing the combined role of internal motivation and relational meaning in shaping proactive employee behavior [14], [15].

Compared with prior studies that have generally examined psychological empowerment and workplace spirituality as separate predictors of employee outcomes, the present findings offer converging evidence that both constructs remain relevant when tested within a single explanatory model, rather than diminishing one another's effect when considered together. This is broadly consistent with the research gap identified earlier, which noted that empirical work directly testing the combined influence of these two variables on voice behavior has remained relatively limited. The results here suggest that such a combined approach is not only feasible but also empirically productive.

From a practical standpoint, these results point to the value of designing work environments that simultaneously support employee empowerment and cultivate a sense of meaning at work. Giving employees genuine opportunities to participate in decision-making, granting them latitude to express ideas without fear of dismissal, and recognizing their contributions can all strengthen their willingness to speak up. At the same time, organizational efforts to build a stronger sense of community, clarify shared goals, and align individual and organizational values may further reinforce employees' inclination to engage in voice behavior.

Overall, the findings confirm that psychological empowerment and workplace spirituality both make a positive and significant contribution to voice behavior. Although psychological empowerment shows a marginally stronger effect, the two constructs function in a complementary manner, jointly supporting an organizational climate in which employees feel both capable and motivated to share ideas, offer suggestions, and contribute constructively to organizational improvement and development.

CONCLUSION

The central aim of this research was to determine whether psychological empowerment and workplace spirituality shape employees' willingness to voice ideas, concerns, and suggestions within an organizational setting. The evidence gathered here speaks to that question directly: both factors were found to exert a positive and statistically meaningful effect on voice behavior. Employees who feel genuinely skilled at their jobs, who exercise real autonomy over how tasks get done, and who sense a deeper purpose in their daily work are considerably more inclined to speak up, flag concerns, and put forward ideas that serve the organization's interests.

A closer look at the two predictors shows psychological empowerment carrying a somewhat heavier weight than workplace spirituality in driving this behavior. Combined, the two constructs account for 48% of the variation observed in voice behavior ($R^2 = 0.48$). The remaining 52% is left to factors this study did not measure, a reminder that speaking up at work is rarely governed by a single cause and instead grows out of a mix of personal and organizational conditions.

These results carry clear implications for how organizations might approach the challenge of employee silence. A workplace that takes empowerment seriously and offers work employees find meaningful gives people more reason to contribute. Concretely, that means opening real channels for participation in decisions, making it safe to disagree or

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raise a concern, and acknowledging contributions when they are made — steps that tend to make employees noticeably more forthcoming. Cultivating a shared sense of purpose, community, and alignment between personal and organizational values adds a further push toward active participation through voice behavior.

Some limitations should temper how far these conclusions are pushed. The study worked with a fairly narrow set of variables and a limited respondent pool, so its reach is necessarily bounded. Subsequent research could usefully bring in additional factors, such as leadership style, organizational culture, communication climate, and broader features of the work environment, to build a fuller account of what drives voice behavior.

Taken as a whole, the study supports the view that psychological empowerment and workplace spirituality both matter for encouraging employees to speak up. As employees come to feel more empowered and find greater meaning in their work environment, they become correspondingly more willing to offer ideas, feedback, and suggestions that help move the organization forward.

DECLARATION OF GENERATIVE AI

In the process of preparing this manuscript, the author utilized ChatGPT as a tool to improve language usage, structure the writing, and enhance readability. All results generated through the use of this tool have been reviewed, edited, and verified by the author to ensure they meet the research objectives and maintain the accuracy of the manuscript's content. The author is fully responsible for the content, interpretations, and conclusions presented in this publication.

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