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Employee Voice And Performance Management: A Systematic Literature Review Of Participation, Feedback, And Performance Outcome

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ABSTRACT

This systematic literature review examines the relationship between employee voice, participation, feedback, and performance management. It synthesizes 30 selected studies published between 2021 and 2026, identified through Google Scholar and analyzed thematically. The findings indicate that employee voice may contribute to organizational effectiveness and innovative work behavior. However, its relationship with performance outcomes varies depending on leadership, organizational trust, managerial responses, and workplace context. Feedback and performance appraisal also influence how employees perceive and respond to performance management processes, particularly regarding fairness and usefulness. The review highlights the importance of integrating employee voice into performance management while recognizing that its effects on individual and organizational performance are not uniform. Future research should further examine the mechanisms and contextual factors shaping these relationships.

Keywords: *Employee Voice, Employee Performance, Employee Participation, Employee Feedback, Performance Management.*

1. INTRODUCTION

Employee performance is a central concern in organizational management, as employees contribute to the achievement of organizational objectives through their work behaviors, knowledge, skills, and involvement in organizational activities. To support these contributions, organizations implement performance management practices to assess employee performance, communicate expectations, identify areas for improvement, and facilitate continuous development. However, the effectiveness of performance management may depend not only on formal evaluation systems but also on opportunities for employees to express their perspectives and participate in discussions concerning their work.

Employee voice refers to employees' expression of ideas, suggestions, opinions, and concerns

intended to improve work processes or organizational conditions. It enables employees to communicate problems, share relevant information, and propose changes based on their workplace experiences. Previous studies have associated employee voice with organizational trust, leadership behavior, innovative work behavior, and organizational performance (Arzoo et al., 2025; Pandey et al., 2023). Nevertheless, employee voice does not necessarily lead to positive outcomes in every situation. Employees' willingness to speak up, as well as the consequences of doing so, may depend on leadership responses, organizational culture, psychological safety, and how their contributions are received and evaluated.

Employee participation is another important concept in understanding the relationship between employee voice and organizational performance. While employee voice focuses on the expression of ideas and concerns, employee participation emphasizes employees' involvement in decision-making and organizational processes. (Galeazzo et al., 2021), for example, examined the roles of employee participation and managerial authority in continuous improvement and operational performance. Their research highlights the importance of considering continuous improvement practices when examining the relationship between participation and performance. This suggests that the contribution of employee participation should be understood in relation to organizational conditions and management approaches rather than assumed to produce uniform outcomes across different settings.

Feedback and performance appraisal also constitute important components of performance management. Feedback provides employees with information about their performance and can help them identify strengths, address weaknesses, and recognize opportunities for improvement. (Giamos et al., 2024) examined continuous performance feedback in relation to task performance, motivation to improve performance, and task engagement. (Awaysheh et al., 2023) investigated how performance feedback relates to worker productivity, while (Beck & Dahling, 2026) proposed a self-regulatory framework explaining the factors that influence managers' provision of high-quality feedback. Together, these studies highlight the importance of feedback content, delivery, and managerial considerations in performance management. However, the studies differ in their research designs and outcomes, and their findings should not be interpreted as evidence of a single, uniform effect of feedback on employee performance.

In addition, systematic reviews of performance appraisal have highlighted the importance of employee perceptions, appraisal effectiveness, and contextual factors in understanding performance-related outcomes (Alkhyeli & Hazmilah, 2025; Elabed et al., 2026). Taken together, these perspectives indicate that performance management involves more than measuring results; it also requires effective communication, meaningful feedback, and appropriate responses to employees' perspectives.

Despite their conceptual connections, employee voice, employee participation, feedback, and performance outcomes represent distinct constructs. Employee voice concerns the expression of ideas and concerns, whereas employee participation refers to involvement in decision-making or organizational processes. Feedback provides information about performance, while performance outcomes encompass different forms of results, including individual job performance, innovative work behavior, operational performance, and organizational effectiveness. These distinctions are important because evidence concerning organizational performance or innovation-related behavior cannot automatically be interpreted as evidence of a direct relationship with individual employee performance. Clarifying these differences is therefore necessary to develop a more precise understanding of how employee voice relates to performance management and its associated outcomes.

Although previous studies have examined the antecedents and outcomes of employee voice, the role of feedback in performance management, and the relationship between employee participation and performance, these topics involve different research perspectives and outcome measures. Examining them together may help clarify how employee voice and participation relate to performance management practices, how feedback and performance appraisal contribute to performance-related processes, and which individual and organizational factors shape these relationships. However, the extent to which existing evidence can be integrated across these concepts and different levels of performance requires further examination. A systematic synthesis can therefore help identify recurring findings, contextual differences, and areas in which the existing evidence remains limited.

Accordingly, this study conducts a systematic literature review of employee voice and performance management, focusing on employee participation, feedback, and performance-

related outcomes. Specifically, the review addresses the following research questions:

1. How is employee voice associated with employee participation and performance management practices?
2. What roles do feedback and performance appraisal play in understanding performance-related outcomes?
3. What individual and organizational factors influence the relationship between employee voice and performance outcomes?

By addressing these questions, this study aims to develop an integrated understanding of employee voice within the broader context of performance management. It also seeks to identify gaps in the existing literature and provide directions for future empirical research.

2. LITERATURE REVIEW

EMPLOYEE VOICE

Employee voice refers to employees' expression of ideas, suggestions, opinions, and concerns regarding their work and organizational conditions. It provides employees with opportunities to communicate work-related problems, share relevant information, and propose improvements to organizational processes. Through these expressions, employees can contribute knowledge and perspectives that may otherwise remain unrecognized within the organization.

(Hosseini & Sabokro, 2022) explain that employee voice has been conceptualized differently across the fields of organizational behavior, human resource management, and industrial relations. Despite these differences, employee voice generally involves the expression of ideas, opinions, and suggestions intended to promote constructive change and improve organizational functioning. From a human resource management perspective, employee voice is also relevant to employee involvement in decision-making and broader organizational outcomes. Employees' willingness to express their views may be influenced by their trust in management and the extent to which the work environment supports open communication. Accordingly, employee voice provides a useful perspective for understanding how employees can contribute to organizational improvement.

(Ashfan et al., 2024) further describe employee voice behavior in relation to employees'

expression of ideas, suggestions, opinions, and concerns intended to improve organizational effectiveness. Their systematic literature review identifies several factors associated with employee voice, including supervisory leadership, trust in management, job autonomy, work engagement, self-efficacy, and psychological safety. Individual characteristics, organizational commitment, organizational culture, and career development opportunities are also relevant to understanding employees' voice behavior. These factors indicate that employee voice is shaped not only by employees' willingness to speak up but also by the organizational conditions under which their input is expressed.

The broader consequences of employee voice also require careful consideration. Nieberle and Fladerer (2025) reviewed the consequences of employee voice for employees who speak up, their coworkers, and managers. This perspective highlights that employee voice may have different implications for different stakeholders and should not be assumed to produce uniformly positive outcomes. Accordingly, the consequences of employee voice need to be examined in relation to the responses it receives and the organizational context in which it occurs.

Employee voice has also been associated with a range of workplace outcomes, including innovative behavior, job satisfaction, employee well-being, motivation, job performance, and employee retention (Ashfan et al., 2024). However, these outcomes should not be interpreted as uniform or inevitable consequences of speaking up. The relationship between employee voice and workplace outcomes may depend on how supervisors respond to employees' contributions and whether organizational conditions encourage employees to express their perspectives. Thus, the opportunity to speak up is only one aspect of the process; the organizational response to employee input is also relevant when considering its potential implications.

(Lainidi et al., 2026) examined the relationships among employee voice, employee silence, and burnout. Their findings indicate that employee silence is positively associated with burnout, whereas employee voice is negatively associated with burnout. They also reported a stronger association between employee silence and burnout than between employee voice and burnout. These findings highlight the relevance of employees' communication behavior to workplace well-being. In the context of performance management, they may also provide a basis for

considering how organizational communication practices relate to employees' experiences at work. Nevertheless, because the study focused on voice, silence, and burnout, its findings should not be interpreted as direct evidence that employee voice improves formal performance management systems or individual job performance.

Taken together, these studies conceptualize employee voice as a workplace behavior shaped by individual and organizational factors and associated with various employee and organizational outcomes. Its relevance to performance management lies in the potential connection between employee expressed perspectives, their participation in organizational processes, and the identification of work-related problems or opportunities for improvement. However, employee voice, employee participation, and performance outcomes remain distinct concepts. Further examination is therefore needed to clarify how employee voice is incorporated into performance management practices and under what conditions it is associated with different performance-related outcomes.

EMPLOYEE PERFORMANCE

Employee performance is an important consideration in organizational effectiveness, as employees' work behaviors and contributions can support the achievement of organizational goals. It can be examined in terms of how employees fulfill their responsibilities, contribute ideas, and engage in activities intended to improve work processes. Within performance management, understanding the factors associated with employee performance is essential for identifying areas for improvement, providing appropriate support, and promoting continuous development. However, performance-related outcomes need to be distinguished according to their level of analysis, particularly individual employee performance, innovative work behavior, and overall organizational performance.

(Pandey et al., 2023) examined the relationship between employee voice and organizational performance, with particular attention to organizational trust. Their findings highlight the relevance of open communication, employee feedback, and leadership in understanding organizational performance. The reported relationships among the variables suggest that employee voice and organizational trust are important considerations in organizational functioning. These findings underscore the value of providing employees with opportunities to

communicate their ideas and concerns. Nevertheless, because the study focuses on organizational performance, its findings should not be interpreted as direct evidence that employee voice improves individual employee performance. The findings should be interpreted in accordance with the level of performance examined. Organizational performance reflects outcomes at the organizational level and does not necessarily indicate that every employee experiences an improvement in individual job performance. Therefore, studies examining employee voice should be evaluated according to their specific outcome measures and research designs.

(Kim & Cho, 2024) investigated the relationship between employee voice opportunities and organizational performance in public sector agencies in South Korea under competing organizational demands. They examined employee grievance procedures and participation in human resource decisions as forms of employee voice opportunities, while organizational performance was assessed using official performance grades and total revenue. Their findings indicate that the relationship between voice opportunities and organizational performance varies according to organizational conditions. Specifically, employee participation in human resource decisions was positively associated with financial performance under conditions of high competing demands. This finding suggests that the potential contribution of employee participation to organizational performance should be considered in relation to the context in which participation occurs. For performance management, it highlights the importance of considering organizational demands and conditions when interpreting performance-related outcomes.

(Arzoo et al., 2025) examined the relationships among strategic leadership, high-performance work systems (HPWS), employee voice, and innovative work behavior in the telecommunications sector in Pakistan. Based on survey data from 247 employees and quantitative analysis, the study found positive associations between strategic leadership, HPWS, and innovative work behavior. Employee voice was also positively associated with innovative work behavior and partially mediated the relationships between strategic leadership, HPWS, and innovative work behavior. These findings suggest that leadership practices and human resource systems may be relevant to encouraging employees to express ideas and engage in innovative activities. The study further

emphasizes the relevance of training, reward systems, employee autonomy, and participation in decision-making to innovative work behavior. However, innovative work behavior represents a specific form of work-related behavior and should not be treated as equivalent to overall employee performance.

Taken together, these studies indicate that performance-related outcomes are associated with several organizational factors, including employee voice opportunities, organizational trust, leadership, and human resource practices. Employee participation and open communication may provide opportunities to identify workplace problems, consider employee suggestions, and support innovative work behavior. At the same time, the findings highlight the need to distinguish between individual-level behaviors and organization-level outcomes, as evidence concerning organizational performance or innovation does not necessarily establish an equivalent relationship with individual employee performance. In the context of performance management, these studies provide a basis for examining how employee input, participation in decision-making, and supportive leadership relate to performance evaluation and improvement processes. Further research is needed to clarify how these practices relate specifically to individual employee performance and how feedback and participation may support continuous performance improvement.

RELATIONSHIP BETWEEN EMPLOYEE VOICE AND EMPLOYEE PERFORMANCE

Employee voice is relevant to organizational functioning because it enables employees to express ideas, suggestions, and concerns regarding their work and organizational conditions. Such contributions may help organizations identify problems, improve work processes, and encourage innovation. The relationship between employee voice and performance can be examined through several related but distinct outcomes, including organizational performance, employee participation opportunities, and innovative work behavior. However, individual employee performance should be distinguished from organizational performance, as improvements at the organizational level do not necessarily reflect improvements in individual employees' job performance.

(Pandey et al., 2023) examined the relationship between employee voice and organizational performance, including the moderating role of organizational trust. Their study involved 101

respondents and used correlation and regression analyses to investigate the relationships among the variables. The findings indicated significant relationships among employee voice, organizational trust, and organizational performance. The study highlights the relevance of open communication and employee feedback in organizational settings, particularly in understanding organizational effectiveness. These findings suggest that opportunities for employees to express their opinions may be associated with favorable organizational outcomes. Nevertheless, because the study focused on organizational performance, its findings should not be interpreted as direct evidence that employee voice improves individual employees' job performance.

(Kim & Cho, 2024) investigated the relationship between employee voice opportunities and organizational performance under competing organizational demands. Using longitudinal administrative and archival data from public sector agencies in South Korea, they examined voice opportunities through grievance procedures and employee participation in human resource decisions. Organizational performance was assessed using official performance grades and total revenue. Their findings indicate that the relationship between voice opportunities and performance varies according to organizational context and the outcome being measured. Specifically, interactions between employee voice opportunities and competing demands were positively associated with organizational performance grades, while employee participation in human resource decisions was positively associated with financial performance under conditions of high competing demands. These findings suggest that the relationship between employee voice opportunities and organizational performance is context-dependent rather than uniform across settings. Although the study provides evidence concerning organization-level outcomes, it does not directly establish the effect of employee voice on individual job performance.

(Arzoo et al., 2025) examined the relationships among strategic leadership, high-performance work systems (HPWS), employee voice, and innovative work behavior. Their quantitative, cross-sectional survey involved 247 middle- and upper-level employees in the telecommunications sector in Pakistan. The findings indicated that strategic leadership and HPWS were positively associated with innovative work behavior. Employee voice was also positively associated with innovative work behavior and partially mediated the relationships between strategic leadership, HPWS, and innovative work behavior. These findings suggest that employee voice may be

relevant to innovation-related behavior, particularly when supported by leadership practices and human resource systems. Innovative work behavior represents a performance-related outcome because it concerns the generation and implementation of ideas in the workplace.

FEEDBACK IN PERFORMANCE MANAGEMENT

Feedback is a fundamental component of performance management because it provides employees with information about their performance and helps them identify areas requiring improvement. However, the effectiveness of feedback may depend on its content, delivery method, and the organizational context in which it is provided. Accordingly, feedback should be examined not only in relation to performance outcomes but also in terms of its potential associations with employees' motivation and task engagement, as well as managers' capacity to provide constructive performance guidance.

(Giamos et al., 2024) investigated the effects of continuous performance feedback, focusing on feedback content and feedback sources. Their experimental study involved 36 participants and examined task performance, motivation to improve performance, and task engagement. The results indicated that participants who received quantitative feedback achieved higher task performance than those who did not receive quantitative ratings. In addition, person-mediated feedback was associated with higher task performance, motivation to improve, and task engagement than computer-mediated feedback in the comparisons examined. These findings suggest that both the information provided through feedback and the method of delivery may be relevant to performance management. Nevertheless, the experimental setting and relatively small sample warrant caution when generalizing the findings to broader workplace contexts.

(Awaysheh et al., 2023) examined the relationship between performance feedback and productivity through a field experiment conducted at a Fortune 500 distribution center. The study compared different feedback approaches, including individual and relative performance feedback, and investigated how workers adjusted their effort in response to performance information. The findings indicated that the effects of feedback varied across productivity levels and according to workers perceived benefits of additional effort. The effects were particularly notable among workers at lower productivity quantiles. These results suggest that feedback may not produce uniform responses among employees and that its relationship with productivity

may depend on employees' circumstances and the performance-based incentive context. However, the findings should be interpreted within the specific organizational setting examined rather than assumed to apply equally across different occupations and organizations.

Whereas (Awaysheh et al., 2023; Giamos et al., 2024) examined feedback in relation to performance-related outcomes, (Beck & Dahling, 2026) proposed a self-regulatory framework to explain managers' decisions to provide high-quality feedback. Their conceptual framework considers how managerial goals, time and energy constraints, competing work demands, and the interpersonal costs of delivering corrective feedback may influence feedback provision. The authors emphasize that providing high-quality feedback involves managerial choices and considerations about how performance information is communicated and whether it can help employees understand and improve their work. This perspective highlights that the effectiveness of performance management depends not only on the availability of feedback systems but also on managers' willingness and capacity to provide useful feedback. Because the article proposes a conceptual framework rather than reporting an empirical test of feedback outcomes, its contribution lies primarily in explaining the factors that may shape feedback provision.

Taken together, these studies highlight that the effectiveness of feedback in performance management may depend on feedback content, delivery methods, employee responses, and managers' capacity to provide constructive guidance. Feedback should therefore not be treated as a uniform intervention that produces the same outcomes for all employees. Instead, its potential contribution to performance improvement should be considered in relation to the information communicated, the circumstances in which employees receive it, and the quality of managerial support. However, the reviewed studies do not directly establish that integrating feedback with employee voice will consistently improve individual employee performance.

The relationship between feedback and employee voice also warrants consideration within performance management. Feedback processes may create opportunities for employees to communicate their perspectives, explain work-related difficulties, and contribute suggestions for improvement. In this respect, feedback and employee voice represent related but distinct processes: feedback involves communicating information about performance, whereas employee voice involves employees expressing ideas, concerns, or suggestions. Integrating

these processes may provide a basis for more interactive performance discussions. However, the three studies reviewed do not directly establish how employee voice interacts with feedback within formal performance management systems. Further research is therefore needed to examine how feedback design, managerial feedback provision, and opportunities for employee voice jointly relate to individual performance and continuous improvement.

3. METHODOLOGY

RESEARCH DESIGN

This study employed a Systematic Literature Review (SLR) approach to examine the relationship between employee voice and employee performance, with particular attention to employee participation, feedback, and performance management. The SLR approach was selected to facilitate the systematic identification, screening, and synthesis of relevant studies. Through this approach, the review sought to identify recurring themes, synthesize findings across studies, examine differences in reported relationships, and identify research gaps concerning employee voice and performance-related outcomes.

LITERATURE SEARCH STRATEGY

The literature search was conducted primarily through Google Scholar to identify academic publications relevant to the research objectives. Mantra AI and ChatGPT were used as supporting tools to assist in exploring the literature and identifying potentially relevant studies. These tools supplemented the literature search process, while the relevance of the selected studies was assessed against the established inclusion and exclusion criteria.

The search used the keywords "employee voice," "employee performance," "performance management," and "employee participation." Additional terms, including "employee feedback" and "performance outcomes," were also considered to broaden the search and identify studies addressing related concepts. The search focused on publications available in English and published between 2021 and 2026.

INCLUSION AND EXCLUSION CRITERIA

Inclusion and exclusion criteria were established to ensure that the selected studies were relevant to the research objectives. Studies were included if they addressed at least one of the following topics: employee voice, employee participation, employee feedback, employee performance, or

related performance management practices. Eligible publications were written in English and published between 2021 and 2026.

Studies were excluded if they were duplicates, did not sufficiently address the review objectives, or lacked adequate information for analysis. These criteria were applied during the screening process to identify studies that could contribute to the synthesis of literature on employee voice and performance-related outcomes.

DATA SELECTION AND ANALYSIS

The literature selection process involved several stages. First, records were identified through searches using the specified keywords and inclusion criteria. Second, duplicate records were removed. Third, titles and abstracts were screened to assess their relevance to the research questions. Potentially eligible articles were then examined in full text to determine whether they met the inclusion criteria. Following the screening and eligibility assessment, 30 articles were included in the final review. The selected articles were subsequently analyzed using thematic synthesis to identify recurring findings and differences across the studies.

RESULTS AND DISCUSSION

EMPLOYEE VOICE AND EMPLOYEE PARTICIPATION

The reviewed literature indicates that employee voice and employee participation are relevant to organizational improvement, although they represent distinct forms of employee involvement. Employee voice refers to employees' expression of ideas, suggestions, and concerns, whereas employee participation involves their engagement in organizational decision-making and improvement activities. Both practices can enable organizations to draw on employees' knowledge and experience, potentially helping them identify operational problems and opportunities for improvement. However, their implications for organizational outcomes may depend on how employee contributions are encouraged and incorporated into organizational processes.

(Pandey et al., 2023) examined the relationships among employee voice, organizational trust, and organizational performance, highlighting the relevance of employee communication and trust to organizational functioning. Similarly, (Arzoo et al., 2025) found that employee voice was positively associated with innovative work behavior and partially mediated the relationships

between strategic leadership, high-performance work systems, and innovative work behavior. Considered together, these findings suggest that employee voice may be particularly relevant when employees have opportunities to communicate their ideas and when leadership practices and human resource systems support their contributions. Nevertheless, organizational performance and innovative work behavior represent different outcomes, and these findings should not be interpreted as evidence of a uniform effect of employee voice on all forms of performance.

The role of employee participation is further illustrated by (Galeazzo et al., 2021), who analyzed data from 330 firms across 15 countries. Their findings indicated that the relationship between employee participation and operational performance depended on the development of continuous improvement practices. Employee participation became more relevant as continuous improvement practices developed, while the relationship between centralized managerial authority and performance also varied according to the level of continuous improvement. These findings indicate that the relationship between participation and operational performance is contingent on organizational practices rather than consistent across all settings. They also highlight the importance of considering how employee involvement is connected to established improvement processes.

Taken together, these studies suggest that employee voice and employee participation may contribute to organizational improvement through related but distinct mechanisms. Voice enables employees to communicate information, ideas, and concerns, whereas participation provides opportunities for employees to contribute to decisions and improvement activities. The potential value of both practices depends not only on whether employees are given opportunities to become involved but also on how their contributions are received and used. Within performance management, this distinction suggests that employee involvement should extend beyond receiving performance evaluations to include opportunities to discuss work-related challenges, clarify performance expectations, and contribute to improvement initiatives. However, further research is needed to establish how employee voice and participation operate together within formal performance management systems and how they relate to specific employee performance outcomes.

FEEDBACK AND PERFORMANCE APPRAISAL

Feedback and performance appraisal are important components of performance management because they communicate performance expectations, provide information about employee contributions, and help identify areas for development. However, their effectiveness may depend on feedback content, delivery methods, employees' perceptions of appraisal systems, and the organizational conditions in which performance evaluation takes place. Examining these factors is therefore important for understanding how feedback and appraisal practices relate to performance-related outcomes.

(Giamos et al., 2024) investigated continuous performance feedback and found that feedback content and delivery source were relevant to task performance, motivation to improve, and task engagement. Their findings indicated that participants who received quantitative feedback achieved higher task performance than those who did not receive quantitative ratings. Person-mediated feedback was also associated with higher task performance, motivation to improve, and task engagement than computer-mediated feedback in the comparisons examined. These findings suggest that both the information provided and the method used to communicate it may matter in performance management. Nevertheless, the study involved a relatively small sample, which warrants caution when generalizing its findings to broader organizational settings.

(Awaysheh et al., 2023) examined the relationship between performance feedback and worker productivity through a field experiment conducted at a distribution center. Their findings indicated that workers' responses to feedback varied according to productivity levels and the performance-based incentive context. The effects were particularly notable among workers at lower productivity quantiles, suggesting that feedback may not produce uniform responses across employees. Considered alongside (Giamos et al., 2024), these findings indicate that feedback effectiveness may depend on both the design and delivery of performance information and the circumstances in which employees receive and respond to it. However, the findings from a specific experimental or organizational setting should not automatically be generalized to all workplaces.

The managerial perspective provides another dimension to understanding feedback practices. (Beck & Dahling, 2026) proposed a self-regulatory framework explaining how managers' goals,

available time and energy, competing demands, and interpersonal concerns may influence their provision of high-quality feedback. Their framework highlights that feedback effectiveness depends not only on the existence of formal procedures but also on managers' capacity and willingness to communicate useful performance information. This perspective complements the findings of (Awaysheh et al., 2023; Giamos et al., 2024) by drawing attention to the managerial conditions that may shape feedback provision. Because (Beck & Dahling, 2026) presented a conceptual framework, their contribution should be understood as an explanation of potential mechanisms rather than direct empirical evidence of feedback outcomes.

Further insight is provided by reviews of performance appraisal. (Alkhyeli & Hazmilah, 2025) reviewed empirical research on appraisal outcomes, moderators, and contextual factors, while (Elabed et al., 2026) examined employees' perceptions of organizational performance appraisal and its implications for workplace outcomes. Together, these reviews emphasize the importance of considering appraisal practices from both organizational and employee perspectives. Formal appraisal procedures alone may not provide a complete understanding of appraisal effectiveness; employees' perceptions and the conditions under which appraisal takes place also warrant consideration. The specific conclusions of these reviews, however, should be interpreted in accordance with the evidence and scope of the original articles.

The findings are relevant to employee voice because performance discussions may create opportunities for employees to explain work-related difficulties, clarify expectations, and suggest improvements. Nevertheless, feedback and employee voice are conceptually distinct. Feedback involves communicating information about performance, whereas employee voice involves employees expressing their own ideas, suggestions, or concerns. Their integration may support more interactive performance discussions, but the studies reviewed do not collectively establish a direct causal relationship between their integration and improved performance outcomes. Further empirical research is therefore needed to examine how feedback practices and employee voice interact within formal performance management systems.

EMPLOYEE VOICE AND PERFORMANCE-RELATED OUTCOMES

The relationship between employee voice and performance-related outcomes varies according to the outcomes examined and the organizational contexts in which employee voice occurs. The

reviewed studies address organizational performance, operational performance, innovative work behavior, and other workplace outcomes. Although these outcomes may be related, they represent different levels and dimensions of performance and should not be treated as interchangeable measures of individual employee performance.

At the organizational level, (Pandey et al., 2023) reported significant relationships among employee voice, organizational trust, and organizational performance. (Kim & Cho, 2024) likewise examined employee voice opportunities in relation to organizational performance and found that the relationships varied according to organizational conditions and the performance indicators examined. Their findings highlighted the relevance of competing organizational demands and the form of participation provided. Specifically, employee participation in human resource decisions was positively associated with financial performance under conditions of high competing demands. These findings suggest that the potential contribution of employee voice opportunities may depend on how participation is structured and the organizational conditions in which it occurs. However, organization-level findings do not directly establish improvements in individual employees' job performance.

At the operational level, (Galeazzo et al., 2021) demonstrated that the relationship between employee participation and operational performance depended on the development of continuous improvement practices. This finding reinforces the importance of examining employee involvement in relation to organizational processes. Rather than assuming that greater participation invariably produces better outcomes, the findings suggest that the relationship between participation and performance should be considered in the context of the practices through which employee contributions are used.

At the level of employee behavior, (Arzoo et al., 2025) found a positive association between employee voice and innovative work behavior. Their findings also indicated that employee voice partially mediated the relationships between strategic leadership, high-performance work systems, and innovative work behavior. These results suggest that opportunities to express ideas may be relevant to workplace innovation, particularly when leadership and human resource practices provide a supportive context. Nevertheless, innovative work behavior represents a specific form of work-related behavior rather than a comprehensive measure of overall

employee performance. Its relationship with employee voice should therefore be interpreted separately from evidence concerning job performance or organizational effectiveness.

Other studies provide insight into the consequences of employee voice and the role of managerial responses. (Zhang et al., 2022) examined the curvilinear relationship between employee voice and managers' performance evaluations, including the moderating role of voice consensus. Their study highlights that the relationship between employee voice and managerial evaluations may not be linear and may depend on the degree of consensus among employees' expressed views. (Wu et al., 2021) also examined voice endorsement in relation to job performance and subsequent voice behavior. Together, these studies suggest that the consequences of employee voice may depend on how frequently employees speak up and how managers respond to or evaluate their contributions. However, the implications should be interpreted according to the specific outcomes and relationships examined in each study.

Overall, the reviewed literature indicates that employee voice is relevant to several performance-related outcomes, but the nature of these relationships differs across studies. Evidence concerning organizational performance, operational performance, and innovative work behavior provides insight into the potential value of employee involvement. However, these findings do not establish a universal or direct effect of employee voice on individual job performance. A more precise understanding requires research that distinguishes performance levels, considers organizational context, and examines the mechanisms linking employee voice to specific outcomes.

ORGANIZATIONAL CONTEXT AND CONDITIONS INFLUENCING EMPLOYEE VOICE

The reviewed literature indicates that employee voice is shaped by individual characteristics, leadership behavior, organizational culture, trust, and the broader work environment. These conditions may influence both employees' willingness to speak up and the ways in which their contributions are interpreted and acted upon. Employee voice should therefore be understood as a context-dependent process rather than a behavior that produces the same consequences across all organizational settings.

Leadership is an important factor in this process. (Xu et al., 2024) found that servant leadership could encourage employee voice indirectly through work reflection, with the relationship

depending on employees' proactive personality. Similarly, (Botha & Steyn, 2023) examined psychological contract breach and employee voice, showing that the relationship between perceived breach and voice behavior varied according to leadership style. Considered together, these studies suggest that leadership may shape how employees interpret workplace experiences and decide whether to express their views. They also indicate that employees' individual characteristics may influence how leadership practices relate to voice behavior.

Supervisory responses and interpersonal conditions may further shape the consequences of employee voice. (Straßhöfer, 2025) examined the relationship between employee voice and supervisors' performance ratings, with particular attention to supervisors' implicit followership theories. (Yuan et al., 2022) examined how supervisors' negative mood relates to healthcare workers' voice behavior. Their findings indicated that supervisors' negative mood was associated with employees' negative mood, which in turn was associated with less constructive voice and more defensive voice. The relationship also depended on employees' ability to appraise their own emotions. These findings highlight the importance of supervisors' emotional behavior and employees' emotional responses in shaping how employees express their concerns and suggestions. However, because the study focused on healthcare workers' voice behavior, it should not be interpreted as direct evidence of an effect on employee performance.

Organizational trust, culture, and operational conditions are also relevant. (Iddrisu & Mohammed, 2024) examined organizational trust and culture in relation to employee voice and public sector performance. (Wilkinson et al., 2023), focusing on a culturally diverse aged-care workforce, identified practical challenges associated with communication, language, literacy, and resource constraints. These findings indicate that employee voice takes place within broader social and organizational environments. Formal opportunities for employee involvement may be less effective when communication barriers, limited resources, or organizational norms constrain employees' ability to express their perspectives. The specific influence of these factors, however, depends on the contexts examined in the respective studies.

The literature also draws attention to employee silence and workplace well-being. (Lainidi et al., 2026) reported that employee silence was positively associated with burnout, whereas employee voice was negatively associated with burnout. Their findings highlight the relevance of

communication experiences to employee well-being. However, these associations should not automatically be interpreted as evidence that voice reduces burnout or that silence causes it. The direction and nature of the relationships require interpretation in accordance with the study design and the evidence reported.

Taken together, these studies suggest that employee voice is influenced by a combination of leadership practices, employee characteristics, trust, organizational culture, interpersonal responses, and workplace conditions. These factors may affect whether employees speak up and whether their contributions are received constructively. Within performance management, they are relevant because employee participation and feedback discussions may be constrained when employees do not feel comfortable expressing concerns or when managers lack the capacity or willingness to respond appropriately. Understanding these contextual conditions is therefore important for explaining variation in the relationships between employee voice and performance-related outcomes.

Integration of Employee Voice, Feedback, and Performance Management

The reviewed literature suggests that employee voice, employee participation, and feedback represent complementary but distinct components of performance management. Employee voice enables employees to communicate ideas, suggestions, and concerns; employee participation provides opportunities to contribute to organizational decisions and improvement activities; and feedback communicates information that employees and managers can use to assess performance and identify areas for development. Considered together, these processes offer a framework for understanding employee involvement in performance-related discussions and organizational improvement.

These components can be interpreted as parts of a broader communication and improvement process. Employees may express concerns about work procedures, participate in discussions about potential solutions, receive feedback concerning performance expectations, and provide further information during subsequent evaluations. This interpretation is consistent with research connecting employee participation with continuous improvement practices (Galeazzo et al., 2021), feedback practices with performance-related responses (Awaysheh et al., 2023; Giamos et al., 2024), and employee voice with organizational and innovation-related outcomes

(Arzoo et al., 2025; Pandey et al., 2023). However, these studies examine different aspects of employee involvement and should not be interpreted as direct tests of a single integrated performance management model.

The integration of employee voice, participation, and feedback within performance management requires attention to how these processes operate in practice. Providing opportunities for employees to express their views may be insufficient if their contributions are not considered in decision-making or performance discussions. Similarly, feedback may be less useful when employees have limited opportunities to explain work-related challenges or clarify expectations. These considerations suggest that future research should examine how employee input is received, discussed, and incorporated into performance improvement processes. However, the reviewed studies do not directly establish that integrating these practices necessarily leads to better performance outcomes.

The synthesis also highlights the importance of distinguishing performance outcomes. Organizational and operational performance reflect outcomes at the organizational level, whereas individual job performance concerns employees' work contributions. Innovative work behavior, motivation, engagement, and job satisfaction represent related but distinct constructs. Clear distinctions are necessary to avoid drawing conclusions about individual performance from evidence concerning other outcomes or levels of analysis.

Overall, the reviewed studies provide a basis for examining employee voice, participation, and feedback as related elements of performance management. Nevertheless, the available evidence presented in these studies does not establish that these elements are consistently integrated within formal performance management systems or that their integration necessarily improves employee performance. Further empirical research is needed to examine how these processes interact and under what conditions they contribute to specific performance-related outcomes.

RESEARCH GAPS AND FUTURE RESEARCH DIRECTIONS

Several research gaps emerge from the reviewed literature. These gaps concern the integration of employee voice into formal performance management, the measurement of performance outcomes, the interaction between voice and feedback, the role of organizational context, and the generalizability of findings across different work settings.

First, further research is needed to examine employee voice within formal performance management systems. The reviewed studies address employee voice, feedback, performance appraisal, and organizational outcomes from different perspectives. However, the evidence discussed in this review does not establish how employee voice is routinely incorporated into formal performance evaluation or how employee contributions influence subsequent performance improvement. Future studies could examine how employees' ideas and concerns are elicited during performance discussions, how managers respond to these contributions, and how such processes relate to performance management practices.

Second, future research should distinguish individual employee performance from organizational performance, operational performance, and innovative work behavior. These outcomes may be related, but they differ in their levels of analysis, conceptual meanings, and measurement approaches. Research that directly measures individual job performance would help clarify whether and under what conditions employee voice is associated with employees' work outcomes. Studies should also explain how performance is operationalized to avoid treating different outcomes as equivalent indicators.

Third, the interaction between employee voice and feedback warrants further investigation. Feedback communicates information about performance, whereas employee voice enables employees to express their interpretations, concerns, and suggestions. Future research could examine whether opportunities for employee voice during feedback discussions are associated with perceived appraisal fairness, motivation to improve, work engagement, or subsequent performance. These relationships should be tested empirically rather than assumed from studies that investigate voice and feedback separately.

Fourth, the roles of managers and organizational context deserve continued attention. Leadership behavior, organizational trust, psychological safety, employee characteristics, and supervisory responses may influence whether employees speak up and how their contributions are received. Longitudinal studies could help clarify how voice and feedback processes develop over time and whether their relationships with performance-related outcomes change as organizational conditions evolve. Such designs could also help distinguish temporal relationships from associations observed at a single point in time.

Finally, future research could investigate how employee voice, participation, and feedback operate across different sectors and work environments. The reviewed literature includes studies conducted in varied organizational settings, including public sector agencies, telecommunications, distribution operations, healthcare, and aged-care services. Differences in organizational structures, work demands, communication practices, and performance measurement may influence the applicability of findings across settings. Comparative research could help establish which relationships are more consistent across contexts and which depend on specific organizational conditions.

Overall, the reviewed literature provides a basis for understanding employee voice as a relevant element of organizational functioning and performance management, while highlighting that its implications depend on the form of employee involvement, feedback practices, managerial responses, and organizational context. A more integrated empirical approach is needed to establish how employee voice, participation, and feedback relate to specific employee performance outcomes and to identify the conditions under which these processes may support continuous improvement.

4. CONCLUSION

This systematic literature review examined the relationship between employee voice and performance management, with particular attention to employee participation, feedback, and performance-related outcomes. The reviewed literature indicates that employee voice is associated with organizational performance, innovative work behavior, and other workplace outcomes. However, these relationships vary according to the outcomes examined, the organizational context, and the conditions under which employee contributions are expressed and received.

The findings highlight the relevance of employee participation in organizational improvement, particularly when it is aligned with continuous improvement practices. Feedback and performance appraisal also play important roles by communicating performance information, identifying development needs, and supporting performance-related discussions. Nevertheless, their effectiveness may depend on feedback quality, employees' perceptions of appraisal practices, managerial behavior, and organizational conditions. These findings suggest that

employee involvement and performance management practices should be considered in relation to the organizational processes through which employee contributions are communicated and used.

An important conclusion of this review is that employee voice, employee participation, feedback, and performance outcomes are related but distinct concepts. Employee voice enables employees to express ideas and concerns, participation provides opportunities to contribute to organizational decisions, and feedback communicates information about performance. Although these processes may complement one another within performance management, the reviewed studies do not establish a uniform or direct causal relationship between employee voice and individual employee performance. In particular, evidence concerning organizational performance and innovative work behavior should not be interpreted as equivalent to evidence concerning individual job performance.

This review contributes to the literature by synthesizing research on employee voice, participation, feedback, and performance-related outcomes within a common analytical framework. From a practical perspective, the findings highlight the importance of creating opportunities for employees to express their views, responding constructively to their contributions, and implementing feedback and appraisal practices that support performance improvement. For future research, empirical studies should investigate how employee voice is incorporated into formal performance management systems, how participation in feedback discussions relates to subsequent work outcomes, and how these relationships vary across organizational contexts.

Several limitations should be acknowledged. The conclusions of this review are constrained by the scope, quality, and methodological differences of the included studies, including variations in organizational settings, research designs, and performance measures. Therefore, the relationships identified across studies should not be interpreted as causal unless supported by the original research designs and analyses. Future research should use transparent search and screening procedures, distinguish individual employee performance from organizational and other performance-related outcomes, and investigate how employee voice, participation, and feedback interact within formal performance management systems. Such research may provide

a clearer understanding of the conditions under which employee involvement is associated with performance improvement.

Overall, employee voice represents a relevant consideration in performance management, but its implications for performance depend on the forms of employee involvement, feedback practices, managerial responses, and organizational conditions involved. Clarifying these relationships through more integrated and methodologically rigorous research remains important for understanding how employee voice may contribute to performance improvement.

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