

Encouraging employees' voice behavior through Islamic work ethics: The role of team cohesion

Achmadi^{1*}, Swarmilah Hariani², & Isah Shehu Mohammed³

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¹Sekolah Tinggi Ilmu Ekonomi Tunas Nusantara, Jakarta, Indonesia

²Universitas Mercu Buana, Jakarta, Indonesia

³The Federal Polytechnic, Bauchi, Nigeria

Abstract

The current study aims to open new insights into employee voice through religiosity and team cohesion approaches. Specifically, this study examines the effect of Islamic work ethics (IWE) as an antecedent of team cohesion and employee voice. The research model includes the intermediate and moderator roles of team cohesion to provide a more comprehensive insight into explaining the voice of employees through IWE. The data were collected from 227 university lecturers using a time-lagged approach; the model was analyzed with PLS-SEM. The analysis results confirmed all hypotheses where IWE is positively related to team cohesion and employee voice. Additionally, it has been demonstrated that team cohesion determines employee voice, mediation, and moderation in the relationship between IWE and employee voice.

Public interest statement

Employees can provide helpful information regarding work procedures, difficulties encountered, and areas for development. Companies may utilize their insights to identify current issues, examine their origins, and develop more efficient solutions by incorporating people in problem-solving and decision-making. This study offers new insights into studying employee voice through a religious approach (IWE) and team cohesion.

Keywords: Islamic work ethic, team cohesion climate, employee voice.

Paper type: Research paper

✉ Corresponding:

Achmadi

Email: achmadi.steitn@gmail.com



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Abstrak

Studi saat ini bertujuan untuk membuka wawasan baru tentang suara karyawan melalui pendekatan religiusitas dan kohesi tim. Secara khusus, penelitian ini mengkaji pengaruh etika kerja Islami (IWE) sebagai anteseden kohesi tim dan suara karyawan. Model penelitian mencakup peran perantara dan moderator dari kohesi tim untuk memberikan wawasan yang lebih komprehensif dalam menjelaskan suara karyawan melalui IWE. Data dikumpulkan dari 227 dosen perguruan tinggi dengan menggunakan pendekatan time-lagged; model dianalisis dengan PLS-SEM. Hasil analisis mengkonfirmasi semua hipotesis di mana IWE berhubungan positif dengan kohesi tim dan suara karyawan. Selain itu, telah ditunjukkan bahwa kohesi tim menentukan suara karyawan, mediasi, dan moderasi dalam hubungan antara IWE dan suara karyawan.

Pernyataan kepentingan publik

Karyawan dapat memberikan informasi yang bermanfaat mengenai prosedur kerja, kesulitan yang dihadapi, dan area untuk pengembangan. Perusahaan dapat memanfaatkan wawasan mereka untuk mengidentifikasi masalah saat ini, memeriksa asal-usulnya, dan mengembangkan solusi yang lebih efisien dengan melibatkan orang-orang dalam pemecahan masalah dan pengambilan keputusan. Studi ini menawarkan wawasan baru dalam mempelajari suara karyawan melalui pendekatan religius (IWE) dan kohesi tim

Introduction

Islamic work ethics (IWE) refers to the moral principles and values that govern a person's behavior and attitudes in the world of work based on Islamic values. Ali (1988) first popularized the Islamic work ethic and tried to explain the Islamic view of human nature in the work context. IWE provides a specific picture of how Islamic regulations regulate the behavior of employees and companies. Some researchers try to provide an overview of how IWE applications in various sectors. For example, the application of IWE in the banking sector (Gheitani et al., 2019; Suryani et al., 2022), hospitality (Ahmed et al., 2019; Saban et al., 2020), manufacturing (Islam et al., 2021), health care (Chaudhary et al., 2021), and other sectors. Although IWE has attracted much research interest in the last decade, many areas still need to be explored, so opportunities for new research are still open (Suryani et al., 2022).

The current study generally addresses several issues that need to be addressed by previous researchers related to IWE and its consequences for employee behavior. First, our study focuses on the consequences of IWE on group behavior, namely team cohesion. According to Beal et al. (2003), team cohesiveness is a multidimensional entity with three key aspects: interpersonal attraction, task commitment, and collective pride. Several studies confirm various positive effects of team cohesiveness, including performance (Braun et al., 2020; Manata, 2020; Permana et al., 2019), innovation (van der Voet & Steijn, 2021), team effectiveness (Appelbaum et al., 2020), and satisfaction on teamwork (Bravo et al., 2019). Unlike previous studies that proposed the role of team cohesion as mediating role (Appelbaum et al., 2020; van der Voet & Steijn, 2021), our study directs team cohesion as mediating as well as moderating the relationship between IWE and employee voice; such a model has never been studied before.

The present study has several theoretical contributions. First, our study offers preliminary empirical evidence on the relationship between IWE and team cohesion; this relationship has yet to be explored. Drawing on social exchange theory (SET), we argue that IWE and team cohesion are interrelated since both have the characteristics of cooperation and collaboration. Hence, our study opens space for an initial discussion regarding the relationship between the two variables.

Second, this study extends the relationship between IWE and employee voice from previous studies (Achmadi et al., 2023; Hameed et al., 2020). Prior research in the Asian context generally studied IWE as determinant of social behavior (Murtaza et al., 2016; Suryani et al., 2022), knowledge sharing (Suryani et al., 2021), and innovation (Kumar & Che Rose, 2010, 2012). Even though prior studies (Achmadi et al., 2023; Hameed et al., 2020) have confirmed the relationship between IWE and employee voice, the two work in different sectors. The present study focuses on the government sector, which generally adheres to a bureaucratic culture (Hofstede, 2003; Williams & Yecaló-Teclé, 2020), can hinder employee voice due to psychological security (Zhu et al., 2022) and power distance (Guo et al., 2022; Lin et al., 2019). Hence, our study addresses the borderline conditions of the bureaucratic culture inherent in government institutions by encouraging Islamic work ethics as a driver of employee voice.

Finally, we explore the dual role of team cohesion, which was previously studied more as a mediator of employee voice. IWE and team cohesion are group-level variables, so they are likely to interact. Drawing on social exchange theory (SET), we argue that IWE can affect social cohesion, and the two interact to affect employee voice. Using the same argument as previous studies (Joo et al., 2012; Weiss et al., 2021), which identified the role of learning culture, feedback, and motivational climate as determinants of team cohesion, IWE, which has cooperative characteristics and prioritizes social interests, is likely related with the formation of cohesiveness within the group. Hence, this study offers the first empirical evidence regarding the relationship between IWE and team cohesion.

Theoretical background and hypotheses

Islamic work ethics

The Islamic work ethic is based on the Islamic view of human nature, social responsibility, and relationship with God and fellow human beings. The IWE mindset molds and impacts how involved and active a person works. Islam views workers as worship and therefore is a balance between the need to fulfill social and personal life simultaneously (Ali & Al-Owaidan, 2008). IWE sees employment as a way to enhance various interests, including economic, social, and psychological self-interests as well as to maintain social standing, promote society's welfare, and at the same time, reinforce religious beliefs (Ali & Al-Owaidan, 2008). Based on this view, the IWE provides a clear foundation that work is a combination of human needs to meet personal needs (economics and beliefs) and social needs (cooperation, socialization).

According to Ali and Al-Owaidan (2008), the IWE consisting four primary concepts: effort, competition, transparency, and morally responsible conduct. Empat pilar ini merupakan landasan dalam aktivitas pekerjaan di level perusahaan maupun individu. Effort

mengacu pada kerja keras dan usaha maksimal yang harus dilakukan untuk mencapai kesuksesan. Islam encourages its followers to work hard and give their best in every task. This principle involves the maximum effort to achieve good quality in work, increasing competence and expertise, and respecting time and deadlines.

Second, competition is related to fair competition. Islam advocates healthy and fair competition in various aspects of life as long as it is carried out with the principles of ethics and justice. Healthy competition leads to self-improvement, motivates to achieve higher performance, and encourages innovation. In particular, Islam reminds us that competition does not turn into a competition that damages, destroys each other, or harms others. Furthermore, Islam also encourages its people to compete in doing good and doing good deeds. In Islam, competition to achieve goodness, such as doing good, giving alms, and helping others, is highly recommended. Islam rewards individual efforts in obtaining goodness and providing benefits to others. On the other hand, Islam emphasizes the importance of honesty and integrity in competition. Individuals must maintain Islamic ethical principles such as honesty, fairness, and respect for the rights of others. Islam teaches not to cheat, not to abuse power, and not to harm others in order to achieve victory.

Third, transparency. The principle of transparency in Islamic business requires entrepreneurs to provide truthful and accurate information about their products, services, financial conditions, and all aspects related to their business. This includes providing factual information to customers, investors, and other interested parties, without hiding or manipulating essential facts. Transparency also includes making transparent and open agreements between all parties involved in the business. Islam prohibits uncertainty, so there must be an explicit agreement that regulates workers and employers. The Prophet Muhammad said, "Whoever sells his merchandise, let him not hide defects or deficiencies in his merchandise."

Finally, morality. Some of the moral principles that underlie a person's behavior at work include: honesty. In Islam, people are always urged to act and speak honestly. An employee who observes Islam is supposed to be truthful in his work, offer correct data and refrain from engaging in dishonest behavior. For work to be done with integrity, honesty is the primary predicate. In the same vein, IWE also focus on responsibility. A Muslim employee is required to take responsibility for his tasks and obligations. Task completion properly, respect for work time, resource management that makes sense, and accountability for job output are all examples of responsibilities. Protecting employee rights and upholding agreed-upon employment contracts are additional responsibilities.

Another important moral value is "*Ihsan*". Muslims are taught to place a high priority on quality in their work by the idea of *Ihsan*. A Muslim worker must try to deliver his best for every duty he completes. *Ihsan* also encompasses a professional demeanor, a dedication to excellence, and thoroughness in job execution. IWE also pays attention to justice. In all facets of employment, Islam promotes the value of justice. A Muslim employee is supposed to be fair to coworkers, supervisors, and subordinates. Giving everyone in a situation the proper rights, such as fair salaries, equal opportunity, and equal treatment without discrimination, is another aspect of justice. Finally, cooperation and collaboration. Islam emphasizes the value of teamwork and collaboration in the workplace. Muslim employees are required to cooperate,

encourage one another, and strive toward accomplishing shared objectives. A peaceful and effective work environment is produced by good teamwork. Islam emphasizes the value of excellent and efficient communication in the workplace. An employee who practices Islam is supposed to treat people with respect, speak courteously, and refrain from making derogatory or harmful comments.

Islamic work ethic and team cohesion

The research model proposed in this study (see [Figure 1](#)) uses a social exchange theory framework (Blau, 1964; Homans, 1961). The idea behind SET is a relationship between individuals, groups, and organizations in the context of exchanging and calculating the cost-benefit between them. Evaluating a relationship's positives and negatives may indicate whether someone is investing excessive effort in a connection. According to the first supposition, humans prefer rewards to penalties. Another tenet is the presumption that a person starts a conversation to make the most money possible with the least amount of investment - the person is motivated by "what is in it for me?" The tendency for people to weigh the benefits and drawbacks of an opportunity is a third supposition. Last but not least, the theory supposes that individuals are aware that this "payoff" will change over time and from person to person.

Team cohesion refers to the close relationship and cohesiveness between team members in achieving common goals. It involves mutual trust, respect, collaboration, effective communication, and team support among team members. Team cohesion is a multidimensional construct involving interpersonal attraction, task commitment, and group pride (Beal et al., 2003). When team cohesion is high, team members tend to work together more effectively, support each other, and have a solid attachment to the team and its goals. In general, several studies confirm that team cohesion is shaped by various contextual factors, including helping behavior (Liang et al., 2015), relation quality (Chiniara & Bentein, 2018), and collaboration and cooperation (Bravo et al., 2019). In the same vein, IWE also pays great attention to respect, collaboration, effective communication, and attention to social interests in general (Suryani et al., 2022). Hence, it makes sense to link IWE and team cohesion.

H1: IWE has positively related to team cohesion

Islamic work ethic and employee voice

Employee voice is a situation where employees are actively involved in the decision-making process in the organization (Jha et al., 2019). In the particular context, employee voice is expressed as extraordinary or proactive behavior (Morrison, 2014; Van Dyne et al., 2003), as employee behavior conveys ideas, suggestions, and information to increase organizational effectiveness and solve various problems in the work environment. Morrison et al. (2023) grouped several factors that can encourage employee voice—first, opportunity. An essential prerequisite for speaking out or remaining silent is that the employee is aware of a problem or has thoughts or knowledge they may offer, creating a latent opportunity to speak up (or not) (Morrison, 2023). Shepherd et al. (2019) stated that prosocially motivated employees who thought their supervisors were open-minded were more likely to voice concerns about a

project to their supervisors the more knowledge they had about its flaws; this effect was more substantial for employees. Hussain et al. (2019) discovered that workers are less likely to speak up if they perceive that others share the knowledge they possess since this perception lessens their sense of obligation to do so. Recently, Mowbray et al. (2021) dan Ge (2020) found that opportunity and security are significant predictors of employee voice.

Second is the individual characteristics. Many personality traits, including personal initiative, extraversion, proactive personality, and conscientiousness, have been found in earlier studies to explain differences in employee voice behavior (Morrison, 2014). Song et al. (2022) added that strong proactive personality are associated with increased employee voice. In support of previous research on the significance of proactive personality, Xu et al. (2019) and Elsaied (2019) demonstrated that personal initiative could increase felt responsibility for change and that felt responsibility for change, in turn, correlates with more voice. Third, attitude and emotion. Morrison (2014) emphasized the importance of one's attitudes about their organization and employment, and this theme has persisted in voice literature. Lin et al. (2020) discovered a U-shaped link between work satisfaction and voice, boosted by prosocial voice beliefs and weakened by self-protective voice beliefs. This result may explain the previously documented but tenuous, positive connection between voice and satisfaction (Chou et al., 2019; Liang & Yeh, 2019).

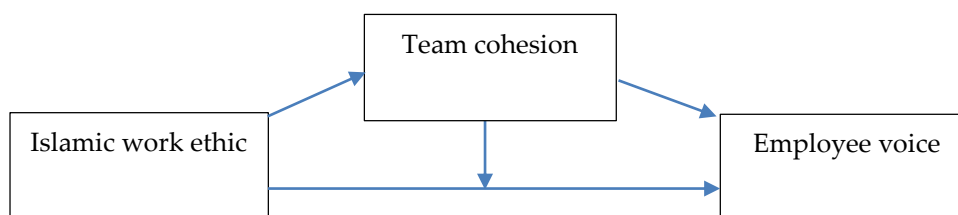
Prior studies found that IWE can promote OCB, knowledge-sharing behavior and thriving at work (Farid et al., 2019; Murtaza et al., 2016; Sattar et al., 2021; Suryani et al., 2021, 2022). Moreover, Islam encourages someone to spread helpful knowledge to organizations and colleagues as worship and good deeds (Suryani et al., 2021), this behaviors can be in the form of ideas, suggestions, and valuable information for the company's progress. Hence, the internalization of IWE can encourage the pro-active behavior of employees (voice) as the second hypothesis.

H2: IWE has positively related to employee voice

The interaction between IWE and team cohesion

In this study, we propose team cohesion as a moderator and moderator of IWE and employee voice relations. Previously, team cohesion was believed to be an essential factor in forming employee voice (Azevedo et al., 2020; Kong et al., 2020), where individuals who, as a company, prioritize cooperation and collaboration tend to provide excellent facilities for the flow of ideas from team members. In addition, team cohesion that reflects trust and loyalty to the group creates a sense of security and comfort for employees to share their ideas and input without fear of being criticized or ignored. Using the H1 argument that IWE has the opportunity to create team cohesion and the effect of team cohesion on employee voice (Azevedo et al., 2020; Kong et al., 2020), we argue that the relationship between IWE and employee voice may be mediated by team cohesion.

H3: Team cohesion positively related to employee voice

**Figure 1.***Research model*

There are several reasons why team cohesion can affect the effect of IWE on employee voice. First, both IWE and team cohesion can generate a high level of trust and a sense of comfort among team members and can provide a sense of security for employees to voluntarily share their opinions and ideas mereka (Murtaza et al., 2016; Suryani et al., 2022). When team members feel accepted and valued, they are more open to talking and expressing their ideas. Second, combining IWE and team cohesion encourages open and effective communication among team members. When open communication channels, employees feel more valued and are encouraged to participate in team discussions. Employees who feel more free to express their opinions are more likely to provide input and contribute to team decision-making. Third, combining IWE and team cohesion promotes cooperation and collaboration among team members. Employees feel supported and encouraged to share their ideas and input in a cohesive work environment. Hence, the proposed model combines IWE and team cohesion that can influence employee voice.

H4: Team cohesion mediates the link between IWE and employee voice

H5: Team cohesion moderates the link between IWE and employee voice

Methods

Sample and procedure

A non-probability purposive sampling method was applied to determine the target sample. This study used a convenience approach in which research colleagues at various universities voluntarily distributed online questionnaires through their WhatsApp groups. Data collection used a time-lag approach in two phases to minimize bias. In the first phase, respondents were asked to complete personal information and answer questions about Islamic work ethics and civility climate. The questionnaire was designed anonymously, so the data stored was the respondent's email as an ID for phase 2 data retrieval. After two weeks, respondents who responded in phase 1 were invited back via email to answer questions about organizational identification and their voice behavior. Phase 1 data collection will be carried out in October 2022, and phase 2 in November 2022.

A total of 316 responses were obtained in phase 1, and only 227 responded to calls in phase 2 (72 percent). However, the sample size exceeds the minimum sample to produce a yield of power of around 0.80 (effect size medium = 0.15, alpha value 0.05, number of predictors 2) based on the calculation of the G*power program for multiple regression analysis. Moreover, the sample size exceeded the minimum of 200 for multiple regression (Bujang et al., 2017; Kelley & Maxwell, 2003). One hundred thirty-eight responses were received from the female lecturers (60.80%) and 89 (60.8%) males. The majority of lecturers (48%, n = 109) had master's degrees, 86 respondents (37.9%) had doctorate degrees, and 28 (12.3%) as doctorate students. The rest, four respondents (1.8%), were not willing to answer related to education (Table 1). Most respondents (n = 138, 60.8%) were married, and 89 others (39.2%) were single.

Table 1.
Respondent characteristics

Characteristics	Frequency	Percent
Gender		
Male	89	39.20
Female	138	60.80
Education		
Doctorate students	28	12.30
Doctorate degree	86	37.90
Master degree	109	48.00
n.a	4	1.80
Marital status		
Single	89	39.20
Married	138	60.80

Measurement

Islamic work ethic is measured using a four-item scale developed by Ali (1992). This short version scale has been shown to have good validity and reliability based on previous studies (Chaudhary et al., 2021; Islam et al., 2020). An example of the item is "Work is a source of happiness and accomplishment." A six-item scale derived from Kozlowski and Chao (2012) was used to assess self-reported cohesiveness. Participants were asked to score each item on a five-point scale (1 strongly disagreed and five being strongly agreed). Examples of items in the task cohesion category include "Our team was unified in its task focus" and "Our team members got along well with each other." Five items from the prosocial voice subscale were used to measure employee voice (Van Dyne et al., 2003). The item "I develop and make recommendations regarding issues that affect the organization" is one of the minor adjustments.

Analysis procedure

This study uses structural equation modeling (SEM) with a partial least squares (PLS) approach. The analysis was assisted by the Smart PLS program version 3.6. The analysis procedure followed the guidelines of Hair et al. (2019). The moderation test is carried out alternately according to the research model proposed in Figure 1.

Results and discussion

Common method bias, reliability and validity

The data has a high risk of common method bias issues since it only has one source, e.g., employees it-self (Kock, 2017; Podsakoff et al., 2012). To overcome common method bias, we conducted two types of control. First, the control procedure was carried out by designing anonymous questionnaires, using different rating scales (i.e., strongly disagree to agree strongly, never to very frequently), and data were collected at different times. Second, statistical control is carried out using Harman's single factor model approach, where all indicators are analyzed in one construct. Kock (2017) explains that data free from bias is seen from the AVE value < 0.50 . In this study, the value of AVE = 0.281, which indicates the data is free from common method bias (see Table 2).

Table 2.

Measurement model evaluation

Indicator	Loading	Mean	VIF	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
IWE1	0.841	3.232	2.057	0.851	0.899	0.69
IWE2	0.839	3.369	2.131			
IWE3	0.832	3.310	2.068			
IWE4	0.812	3.081	1.839			
TC1	0.776	3.734	1.923	0.886	0.916	0.685
TC2	0.833	3.827	2.243			
TC3	0.840	3.672	2.019			
TC4	0.858	3.749	2.352			
TC5	0.831	3.849	2.119			
VOICE1	0.764	3.262	1.618	0.826	0.877	0.588
VOICE2	0.794	3.428	1.683			
VOICE3	0.730	3.031	1.481			
VOICE4	0.769	3.413	1.826			
VOICE5	0.777	3.269	1.830			
Harman' singe factor (AVE)= 0.281						

Next, evaluate the reliability and validity using several techniques. As shown in Table 2, all parameters are at a reasonable level (i.e., Cronbach's Alpha (CA) > 0.70 , composite reliability (CR) > 0.70 , and average variance extracted (AVE) > 0.50). Moreover, all indicators are above

the recommended value (0.50), so the measurement model used is generally in a suitable category (Hair et al., 2019).

Descriptive statistics

As shown in Table 3, the descriptive analysis indicated that the average score of all variables is above the median (2.5). In addition, the correlation matrix shows that IWE has a positive correlation with team cohesion ($r=0.225$, $p < 0.01$) and employee voice ($r=0.495$, $p < 0.01$). Team cohesion was also positively associated with employee voice ($r=0.222$, $p < 0.01$). The correlation results are preliminary evidence that the direction of the relationship, where IWE is expected to be positively related to team cohesion and employee voice.

Table 3.
Descriptive statistics and correlation matrix

No	Variable	Mean	SD	1	2	3
1	Cohesion	3.766	0.951	1		
2	IWE	3.248	1.125	0.225**	1	
3	Voice	3.280	1.438	0.222**	0.495**	1

Notes: **. Correlation is significant at the 0.01 level (2-tailed).

Table 4.
SEM-PLS analysis results

Model 1	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p-value</i>	<i>f2</i>
IWE -> Cohesion	0.225	0.061	3.705	0.000	0.054
Cohesion -> Voice	0.139	0.056	2.481	0.013	0.025
IWE -> Voice	0.473	0.056	8.450	0.000	0.295
IWE -> Cohesion -> Voice	0.031	0.015	2.149	0.032	
Mod 1 -> Voice	0.147	0.070	2.112	0.035	0.033
Q ² Cohesion = 0.031; Voice = 0.154					
R ² Cohesion = 0.051; Voice = 0.281					

Structural and hypothesis testing

Before interpreting the results of hypothesis testing, structural model evaluation is carried out on the variance inflation factor (VIF) to detect collinearity, R^2 , Q^2 , and f^2 to evaluate the model as a whole. First, the VIF values, as shown in Table 2, show all < 3 , indicating no severe problem with multicollinearity in the model. Furthermore, R^2 is used to evaluate the coefficient of determination, indicating that the voice model is moderate (R^2 0.281), while team cohesion is weak ($R^2 = 0.051$). The Q^2 value is used for the validated redundancy measure, showing that both models have a trim level of predictive relevance (Q^2 0.154 and 0.031 for employee voice and team cohesion). Another guideline that can be used to evaluate the model is to use f^2 effect size. As shown in Table 4, the path of IWE to employee voice has an effect size at a moderate level, while the other paths are at a weak level of effect size.

The results of hypothesis testing are shown in [Table 4](#), showing the following results for the two models tested. Civility climate as dependent shows that IWE is positively and significantly related to cohesion ($b = 0.225, p < 0.01$) and employee voice ($b = 0.473, p < 0.01$). Thus, H1 and H2 are supported. Team cohesion also has been confirmed to be significantly related to employee voice ($b = 0.139, p < 0.05$), and H3 is supported. The mediation test (indirect effect), as shown in [Table 4](#), provides evidence of the significant role of team cohesion as a mediator between IWE and employee voice ($b = 0.031, p < 0.05$). The moderation test shows that team cohesion is placed as a moderator; it is proven significant ($b = 0.147, p < 0.05$). Thus, H4, and H5 are also supported.

Discussion

The first contribution of the present study is to reveal the role of IWE in establishing a team cohesion. Although research in the last ten years has widely documented the effects of IWE on individuals and organizations, its role as a determinant of team cohesion has never been explored. The results of this study provide an extension to the effect of IWE on group behavior that requires more empirical evidence. This result is logical, considering Islam teaches the importance of honesty and integrity in every aspect of life, including work. In a team, honesty and integrity help build mutual trust. When each team member acts with integrity and honesty, cooperation becomes more manageable, and team cohesiveness increases. Next, Islam encourages its people to help each other and work together to achieve common goals. The Islamic work ethic emphasizes the importance of helping each other and sharing knowledge and experience with other team members (Murtaza et al., 2016; Suryani et al., 2022). In a team, cooperation based on Islamic values such as cooperation and solidarity will strengthen the relationship between team members and build cohesiveness.

The second contribution of this study strengthens the employee voice literature through an approach to religious values (Islamic work ethic). The results of this study complement employee voice studies, which previously focused on individual factors (such as psychological safety, engagement, self-efficacy, and gender) and organizational factors such as culture and leadership (Eibl et al., 2020; Ge, 2020; Jha et al., 2019). Prior studies have confirmed the beneficial effect of IWE on OCB and knowledge-sharing behaviour (Farid et al., 2019; Murtaza et al., 2016; Sattar et al., 2021; Suryani et al., 2021, 2022). In the same vein, current studies expand the effect of IWE on employee voice.

Employee voice as a proactive action by employees in supporting organizational effectiveness through essential ideas and information to solve various problems in the field is encouraged through implementing IWE. This relationship is reasonable since Islamic values encourage employees to commit highly to their organization (Yousef, 2001), including imparting knowledge to colleagues as a commendable act (Suryani et al., 2021). Islam emphasizes the importance of excellent and effective communication. In a team, transparent and open communication is crucial to building good understanding between team members. Islamic work ethics encourage team members to listen well to each other, respect the opinions of others, and convey information in a good way. Effective communication helps avoid misunderstandings and strengthens team coordination. Thus, we extend the employee voice through a religious approach that has never been explored.

Third, the results of this study enrich the role of team cohesion as a driver of employee voice (Azevedo et al., 2020; Kong et al., 2020). Employee voice is the behavior of employees who voluntarily provide various information and ideas to the company. The study's findings support the notion that members of a team with high cohesion experience mutual trust and support from one another. Employees are more willing to openly express their feedback, ideas, or opinions when they believe other team members would listen to them and appreciate their perspectives. A strong sense of support and trust among the team members offers a secure space where opinions may be expressed without concern about rejection or disregard.

Finally, this study extends the literature on process models for forming employee voices through IWE by examining the mediational process and moderating effect of team. The results of this study conclusively found a mediating effect of civility climate on the relationship between IWE and employee voice, as well as the moderating role of organizational identification in this relationship. The results of this study can form an initial model that is useful for employee voices researchers to consider intermediate processes and boundary conditions simultaneously.

Practical implications

The current study's findings have important implications for management, particularly in education sectors. Management need employee voices to increase their sensitivity to various problems in the field of practice, which is considered a strategic tool. In addition, promoting employee voice is a tool to increase innovation (Azevedo et al., 2020; Rasheed et al., 2021) . This study's findings show how to simultaneously promote IWE and team cohesion as an engagement strategy, which can increase employee voice. Managers can do three practices to internalize IWE values in the organization.

First, the organization needs to provide training and education to all members on the principles and values of Islamic work ethics. This step can be done through seminars, special training, or professional development programs covering Islamic work ethic aspects. A good education will help organizational members understand and appreciate the importance of Islamic work ethics in the work context. Furthermore, companies must develop policies and guidelines reflecting Islamic work ethic values, including integrity, honesty, fairness, responsibility, and more guidance. This policy must be applied consistently and disseminated to all organization members. Lastly, organizational leaders are essential in internalizing Islamic work ethics. They must set an excellent example of Islamic work ethic values in their daily actions and decisions. Leaders who practice Islamic work ethics will inspire other organization members to follow in their footsteps.

For team cohesiveness, the manager must make sure the workplace fosters an environment where workers can express their thoughts and input without worrying about being rejected or ignored. Encourage accessible communication among staff members and do not reprimand or punish them when they express a viewpoint. The number of options for employees to contribute may rise with the proliferation of transparent and open communication channels. To enable different connections, use a variety of communication channels, such as frequent team meetings, group discussions, online forums, and advice letters. Moreover, managers also need to pay attention to conflict management. In a group,

differences of opinion are commonplace, and managers must be able to provide employees with an understanding of these differences. Leaders must encourage team members to express their opinions politely and constructively resolve conflicts. In addition, it provides space for team members to express their problems and facilitates open dialogue to find mutually beneficial solutions and not undermine team cohesion.

Limitations

Apart from the theoretical contributions, this study also has limitations that need attention for future studies. First, the research sample was taken from one particular region and culture, so the generalization of the results to other regions besides Indonesia needs to be done carefully. We suggest future studies expand the sample area by taking samples from different cultures and countries to validate this research model. Second, although the results of testing standard methods could not find severe threats to the data, single data sources still need attention. We suggest future studies collect data from different sources, for example, from leaders and subordinates simultaneously.

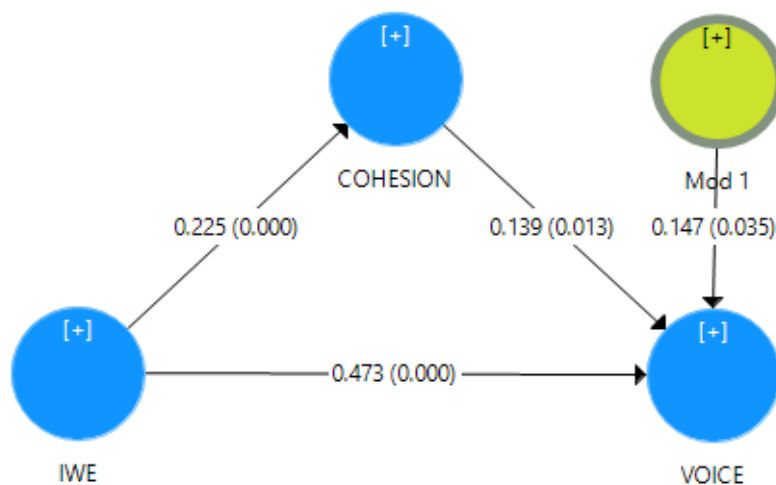


Figure 2.
Research results

Conclusion

The active role of employees in providing ideas, experiences, and information makes them a valuable resource for the organization. Employers may tap into their creative thinking to produce new inventions by asking for recommendations and ideas from staff members. Employees who actively contribute their opinions and ideas may aid organizations in finding better solutions, streamlining workflows, and producing various forms of added value. This study provides important insights into additional empirical studies of IWE and its consequences on employee behavior. On the other hand, when employees feel that their voices

and contributions are valued and cared for, they tend to be more satisfied with their jobs. Soliciting suggestions and ideas from employees shows that the company values their perspectives and provides an opportunity to participate in company development actively. The results of this study found that IWE took a positive role in increasing team cohesion and employee voice. Furthermore, team cohesion has a positive role in employee voice and, at the same time, moderates and mediates the relationship between IWE and employee voice. These findings provide new insights into the employee voice and IWE literature and may serve as preliminary evidence for future studies.

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Author information

Author details

Sekolah Tinggi Ilmu Ekonomi Tunas Nusantara, Jakarta, Indonesia
Achmadi

Economics and Business Faculty, Universitas Mercu Buana, Jakarta, Indonesia
Swarmilah Hariani

The Federal Polytechnic, Bauchi, Nigeria. Political Science, University Utara Malaysia, Kedah, Malaysia
Isah Shehu Mohammed

Contributions

All authors contribute equally in the research and publication process

Corresponding author

Correspondence to [Achmadi](#)

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