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Human Resource Management, Psychological Safety, and Employee Voice: A Literature Review of Employee Relations and Organizational Outcomes

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ABSTRACT

This literature review examines how human resource management (HRM) practices, psychological safety, and employee voice contribute to strengthening positive employee relations and improving organizational outcomes. Using a structured narrative review approach, this study synthesizes peer-reviewed literature published primarily between 2023 and 2025, supplemented by seminal works on psychological safety, employee voice, social exchange theory, and organizational justice. The literature search covered major academic databases and publishing platforms, including Scopus-related records, Web of Science-related records, ScienceDirect, Emerald Insight, Taylor & Francis Online, Wiley Online Library, SAGE Journals, Frontiers, SpringerLink, PubMed, JSTOR, and Google Scholar. Of the 312 initial records identified, 45 articles met the eligibility criteria, and 20 studies were selected for in-depth thematic synthesis. The findings indicate that HRM practices shape employee relations by promoting fairness, support, recognition, employee development, inclusion, and participation. Psychological safety reduces perceived interpersonal risks and enables employees to express ideas, concerns, warnings, and suggestions openly. Employee voice is more effective when organizations provide trusted communication channels, responsive leadership, fair opportunities to be heard, and credible follow-up mechanisms. This review contributes to the HRM literature by conceptualizing HRM as a relational system that connects psychologically safe participation with trust, organizational justice, employee engagement, organizational citizenship behavior, innovation, organizational learning, and performance.

Keywords: Human Resource Management, Psychological Safety, Employee Voice, Employee Relations, Organizational Outcomes.

I. Introduction

Organizations increasingly operate in work environments shaped by digital transformation, labor market uncertainty, flexible work arrangements, and growing employee expectations for fairness, dignity, inclusion, and meaningful participation (Dominic et al., 2025; Kechen et al., 2024). In this context, human resource management (HRM) can no longer be understood solely as a technical function responsible for



recruitment, training, compensation, performance appraisal, and employee records. HRM also shapes employees' daily experiences because each policy communicates how an organization values its people, distributes opportunities, recognizes contributions, protects employee well-being, and responds to employee concerns (Ali et al., 2025; Mowbray et al., 2024; Silva & Duarte, 2025). Positive employee relations have become a strategic concern because organizational performance depends not only on the fulfillment of formal roles but also on the quality of everyday relationships among employees, managers, and the organization. Employees are more likely to cooperate, assist colleagues, share knowledge, and contribute ideas when they feel respected and protected within the employment relationship (Dar et al., 2024; Iddrisu & Mohammed, 2024; Rekha & Seshadri, 2025). However, such relational conditions are difficult to establish through control-based HRM approaches because compliance alone does not necessarily foster organizational commitment, learning, or creativity. Psychological safety is central to this discussion because employees often face interpersonal risks when they speak up, question established routines, report mistakes, challenge unfair practices, or propose new ways of working (Edmondson & Lei, 2014; Morrison, 2023). Even when organizations formally encourage employee voice, employees may remain silent if they believe that speaking up could damage their reputation, reduce their promotion prospects, or create conflict with supervisors. Psychological safety helps mitigate these risks by providing employees with confidence that expressing their views honestly will not result in humiliation, punishment, or social exclusion (Hague et al., 2025; Hu et al., 2024; Kechen et al., 2024).

Employee voice refers to constructive communication through which employees express ideas, concerns, suggestions, complaints, or warnings with the intention of improving work processes, team functioning, or organizational decision-making (Kim et al., 2023; Morrison, 2023). Employee voice can be promotive when employees propose improvements, innovations, and new opportunities. It can also be prohibitive when employees identify problems, risks, unethical practices, or operational weaknesses (Liang et al., 2012; Xu & Liu, 2023). Both forms of voice are important for positive employee relations because they enable employees to participate actively in organizational improvement rather than withdraw into silence. This review examines the relationships among HRM practices, psychological safety, employee voice, positive employee relations, and organizational outcomes. The purpose of this article is to synthesize recent literature and develop a critical understanding of how these constructs interact. The review integrates strategic HRM and organizational behavior perspectives, clarifies the role of psychological safety as a potential mediating mechanism, and explains how employee voice can contribute to trust, organizational justice, perceived support, job satisfaction, organizational citizenship behavior, innovation, organizational learning, and performance. Although recent studies have examined HRM practices, psychological safety, and employee voice separately, the literature remains limited in integrating these constructs into a relational pathway that explains how HRM practices contribute to positive employee relations and organizational outcomes. Consistent with social exchange theory, employees tend to reciprocate fair, supportive, and respectful organizational treatment through trust, cooperation, and constructive contributions (Cropanzano et al., 2005). However, relatively few studies explain how HRM signals, psychological safety, employee voice, and organizational responses interact as interconnected processes. This review addresses this gap by integrating strategic HRM and organizational behavior perspectives to explain how safe, fair, and participatory HRM systems can foster positive employee relations and enhance organizational performance.

II. Literature Review and Hypothesis Development

2.1. Human Resource Management Practices as Organizational Signals

HRM practices represent organizational choices regarding how employees are selected, developed, evaluated, rewarded, supported, and involved in decision-making (Mowbray et al., 2024; Peng, 2026). These practices shape employee relations because employees interpret them as signals of organizational priorities and managerial intentions. When HRM practices are transparent, consistent, and supportive, employees tend

to perceive the organization as more trustworthy and fair. Conversely, when HRM practices are inconsistent or merely symbolic, employees may perceive a gap between formal policies and actual treatment, which can undermine trust and reduce their willingness to speak up (Ali et al., 2025; Shen & Shen, 2025; Xu & Liu, 2023). Recent evidence further supports this signaling perspective on HRM. Mowbray et al. (2024) found that tangible rewards, such as bonuses and promotions, as well as intangible rewards, such as recognition and positive feedback, can encourage employee voice through psychological safety and organizational identification. Rewards do more than motivate employee effort; they also communicate whether the organization values employee contributions and whether employees can safely express ideas aimed at improving organizational practices. Inclusive HRM also plays a critical role in fostering positive employee relations. Peng (2026) found that age-inclusive HR practices were associated with older workers' voice behavior through strengths-oriented job crafting, while negative age-based metastereotypes weakened this relationship. This finding suggests that inclusion does not merely improve representation; it also influences whether employees perceive that their experience, identity, and contributions are respected and valued within the organization. Socially responsible HRM provides another example of how HRM can strengthen employee relations. Silva and Duarte (2025) demonstrated that socially responsible HRM influences employee voice through work engagement and psychological safety. Similarly, Ye and Li (2024) found that socially responsible HRM can promote environmental organizational citizenship behavior through psychological safety. These findings suggest that employees are more likely to respond positively when HRM practices are aligned with employee well-being, ethical responsibility, and broader organizational values.

2.2. Psychological Safety as a Psychological Condition for Voice

Psychological safety refers to a shared or individual belief that individuals can express themselves, ask questions, admit mistakes, raise concerns, and challenge established work routines without fear of negative interpersonal consequences (Edmondson & Lei, 2014; Kechen et al., 2024). It should not, however, be confused with a state of comfort in the absence of discipline or accountability. Rather, psychological safety means that employees can communicate honestly and openly while remaining accountable for results, quality, and ethical conduct. Psychological safety is particularly important for employee voice because speaking up often involves interpersonal risks. Employees may worry that managers will perceive suggestions as criticism, interpret concerns as signs of disloyalty, or penalize those who challenge existing decisions (Hague et al., 2025; Morrison, 2023). Psychological safety helps reduce these concerns by fostering the belief that the workplace tolerates honesty, disagreement, and learning from mistakes. Evidence from technology innovation firms also suggests that a climate of psychological safety can encourage voice behavior, although relational factors, such as *guanxi* with team leaders, may influence the strength of this effect (Ok et al., 2025). Empirical studies provide further support for this mechanism. Jabbar et al. (2023) found that psychological safety mediated the relationship between high-performance work systems and employee voice behavior, while supportive leadership strengthened this indirect effect. Rekha and Seshadri (2025) demonstrated that psychological safety mediated the relationship between relatedness need satisfaction and employee engagement. These findings indicate that psychological safety helps employees translate organizational practices and interpersonal experiences into a greater willingness to contribute constructively. A critical examination of the literature also requires attention to boundary conditions. Eldor et al. (2023) identified nonlinear relationships between psychological safety and performance, suggesting that psychological safety needs to operate alongside accountability. This finding does not diminish the importance of psychological safety; rather, it cautions against applying the concept in an overly simplistic manner. Organizations therefore need to establish a balance between psychological safety and accountability to encourage open communication while maintaining performance standards and responsible behavior.

2.3. Employee Voice as Constructive Participation

Employee voice is a discretionary and constructive behavior through which employees communicate suggestions, concerns, or information intended to improve work processes or organizational functioning (Kim et al., 2023; Morrison, 2023). It differs from routine communication because it often challenges existing practices, exposes problems, or encourages decision-makers to reconsider established assumptions. For this reason, employee voice is both valuable and potentially risky. The literature commonly distinguishes between promotive voice and prohibitive voice. Promotive voice focuses on suggestions, new ideas, and future-oriented improvements, whereas prohibitive voice focuses on warnings, problems, unethical practices, and threats to organizational performance or safety (Liang et al., 2012; Xu & Liu, 2023). Positive employee relations require both forms of voice. A workplace that welcomes only positive suggestions while discouraging criticism may appear participatory while simultaneously suppressing meaningful employee voice. Voice should also be understood as a process rather than merely as an individual behavior. Longitudinal research on employee voice shows that speaking up develops through repeated cycles of expression, organizational response, interpretation, and subsequent decision-making (Dominic et al., 2025; Morrison, 2023). When employees speak up and receive constructive responses, they may become more confident in expressing their views in the future. Conversely, when employees receive silence, retaliation, or merely symbolic responses after speaking up, they may become more cautious and less engaged. Evidence related to burnout also indicates that silence and voice should be understood as part of broader employee well-being and psychological strain dynamics (Lainidi et al., 2025). The availability and design of voice channels can influence whether employees perceive speaking up as useful and worthwhile. Shen and Shen (2025) found that an inclusive climate encourages employee voice through voice efficacy, while satisfaction with voice-channel design strengthens this relationship. Formal channels, such as grievance procedures, employee surveys, and suggestion platforms, can facilitate employee voice, but their effectiveness depends on confidentiality, feedback, and visible organizational action. Informal channels, such as team meetings and conversations with supervisors, can also facilitate voice, but they depend heavily on leader openness and interpersonal trust.

2.4. Positive Employee Relations and Organizational Outcomes

Positive employee relations refer to the quality of relationships among employees, managers, and the organization. In this review, positive employee relations encompass trust, organizational justice, perceived organizational support, job satisfaction, employee engagement, respect, and healthy communication (Ali et al., 2025; Iddrisu & Mohammed, 2024). These conditions are more likely to emerge when employees perceive organizational policies as fair, leaders as responsive, and employee voice as being taken seriously. Trust is one of the strongest indicators of positive employee relations. Iddrisu and Mohammed (2024) found that employee voice can improve public sector performance by fostering organizational trust and a positive organizational culture. This finding suggests that voice can strengthen employee relations when employees perceive that their input is valued and that the organization responds to their contributions in good faith. Conversely, a voice system that collects feedback without taking meaningful action may undermine trust by raising employee expectations without providing credible responses. Justice is another central component of positive employee relations. Xu and Liu (2023) found that organizational justice strengthens the relationship between inclusive leadership and employee voice. Distributive justice helps employees perceive outcomes as fair, procedural justice helps them perceive decision-making processes as fair, and interactional justice helps them feel respected in their interpersonal treatment. These dimensions of justice support positive employee relations because employees are more likely to cooperate and speak up when they believe that the organization treats them fairly. Positive employee relations can generate outcomes that extend beyond individual attitudes. Employees who experience trust, fairness, support, and psychological safety are more likely to engage in organizational citizenship behavior, knowledge sharing, job crafting, innovation, and performance improvement (Dar et al., 2024; Ye & Li, 2024). These outcomes are particularly valuable because

organizations increasingly depend on discretionary contributions that cannot be fully specified or enforced through formal job descriptions.

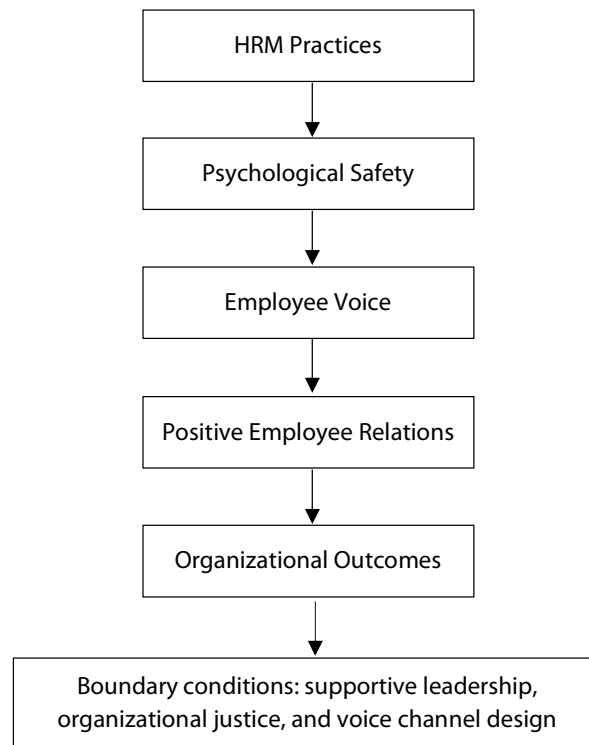


Figure 1. Proposed Conceptual Framework of the Relational Pathway from HRM Practices to Organizational Outcomes

III. Research Method

This article employed a structured narrative literature review design. This review design was selected because the objective was to synthesize conceptual and empirical findings concerning HRM practices, psychological safety, employee voice, positive employee relations, and organizational outcomes. A meta-analysis was not conducted because the reviewed studies employed different research designs, sectors, samples, mediating variables, and measurement approaches. Narrative and thematic synthesis were considered more appropriate because the review aimed to explain relationships, underlying mechanisms, boundary conditions, and research gaps rather than estimate a pooled effect size. The literature search focused primarily on peer-reviewed articles published between 2023 and 2025. Earlier seminal works were also included when they provided essential theoretical foundations for psychological safety, employee voice, organizational justice, social exchange theory, and perceived organizational support. The main scholarly databases and publishing platforms searched included ScienceDirect, Emerald Insight, Taylor & Francis Online, Wiley Online Library, SAGE Journals, Frontiers, SpringerLink, PubMed, JSTOR, and Web of Science-related records. The search strategy employed combinations of the following keywords: human resource management practices, HRM practices, socially responsible HRM, high-performance work systems, psychological safety, psychosocial safety climate, employee voice, voice behavior, promotive voice, prohibitive voice, positive employee relations, organizational trust, organizational justice, perceived organizational support, job satisfaction, employee engagement, organizational citizenship behavior, innovation, and organizational performance.

Articles were included if they were peer-reviewed, written in English, published primarily between 2023 and 2025, and addressed at least one of the core constructs of interest. Articles were excluded if they consisted of grey literature, dissertations, conference abstracts, duplicate publications, non-English publications, or studies with limited relevance to HRM practices, psychological safety, employee voice, employee relations, or organizational outcomes. The selection process followed a PRISMA-informed approach to the identification and screening of relevant literature. The database search yielded 312 initial records after the removal of exact duplicates. Title and abstract screening excluded 180 articles, leaving 132 articles for full-text assessment. The full-text eligibility assessment subsequently excluded 87 articles because of limited relevance, methodological limitations, or inaccessible full texts. Ultimately, 45 articles met the eligibility criteria. Of these, 20 studies were selected for in-depth thematic synthesis because they demonstrated strong theoretical relevance, methodological clarity, and direct contributions to the themes examined in this review.

Table 1. Review Methodology

Review Element	Description
Review Type	Structured narrative literature review
Main Objective	To synthesize how HRM practices, psychological safety, and employee voice contribute to positive employee relations and organizational outcomes
Time Frame	Primarily 2023–2025, with earlier seminal works included to provide theoretical foundations
Databases and Publishers	ScienceDirect, Emerald Insight, Taylor & Francis Online, Wiley Online Library, SAGE Journals, Frontiers, SpringerLink, JSTOR, PubMed, and Web of Science-related records
Main Keywords	HRM practices, psychological safety, employee voice, positive employee relations, organizational trust, organizational justice, perceived organizational support, job satisfaction, organizational citizenship behavior, innovation, and organizational performance
Inclusion Criteria	Peer-reviewed empirical and conceptual studies published primarily between 2023 and 2025, written in English, published in indexed journals, and addressing HRM practices, psychological safety, employee voice, employee relations, or related organizational outcomes
Exclusion Criteria	Grey literature, dissertations, conference abstracts, non-English articles, non-peer-reviewed publications, duplicate publications, and studies outside the scope of the review
Initial Records	n = 312 articles identified through database searches
After Screening	n = 45 articles remaining after duplicate removal and screening based on titles, abstracts, and relevance, followed by full-text eligibility assessment
Final Inclusion	n = 20 studies included in the final in-depth thematic synthesis
Final Synthesis Method	Narrative and thematic synthesis
Core Themes	HRM as an organizational signal; psychological safety as a psychological condition; employee voice as constructive behavior; employee relations as a relational outcome; and organizational citizenship behavior, innovation, learning, safety, and performance as organizational outcomes

IV. Results and Discussion

4.1. HRM Practices Influence Employee Relations Through Employee Interpretation

The synthesis indicates that HRM practices influence employee relations through employee interpretation and meaning-making, rather than merely through the availability of formal policies. Employees

do not evaluate HRM solely by referring to formal rules; instead, they assess HRM through their everyday experiences of fairness, access, respect, recognition, supervisor behavior, workload, and organizational responses to their concerns (Ali et al., 2025; Mowbray et al., 2024). Consequently, two organizations may adopt similar HRM policies but produce different relational outcomes because of differences in implementation quality and employee perceptions. Reward practices provide a clear example of this process. Both tangible and intangible rewards can encourage employee voice by fostering psychological safety and organizational identification (Mowbray et al., 2024). A reward system perceived as fair can strengthen employee voice because employees feel that their contributions are valued and respected. Conversely, a reward system perceived as politically motivated or unfair may discourage voice because employees may believe that speaking up will have little influence on organizational outcomes. Development and inclusion practices operate in a similar manner. Inclusive HRM must address both formal access and employees' social perceptions of inclusion. If employees perceive that the organization views them through negative stereotypes, they may remain silent even when formal participation programs are available. This suggests that inclusion should be understood as a relational practice rather than merely as a demographic or representational policy (Peng, 2026). Socially responsible HRM also appears to play an important role because it connects employees' experiences of organizational treatment with the organization's ethical identity. The reviewed studies suggest that HRM practices can foster positive employee relations when they provide employees with evidence that the organization values people, social responsibility, and long-term sustainability (Silva & Duarte, 2025; Ye & Li, 2024).

4.2. Psychological Safety Mediates the Link Between HRM and Employee Voice

The reviewed studies consistently position psychological safety as a mechanism through which supportive HRM conditions are translated into actual employee voice behavior. HRM practices may provide resources, training, rewards, and communication channels, but employees must still determine whether using these resources is socially and psychologically safe. Psychological safety addresses this concern by reducing the perceived interpersonal costs associated with speaking up (Jabbar et al., 2023; Kechen et al., 2024). Jabbar et al. (2023) provide direct evidence that psychological safety mediates the relationship between high-performance work systems and employee voice behavior. Their findings also indicate that supportive leadership strengthens this indirect effect. This result is theoretically important because it suggests that HRM systems and leadership climates should not be examined independently when explaining employee voice. Psychological safety is also closely connected to employee engagement and well-being. Rekha and Seshadri (2025) found that psychological safety mediates the relationship between relatedness need satisfaction and employee engagement. Similarly, Ali et al. (2025) found that HR practices, spirituality, and organizational justice are associated with employee mental health and organizational performance in the Saudi Arabian health sector. Taken together, these findings suggest that psychological safety is not merely an antecedent of employee voice; it also contributes to broader relational quality by enabling employees to participate without experiencing constant fear of negative interpersonal consequences. However, psychological safety must be balanced with accountability. Eldor et al. (2023) identified a nonlinear relationship between psychological safety and performance, suggesting that psychological safety needs to operate alongside accountability and clear performance expectations. This finding does not diminish the importance of psychological safety; rather, it cautions against applying the concept in an overly simplistic manner. Organizations should therefore foster an environment in which employees feel safe to discuss risks, mistakes, concerns, and opportunities for improvement while maintaining clear standards of accountability for performance and outcomes.

4.3. Employee Voice Strengthens Relations When Response Quality Is High

Employee voice contributes to positive employee relations when employees experience fair listening, respectful dialogue, and meaningful follow-up. The act of speaking up alone is not sufficient. Rather, the

quality of the organizational response determines whether employee voice strengthens trust or generates disappointment. When employees observe that leaders respond openly and constructively to their concerns, they are more likely to perceive the organization as fair, supportive, and responsive. Shen and Shen (2025) found that an inclusive climate increases employee voice behavior through voice efficacy, while satisfaction with voice-channel design strengthens this relationship. Employees need confidence that they can express their views effectively, as well as access to clear, accessible, and trusted communication channels. Voice systems should therefore incorporate feedback loops, clearly assigned responsibility for responding to employee input, defined response timelines, and safeguards against retaliation. Evidence from the public sector also supports this argument. Iddrisu and Mohammed (2024) found that employee voice influences public sector performance through organizational trust and organizational culture. This finding suggests that employee voice can enhance performance indirectly through relational mechanisms. In public organizations, for example, service quality may improve when employees feel empowered to report process weaknesses and propose practical improvements. Employee voice should also address employee interests rather than focusing exclusively on organizational interests. Organizations often value voice when it contributes to productivity, safety, or innovation, but they may be less receptive when employees raise concerns about workload, fairness, or well-being. Research on employee voice in healthcare highlights the importance of employee-interest voice alongside improvement-oriented voice that directly benefits the organization (Hague et al., 2025). Positive employee relations therefore require both forms of voice because employees need to believe that the organization is willing to listen not only to operational suggestions but also to concerns related to their working conditions and well-being.

4.4. Positive Employee Relations Are Built Through Trust, Justice, Support, and Satisfaction

The reviewed literature suggests that positive employee relations are shaped by several interconnected relational outcomes. Trust develops when employees believe that the organization and its leaders act consistently and with integrity (Iddrisu & Mohammed, 2024). Organizational justice develops when employees perceive outcomes, procedures, and interpersonal treatment as fair (Xu & Liu, 2023). Perceived organizational support develops when employees believe that the organization values their contributions and cares about their well-being (Ali et al., 2025). Job satisfaction develops when employees evaluate their working conditions and employment relationships positively (Farooq et al., 2025). These outcomes are interdependent. Justice can strengthen trust because fair procedures make organizational decisions easier for employees to accept. Organizational support can enhance satisfaction by making employees feel recognized and protected. Psychological safety can strengthen all four relational outcomes by enabling employees to express themselves without fear and participate actively in problem-solving. Employee voice can then reinforce trust when employees observe that the organization responds to their contributions with respect and meaningful action. Farooq et al. (2025) found that employee voice mediates the relationships between psychological safety, organization-based self-esteem, and job satisfaction. This evidence indicates that employee voice can function as a relational pathway connecting psychological conditions with employee attitudes. Employees who feel psychologically safe and valued may be more willing to speak up, and the experience of speaking up may subsequently strengthen job satisfaction when the organization takes their contributions seriously. A critical issue in building positive employee relations is consistency. Organizations cannot effectively foster positive employee relations by encouraging employee voice while simultaneously tolerating retaliation, favoritism, or disrespect. Employees continuously observe whether HRM policies, managerial behavior, and organizational responses are aligned. When such alignment exists, employees are more likely to perceive the organization as trustworthy and genuinely supportive. Conversely, when alignment is weak, employees may interpret HRM initiatives as forms of impression management rather than as evidence of genuine organizational support.

4.5. Organizational Outcomes Depend on Relational and Behavioral Mechanisms

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4.6. Critical Synthesis and Conceptual Integration

The review supports an integrated model in which HRM practices influence psychological safety, psychological safety influences employee voice, employee voice strengthens positive employee relations, and positive employee relations support organizational outcomes. The pathway can be expressed as HRM practices to psychological safety to employee voice to positive employee relations to organizational outcomes. This model is not purely linear because feedback effects are likely (Dominic et al., 2025; Morrison, 2023). Leadership, justice, and voice channel design work as important boundary conditions. Supportive and inclusive leaders can strengthen the relationship between HRM practices and psychological safety because supervisors represent the organization in daily interactions. Organizational justice can strengthen the relationship between psychological safety and voice because employees are more likely to speak when they believe that outcomes, procedures, and interpersonal treatment are fair. Voice channel design can strengthen the relationship between voice readiness and actual voice behavior because employees need accessible and trusted mechanisms for expression. The critical contribution of this review is the argument that positive employee relations cannot be reduced to conflict avoidance or employee satisfaction alone. Positive relations require safe disagreement, fair responses, and participatory problem-solving. A workplace can appear harmonious because employees are silent, but such silence may hide fear, injustice, and unresolved problems. Employee relations should therefore be evaluated by whether employees can speak honestly and whether the organization responds responsibly. Future research should examine this model with longitudinal, multi-source, and cross-cultural designs. Many voice studies still use cross-sectional designs. Future studies should examine how HRM practices, psychological safety, voice behavior, trust, and performance evolve through repeated interaction. Scholars should also examine how national culture, public sector hierarchy, remote

work, digital voice platforms, and generational diversity shape the proposed pathway (Dominic et al., 2025; Hague et al., 2025).

Table 2. Characteristics of the Reviewed Studies

No.	Author(s) and Year	Research Focus	Main Contribution to the Review
1	Mohammad and Nazir (2004)	Employee voice literature	Employee voice research encompasses antecedents, outcomes, inhibitors, norms, and organizational practices.
2	Xu and Liu (2023)	Inclusive leadership, organizational justice, and employee voice	Organizational justice strengthens the effects of inclusive leadership on promotive and prohibitive voice.
3	Jabbar et al. (2023)	HPWS, psychological safety, and employee voice	Psychological safety mediates the relationship between high-performance work systems and employee voice.
4	Eldor et al. (2023)	Psychological safety and performance	Psychological safety has nonlinear effects on performance and needs to operate alongside collective accountability.
5	Huang et al. (2023)	Employee voice in the hospitality sector	Research on employee voice in hospitality requires clearer construct development and stronger contextual explanations.
6	Mowbray et al. (2024)	Rewards and employee voice	Tangible and intangible rewards encourage employee voice through psychological safety and organizational identification.
7	Peng (2026)	Age-inclusive HRM and employee voice	Age-inclusive HRM encourages employee voice through strengths-based job crafting.
8	Kechen et al. (2024)	Psychological safety and psychosocial safety climate	Psychological safety has important implications for HRM practices and workplace safety policies.
9	Ye and Li (2024)	Socially responsible HRM, psychological safety, and OCB	Psychological safety mediates the relationship between socially responsible HRM and environmental organizational citizenship behavior.
10	Dar et al. (2024)	LMX, psychological safety, and discretionary behavior	Psychological safety supports innovation, job crafting, and knowledge sharing.
11	Iddrisu and Mohammed (2024)	Employee voice, trust, organizational culture, and performance	Employee voice contributes to organizational trust and culture, which in turn support performance.
12	Hu et al. (2024)	Psychological safety, employee voice, and safety practices	Employee voice participation mediates the relationship between psychological safety and mindful safety practices.
13	Fatoki (2024)	Inclusive leadership and employee voice	Psychological safety and affective commitment mediate the relationship between inclusive leadership and employee voice.
14	Dominic et al. (2025)	Longitudinal employee voice	Employee voice should be examined as a temporal process involving repeated interactions and responses.

15	Silva and Duarte (2025)	Socially responsible HRM, psychological safety, and employee voice	Socially responsible HRM influences employee voice through employee engagement and psychological safety.
16	Rekha and Seshadri (2025)	Relatedness, psychological safety, and employee engagement	Psychological safety mediates the relationship between relatedness need satisfaction and employee engagement.
17	Ali et al. (2025)	HR practices, organizational justice, mental health, and performance	HR practices, spirituality, and organizational justice are associated with employee mental health and organizational performance.
18	Shen and Shen (2025)	Inclusive climate, voice efficacy, and voice-channel design	Voice-channel design strengthens employee voice through voice efficacy.
19	Farooq et al. (2025)	Psychological safety, employee voice, and job satisfaction	Employee voice mediates the relationships between psychological safety, organization-based self-esteem, and job satisfaction.
20	Hague et al. (2025)	Employee voice in healthcare	Healthcare voice research should incorporate employee-interest voice and related outcomes.

Source: Author synthesis based on reviewed literature, 2026

This review has several limitations. First, the synthesis relied primarily on peer-reviewed articles published between 2023 and 2025; therefore, some relevant earlier empirical studies may not have been fully captured. Second, the review employed narrative and thematic synthesis rather than meta-analysis and, consequently, does not provide pooled statistical effect estimates. Third, the reviewed studies were conducted across different sectors and countries, which may limit the direct generalizability of the findings across organizational contexts.

V. Conclusion

This literature review concludes that HRM practices, psychological safety, and employee voice form an interconnected pathway for fostering positive employee relations and improving organizational outcomes. HRM practices shape employees' experiences by signaling fairness, support, recognition, development, inclusion, and participation. Psychological safety helps translate these organizational signals into employees' willingness to speak up by reducing the perceived interpersonal risks associated with expressing their views. Employee voice represents a form of constructive participation through which employees communicate ideas, concerns, complaints, suggestions, and warnings. Positive employee relations are more likely to emerge when organizations respond to employee voice with fairness, respect, responsiveness, and meaningful action. The review further demonstrates that positive employee relations are reflected in trust, organizational justice, perceived organizational support, job satisfaction, employee engagement, and healthy communication. These relational outcomes can subsequently contribute to organizational citizenship behavior, innovation, organizational learning, workplace safety, and performance. However, the findings also indicate that psychological safety and employee voice must be accompanied by appropriate accountability mechanisms. Organizations need psychologically safe climates, but they also require fair procedures, effective voice-channel design, clear performance expectations, and responsive leadership. Without these supporting conditions, employee voice mechanisms may become merely symbolic and potentially undermine trust rather than strengthen it. The primary managerial implication is that HRM should be designed and implemented as an integrated relational system rather than as a collection of separate administrative practices. Recruitment,

training and development, rewards, performance management, inclusion, employee well-being, and communication practices should be aligned with psychological safety and credible mechanisms for employee voice. Managers should regard employee voice not only as a source of organizational improvement but also as an important indicator of the quality of employee relations and the health of the organizational environment. Future research should examine these relationships using longitudinal data, cross-cultural comparisons, and multilevel research designs that integrate HRM practices, leadership behavior, psychological safety, employee voice, employee relations, and organizational performance.

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