

E-ISSN: 3108-4192

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2025, Volume 5, Issue 2, Page No: 87-94

Available online at: <https://apsshs.com/>

Journal of Applied Organizational Systems and Behavior

Strategic Silence Under Datafied Visibility and Digital Reputation Risk: A Proposed Theory of Datafied Silence

Nokuthula Dlamini^{1*}, Sipho Zulu¹, Thabo Nkosi², Lerato Molefe³

1. Department of Strategic Silence and Datafied Visibility, Faculty of Business, University of KwaZulu-Natal, Durban, South Africa.
2. Department of Digital Reputation and Risk, Faculty of Management, University of Cape Town, Cape Town, South Africa.
3. Department of Organizational Silence, Faculty of Psychology, University of the Witwatersrand, Johannesburg, South Africa.

Abstract

Digitally mediated work increasingly makes employee behavior, communication, participation, and evaluation observable, recordable, searchable, and potentially reusable across audiences. Yet greater visibility does not necessarily imply greater candor. Employees may anticipate that digitally persistent expression can influence reputation, managerial evaluation, future opportunity, status, or access to resources, particularly when audiences are uncertain and evaluative criteria are opaque. This Original Conceptual Theory Article develops a proposed Theory of Datafied Silence to explain how persistent visibility may coexist with strategically filtered organizational expression. The theory integrates employee voice and silence research with scholarship on behavioral visibility, electronic monitoring, algorithmic control, digital reputation, context collapse, impression management, and platform affordances. It proposes visibility–candor decoupling as a central organizing principle: technically observable workplaces may generate visible records that are less representative of employees' privately held concerns because workers selectively withhold, narrow, sanitize, delay, reroute, or restrict audiences for work-relevant expression. These processes are proposed to depend on anticipated reputational exposure and to vary with psychological safety, perceived impact, hierarchy, managerial receptivity, platform affordances, evaluation opacity, identity-linked expectations, and contestability. The theory does not assume that digital visibility universally suppresses voice or that silence necessarily reflects fear. Instead, it specifies rival explanations, multilevel boundaries, and conditions under which the proposed mechanisms should be tested. The contribution is an explicitly unvalidated conceptual account linking datafication to strategic silence while separating technical observability from organizational influence and conceptual plausibility from demonstrated organizational effects.

Keywords: Employee silence under persistent visibility, Theoretical foundations, Digital reputation and audience uncertainty, Self-censorship as strategic behavior, Theoretical propositions, Implications for organizational voice systems

How to cite this article: Dlamini N, Zulu S, Nkosi T, Molefe L. Strategic Silence Under Datafied Visibility and Digital Reputation Risk: A Proposed Theory of Datafied Silence. *J Appl Organ Syst Behav*. 2025;5(2):87-94. <https://doi.org/10.51847/yDN9ISDqAG>

Received: 21 October 2025; **Revised:** 24 December 2025; **Accepted:** 25 December 2025

Corresponding author: Nokuthula Dlamini

E-mail ✉ dlaminin@ukzn.ac.za

Introduction

Employee silence has traditionally been examined through questions of whether individuals perceive it as safe, worthwhile, or consequential to speak. Contemporary scholarship nevertheless treats voice and silence as related but nonidentical phenomena, with different motives, forms, targets, and organizational consequences [1]. This distinction becomes more consequential as work is increasingly conducted through communication systems, collaboration platforms, monitoring tools, professional networks, dashboards, and algorithmically mediated infrastructures. Such environments may not merely provide



© 2025 The Author(s).

Copyright CC BY-NC-SA 4.0

new channels for speaking; they may also change what becomes observable, durable, retrievable, assessable, and attributable to a particular employee.

Persistent workplace visibility can be produced through digitally observable behavior, electronic performance monitoring, and algorithmic systems of control [2–4]. These developments expand the organizational significance of traces that may once have been transient, local, or difficult to aggregate. Messages can persist after the immediate interaction, activity can be reconstructed across time, and evaluations may be produced by combinations of human and computational audiences. The critical theoretical problem is therefore not simply whether employees possess an opportunity to voice concerns. It is whether employees anticipate that the act of making a concern digitally visible may expose them to uncertain future interpretation, reputational consequences, or forms of control that cannot be fully anticipated when expression occurs.

Management scholarship has long cautioned that transparency should be examined from the perspective of those being observed rather than treated as an uncomplicated organizational good [5]. Building on that insight, this article proposes that digitally observable workplaces may create a specific form of expression problem: organizations can become more visible while the visible record of employee concerns becomes more strategically filtered. The article calls this possibility visibility–candor decoupling. The term does not imply that digitalization necessarily suppresses voice, nor that employees universally respond to visibility by withdrawing. Instead, it identifies a proposed condition in which increased technical observability and increased substantive candor cease to move together.

The objective is to develop a nonempirical Theory of Datafied Silence that integrates established findings about voice, silence, psychological safety, managerial receptivity, behavioral visibility, opaque evaluation, digital reputation, audience uncertainty, impression management, and platform affordances. The theory introduces datafied silence as a proposed construct describing strategic withholding, narrowing, delaying, rerouting, sanitizing, or audience-limiting of work-relevant expression when employees anticipate consequential use of digitally mediated traces. The contribution is conceptual rather than causal or validated. It specifies mechanisms, moderators, rival explanations, propositions, and organizational design questions that require empirical testing before claims about prevalence, effectiveness, or organizational outcomes can be made.

Theoretical foundations

A theory of datafied silence must begin by preserving distinctions already established in voice research. Employee voice is heterogeneous rather than a single undifferentiated behavior. Promotive voice, which advances suggestions or improvements, and prohibitive voice, which raises concerns about harmful practices or emerging problems, exhibit distinguishable patterns of association and should not automatically be treated as interchangeable manifestations of speaking up [6]. This matters for digitally visible expression because employees may not perceive equivalent reputational stakes across different message contents. A platform that appears hospitable to suggestions may still be regarded as risky for criticism, dissent, error reporting, or challenges to authority.

Psychological safety provides an important second foundation because it captures whether interpersonal contexts are experienced as sufficiently safe for risk-taking and expression [7]. However, psychological safety should not be treated as an exhaustive explanation for silence. A person may feel interpersonally safe with immediate colleagues yet remain uncertain about the persistence, redistribution, or evaluation of a digital trace. Conversely, a technically persistent channel may be used candidly when employees trust its governance, audiences, and consequences. The proposed theory therefore treats psychological safety as a boundary condition rather than a substitute for digital reputation risk.

The foundations must also extend beyond individual motivation. Integrative scholarship on employee voice and silence emphasizes structural, institutional, and pluralist dimensions, including differences in interests, power, and the organization of participation [8]. Silence can consequently reflect more than an internal reluctance to speak. It may arise because available mechanisms privilege particular topics, audiences, communication forms, or organizational interests. In digitally mediated settings, those structural questions become intertwined with who controls visibility, retention, evaluation, and access.

Finally, voice has a consequential target side. Managers do not invariably solicit employee input, and evidence indicates that perceived personal control and long-term orientation can shape managerial willingness to seek voice [9]. Thus, formal permission to speak must be distinguished from whether a consequential audience is willing to hear, consider, or act. These foundations establish interpersonal, motivational, managerial, and structural conditions of expression, but they do not establish how persistent digital traceability alters employees' decisions about what becomes visible. The latter connection is the conceptual problem developed here.

Digital reputation and audience uncertainty

Digital reputation risk refers here to the **proposed** perception that a persistent or evaluable trace of work-relevant expression could affect standing, assessment, opportunity, access, or control. The construct is not synonymous with actual reputational damage. Its theoretical importance lies in anticipation. Employees may adjust expression before any adverse consequence occurs when they cannot determine how present or future audiences will interpret a recorded contribution. Research on opaque

algorithmic evaluation shows that workers may struggle to infer how they are assessed and may adapt their behavior in response to criteria they cannot clearly observe [10]. This establishes opacity as a plausible ingredient of reputational uncertainty, although it does not demonstrate employee silence.

Digitally mediated evaluations can also create asymmetric dependence on audiences whose judgments have consequential effects. Research on platform sellers shows how customer evaluations and algorithmic mediation can generate vulnerability and constrain actors' ability to contest judgments [11]. Such settings differ from conventional employment, yet they illustrate why reputational exposure depends not only on visibility but also on who can evaluate a trace and what authority follows from that evaluation. The proposed theory therefore separates descriptive visibility from consequential visibility.

Professional digital traces may also travel beyond the context in which they were produced. Evidence concerning LinkedIn-based assessment indicates that information contained in professional profiles can become input into consequential selection judgments, while also raising reliability, validity, and legal concerns [12]. This does not establish that internal workplace voice is evaluated identically. It does demonstrate that digitally persistent self-presentation can cross situational boundaries and enter decisions affecting opportunity.

Audience uncertainty adds a further mechanism. Research on context collapse shows that larger and more heterogeneous online audiences are associated with systematic adjustments in language and self-presentation [13]. For organizational theory, the relevant extension is not that employees reproduce social-media behavior at work, but that uncertain audience composition may complicate the calibration of candid expression. Digital reputation exposure may therefore be intensified when evaluation criteria are opaque, consequential assessments are controlled by external audiences, and heterogeneous audiences collapse into a shared visible context [10, 11, 13]. This convergence establishes conceptual plausibility, not a demonstrated common effect on employee silence. Audience uncertainty must consequently remain distinguishable from audience size, monitoring intensity, and actual punishment.

Self-censorship as strategic behavior

The proposed theory treats self-censorship as a possible strategic adjustment of expression rather than as a synonym for silence. This distinction is necessary because voice and silence are empirically distinguishable rather than opposite ends of a single continuum. Evidence indicates that perceived impact and psychological safety relate differently to the two behaviors, supporting the view that withholding cannot simply be inferred from low observed voice [14]. Accordingly, an employee who does not post a concern on an enterprise platform may have remained silent, raised the concern privately, delayed expression, concluded that the issue was already known, or chosen another channel. Observable nonparticipation alone is therefore insufficient evidence of datafied silence.

A reputational account must also accommodate alternative mechanisms. Information redundancy, for example, can inhibit voice because individuals diffuse responsibility when they believe others possess similar information [15]. Workload, disengagement, low perceived efficacy, role norms, interpersonal distrust, privacy preferences, and lack of relevant knowledge may likewise reduce visible expression without digital reputation being the operative process. The proposed theory is therefore conditional: datafied silence should be inferred only when strategic filtering is linked to anticipated consequences of digitally mediated traceability.

The strategic component is further supported indirectly by research on enterprise social media showing that digital affordances can shape possibilities for impression management and audience-oriented self-presentation [16]. Such evidence does not establish that impression management equals silence. Instead, it supports the narrower proposition that digitally mediated environments can make presentation choices strategically consequential. Building on this distinction, strategic self-censorship is proposed as anticipatory adjustment of whether, what, when, where, or to whom work-relevant expression is exposed. Its forms may include complete withholding, narrowing or sanitizing content, delaying expression, rerouting a concern toward a less persistent or more trusted channel, and deliberately limiting the audience.

Table 1 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for definitions, constructs, and conceptual boundaries for strategic silence under datafied visibility and digital reputation risk.

Table 1. Definitions, constructs, and conceptual boundaries for Strategic Silence Under Datafied Visibility and Digital Reputation Risk.

Construct or component	Problem addressed	Distinction from adjacent concepts	Proposed role	Uncertainty	Boundary statement
Employee voice	What counts as speaking.	Not equivalent to channel use or message volume.	Established input to the theory.	Forms may carry different reputational stakes.	Visible expression does not prove influence.
Employee silence	What counts as nonexpression.	Not simply low voice or platform non-use.	Established outcome domain.	Motives and levels vary.	Silence cannot be inferred from absence of a digital post.

Datafied visibility	How digital infrastructures alter observability.	Not performance, candor, or legitimate authority.	Exposure condition.	Visibility characteristics vary by system.	Greater visibility does not establish greater truthfulness.
Digital reputation risk	Why persistence may matter before harm occurs.	Not demonstrated reputational harm.	Proposed motivational mechanism.	Perceived and actual consequences may diverge.	Must not be inferred merely from technological capability.
Audience uncertainty	Difficulty calibrating expression across audiences.	Not equivalent to audience size alone.	Proposed moderator/antecedent.	Workplace transfer requires testing.	Heterogeneous audiences do not necessarily suppress candor.
Strategic self-censorship	Explains selective rather than total silence.	Not disengagement, redundancy, or privacy preference by definition.	Central behavioral process.	Intent may be difficult to observe directly.	Requires evidence of strategic filtering rather than mere nonparticipation.
Datafied silence	Links persistent visibility with selective candor.	Not ordinary silence, low voice, or platform avoidance.	Principal theoretical outcome.	Construct validity and discriminant validity remain untested.	No prevalence, causal effect, or organizational consequence is assumed.

Visibility risk across organizational platforms

Visibility risk is unlikely to be uniform across digital environments because platforms differ in identity persistence, audience composition, trace retention, evaluation authority, and the ease with which employees can redirect expression. In enterprise social media, communication visibility can generate distinct fears associated with platform use, indicating that employees do not experience visibility as a single undifferentiated condition [17]. Yet use or non-use cannot be equated with voice or silence. An employee may avoid a platform while speaking elsewhere, or participate frequently while filtering consequential concerns. The relevant exposure dimensions include whether identity is attributable, whether a trace persists beyond its initiating interaction, whether it is searchable or exportable, whether audiences can expand after posting, and whether visibility is connected to formal or informal evaluation. These dimensions should not be collapsed into a single monitoring-intensity score. Two systems may record similar quantities of activity while differing substantially in who can interpret the record, whether employees can correct it, and whether the trace enters consequential decisions. Visibility risk is therefore a relational property of employee, platform, audience, and governance arrangement rather than an intrinsic property of a technology.

Opacity can further change how employees anticipate platform consequences. Under algorithmic management, workers have been shown to adopt anticipatory compliance practices when they cannot reliably infer how systems evaluate them [18]. These responses provide a useful analogue for strategic adaptation, but they do not establish that conventional employees respond identically or that compliance necessarily constitutes silence. Employees may instead seek clarification, resist, experiment, exit, or develop alternative communication practices. Datafied silence is proposed only when anticipated consequences make expressive filtering salient.

Platform affordances also matter because digital channels differ in how they enable or constrain forms of employee voice [19]. Public professional networks, enterprise social media, internal reporting systems, and algorithmically managed platforms may expose expression to different audiences and forms of authority. The proposed theory therefore treats visibility risk as platform-contingent. Technical visibility should be separated from legitimate decision authority, and platform accessibility from substantive influence. No platform is assumed to possess a universal level of silence risk.

Proposed theory of datafied silence

The proposed Theory of Datafied Silence begins from visibility–candor decoupling: increasing observability need not increase the representativeness of what becomes visible. Distributed workers may strategically produce visible signals of commitment when important observers cannot directly observe underlying work [20]. This suggests that visible traces can become objects of strategic production rather than transparent windows into employee experience. Datafied silence extends this logic to work-relevant concerns by proposing that employees may also strategically shape which potentially consequential traces they allow to enter durable organizational visibility.

Datafied silence is proposed as a process, not a stable employee trait. Its immediate antecedent is not technical visibility itself but anticipated reputational exposure: an employee's expectation that an identifiable trace could later influence standing, evaluation, opportunity, access, or control. Algorithmic systems can perform management functions that alter job design, while transparency and opportunities for human influence remain relevant design parameters [21]. Datafied visibility supplies conditions under which reputational expectations may arise, whereas platform governance and social context determine whether that exposure becomes consequential. A technically visible system could therefore produce little datafied silence when audiences are legible, evaluation is contestable, and trusted alternative channels exist.

Figure 1 presents the original conceptual synthesis for theory of datafied silence, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

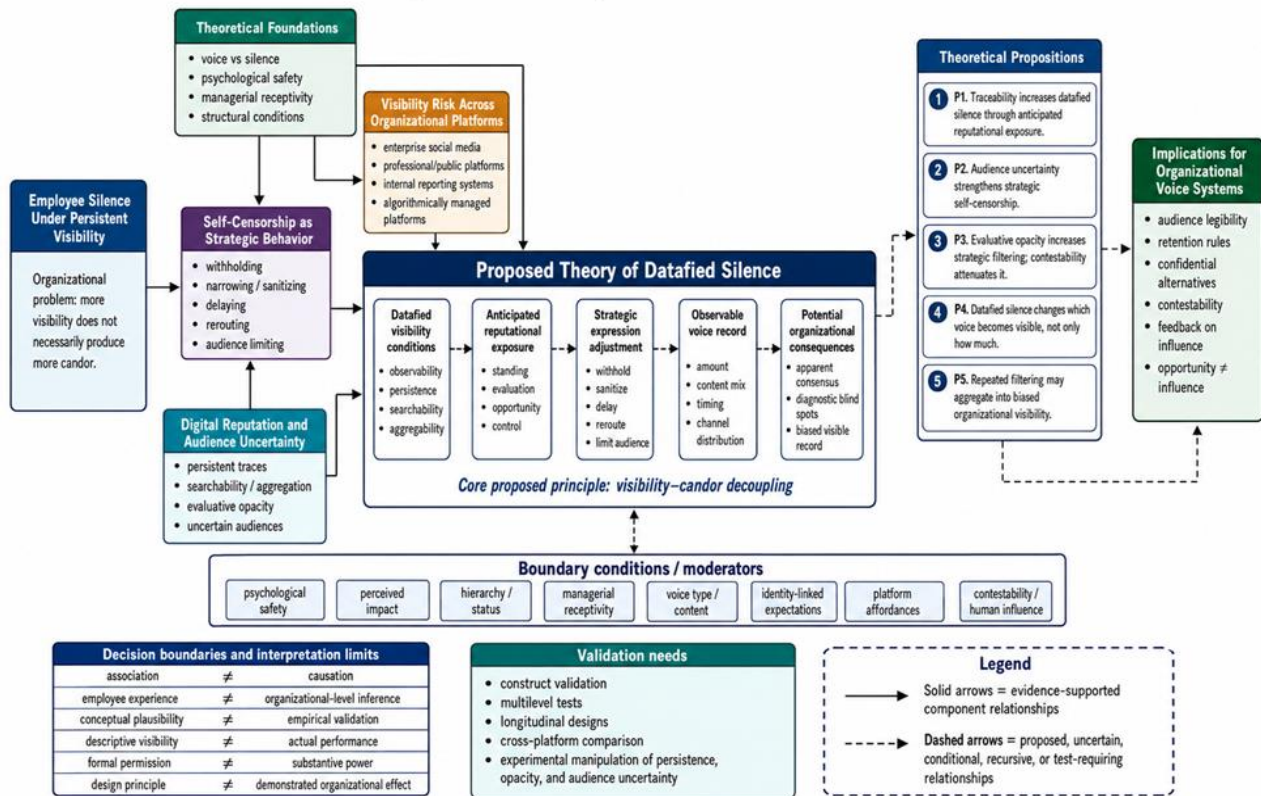


Figure 1. Theory of Datafied Silence

Platform research further indicates that matching and control arrangements can generate work tensions to which workers develop behavioral responses [22]. Labour-process scholarship likewise shows that ratings, rankings, and customer feedback may operate as mechanisms of managerialized control [23]. Algorithmically mediated work can therefore combine work-design intervention, platform matching and control, and reputation-based mechanisms of managerialization [21–23]. The theory does not convert this convergence into evidence that algorithmic management causes employee silence. Instead, it uses these components to specify a testable sequence from datafied visibility conditions to anticipated reputational exposure, strategic expression adjustment, and an altered observable voice record.

The observable voice record is thus treated as a potentially selected sample of employee expression. Selection may affect volume, but it may also alter content, specificity, timing, tone, target, or channel. A workplace could consequently exhibit substantial communication while disproportionately excluding concerns employees regard as reputationally expensive. Such filtering cannot be inferred from communication logs alone; evidence about unexpressed concerns, perceived exposure, and channel substitution would be required. At the organizational level, the theory further proposes that repeated individual filtering may bias the visible record toward safer or less reputationally costly contributions. Apparent consensus and diagnostic blind spots are possible cross-level consequences, not established outcomes.

Table 2 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for proposed mechanisms, relationships, and organizational consequences in strategic silence under datafied visibility and digital reputation risk.

Table 2. Proposed mechanisms, relationships, and organizational consequences in Strategic Silence Under Datafied Visibility and Digital Reputation Risk.

Mechanism or relationship	Antecedent	Mediator or process	Moderator	Expected consequence	Rival explanation	Validation requirement
Traceability → selective expression	Persistence, searchability, aggregation	Proposed reputational exposure	Governance, psychological safety	Withholding or narrowing	Privacy preference	Manipulate persistence and measure expression
Audience uncertainty → calibration difficulty	Heterogeneous or unclear audiences	Proposed uncertainty about future interpretation	Audience control	Sanitizing or audience limiting	General impression management	Compare known and uncertain audiences

Evaluation opacity → anticipatory adjustment	Unclear human or algorithmic criteria	Anticipatory compliance	Contestability, human influence	Delay, rerouting, withholding	Economic insecurity	Separate opacity from precarity
Hierarchical exposure → selective content	Consequential target or status difference	Proposed endorsement-cost anticipation	Managerial receptivity, voice type	Safer content mix	Issue quality	Compare targets, content, and perceived exposure
Strategic presentation → selected visible record	Persistent digital expression	Content or audience curation	Platform affordances	Altered visible content mix	Channel norms	Match expressed and withheld issues across channels
Voice mechanism → influence gap	Available formal or digital channel	Enacted reception and response	Local management	Rerouting or withdrawal	Low efficacy unrelated to visibility	Track use, response, and subsequent expression
Individual filtering → biased visible record	Repeated strategic filtering	Proposed cross- level aggregation	Platform and governance context	Apparent consensus or blind spots	Genuine agreement	Longitudinal multilevel trace-plus- survey testing

Theoretical propositions

Hierarchy supplies an important boundary because the power and status of both voicer and target shape speaking decisions and reactions to voice [24]. Accordingly, **Proposition 1** states that greater perceived persistence, searchability, or aggregability of expression will be associated with greater datafied silence when employees expect consequential audiences to access or use the trace. This relationship is proposed to operate through anticipated reputational exposure rather than visibility alone. Datafied visibility without perceived consequentiality should therefore be insufficient to produce the predicted response.

Managerial endorsement is sensitive to voice composition and regulatory fit [25]. **Proposition 2** states that audience uncertainty will strengthen strategic self-censorship when employees cannot reliably anticipate how a contribution will be interpreted by consequential audiences. **Proposition 3** states that evaluative opacity will increase strategic filtering, whereas meaningful contestability and human influence are proposed to attenuate it. These propositions require temporal testing because simultaneous measures of platform use, risk, and silence cannot determine whether exposure perceptions precede expressive filtering.

Identity-linked expectations further complicate consequential reception. Evidence indicates that gender and agentic or communal voice can jointly affect endorsement through competence and benevolence judgments [26]. **Proposition 4** therefore states that datafied silence will alter which voice becomes visible, not merely how much. Status-challenging, mixed, or identity-incongruent expression is proposed to be especially susceptible to withholding, sanitizing, or rerouting when anticipated reputational exposure is high. This is a digital extension rather than an established moderation effect.

Selective content is central to this proposition. The theory predicts systematic differences between what employees retain for less persistent settings and what they place in durable organizational records. Such differences would support the proposition only when linked to anticipated reputational exposure rather than ordinary channel conventions, message-length constraints, or different communicative purposes. Private communication also cannot be assumed to be intrinsically more truthful.

Finally, **Proposition 5** states that repeated individual filtering may aggregate into a biased organizationally visible record, creating apparent consensus or diagnostic blind spots. Organizational-level distortion should not be inferred merely because some individuals filter expression. Researchers would need evidence that filtering is patterned, repeated, and sufficiently correlated across employees or topics to change the collective visible record. Genuine agreement, successful problem resolution, or shared priorities remain competing explanations. The proposition could be rejected if highly visible systems systematically produce more representative candor under otherwise comparable conditions.

Implications for organizational voice systems

Organizational voice systems should be evaluated as architectures of opportunity, audience, processing, and influence rather than as collections of channels. Voice research distinguishes formal and informal, direct and indirect, and individual and collective mechanisms [27]. The present theory adds a proposed visibility question: what does using each mechanism make observable, to whom, for how long, and with what potential consequences? Channel availability therefore should not be interpreted as evidence that employees possess substantive influence.

A visibility-sensitive voice system would make four governance questions explicit: who can see a contribution, how long it persists, how it may be used, and how its interpretation can be challenged. These questions address the proposed mechanism more directly than simply adding channels. They also separate employee autonomy from responsibility transfer: offering additional places to speak should not shift responsibility for organizational responsiveness entirely onto employees.

This distinction matters because formally established voice mechanisms may be repurposed in enactment. Line managers can redirect such mechanisms toward performance objectives in ways that become silencing rather than participative [28]. Governance should therefore examine enacted processing, feedback, confidentiality, escalation, and contestability rather than formal permission alone.

Digital voice likewise depends on organizational conditions. Evidence from e-voice research indicates that digitalized voice can be facilitated or hindered by communication structures, knowledge and power asymmetries, informality, and information overload [29]. Building from these findings, the theory proposes design principles for empirical evaluation: make audiences and retention rules legible; provide credible less-persistent or confidential alternatives; distinguish developmental voice from evaluative monitoring where feasible; permit contestation of consequential interpretations; and indicate whether expression reached actors capable of response.

These principles involve trade-offs. Confidentiality may reduce exposure but constrain collective deliberation; trace deletion may limit persistence but weaken accountability; audience restriction may increase perceived safety while reducing coordination. The theory therefore does not prescribe maximum privacy or minimum visibility. These are design hypotheses, not validated prescriptions, and their legitimacy and effects remain conditional on organizational, occupational, institutional, and technological context.

Conclusion

The proposed Theory of Datafied Silence explains a possibility that conventional voice and visibility accounts do not fully capture: workplaces may become increasingly observable while their visible record becomes selectively less candid. The theory names this condition visibility–candor decoupling and proposes datafied silence as strategic withholding, narrowing, delaying, rerouting, sanitizing, or audience-limiting of work-relevant expression when consequential use of digital traces is anticipated.

The contribution is deliberately bounded. Digital visibility is not presumed to suppress voice, strategic filtering is not presumed to be rational or optimal, and organizational silence cannot be inferred from platform non-use or low message volume. Individual perceptions also cannot automatically be translated into organizational-level effects. The proposed mechanisms require discriminant construct validation, longitudinal and experimental tests, cross-platform comparison, and multilevel research separating reputational exposure from psychological safety, disengagement, privacy preference, information redundancy, and other rival explanations.

The central implication is conceptual: technical observability should not be mistaken for substantive candor, and formal permission to speak should not be mistaken for consequential power.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

References

1. Morrison EW. Employee voice and silence: Taking stock a decade later. *Annu Rev Organ Psychol Organ Behav*. 2023;10:79-107. doi:10.1146/annurev-orgpsych-120920-054654
2. Leonardi PM, Treem JW. Behavioral visibility: A new paradigm for organization studies in the age of digitization, digitalization, and datafication. *Organ Stud*. 2020;41(12):1601-25. doi:10.1177/0170840620970728
3. Ravid DM, Tomczak DL, White JC, Behrend TS. EPM 20/20: A review, framework, and research agenda for electronic performance monitoring. *J Manage*. 2020;46(1):100-26. doi:10.1177/0149206319869435
4. Kellogg KC, Valentine MA, Christin A. Algorithms at work: The new contested terrain of control. *Acad Manag Ann*. 2020;14(1):366-410. doi:10.5465/annals.2018.0174
5. Bernstein ES. Making transparency transparent: The evolution of observation in management theory. *Acad Manag Ann*. 2017;11(1):217-66. doi:10.5465/annals.2014.0076
6. Chamberlin M, Newton DW, LePine JA. A meta-analysis of voice and its promotive and prohibitive forms: Identification of key associations, distinctions, and future research directions. *Pers Psychol*. 2017;70(1):11-71. doi:10.1111/peps.12185
7. Frazier ML, Fainshmidt S, Klinger RL, Pezeshkan A, Vracheva V. Psychological safety: A meta-analytic review and extension. *Pers Psychol*. 2017;70(1):113-65. doi:10.1111/peps.12183

8. Nechanska E, Hughes E, Dundon T. Towards an integration of employee voice and silence. *Hum Resour Manag Rev.* 2020;30(1):100674. doi:10.1016/j.hrmr.2018.11.002
9. Sherf EN, Tangirala S, Venkataramani V. Why managers do not seek voice from employees: The importance of managers' personal control and long-term orientation. *Organ Sci.* 2019;30(3):447-66. doi:10.1287/orsc.2018.1273
10. Rahman HA. The invisible cage: Workers' reactivity to opaque algorithmic evaluations. *Adm Sci Q.* 2021;66(4):945-88. doi:10.1177/00018392211010118
11. Curchod C, Patriotta G, Cohen L, Neysen N. Working for an algorithm: Power asymmetries and agency in online work settings. *Adm Sci Q.* 2020;65(3):644-76. doi:10.1177/0001839219867024
12. Roulin N, Levashina J. LinkedIn as a new selection method: Psychometric properties and assessment approach. *Pers Psychol.* 2019;72(2):187-211. doi:10.1111/peps.12296
13. Gil-Lopez T, Shen C, Benefield GA, Palomares NA, Kosinski M, Stillwell D. One size fits all: Context collapse, self-presentation strategies and language styles on Facebook. *J Comput Mediat Commun.* 2018;23(3):127-45. doi:10.1093/jcmc/zmy006
14. Sherf EN, Parke MR, Isaakyan S. Distinguishing voice and silence at work: Unique relationships with perceived impact, psychological safety, and burnout. *Acad Manag J.* 2021;64(1):114-48. doi:10.5465/amj.2018.1428
15. Hussain I, Shu R, Tangirala S, Ekkirala S. The voice bystander effect: How information redundancy inhibits employee voice. *Acad Manag J.* 2019;62(3):828-49. doi:10.5465/amj.2017.0245
16. Sun Y, Fang S, Zhang Z. Impression management strategies on enterprise social media platforms: An affordance perspective. *Int J Inf Manag.* 2021;60:102359. doi:10.1016/j.ijinfomgt.2021.102359
17. van Zoonen W, Treem JW, Sivunen AE. An analysis of fear factors predicting enterprise social media use in an era of communication visibility. *Internet Res.* 2022;32(7):354-75. doi:10.1108/INTR-05-2021-0341
18. Bucher EL, Schou PK, Waldkirch M. Pacifying the algorithm—Anticipatory compliance in the face of algorithmic management in the gig economy. *Organization.* 2021;28(1):44-67. doi:10.1177/1350508420961531
19. Khan M, Mowbray PK, Wilkinson A. Employee voice on social media—an affordance lens. *Int J Manag Rev.* 2023;25(4):687-706. doi:10.1111/ijmr.12326
20. Cristea IC, Leonardi PM. Get noticed and die trying: Signals, sacrifice, and the production of face time in distributed work. *Organ Sci.* 2019;30(3):552-72. doi:10.1287/orsc.2018.1265
21. Parent-Rochelleau X, Parker SK. Algorithms as work designers: How algorithmic management influences the design of jobs. *Hum Resour Manag Rev.* 2022;32(3):100838. doi:10.1016/j.hrmr.2021.100838
22. Möhlmann M, Zalmanson L, Henfridsson O, Gregory RW. Algorithmic management of work on online labor platforms: When matching meets control. *MIS Q.* 2021;45(4):1999-2022. doi:10.25300/MISQ/2021/15333
23. Gandini A. Labour process theory and the gig economy. *Hum Relat.* 2019;72(6):1039-56. doi:10.1177/0018726718790002
24. Pfrombeck J, Levin C, Rucker DD, Galinsky AD. The hierarchy of voice framework: The dynamic relationship between employee voice and social hierarchy. *Res Organ Behav.* 2022;42:100179. doi:10.1016/j.riob.2022.100179
25. Burris ER, Martins LL, Kimmons Y. Mixed messages: Why managers (do not) endorse employee voice. *Organ Behav Hum Decis Process.* 2022;172:104185. doi:10.1016/j.obhdp.2022.104185
26. McClean EJ, Kim S, Martinez T. Which ideas for change are endorsed? How agentic and communal voice affects endorsement differently for men and for women. *Acad Manag J.* 2022;65(2):634-55. doi:10.5465/amj.2019.0492
27. Wilkinson A, Barry M, Morrison E. Toward an integration of research on employee voice. *Hum Resour Manag Rev.* 2020;30(1):100677. doi:10.1016/j.hrmr.2018.12.001
28. Mowbray PK, Wilkinson A, Tse HHM. Strategic or silencing? Line managers' repurposing of employee voice mechanisms for high performance. *Br J Manag.* 2022;33(2):1054-70. doi:10.1111/1467-8551.12469
29. Bernauer VS, Kornau A. E-voice in the digitalised workplace. Insights from an alternative organisation. *Hum Resour Manag J.* 2024;34(2):369-85. doi:10.1111/1748-8583.12460