



Building Psychological Safety through Inclusive Human Resource Management Practices to Strengthen Employee Voice in the Workplace

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ARTICLE INFO

Keywords: Inclusive HRM, Psychological Safety, Employee Voice, Workplace Inclusion, Human Resource Management

Received : 27, August

Revised : 28, September

Accepted: 30, October

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ABSTRACT

Employee voice is essential for organizational improvement, yet employees may hesitate to express opinions due to limited psychological safety and exclusionary workplace practices. This study aims to examine the relationships between inclusive human resource management practices, psychological safety, and employee voice among private-sector employees in West Jakarta, Indonesia. A quantitative explanatory design is proposed, involving 150 respondents selected through purposive sampling. Data will be collected using structured questionnaires and analyzed through multiple linear regression using SPSS. The analysis will assess whether inclusive HRM practices and psychological safety significantly predict employee voice. The study is expected to provide empirical insights into inclusive workforce management and inform organizational strategies that encourage open communication, employee participation, and psychologically supportive workplaces.

INTRODUCTION

Human resource management increasingly emphasizes inclusive organizational practices that encourage employee participation, psychological well-being, and constructive communication in contemporary workplaces. Despite these developments, employees frequently encounter interpersonal barriers that discourage them from expressing concerns, proposing improvements, or questioning organizational decisions, potentially limiting organizational learning and responsiveness (Morrison, 2023). Globally, Gallup (2024) reported that only 23% of employees were engaged at work in 2023, highlighting persistent challenges in developing supportive organizational environments, although engagement does not directly measure employee voice. Research further demonstrates that employees' experiences of workplace inclusion vary across social identities and working arrangements, suggesting that inclusive policies may not generate equivalent outcomes for all employees (Dhanani et al., 2024). Within Indonesia's evolving private sector, particularly in West Jakarta, understanding how inclusive human resource management practices and psychological safety relate to employee voice is therefore relevant to strengthening organizational participation and workplace relationships.

Inclusive human resource management practices encompass organizational policies and procedures designed to promote fairness, equal opportunities, employee recognition, and meaningful participation across diverse workforce groups. Drawing on social exchange theory, employees who perceive equitable organizational treatment may develop stronger reciprocal commitments and become more willing to contribute constructive suggestions beyond their formal responsibilities. Dawson et al. (2024) demonstrated that employees' motivations and interpretations of organizational inclusion initiatives influence their willingness to engage in inclusion-supportive behaviors, indicating that formal policies alone may be insufficient. Similarly, Liu et al. (2022) found that high-performance human resource practices positively influenced employee voice through psychological and organizational mechanisms, emphasizing the behavioral significance of employee-centered management systems. These findings suggest that inclusive human resource management practices may foster employee voice by establishing organizational conditions in which employees perceive their contributions as valued and their participation as legitimate.

Psychological safety represents an important organizational condition through which employees feel able to express ideas, acknowledge mistakes, and raise concerns without anticipating negative interpersonal consequences. Lee and Dahinten (2021) demonstrated that psychological safety mediated the relationship between inclusive leadership and nurses' voice behaviors, indicating that supportive interpersonal environments can encourage employees to communicate workplace concerns. Similarly, Fatoki (2024) identified psychological safety and affective commitment as important mechanisms linking inclusive leadership with employee voice, while Qi et al. (2023) emphasized the role of organizational justice perceptions in strengthening voice behavior. Shafaei and Nejati (2024) further demonstrated that inclusive leadership promoted meaningful work through psychological safety and learning-related processes,

reinforcing its relevance to positive organizational experiences. Nevertheless, these findings primarily emphasize leadership behavior and particular occupational settings, leaving room to examine whether broader inclusive human resource management practices and psychological safety independently predict employee voice among private-sector employees.

Although existing studies acknowledge the importance of inclusion, psychological safety, and employee participation, several conceptual and contextual limitations remain within the literature. Lin and Chang (2024) demonstrated that inclusion-supportive human resource systems influenced employee voice through psychological ownership, but their investigation focused on employees from specific minority groups rather than the broader workforce. Huang et al. (2024) argued that employee voice research remains fragmented across organizational behavior, human resource management, and employment relations, highlighting the need for stronger integration of organizational practices and individual psychological conditions. Furthermore, much of the empirical evidence originates from occupational or national contexts that may differ from Indonesia's private-sector employment environment, limiting the direct transferability of existing findings to West Jakarta. Accordingly, the present study addresses a context-specific research gap by examining inclusive human resource management practices and psychological safety as simultaneous predictors of employee voice rather than assuming that evidence from leadership-focused studies necessarily applies to organizational human resource management systems.

This study aims to examine the individual and combined relationships of inclusive human resource management practices and psychological safety with employee voice among private-sector employees in West Jakarta, Indonesia. Using a quantitative explanatory approach, the study proposes to assess these relationships through structured questionnaire data and multiple linear regression analysis. Theoretically, this investigation seeks to extend human resource management and organizational behavior literature by integrating organizational inclusion practices and employees' psychological perceptions within a unified framework of employee voice. Practically, the findings are expected to inform human resource managers about the importance of equitable employment policies, supportive communication environments, and opportunities for meaningful employee participation. By connecting inclusive management practices with psychological workplace conditions, the study seeks to provide contextually relevant evidence for developing organizational strategies that encourage constructive employee expression and strengthen participatory workplace cultures.

LITERATURE REVIEW

Inclusive Human Resource Management Practices

Inclusive human resource management practices refer to organizational policies and procedures that promote equitable treatment, respect for workforce diversity, fair access to opportunities, and meaningful employee participation. These practices extend beyond formal diversity initiatives by emphasizing employees' experiences of belonging, recognition, and involvement in

organizational processes. Korkmaz et al. (2022) emphasized that workplace inclusion requires recognition of individual uniqueness, strengthened belongingness, and organizational support for inclusive behavior. Similarly, Nyfoudi et al. (2024) highlighted the importance of human resource practices and the strength of human resource management systems in shaping opportunities for employee voice. Drawing on social exchange theory, employees who perceive inclusive and supportive organizational practices may reciprocate through constructive suggestions, problem identification, and active participation in workplace improvement. Accordingly, inclusive human resource management practices are expected to demonstrate a positive relationship with employee voice.

H1: Inclusive Human Resource Management Practices positively and significantly predict Employee Voice.

Psychological Safety in the Workplace

Psychological safety refers to employees' perceptions that expressing opinions, asking questions, reporting mistakes, and challenging existing practices will not expose them to interpersonal rejection or negative consequences. Within organizational settings, psychological safety reduces perceived interpersonal risks associated with speaking up and supports employees' willingness to participate in workplace discussions. Lee et al. (2023) demonstrated that coworker knowledge sharing encouraged employee voice through psychological safety, indicating that supportive interpersonal interactions facilitate constructive communication. Furthermore, Jia et al. (2023) identified the importance of a strengths-based psychological climate in encouraging employee voice through employees' motivational processes. These findings suggest that psychologically supportive workplaces provide conditions in which employees can communicate concerns and recommendations without excessive fear of unfavorable reactions. Therefore, psychological safety is expected to be positively associated with employee voice among private-sector employees.

H2: Psychological Safety positively and significantly predicts Employee Voice.

Employee Voice Behavior

Employee voice represents discretionary communication through which employees express constructive ideas, suggestions, concerns, or work-related problems intended to improve organizational functioning. Unlike routine communication, employee voice involves employees voluntarily sharing information that may challenge established procedures or managerial assumptions. Hu et al. (2024) demonstrated the relevance of psychological safety and employee voice to proactive safety practices among flight attendants, emphasizing the organizational importance of encouraging employees to communicate workplace concerns. From a human resource management perspective, employee voice reflects both employees' willingness to contribute and the organizational conditions that enable constructive participation. Inclusive management practices may provide formal opportunities for expression, whereas psychological safety may reduce interpersonal concerns

associated with utilizing those opportunities. Consequently, examining both predictors offer a broader explanation of employee voice than focusing exclusively on individual attitudes or managerial behavior.

Integrated Relationships and Hypothesis Development

The relationship between inclusive human resource management practices, psychological safety, and employee voice can be understood through the complementary roles of organizational support and individual psychological perceptions. Inclusive human resource management practices establish structural conditions that encourage fairness, participation, and recognition, while psychological safety represents employees' perceptions of interpersonal security when expressing opinions. Korkmaz et al. (2022) emphasized the organizational and interpersonal dimensions of inclusion, whereas Lee et al. (2023) demonstrated the importance of psychologically supportive interactions in promoting employee voice. Integrating these perspectives suggests that inclusive management practices and psychological safety may contribute distinct but complementary explanatory value to employee voice behavior. Nevertheless, their relative contributions require empirical examination because supportive organizational practices do not necessarily guarantee that employees feel psychologically secure when challenging existing decisions. Therefore, this study proposes that both variables jointly contribute to explaining employee voice among private-sector employees in West Jakarta, Indonesia.

H3: Inclusive Human Resource Management Practices and Psychological Safety jointly and significantly predict Employee Voice.

METHODOLOGY

Research Design

This study adopts a quantitative approach with an explanatory cross-sectional research design to examine the relationships between inclusive human resource management practices, psychological safety, and employee voice among private-sector employees in West Jakarta, Indonesia. The explanatory approach enables the statistical assessment of individual and combined associations between the independent variables and employee voice. A cross-sectional survey is employed to collect standardized responses within a single observation period, providing an efficient method for investigating organizational perceptions and workplace behaviors. Wang and Cheng (2020) emphasized that cross-sectional designs are appropriate for examining associations among multiple variables, although causal relationships cannot be established conclusively. Accordingly, this study focuses on identifying statistically significant predictors of employee voice rather than establishing causal effects.

Population and Sampling Technique

The target population comprises employees working in private companies located in West Jakarta, Indonesia, across various business sectors. A non-probability purposive sampling technique is proposed to recruit respondents who meet the inclusion criteria of being at least 18 years old, currently employed

by a private company in West Jakarta, and having a minimum employment tenure of six months. The study targets 150 respondents within an initial recruitment range of 100–150 employees, reflecting anticipated field accessibility and the need to obtain sufficient observations for regression analysis. Lakens (2022) emphasized that sample size decisions should be justified according to analytical objectives, statistical power, and practical considerations rather than arbitrary numerical rules. Therefore, the final sample target will be evaluated through an a priori statistical power analysis, and the findings will be interpreted within the limitations of non-probability sampling.

Research Instruments and Data Collection

Primary data will be collected through a structured, self-administered questionnaire measuring three constructs: inclusive human resource management practices, psychological safety, and employee voice. Questionnaire items will be adapted from previously validated instruments relevant to the respective constructs, with inclusive human resource management practices covering equitable treatment, participation opportunities, and inclusion-supportive policies; psychological safety addressing interpersonal security in expressing opinions; and employee voice assessing constructive suggestions and workplace concerns. Each item will be measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Before distribution, the adapted questionnaire will undergo expert review and preliminary testing with approximately 30 employees to assess clarity, content relevance, and measurement consistency. Construct validity will be examined through item correlations and, where appropriate, exploratory factor analysis, while internal consistency will be evaluated using Cronbach's alpha, with values of approximately 0.70 or higher considered provisionally acceptable alongside the dimensionality and quality of the instrument (Kalkbrenner, 2023).

Research Procedures

The research will be conducted through sequential stages consisting of instrument development, ethical preparation, preliminary testing, questionnaire distribution, data screening, and statistical analysis. Initially, the questionnaire will be developed from relevant literature and reviewed to ensure consistency with the study objectives and operational definitions. Following institutional permission where required, eligible employees will receive information about the research purpose, voluntary participation, confidentiality, and their right to withdraw before providing informed consent. Questionnaires will subsequently be distributed electronically or directly, and completed responses will be screened for eligibility, duplication, missing information, and inconsistent response patterns. To reduce potential common method bias, the study will emphasize respondent anonymity, neutral item wording, and the absence of employer access to individual responses, consistent with the procedural recommendations discussed by Podsakoff et al. (2024).

Data Analysis Techniques

Data analysis will be performed using Statistical Package for the Social Sciences (SPSS), employing descriptive statistics, instrument assessment, regression diagnostics, and multiple linear regression analysis. Descriptive statistics will summarize respondent characteristics and the distributions of inclusive human resource management practices, psychological safety, and employee voice scores. Before hypothesis testing, regression assumptions will be assessed through residual normality, linearity, multicollinearity, homoscedasticity, and influential observation diagnostics, with appropriate corrective procedures considered when assumptions are violated. Multiple linear regression will then estimate the individual associations of inclusive human resource management practices and psychological safety with employee voice, while the overall F-test will assess their joint explanatory contribution. Statistical significance will be evaluated at the 0.05 level, supported by regression coefficients, confidence intervals, and the coefficient of determination, with interpretation acknowledging the observational nature of the research design (Wang & Cheng, 2020).

Hypothesis Testing and Model Specification

The proposed regression model examines employee voice as the dependent variable, with inclusive human resource management practices and psychological safety serving as independent variables. Multiple linear regression analysis is employed to assess the individual and combined relationships between these predictors and employee voice. The first hypothesis is evaluated by examining the regression coefficient of inclusive human resource management practices, while the second hypothesis assesses the coefficient of psychological safety, with each predictor evaluated while controlling for the other. The third hypothesis is tested using the overall F-test to determine whether both independent variables jointly explain a statistically significant proportion of variation in employee voice. Following the principles of transparent quantitative analysis emphasized by Lakens (2022), the findings will be interpreted using regression coefficients, confidence intervals, statistical significance, and the coefficient of determination to provide a comprehensive assessment of the proposed relationships.

RESEARCH RESULT

Respondent Characteristics

The study framework involved 150 private-sector employees in West Jakarta, Indonesia, representing different demographic backgrounds, employment experiences, and organizational sectors. Respondent characteristics were classified according to gender, age, employment tenure, and business sector to describe the composition of the study sample. The distribution presented in Table 1 illustrates a workforce dominated by employees aged 26–35 years, with representation across different career stages and business activities. This composition provides a basis for examining inclusive human resource management practices, psychological safety, and employee voice across employees with varying workplace experiences.

Table 1. Respondent Demographic Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	82	54.7%
	Female	68	45.3%
Age	18–25 years	42	28.0%
	26–35 years	65	43.3%
	36–45 years	30	20.0%
	Over 45 years	13	8.7%
Employment tenure	6 months–2 years	41	27.3%
	3–5 years	58	38.7%
	More than 5 years	51	34.0%
Business sector	Trade and services	60	40.0%
	Manufacturing	35	23.3%
	Financial services	23	15.3%
	Other sectors	32	21.4%

Descriptive Statistics of Research Variables

Descriptive analysis was organized around three principal variables: inclusive human resource management practices, psychological safety, and employee voice. All variables were measured using a five-point Likert scale, with higher scores indicating more favorable perceptions of inclusive management, greater psychological safety, and stronger employee voice. As presented in Table 2, inclusive human resource management practices recorded the highest mean score of 3.79, followed by employee voice at 3.72 and psychological safety at 3.68. The standard deviations ranged from 0.59 to 0.67, indicating moderate variation in the simulated responses. These descriptive patterns provide an initial overview of the three variables before examining their statistical relationships.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Mean	SD	Min.	Max.
Inclusive Human Resource Management Practices	150	3.79	0.64	1.80	5.00
Psychological Safety	150	3.68	0.67	1.60	5.00
Employee Voice	150	3.72	0.59	2.00	5.00

Instrument Validity and Reliability

Instrument assessment was organized to evaluate the measurement quality of the three research variables before regression analysis. Item-total correlations were used to examine the relationship between individual questionnaire items and their corresponding composite scores, while Cronbach's alpha was employed to assess internal consistency. The illustrative results in Table 3 show corrected item-total correlations exceeding 0.30 and Cronbach's alpha coefficients ranging from 0.84 to 0.88. These values would meet commonly applied preliminary criteria for item consistency and reliability. However, they would not independently establish full construct validity, which would require further assessment of the instrument's dimensional structure.

Table 3. Instrument Validity and Reliability Assessment

Variable	Corrected Item-Total Correlation Range	Cronbach's Alpha	Preliminary Assessment
Inclusive Human Resource Management Practices	0.48–0.74	0.86	Acceptable
Psychological Safety	0.51–0.76	0.88	Acceptable
Employee Voice	0.43–0.72	0.84	Acceptable

Multiple Linear Regression Analysis

Multiple linear regression analysis was specified to assess the relationships between inclusive human resource management practices, psychological safety, and employee voice. Employee voice was treated as the dependent variable, while the two remaining constructs served as independent predictors. In the illustrative model, both predictors demonstrate positive regression coefficients, with psychological safety showing a larger standardized coefficient than inclusive human resource management practices. The model explains approximately 39.0% of the variation in employee voice, while the adjusted coefficient of determination is approximately 0.381. Variance inflation factors of approximately 1.25 indicate no substantial multicollinearity concern between the two predictors.

Table 4. Multiple Linear Regression Results

Predictor	B	SE	Standardized β	t	p
Constant	1.274	—	—	—	—
Inclusive Human Resource Management Practices	0.286	0.067	0.310	4.30	<0.001
Psychological Safety	0.370	0.064	0.420	5.83	<0.001

Table 5. Model Summary and Overall Regression Test

Indicator	Value
Multiple R	0.624
R Square	0.390
Adjusted R Square	0.381
F-statistic	46.94
Degrees of freedom	2, 147
Significance	p < 0.001
Approximate Variance Inflation Factor	1.25

The positive standardized regression coefficients indicate that higher scores for inclusive human resource management practices and psychological safety are associated with higher employee voice scores when both variables are included in the model. Psychological safety displays the stronger standardized relationship, with a coefficient of 0.420 compared with 0.310 for inclusive human

resource management practices. The overall regression test is statistically significant in this illustrative analysis, indicating that the two predictors jointly explain variation in employee voice. These findings describe statistical associations rather than causal effects.

Hypothesis Testing Results

Hypothesis testing was structured around the three relationships established in the literature review. The first hypothesis examines the relationship between inclusive human resource management practices and employee voice, while the second investigates psychological safety as an additional predictor. The third hypothesis evaluates the joint contribution of both independent variables through the overall regression model. The illustrative statistical outcomes indicate positive individual associations and a significant overall regression model, as summarized in Table 6.

Table 6. Summary of Hypothesis Testing

Hypothesis	Relationship Tested	Statistical Result	Illustrative Decision
H1	Inclusive Human Resource Management Practices → Employee Voice	$\beta = 0.310$; $p < 0.001$	Supported
H2	Psychological Safety → Employee Voice	$\beta = 0.420$; $p < 0.001$	Supported
H3	Inclusive Human Resource Management Practices and Psychological Safety → Employee Voice	$F(2,147) = 46.94$; $p < 0.001$	Supported

The hypothetical results show that both independent variables contribute positively to the prediction of employee voice, with psychological safety demonstrating a greater standardized association. The combined model also indicates meaningful explanatory capacity, accounting for approximately 39% of variation in employee voice. These results provide a structured basis for subsequent discussion of the relationships between organizational inclusion practices, employees' psychological experiences, and constructive workplace communication.

DISCUSSION

The proposed findings suggest that inclusive human resource management practices and psychological safety are positively associated with employee voice among private-sector employees in West Jakarta, Indonesia. The illustrative regression model indicates that both predictors contribute significantly to employee voice, with standardized coefficients of 0.310 and 0.420, respectively, while jointly explaining approximately 39% of its variation. These relationships are consistent with social exchange theory, which suggests that employees may reciprocate fair organizational treatment and supportive working conditions through constructive participation. Li et al. (2022)

demonstrated that strategic human resource management can encourage employee voice and innovative behavior through psychological mechanisms, supporting the relevance of employee-centered management systems. Similarly, Chen et al. (2022) found that perceived organizational support positively influenced employees' willingness to express concerns, indicating that organizational support can create favorable conditions for constructive communication. Together, these perspectives suggest that employee voice is associated not only with organizational policies but also with employees' perceptions of their workplace environment.

The positive relationship between inclusive human resource management practices and employee voice suggests that equitable employment policies, meaningful participation opportunities, and recognition of individual contributions may encourage employees to express constructive opinions. From a social exchange perspective, employees who perceive organizational fairness and support may develop stronger motivation to contribute beyond their formal job responsibilities. However, inclusive practices should not be interpreted solely as formal administrative arrangements, because their effectiveness may depend on employees' direct experiences of managerial responsiveness and interpersonal treatment. Zhu et al. (2022) demonstrated that psychological safety played an important role in explaining how ethical leadership encouraged employee voice, highlighting the relevance of interpersonal conditions alongside organizational support. The present conceptual framework extends this discussion by considering inclusive human resource management practices as an organizational predictor rather than focusing exclusively on leadership behavior. Accordingly, human resource policies may be more effective in encouraging employee participation when their implementation is consistently reflected in daily workplace interactions.

Psychological safety demonstrates a stronger standardized association with employee voice than inclusive human resource management practices in the illustrative regression results. This pattern suggests that employees' perceptions of interpersonal security may be particularly relevant when deciding whether to communicate suggestions, question existing procedures, or raise concerns about organizational problems. Employees may recognize the existence of inclusive policies while remaining reluctant to speak if they anticipate criticism, embarrassment, or unfavorable responses from supervisors and colleagues. Sherf et al. (2021) distinguished employee voice from employee silence and found that perceived impact and psychological safety were associated differently with these behaviors, suggesting that psychological safety should not be treated as the sole explanation for constructive speaking up. Similarly, Fan et al. (2022) reported that supervisor helping behavior did not directly predict employee voice in their study, whereas employees' psychological and motivational experiences contributed to the relationship through more complex mechanisms. These findings indicate that supportive managerial practices and psychological conditions may operate differently across organizational contexts, making it important to interpret the stronger coefficient of psychological safety without assuming that its contribution is necessarily greater in every workplace.

The combined explanatory contribution of inclusive human resource management practices and psychological safety provides a basis for understanding employee voice through both organizational and individual psychological perspectives. The illustrative coefficient of determination indicates that approximately 39% of variation in employee voice is explained by the two predictors, leaving approximately 61% outside the model's explanatory scope. This remaining variation may reflect other influences, including leadership relationships, perceived effectiveness of speaking up, organizational hierarchy, communication norms, and individual experiences, although these factors were not directly examined in the proposed model. Lotfi Dehkharghani et al. (2023), through a systematic review of employee silence, identified organizational structures, contextual conditions, and individual factors as important considerations in understanding why employees withhold their opinions. Their findings suggest that employee communication is shaped by multiple interacting conditions rather than a single organizational practice or psychological perception. Consequently, the proposed model offers a focused explanation of employee voice while acknowledging the potential relevance of additional organizational and interpersonal variables.

The theoretical contribution of this research lies in integrating inclusive human resource management practices and psychological safety as complementary predictors of employee voice within the context of private-sector employment in West Jakarta. This perspective distinguishes organizational arrangements that create opportunities for participation from psychological conditions that influence employees' willingness to use those opportunities. Kim and Wang (2024) emphasized that organizational silence and employee silence represent distinct phenomena influenced by contextual and leadership-related factors, reinforcing the importance of examining communication behavior at appropriate analytical levels. In practical terms, organizations may benefit from combining transparent human resource policies, equitable participation mechanisms, constructive supervisory feedback, and accessible procedures for communicating workplace concerns. Human resource managers should therefore evaluate not only whether formal communication channels exist but also whether employees perceive those channels as responsive, respectful, and safe. Nevertheless, the proposed cross-sectional regression design cannot establish that improvements in inclusive practices or psychological safety would directly cause subsequent increases in employee voice.

Several methodological limitations should be considered when evaluating the proposed relationships and their potential implications. First, purposive sampling within West Jakarta may restrict the transferability of findings to employees in other geographic locations, industries, and organizational cultures, particularly when participation depends on access to selected companies. Second, self-reported questionnaire data collected at a single point in time may introduce common method bias, social desirability effects, and uncertainty regarding the temporal direction of the observed associations. Third, variations in supervisory behavior, organizational hierarchy, employment tenure, and business sector may influence employee voice but are not explicitly incorporated

into the proposed regression model. Future studies should employ larger multi-organizational samples, probability-based sampling where feasible, longitudinal designs, and supplementary supervisor-rated or behavioral indicators of employee voice. Further research could also examine perceived voice effectiveness, organizational justice, and employee silence as additional constructs, thereby developing a more comprehensive explanation of the organizational and psychological conditions associated with constructive employee communication.

CONCLUSIONS AND RECOMMENDATIONS

This study examines the relationships between inclusive human resource management practices, psychological safety, and employee voice among private-sector employees in West Jakarta, Indonesia. The illustrative regression results suggest positive associations between both predictors and employee voice, with psychological safety demonstrating a stronger standardized relationship than inclusive human resource management practices. The proposed model accounts for approximately 39% of the variation in employee voice, indicating the potential relevance of organizational inclusion practices and employees' psychological experiences in explaining constructive workplace communication. Theoretically, the study provides a framework that integrates inclusive human resource management and psychological safety as complementary predictors of employee voice. These relationships highlight the importance of considering both organizational policies and interpersonal conditions when examining employee participation, although the cross-sectional design does not establish causal effects.

From a practical perspective, organizations are encouraged to strengthen inclusive human resource management practices through equitable employment policies, transparent decision-making, and meaningful opportunities for employee participation. Human resource managers should establish accessible communication channels, encourage constructive feedback, and develop supervisory practices that respect diverse opinions and minimize interpersonal risks associated with speaking up. Regular employee feedback assessments, confidential reporting mechanisms, and inclusive leadership training may help organizations identify barriers to open communication and improve workplace participation. Integrating these initiatives into organizational development strategies could support psychologically safer workplaces and encourage employees to contribute ideas, concerns, and recommendations for continuous improvement.

ADVANCED RESEARCH

Several limitations should be considered when interpreting the proposed research framework and its potential findings. The cross-sectional design restricts causal interpretation, while purposive sampling among private-sector employees in West Jakarta may limit the generalizability of the results to other organizational and geographical contexts. Additionally, reliance on self-reported questionnaires may introduce common method bias and socially desirable responses. The model also excludes potentially relevant factors, including

leadership behavior, organizational justice, employee empowerment, and perceived voice effectiveness. Future research should employ longitudinal or mixed-method designs, larger and more diverse samples, and additional organizational variables to provide a more comprehensive understanding of employee voice. Further investigations may also examine psychological safety as a mediating variable to clarify the mechanisms through which inclusive human resource management practices are associated with employee voice.

ACKNOWLEDGMENT

The author would like to express sincere appreciation to colleagues and academic peers for their constructive suggestions and valuable insights during the development of this research. Appreciation is also extended to the individuals and organizations whose cooperation may support the implementation of the study. The author acknowledges the academic environment of Universitas Mercu Buana, Indonesia, which provides a supportive foundation for scholarly development and research activities. Responsibility for the content, interpretation, and conclusions of this manuscript remains solely with the author.

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