



E-ISSN: 3108-4192

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2022, Volume 2, Issue 1, Page No: 55-64

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

Journal of Applied Organizational Systems and Behavior

How Organizations Hear Employee Voice and Convert It Into Action

Hans Müller^{1*}, Anna Schmidt¹, Thomas Weber²

1. Department of Employee Voice and Organizational Listening, Faculty of Business, University of Bonn, Bonn, Germany.
2. Department of Voice Implementation and Organizational Change, Faculty of Management, LMU Munich, Munich, Germany.

Abstract

Employee voice can alert organizations to operational problems, ethical concerns, emerging risks, and opportunities for improvement, yet the expression of voice does not ensure that an organization will attend to, understand, endorse, or act on what employees communicate. This original conceptual framework article addresses that gap by distinguishing the behavioral act of speaking from the organizational processes required to convert voice into consequential response. It proposes organizational hearing as a multistage capacity comprising voice entry, attentive reception and preservation, interpretive translation and authority, responsive action, and feedback closure. The framework treats organizational hearing as distributed across managers, coworkers, formal systems, and decision structures rather than as a single listener's interpersonal skill. It further distinguishes voice visibility from influence, listening from endorsement, managerial interpretation from objective issue merit, and action from the communication of decision rationales and revision opportunities. The proposed relationships suggest that voice conversion may depend on receiver capacity, message appraisal, interpretive authority, issue fidelity, distributed support, resource commitment, and the transparency of organizational closure. These relationships are presented as theoretically plausible and testable rather than causally validated. The framework implies that research should track specific voice episodes across organizational levels and over time, while separately examining consequences for voiced issues and for the employees who raise them. Its principal limitations concern contextual variation, power asymmetries, measurement difficulties, alternative explanations, and the absence of empirical validation of the integrated framework. The contribution is a bounded conceptual architecture for explaining why organizations may permit employee voice yet still fail to hear it consequentially.

Keywords: Voice and organizational hearing, Organizational listening capacity, Interpretive authority and issue translation, Responsive action and feedback closure, Organizational hearing framework, Theoretical propositions

How to cite this article: Müller H, Schmidt A, Weber T. How Organizations Hear Employee Voice and Convert It Into Action. J Appl Organ Syst Behav. 2022;2(1):55-64. <https://doi.org/10.51847/4GcdWMkGDc>

Received: 20 April 2022; **Revised:** 05 September 2022; **Accepted:** 07 September 2022

Corresponding author: Hans Müller

E-mail ✉ hans.mueller@uni-bonn.de

Introduction

Employee voice is commonly associated with the communication of suggestions, concerns, opinions, or information intended to improve work or challenge problematic conditions. Nevertheless, contemporary scholarship indicates that voice is multidimensional and that its occurrence or statistical association with workplace outcomes does not, by itself, demonstrate that organizational actors have understood, endorsed, or implemented what was expressed [1–3]. Different research traditions emphasize informal speaking behavior, formal participation systems, representative institutions, managerial openness, or employee influence. These phenomena are connected, but they are not interchangeable. An organization may provide channels through which employees can speak while retaining decision arrangements that make their contributions easy to ignore, reinterpret, defer, or absorb without visible consequence. The central problem is therefore not simply whether employees speak, but how their communications acquire attention, meaning, legitimacy, ownership, and actionable status.



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The absence of speech cannot be interpreted as a direct measure of failed organizational response, because voice and silence are not opposite ends of a single behavioral continuum. They have distinguishable relationships with perceived impact, psychological safety, and employee strain [4]. Employees may remain silent because they anticipate futility, interpersonal risk, retaliation, redundancy, or insufficient knowledge, whereas speaking may occur despite an expectation that managers will not respond. Conversely, a voiced concern may be acknowledged without being substantively considered, and a suggestion may be endorsed symbolically without receiving resources or implementation support. These distinctions expose a recurrent inferential error: employee reports of speaking, channel availability, or managerial receptivity are often treated as evidence that the organization has heard. Such measures may capture important experiences, but they do not establish what happened to the issue after expression or whether the employee received a reasoned account of the eventual decision.

This original conceptual framework article proposes organizational hearing as a nonvalidated process-level construct for examining how employee voice may be converted into organizational action. The proposed contribution separates five accomplishments: voice entry; attentive reception and preservation; interpretive translation and authority; responsive action and enactment; and feedback closure and learning. The framework does not assume that every voiced issue deserves endorsement, that managerial rejection necessarily represents failure, or that increased voice volume invariably improves organizational decisions. Instead, it asks whether voice is processed through traceable and contestable mechanisms that preserve issue meaning, assign legitimate responsibility, distinguish resource constraints from defensive dismissal, and communicate what was decided. The objective is to integrate dispersed evidence into a bounded architecture that can generate falsifiable propositions without presenting the architecture as causally established, universally applicable, or ready for prescriptive implementation.

Conceptual foundations of voice and organizational hearing

The conceptual foundation begins by locating voice and silence within employment relations rather than treating them exclusively as discretionary interpersonal behaviors. Voice opportunities are structured by power, managerial prerogative, representation, and institutional arrangements, while silence can reflect both individual motives and organizational conditions [5]. Formal mechanisms such as surveys, meetings, grievance procedures, unions, digital platforms, and suggestion systems may expand opportunities for expression, but their presence does not determine whose concerns become decision-relevant. Voice behavior should therefore be distinguished from voice opportunity, and both should be distinguished from substantive influence. At the individual level, employees decide whether and how to communicate. At team and managerial levels, receivers allocate attention and interpret credibility. At the organizational level, structures determine whether an issue obtains ownership, resources, and a route to decision. The proposed concept of organizational hearing connects these levels without assuming that employee perceptions can automatically be aggregated into an organization-level capacity.

Research connecting perceived employee voice and senior-management communication with organizational engagement illustrates both the relevance and the limits of relational communication evidence [6]. Such associations suggest that employees' perceptions of being able to express views and receive communication from senior leaders may contribute to how they experience their relationship with the organization. They do not, however, reveal whether a particular concern was accurately interpreted, incorporated into a decision, or followed through to implementation. Engagement may arise from communication quality, leadership credibility, identification, favorable working conditions, or selection effects rather than from the conversion of voice into action. Accordingly, organizational hearing should not be measured solely through satisfaction with communication or general perceptions that management listens. These indicators may be useful, but they require complementary evidence about identifiable voice episodes, decision ownership, response rationales, and subsequent action.

Technology-mediated channels further demonstrate why access and visibility must be separated from hearing. Social media and related platforms alter the persistence, reach, visibility, and audience structure of employee voice, thereby enabling concerns to travel beyond conventional reporting lines [7]. Yet digital visibility does not confer legitimate interpretive authority, ensure representative participation, or guarantee responsible action. Wider circulation can increase attention while also exposing employees to audience collapse, reputational risk, surveillance, or competing interpretations. The proposed framework therefore treats communication technology as a boundary condition affecting voice entry and audience configuration rather than as a substitute for listening or decision capacity. Organizational hearing is provisionally defined here as the distributed ability to receive, preserve, interpret, assign, respond to, and close employee voice episodes through processes whose reasoning and limitations can be examined. This definition is an original synthesis intended for empirical testing, not an established organizational capability or validated measurement construct.

Distinguishing speaking, listening, interpretation, and response

Speaking, listening, interpretation, and response represent analytically separate processes. Speaking refers to the employee's communication of an issue, concern, suggestion, or viewpoint. Workplace listening involves active attention, efforts at

comprehension, and a constructive orientation toward the speaker rather than passive exposure to words. Evidence that listening can be developed and that message directness, politeness, and speaker credibility influence managerial endorsement further shows that reception and evaluation are not contained within the act of speaking [8–10]. A voice episode can therefore be audible without receiving sustained attention, listened to without being regarded as credible, or viewed as credible without being endorsed. Treating these stages as equivalent conceals the points at which voice is filtered and makes it difficult to distinguish legitimate disagreement from inattention, distortion, overload, or authority protection.

Interpretation begins when receivers assign meaning, relevance, credibility, urgency, ownership, and a decision category to voiced information. It may involve translating an employee's situated account into managerial, technical, financial, legal, or strategic language. This translation is consequential because message form and perceived speaker credibility can affect endorsement independently of the underlying issue [10]. Interpretation should therefore be examined as an organizational accomplishment rather than inferred from the final decision. A manager may accurately understand a concern but judge it infeasible; alternatively, an apparently favorable response may rest on a distorted or depoliticized representation of what the employee said. Response is defined more narrowly as an observable organizational decision or commitment, including action, experimentation, referral, deferment, or reasoned rejection. Endorsement is one possible response, but it remains distinct from resource allocation, implementation, and sustained organizational change.

The final distinction concerns feedback closure. Closure does not mean that the employee agrees with the decision or that the voiced proposal is adopted. It is proposed as a process through which the organization communicates the issue's status, identifies decision ownership, explains the rationale and constraints affecting the response, and indicates whether revision, appeal, or resubmission remains possible. A response without closure may leave employees uncertain about whether their contribution was considered, lost, delayed, or appropriated. Conversely, a clear rejection can constitute a more complete hearing process than symbolic acknowledgment followed by unexplained inaction. Feedback closure is therefore presented as a proposed governance property rather than an empirically validated cause of trust, future voice, or organizational learning. **Table 1** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for definitions, constructs, and conceptual boundaries for how organizations hear employee voice and convert it into action.

Table 1. Definitions, constructs, and conceptual boundaries for How Organizations Hear Employee Voice and Convert It Into Action.

Construct or component	Definition	Problem addressed	Evidence basis	Distinction from adjacent concepts	Proposed role	Uncertainty	Boundary statement
Employee voice	Discretionary communication of work-related ideas, concerns, suggestions, or opinions intended to influence conditions or decisions.	Identifies the communicative input entering the organizational process.	Established employee-voice research distinguishes multiple voice forms, targets, motives, and consequences.	Voice is not equivalent to formal participation, silence, influence, endorsement, or action.	Evidence-supported entry construct.	Intent, content, target, visibility, and communication form vary across settings.	Expression does not establish attention, accurate interpretation, endorsement, or organizational action.
Employee silence	Intentional withholding of potentially relevant work-related information, with potentially different motives.	Prevents absence of expression from being interpreted as absence of knowledge, concern, or disagreement.	Voice-and-silence scholarship treats silence as a multidimensional phenomenon shaped by individual and organizational conditions.	Silence is not simply the absence of voice and does not reveal its own motive.	Evidence-supported boundary construct.	Silence motives are difficult to observe and may change across time and situations.	Silence cannot be treated as direct evidence of satisfaction, fear, agreement, or failed listening.
Voice opportunity or channel	A formal, informal, representative, or technology-mediated route through which employees may communicate.	Separates access to expression from substantive influence over decisions.	Research distinguishes voice mechanisms, speaking behavior, representation, and organizational influence.	A channel is communication infrastructure rather than attentive reception, authority, or action.	Contextual condition for voice entry.	Channels differ in accessibility, confidentiality, representation, visibility, and exposure.	Formal permission to speak does not establish substantive power or consequential influence.

Speaking	The observable act of communicating a voice episode to an intended or unintended audience.	Identifies the behavioral starting point without assuming downstream processing.	Voice research treats expression as distinct from target evaluation and organizational consequences.	Speaking precedes but does not contain listening, interpretation, endorsement, or response.	Evidence-supported first-stage behavior.	Speaking may be indirect, anonymous, collective, fragmented, or repeated.	Speaking frequency is not a measure of organizational-hearing quality.
Workplace listening	Active attention, comprehension, and constructive orientation toward a speaker.	Distinguishes meaningful reception from simple exposure to employee communication.	Workplace-listening research identifies attention and comprehension as active interpersonal processes.	Listening is not agreement, endorsement, implementation, or legitimate decision authority.	Evidence-supported reception component.	Much listening evidence concerns interpersonal relationships rather than organization-level capability.	Listening skill does not establish that an issue will be translated accurately or converted into action.
Organizational listening capacity	Proposed construct: the distributed organizational ability to solicit, receive, preserve, triage, route, and revisit employee voice without premature closure or unmanaged receiver burden.	Addresses whether an organization possesses sustained receiver-side capability rather than isolated managerial openness.	Informed by research on voice solicitation, receiver workload, managerial openness, and organizational voice climate.	Broader than an individual manager's listening skill, openness, or communication style.	Proposed capacity supporting voice preservation and responsible routing.	No validated component structure, scale, threshold, or maturity model currently defines this construct.	The construct must not be inferred from voice volume, employee satisfaction, or general climate perceptions alone.
Interpretation	Assignment of meaning, credibility, relevance, urgency, ownership, and decision category to a voice episode.	Makes visible the cognitive and social filtering that occurs between reception and response.	Managerial-response research indicates that message form, perceived credibility, relationships, and content can influence evaluation.	Interpretation is not objective issue merit and is not equivalent to the final decision.	Evidence-informed stage in the proposed framework.	Interpretations are often unobserved and may differ among managers, experts, teams, and employees.	Final decisions cannot serve as the sole indicator of accurate interpretation.
Interpretive authority	Proposed construct: the legitimate and enacted power to classify, translate, prioritize, assign, or reframe a voiced issue.	Identifies who is permitted to determine what employee voice means and what happens to it.	Informed by research on managerial appraisal, hierarchy, relational identification, credibility, and response.	Authority differs from attention, expertise, hierarchical position, accountability, and issue ownership.	Proposed governance and power component.	Interpretive legitimacy may be distributed, contested, temporary, or context-dependent.	Formal managerial authority does not establish neutral, accurate, or legitimate interpretation.
Issue translation	Proposed process: transformation of an employee's situated account into a representation used for organizational evaluation and decision-making.	Examines whether issue meaning is preserved when voice enters technical, managerial, legal, or strategic systems.	Informed by evidence that wording, framing, abstraction, and speaker credibility can influence endorsement.	Translation differs from transcription, summarization, interpretation, and final decision.	Proposed bridge between interpretation and organizational response.	Translation may clarify, distort, depoliticize, individualize, or strengthen an issue.	No translation format can be assumed universally faithful, neutral, or effective.
Endorsement	A favorable evaluation or expressed support for a voiced	Prevents positive managerial appraisal from being treated as	Voice-response studies distinguish endorsement from	Endorsement is not resource allocation, implementation,	Evidence-supported proximal response.	Endorsement may be symbolic, provisional,	Approval language does not demonstrate enactment or

	message, concern, or proposal.	completed organizational action.	initial expression and from later enactment.	monitoring, or sustained organizational change.		politically motivated, or unresourced.	organizational effect.
Responsive action	Proposed category: an observable organizational commitment such as enactment, bounded experimentation, resource allocation, rerouting, deferment, or reasoned rejection.	Broadens response beyond a binary acceptance–rejection classification.	Informed by research on voice evaluation, idea development, peer support, managerial enactment, and implementation processes.	Action differs from listening, interpretation, endorsement, acknowledgment, and communication alone.	Proposed response portfolio.	Response categories may overlap and require empirical refinement.	No category is presumed appropriate without issue-specific evidence, legitimate authority, and contextual justification.
Feedback closure	Proposed process: communication of issue status, decision ownership, rationale, constraints, and possible routes for revision, appeal, or resubmission.	Addresses unexplained delay, symbolic acknowledgment, and uncertainty regarding whether voice was considered.	Original synthesis developed from the conceptual gap between employee expression and observable organizational response.	Closure is not agreement, employee satisfaction, trust, implementation success, or finality.	Proposed traceability and organizational-learning mechanism.	Closure may impose administrative burdens or be used ceremonially.	It must not be presented as a validated cause of trust, future voice, or improved performance.
Organizational hearing	Proposed integrative construct: the multistage organizational capacity to receive, preserve, interpret, assign, respond to, and close employee voice episodes.	Connects dispersed voice and response processes without collapsing them into a single measure.	Informed by established distinctions among voice, silence, communication channels, listening, managerial appraisal, and multilevel organizational conditions.	Organizational hearing is not synonymous with employee voice, managerial openness, psychological safety, communication satisfaction, or organizational action.	Principal original conceptual contribution.	Its dimensionality, stage order, measurement, causal relationships, and contextual invariance remain unvalidated.	The framework organizes theoretically plausible relationships and does not establish universal applicability, causal proof, or implementation readiness.

Organizational listening capacity

Organizational listening capacity begins before an employee speaks because organizations differ in whether managers actively seek information that may challenge their assumptions or control. Managers' willingness to solicit employee voice can be reduced by personal control motives and shaped by their temporal orientation [11]. This evidence positions voice solicitation as a demand-side process rather than solely an employee decision. Nevertheless, solicitation is only one component of the proposed capacity. A manager can request input ritualistically, direct employees toward predetermined subjects, or invite ideas without preserving them for subsequent consideration. Organizational listening capacity therefore requires attention to who is asked, what can be raised, whether dissenting information is retained, and whether the receiving actor possesses both the motivation and the authority to route the issue appropriately.

Listening capacity is also constrained by finite cognitive, emotional, and temporal resources. Supervisor appraisals of group voice can contribute to emotional exhaustion and performance costs, indicating that receiving voice may generate burdens depending on how the input is experienced [12]. Such findings should not be used to justify restricting employee expression or establishing unsupported limits on voice volume. Instead, they suggest that organizations may need distributed reception, triage, documentation, specialist referral, and protected decision time rather than relying on individual supervisors to absorb every issue. Voice overload may otherwise produce hurried categorization, defensive appraisal, selective attention, or

unexplained delay. The proposed capacity construct therefore includes the preservation and distribution of voice episodes, while recognizing that these design principles have not been shown to eliminate overload or improve organizational decisions. Organizational listening capacity is necessarily multilevel. Organizational voice climate, team-manager openness, and employees' implicit theories about whether speaking is appropriate or effective are related across levels to silence [13]. These relationships suggest that a formal organizational policy may be enacted differently by local managers and interpreted differently by employees. The proposed construct consequently comprises seven provisional capabilities: solicitation, accessible entry, attentive reception, preservation, triage, responsible routing, and revisitation. These capabilities should not be collapsed into a single score without evidence that they form a coherent and invariant construct. Nor should employee perceptions be aggregated to the organizational level without appropriate sampling and multilevel validation. Organizational listening capacity is thus offered as a testable conceptual category for locating receiver-side strengths and failures, not as a validated scale, maturity model, performance ranking, or prescriptive implementation standard.

Interpretive authority and issue translation

Organizational hearing depends not only on whether voice reaches a manager but also on who is authorized to define its meaning and value. Managers' identification with employees and the content of voice influence perceived usefulness, demonstrating that evaluation is relationally situated rather than an objective reading of issue merit [14]. Interpretive authority is therefore proposed as the legitimate and enacted power to classify, prioritize, reframe, and assign a voice episode.

Issue translation converts employees' situated accounts into technical, financial, legal, strategic, or operational representations. Linguistic abstraction can influence endorsement, indicating that representation affects evaluation independently of the underlying concern [15]. Translation may clarify an issue, but it may also remove urgency, suppress contested meanings, or convert a systemic concern into an individual problem. The proposed concept of translation fidelity concerns how accurately the decision-ready representation retains the issue's substance, uncertainty, origin, and implications. Interpretation is also conditional rather than linear. Managerial responses to promotive and prohibitive voice vary with frequency and leader-member exchange, and increasing repetition does not guarantee increasingly favorable treatment [16]. Relationship history, issue quality, resource scarcity, expertise, and political threat offer rival explanations for response differences. Interpretive authority should consequently be evaluated through traceability and contestability rather than inferred from hierarchical position or favorable outcomes.

Responsive action and feedback closure

Voice quality, ally cultivation, and peer endorsement or opposition condition whether expressed ideas remain viable and move toward enactment [17–19]. Evaluation may occur repeatedly as ideas are revised, supported, challenged, or reintroduced. Responsive action is therefore better understood as a temporal and socially distributed process than as an immediate managerial decision.

The proposed response portfolio comprises enactment, bounded experimentation, resource allocation, rerouting, deferment, and reasoned rejection. This classification recognizes that initial rejection may be followed by adaptation and reintroduction [18]. No category is inherently evidence-based or fair merely because it is documented. Its legitimacy depends on issue-specific reasoning, appropriate authority, proportional investigation, and preservation of revision possibilities.

Feedback closure completes neither consensus nor organizational learning automatically. It denotes a proposed obligation to communicate status, ownership, decision rationale, constraints, and available routes for reconsideration. Closure may reduce ambiguity, but it can also become ceremonial or administratively burdensome. Its consequences for trust, wellbeing, future voice, and decision quality remain uncertain and require direct empirical testing.

Proposed organizational hearing framework

Coworkers can amplify voiced ideas and increase their recognition, indicating that organizational reception is distributed across social audiences rather than confined to an employee-manager dyad [20]. The proposed framework therefore permits multiple entry points, receivers, translators, sponsors, opponents, and decision owners. **Figure 1** presents the original conceptual synthesis for organizational hearing framework, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

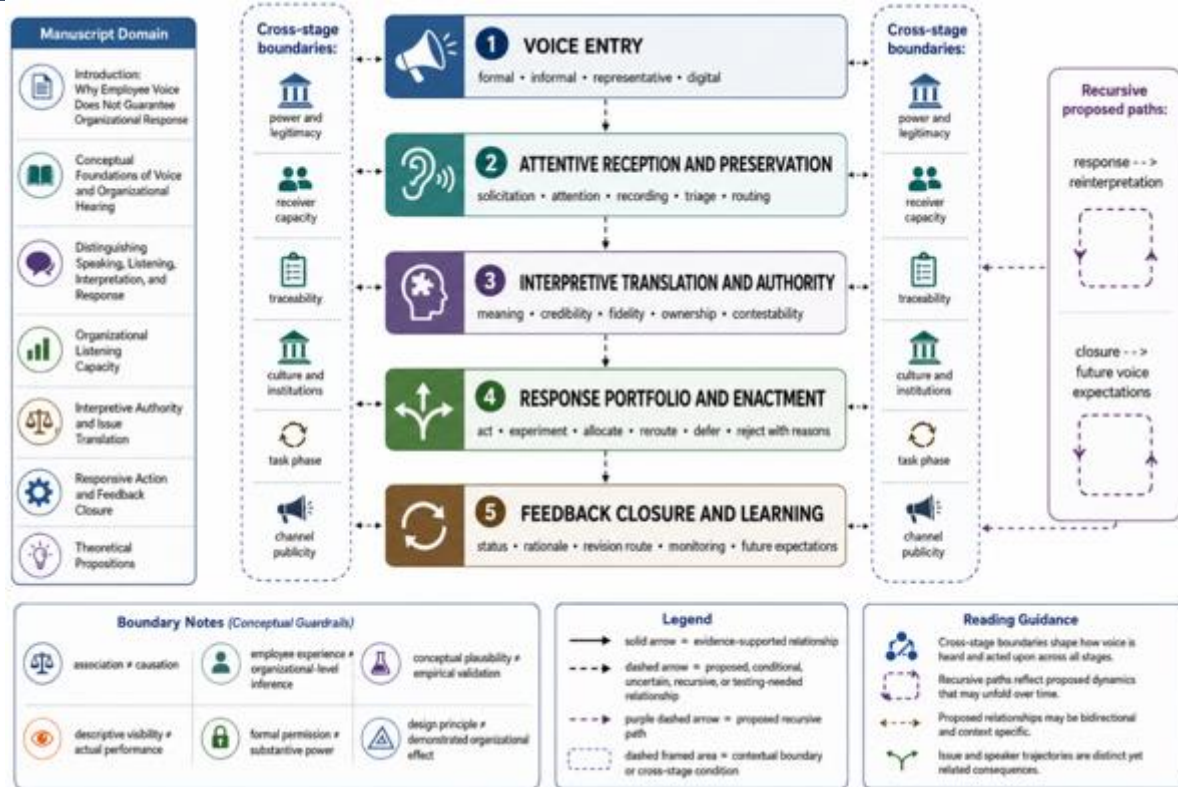


Figure 1. Organizational Hearing Framework

Audience configuration affects the process because managers may evaluate public and private voice differently when visibility activates image, authority, and relational concerns [21]. Channels should therefore be examined as contextual conditions rather than ranked as inherently effective. Confidential reporting may protect vulnerable employees but limit corroboration, whereas public expression may increase accountability while intensifying face threat or exposure.

Managers may also receive and understand voice while withholding endorsement because the message generates conflicting positive and negative inferences [22]. The framework consequently rejects a simple open-versus-closed manager classification. It distinguishes nonhearing, inaccurate translation, constrained deferment, reasoned rejection, symbolic endorsement, and supported enactment. The five-stage architecture and its recursive paths are proposed integrations requiring comparison with simpler models of climate, opportunity, or managerial openness.

Theoretical propositions

Proposition 1: When responsibility for communicating shared information is diffuse, perceived redundancy will reduce voice entry unless ownership is made visible; this proposition is grounded in evidence of a voice-bystander effect [23]. **Proposition 2:** Speaker identity and voice form will condition advancement through interpretation and response because social-status evaluations are not distributed uniformly [24]. **Proposition 3:** Organizational hearing will generate separable issue and speaker trajectories, because voice can influence perceived contribution and employee status independently of issue enactment [25].

Proposition 4: Voice episodes will be more likely to remain available for consideration when reception capacity includes preservation and responsible routing rather than depending on one supervisor. **Proposition 5:** Translation fidelity and contestability will improve the correspondence between the employee's original concern and the issue evaluated by decision-makers. **Proposition 6:** Distributed support will increase issue persistence, but its effect on action will depend on message quality, coalition dynamics, and legitimate decision authority.

Proposition 7: Transparent feedback closure will shape future voice expectations only when employees perceive that the rationale reflects substantive consideration rather than ceremonial acknowledgment. **Proposition 8:** Relationships among voice entry, interpretation, response, and consequences will vary across culture, hierarchy, task phase, channel, employment security, and psychological safety. All propositions are original, conditional, and falsifiable; none constitutes an established causal law or organizational prescription.

Boundary conditions and measurement priorities

Voice meanings, risks, legitimate channels, and managerial responses vary across cultural and institutional contexts [26]. National culture may influence expectations concerning hierarchy and dissent, but country-level tendencies cannot determine

individual motives or organizational conduct. Tests of the framework should therefore model institutional and organizational variation without treating broad cultural scores as deterministic explanations.

Temporal conditions also matter. Relationships between leadership and member voice can change across task phases, making static measures inadequate for dynamic teams [27]. Research should track identifiable voice episodes from initial expression through reception, translation, response, enactment, and closure. Repeated measures are necessary to distinguish delay from rejection, revision from distortion, and symbolic endorsement from sustained action.

Silence motives vary across national settings and require motive-specific, invariant measurement rather than inference from nonexpression alone [28]. Measures of organizational hearing should similarly distinguish employee experience from organization-level capability and should permit null, mixed, or harmful outcomes. **Figure 2** presents the original conceptual synthesis for mechanisms, boundary conditions, and organizational consequences, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

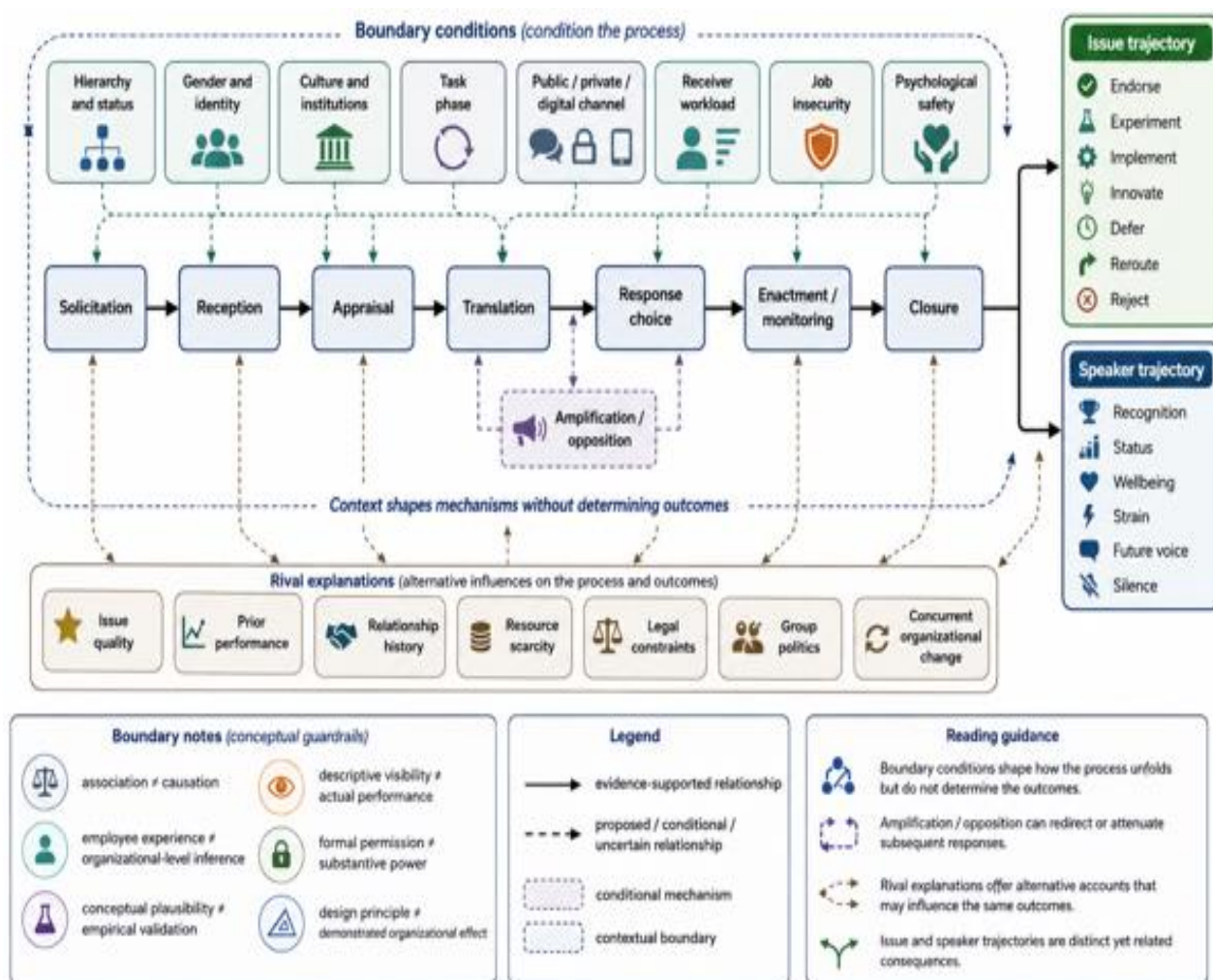


Figure 2. Mechanisms, Boundary Conditions, and Organizational Consequences

Discussion

The proposed framework broadens evaluation beyond whether employees speak or whether managers appear open. Voice may benefit or harm occupational wellbeing depending on job insecurity, illustrating why speaking cannot be treated as universally beneficial [29]. Hearing systems should therefore be evaluated for employee burden, retaliation risk, repeated explanatory labor, and consequences of unresolved voice, alongside their effects on organizational decisions.

Voice has also been associated with management innovation, but such evidence does not reveal the complete pathway through which specific communications become organizational changes [30]. The proposed framework contributes by locating potential transition points: entry, preservation, interpretation, assignment, response, enactment, and closure. Rival explanations—including innovative climate, prior performance, resource availability, and concurrent change—must remain visible in empirical tests.

Psychological safety can facilitate interpersonal risk taking, but it is multilevel and context-sensitive and does not itself guarantee accurate interpretation, endorsement, or action [31]. Organizational hearing should consequently be studied

alongside, rather than substituted for, psychological safety, voice climate, managerial openness, or communication satisfaction. The framework's value remains conceptual: it offers distinctions and testable relationships that may be supported, revised, simplified, or rejected.

Conclusion

This original conceptual framework article proposes organizational hearing as the distributed process through which employee voice may enter organizational attention, be preserved and interpreted, acquire legitimate ownership, receive a consequential response, and reach feedback closure. Its central contribution is to prevent speaking, listening, interpretation, endorsement, enactment, and closure from being treated as equivalent. The proposed architecture also separates issue consequences from speaker consequences and embeds both within power, capacity, culture, timing, identity, and channel conditions. These constructs and propositions organize theoretically plausible relationships but do not establish causal order, universal applicability, validated organizational effects, or implementation readiness. Their value depends on future multilevel, longitudinal, comparative, and process-sensitive research capable of testing alternative explanations and rejecting unsupported components.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

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