

Research Article

Voice Behavior as a Key Driven Organizational Commitment and Employee Involvement Toward Organizational Change

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Abstract.

This study aims to determine and analyze (1) the effect of organizational commitment on organizational change through employee voice behavior and (2) the effect of employee involvement on organizational change through employee voice behavior of the Regional Revenue Agency of the Aru Islands Regency. This study uses a descriptive-quantitative approach with a causal correlation type conducted at the Regional Revenue Agency of the Aru Islands Regency for 2 months, namely April and May 2024. The population used in this study were employees of the Regional Revenue Agency of the Aru Islands Regency, totaling 35 people. The sample is part of the number and characteristics possessed by the population. The sampling method is full sampling. Data were analyzed using path analysis. The results of the study concluded that organizational commitment and employee involvement have a positive and significant effect on voice behavior, which plays an important role in driving organizational change. However, organizational change is not directly influenced by employee commitment and involvement, but rather by the extent to which they dare to voice ideas and opinions. Therefore, organizations need to strengthen voice behavior by creating an environment that supports active participation and innovation so that change can run more effectively.

Keywords: voice behavior, organizational commitment, employee Involvement organizational change

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1. Introduction

Changes in the structure and processes of local government organizations are an important need in facing the dynamics and demands of the times. These changes allow local governments to be more responsive to the ever-evolving needs of society. By adapting to change, local governments can improve the efficiency and effectiveness of the public services they provide. This includes the provision of basic infrastructure, health services, education, and various social programs that directly affect the quality of life of citizens.



Organizational changes also allow local governments to better manage available resources. By evaluating and modernizing organizational structures, governments can identify areas where resources can be allocated more effectively, reduce waste, and improve overall performance. This not only impacts the level of efficiency of public financial management, but also increases transparency and accountability in the use of public funds[1].

The Regional Revenue Agency of Aru Islands Regency is a type A work unit that carries out financial support functions. The implementation of the main tasks and functions of the Regional Revenue Agency of Aru Islands Regency optimally is greatly influenced by several factors, including the availability of competent Human Resources (HR), facilities and infrastructure, proportional and adequate budgets and Standard Operating Procedures (SOP).

The problem of employee voice behavior at the Regional Revenue Agency of Aru Islands Regency often arises due to limitations in voicing opinions due to discretionary factors and low support for innovation. In addition, fear of risk, such as sanctions or ostracization, makes employees reluctant to submit ideas that challenge the status quo. At the Regional Revenue Agency of Aru Islands Regency, the low organizational commitment of employees is seen from the lack of identification with organizational goals and minimal involvement in decision making. Lack of employee loyalty due to unfair compensation and uncertainty of the future can also increase turnover and decrease productivity. In addition, employee engagement problems include low vigor, dedication, and absorption, which can lead to decreased motivation, focus, and work enthusiasm in the organization.

Employees can contribute to the organization by providing ideas, concepts, and information or by conveying organizational issues to those in positions of authority. This behavior is known as *voice behavior*. However, employee voice behavior often encounters various challenges. According to [2] the low level of voice behavior in several organizations is due to a communication gap between superiors and subordinates, leading to ineffective communication and making employees reluctant to express their opinions to their superiors or management. When employees choose to remain silent rather than share their perspectives, the organization struggles to innovate due to a lack of new ideas. This is supported by research [3] which states that when employees exhibit high levels of silent behavior, their proactive initiatives that benefit the organization will decline, causing the organization to lose new ideas, experiences, creative solutions, and additional employee efforts..

Research on organizational change has been conducted by many scholars, examining various factors related to it, including organizational commitment and employee involvement. However, there are still inconsistencies in research findings regarding the impact of organizational commitment. Studies by [1] have found that commitment positively influences employees' attitudes toward change. Likewise, the influence of employee involvement on attitudes to change was reported by [4] which is different from the research [5]. The existence of a research gap regarding the relationship between variables gives rise to a thought by involving the voice behavior variable as an intervening variable. This is based on the results of research [6] that Important information conveyed by employees has a significant potential to drive change within the organization. As a result, *voice behavior* allows employees to play a more substantial role in the organization. Its presence is crucial, as employee voices are essential for supporting the organization's sustainability.

Organizational commitment is one of the important keys in determining whether or not an organization is successful in achieving its goals. There are several organizations that make commitment a requirement to occupy a position in the organization. The most important factor that can cause organizational change to fail is the lack of commitment of the people involved in it. Several researchers have stated that organizational commitment plays an important role in employee acceptance of change. [7] explain that certain dimensions of organizational commitment directly affect attitudes towards organizational change and job satisfaction. Explain that employees who have a high commitment to the organization will be more stable and more productive so that they can ultimately support change in the organization..

In addition to commitment, employee involvement is also expected to create a sense of belonging and responsibility for a large organization so that they are ready for positive changes in order to advance better organizational services. Although there will be many obstacles in making changes, if they are overcome together, they can be overcome. Changes in an organization require great courage to be recognized by the entire organization. Because in making changes there will be challenges so that each individual needs one of them is a sense of security and economic factors. Members of an organization can consist of several specific groups, such as employees. With employee involvement, the changes desired by the organization, namely to become the best health and education service in Indonesia, will soon be achieved. When viewed based on research by [8] employee participation plays a high role in making organizational

changes. However, there are still many employees who feel uncomfortable in the organization. A sense of security and uncertainty makes some of them oppose change.

2. Research Method

This study uses a descriptive-quantitative approach with a causal correlation type, meaning that the relationship between the independent variable and the dependent variable is a causal relationship. The population used in this study were all employees of the Aru Islands Regency Regional Revenue Agency, totaling 35 people. The sample is part of the number and characteristics of the population. The sample determination method is full sampling.

The data analysis technique in this study uses descriptive analysis and path analysis. Descriptive analysis is an analysis method that describes and summarizes various conditions, situations, or various variables by collecting data to provide an overview or confirmation of a concept or symptom, as well as answering questions related to the current status of the research subject. Meanwhile, path analysis is used to determine the value of the direct and indirect influence of exogenous variables on endogenous variables through intervening variables. Intervening variables are intervening or mediating variables, which function to mediate the relationship between independent variables and dependent variables. To explain the variables referred to in this study, the following operational definition of the variables is needed (Table 1):

3. Result and Discussion

This study attempts to examine the extent to which the variables of organizational commitment and employee engagement influence organizational change through the intervening variable of voice behavior. To prove the hypothesis, an analysis was conducted on the research data, as shown in the following Table 2:

The Table 2 above shows that there is a real correlation between variables, where the correlation between the organizational commitment variable and the employee engagement variable is 0.566. Structurally, it can be seen in the following image:

Furthermore, to find out the magnitude of the path coefficient between variables X1 and X2 to Z, as well as the path coefficient from Z to Y, can be seen in the following table:

TABLE 1: Operational Definition of Variables and Their Indicators.

No	Variable	Definition	Indicator
1.	Organizational Change	The process of organizational adaptation to the environment	(1) Changes in knowledge (2) Changes in skills (3) Changes in roles (4) Changes in technology (5) Changes in management (Kojo et al., 2019)
2.	Voice Behaviour	Behavior of voicing ideas, concepts, information, or suggestions regarding problems in the work environment	(1) Discretionary (2) Challenge orientation (3) Risk (Utami Tunjung Sari, Asri, & Medina, 2020)
3.	Organizational commitment	an attitude that reflects the extent to which an individual knows and is bound to his/her organization	(1) Identification (2) Involvement (3) Loyalty (Anik & Arifuddin, 2013)
4.	Employee Engagement	status of employee engagement with the work environment or organization	(1) vigor (2) dedication (3) absorption (Sari, Pattipawae, & Kurniasih (2017)

TABLE 2: Correlation Analysis Between Variables.

Variable	X1	X2
X1	1,000	0,566
X2	0,566	1,000

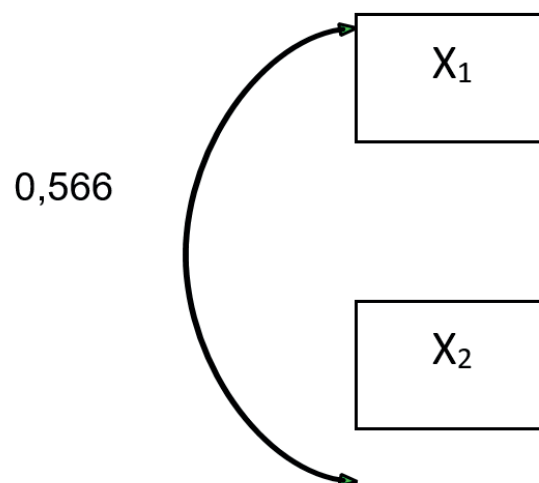


Figure 1: Relationship Between Variables X1 and X2.

The results of the analysis in the Table 3 show that the path coefficient from the simultaneous test results is significant so that a decision can be taken to reject H0 and

TABLE 3: Path Analysis Statistical Test Results.

Parameter Structure	Path Coeff. (beta)	t. count.	t. table	Sig.	Decision
X1 to Z (pZ.X1)	0,331	6,134	2,000	0,001	Accepted Ha
X2 to Z (pZ.X2)	0,192	3,674	2,000	0,002	Accepted Ha
Z to Y (pY.Z)	0,874	18,712	2,000	0,001	Accepted Ha
X1 to Y (pY.X1)	0,042	0,899	2,000	0,578	Accepted H ₀
X2 to Y (pY.X2)	-0,001	0,312	2,000	0,899	Accepted H ₀
R ² (X1,X2,Z to Y)		0,893	F _{hitung}		45,124
R ² (X1,X2 to Z)		0,643	F _{hitung}		79,433

accept H1 which means it can be continued to individual testing. From the results of individual testing, for the first path, it turns out that the path coefficients of variables X1 and X2 to Z are statistically significant, so H0 is rejected and Ha is accepted. However, for the second path, the path coefficients of variables X1 and X2 to Y are not significant and the path coefficient from variable Z to Y is significant. Furthermore, the results of the analysis in the table above are translated into a path diagram as in the following diagram Figure 2:

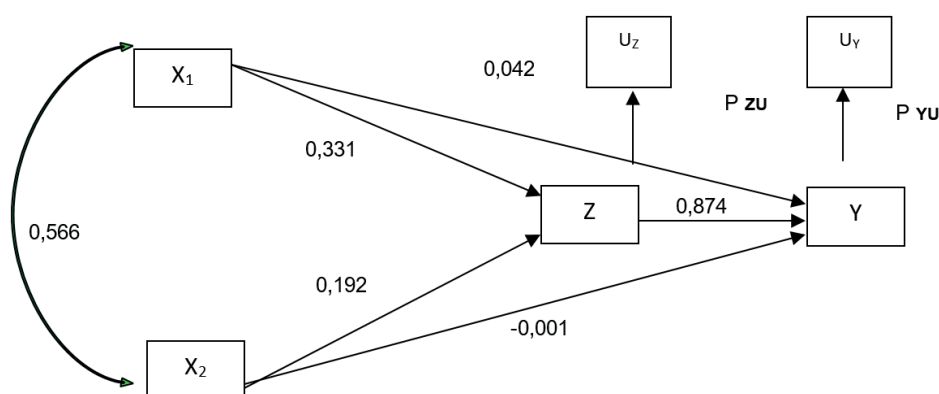


Figure 2: Structure of Relationship Between Variables X1 and X2 with Variable Y through Intervening Variable Z.

The Table 4 above shows that the largest direct influence is the influence of the voice behavior variable on organizational change of 0.887; which shows that every 1 percent increase in voice behavior will increase 88.7% of employee readiness for organizational change at Regional Revenue Agency of the Aru Islands Regency. While the direct influence of organizational commitment on voice behavior is 0.338 which shows that

TABLE 4: Direct and Indirect Effects of Organizational Commitment and Employee Engagement Variables on Voice Behavior and Organizational Change.

Effect	Organizational Commitmen (X ₁)	Employee Engagement (X ₂)	Voice Behaviour (Z)
Direct to Z	0,338	0,0166	-
Direct Y	0,001	0,000064	0,887
Indirectly through correlative relationships	0,00424	0,00424	-
Indirectly through Z	0,343	0,0209	-
Total effect	0,686	0,004	0,888

every 1 percent increase in organizational commitment will increase the willingness to voice opinions (voice behavior) by 33.8%; assuming other variables are constant or do not change. Likewise, the direct influence of employee engagement on voice behavior is 0.0166 which shows that every 1 percent increase in employee engagement will only increase the willingness to voice opinions (voice behavior) by 1.6%; assuming other variables are constant or do not change.

The total influence of organizational commitment, employee engagement, and voice behavior on organizational change is 88.8%, indicating that voice behavior serves as an intervening variable that strengthens the impact of organizational commitment and employee engagement on organizational change within the Regional Revenue Agency of the Aru Islands Regency. This means that employees' readiness for organizational change will improve if organizational commitment and employee engagement are accompanied by actively voicing ideas, concepts, information, or suggestions regarding workplace issues. Based on the analysis results, both the direct influence of organizational commitment, employee engagement, and voice behavior on organizational change and the indirect influence mediated by voice behavior have been identified. This highlights the role of voice behavior in mediating the impact of organizational commitment and employee engagement on organizational change. To test the significance of voice behavior in mediating this influence, a Sobel test can be conducted. In this test, voice behavior is considered a significant mediator if the p-value of the Sobel test results is less than 0.05.

Based on the results of the Sobel test above (Table 5), the p value for the commitment variable is 0.00015 < 0.05, so it is concluded that the Voice Behavior variable can significantly mediate the influence of organizational commitment on organizational change. Likewise, the p value for the Employee Engagement variable is 0.03 < 0.05, so

TABLE 5: Sobel Test Results The Role of Voice Behavior in Mediating Organizational Commitment and Employee Engagement Towards Organizational Change.

Independent Variable	Dependent Variable	Mediating Variable	P Value	Note
Organizational Commitment	Organizational Change	Voice Behaviour	0,00011	Significant
Employee Engagement	Organizational Change	Voice Behaviour	0,02	Significant

it is concluded that the Voice Behavior variable is significant in mediating the influence of Employee Engagement on organizational change.

4. Discussion

1. Direct Influence of Organizational Commitment on Voice Behavior

Based on the calculations above, the direct influence of organizational commitment on voice behavior is 0.338 or 33.8%, with a t-value of 7.778, which is greater than the critical t-table value of 2.000. This is further supported by a significance value of 0.000, which is smaller than the 0.05 confidence level. Therefore, the first hypothesis is accepted. These findings align with the research of [9] which suggests that employees who are committed to the organization are more willing to put in extra effort to support organizational change, as they have a strong desire to remain within the organization.

2. Direct Influence of Employee Engagement on Voice Behavior

The direct influence of employee engagement on voice behavior is 0.0166 or 1.66%, with a t-value of 2.876, which is greater than the critical t-table value of 2.000. This is further supported by a significance value of 0.005, which is smaller than the 0.05 confidence level. Therefore, the second hypothesis is accepted. These findings align with the research of [10] which suggests that the relationship between employee engagement and voice behavior is parallel and mutually reinforcing. Employees who are highly engaged in organizational activities are unlikely to remain silent. They tend to have a deeper understanding of daily organizational operations and potential challenges that may arise. Highly engaged employees also contribute to creative and innovative processes aimed at improving the organization. In this process, actively involved employees rely on voice behavior to communicate strategic information to their superiors or colleagues, whether about problems they identify or innovations they have implemented or plan to implement. Furthermore, research by [3] supports the idea that employees with strong engagement generate numerous ideas for constructive organizational change.

These ideas emerge through their daily work engagement, broadening their understanding of their work and the organization. The ideas for change that result from employee engagement, in turn, drive voice behavior, reinforcing that voice behavior is influenced by employee engagement.

3. Direct Influence of Voice Behavior on Organizational Change

The direct influence of voice behavior on organizational change is 0.887 or 88.7%, with a t-value of 26.077, which is greater than the critical t-table value of 2.000. This is further supported by a significance value of 0.000, which is smaller than the 0.05 confidence level. Therefore, the third hypothesis is accepted. These findings align with the research of [10] which highlights the crucial role of voice behavior in organizations. The information conveyed by employees through voice behavior can significantly impact organizational change. As a result, employees who engage in voice behavior play a more substantial role within the organization. The presence of voice behavior is essential, as employee input is necessary to support the organization's sustainability.

4. Direct Influence of Commitment on Organizational Change

The direct influence of commitment on organizational change is 0.001 or 0.1%, with a t-value of 0.929, which is lower than the critical t-table value of 2.000. This is further supported by a significance value of 0.613, which is greater than the 0.05 confidence level. Therefore, the fourth hypothesis is rejected. These findings differ from the research of [11] which found a positive and significant influence of readiness to change, organizational commitment, and communication about organizational change on the implementation of a performance management system. The discrepancy in this study indicates that organizational commitment alone is not a direct predictor of organizational change. In other words, employees who demonstrate high commitment are not necessarily prepared to face organizational change across various fundamental aspects, including technology structure, culture, leadership, goals, and individuals within the organization. Organizational change encompasses all shifts in the organizational environment that compel individuals within it to adapt their behavior accordingly.

5. Direct Influence of Employee Engagement on Organizational Change

The direct influence of employee engagement on organizational change is 0.000064 or 0.0064%, with a t-value of 0.264, which is lower than the critical t-table value of 2.000. This is further supported by a significance value of 0.792, which is greater than the 0.05 confidence level. Therefore, the fifth hypothesis is rejected. Normatively, employee engagement does not directly increase readiness for change. In other words, employees

of the Regional Revenue Agency of the Aru Islands Regency are not necessarily ready for organizational change, even if they exhibit strong engagement—such as feeling valued, having a sense of belonging, taking greater responsibility, and feeling proud. Although, in practice, the agency has a low absenteeism rate, a low rate of resignation requests, and a low reluctance to participate in teams or workgroups, these factors do not necessarily indicate readiness for change. These findings differ from those of [12] who found that employee engagement is one of the key factors supporting readiness for change and contributing to the success of organizational transformation. Employee engagement is a participatory process that utilizes employee input to enhance their commitment to organizational success. Besides work engagement, other factors influencing employee readiness for change include senior management's commitment to change, the capabilities of change agents, and support from direct supervisors.

6. Indirect Effect of Commitment on Organizational Change Through Voice Behavior Mediation

The indirect effect of commitment on organizational change through the mediation of voice behavior is 0.343 or 34.3%, with a p-value in the Sobel test of 0.00015, which is smaller than 0.05. This indicates that voice behavior mediates the influence of commitment on organizational change, leading to the acceptance of the sixth hypothesis. These findings confirm that voice behavior serves as a mediating variable, enabling employee commitment to contribute to organizational change readiness. This aligns with the research of [10] which highlights the critical role of voice behavior in organizations. The information conveyed by employees through voice behavior can drive organizational change, allowing employees to play a more significant role in the organization. The presence of voice behavior is essential, as employee input is necessary to support the organization's sustainability.

7. Indirect Effect of Employee Engagement on Organizational Change Through Voice Behavior Mediation

The indirect effect of employee engagement on organizational change through the mediation of voice behavior is 0.0209 or 2.09%, with a p-value in the Sobel test of 0.03, which is smaller than 0.05. This indicates that voice behavior mediates the influence of employee engagement on organizational change, leading to the acceptance of the seventh hypothesis. These findings confirm that voice behavior acts as a mediating variable between employee engagement and organizational change. This aligns with [3] who found that employees with strong engagement generate numerous ideas

for constructive organizational change. These ideas emerge through their daily work engagement, broadening their understanding of their work and organization. The ideas for change that arise from employee engagement then drive voice behavior, enabling employees to express their ideas. Voice behavior, as an extra-role behavior, plays a crucial role in this process. Employees who actively engage in voice behavior perceive that their superiors treat them with respect and dignity. This, in turn, fosters a sense of psychological safety, encouraging employees to openly express their thoughts and concerns about their work and the organization.

5. Conclusion and Suggestions

The results of the study indicate that organizational commitment and employee involvement have a positive and significant influence on the voice behavior of employees of the Regional Revenue Agency of Kepulauan Aru Regency. In addition, voice behavior has been shown to play an important role in driving positive and significant organizational change. However, neither organizational commitment nor employee involvement directly affects organizational change, indicating that organizational change does not occur only because of employee commitment and involvement, but is more influenced by the extent to which employees actively voice their ideas and opinions. Thus, voice behavior becomes a crucial mediating factor, where organizational commitment and employee involvement can drive organizational change by increasing employee courage in voicing aspirations and innovation. Therefore, organizations need to strengthen employee voice behavior by creating an environment that supports active and innovative participation in order to achieve more effective change.

Voice behavior plays an important role as a link between organizational commitment and employee involvement with organizational change. Therefore, organizations need to create a work environment that supports openness, collaboration, and mechanisms that allow employees to convey their ideas constructively. To increase the effectiveness of organizational change, it is important for management to strengthen employee commitment and involvement through strategic programs such as training, rewards, and recognition. In addition, any organizational change effort must involve active employee contributions through voice behavior so that the change process can run more effectively. With these steps, organizations can encourage higher employee participation and increase the success of the desired change.

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