



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/92daag33>

The impact of employee voice on creative performance: An analytical research in the number of industrial companies

Wafaa Juda Badi *

Department of Business Administration
College of Administration and Economics
University of Baghdad,
Baghdad, Iraq

wafaa.juda2103m@coadec.uobaghdad.edu.iq
<https://orcid.org/0009-0003-9179-8993>

*Corresponding author

Ghani. D. Al-Zubaidi

Department of Business Administration
College of Administration and Economics
University of Baghdad,
Baghdad, Iraq

ghani@coadec.uobaghdad.edu.iq
<https://orcid.org/0000-0002-8673-0762>

Received: 20/7/2023

Accepted: 2/8/2023

Published Online First: 1 /10/ 2024



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

Abstract:

Today, business organizations, seek to build creative capabilities by adopting advanced management concepts and methods such as employee voice to enable them facing potential challenges. This research investigates the impact of employee's voice on creative performance in a number of industrial companies in Baghdad City. The research's problem is started by the issues with weakness in corporate consciousness and the knowledge of employee voice that restrict firms from developing and innovating, and ignoring those voices except concerning the interest of companies. The main question of the research's problem is (What is the level of impact for employee voice on creative performance?). For the importance of the industrial sector in Iraq, the three companies which are Baghdad Soft Drinks Company, Electronic Industries Company, and the Iraqi Company for Carton Industry have been selected as a research domain. The research sample consists of 168 employees who work at these companies. Regarding to the statistical aspect, this research used the confirmative analysis coefficient, Cronbach's alpha coefficient, the weighted arithmetic, the standard deviation, the mean, the coefficient of relative difference, and relative weight (relative importance). The questionnaire was used as a main instrument for collecting data. Hypotheses were tested through statistical programs (AMOS.V.25, SPSS.V). One of the most important findings is the significant positive impact of employee voice on creative performance.

Research type: Research paper

Keywords: Employee's voice, Industrial Companies, Creative Performance, Originality.

1. Introduction:

Business organizations are obliged to keep pace with the rapid and emerging changes. To eliminate the negative aspects and improve the outputs that achieve creative performance, there is a need to develop and modernize their various fields .

Although the industrial sector is one of the vital sectors, however, it faces many challenges with rapid developments and modern innovations in the business environment. It makes it imperative for these sectors to exploit and explore to assist them achieve competitive advantage. As these companies are witnessing great competition to provide products and supply to their local market.

At the end of the twentieth century and the beginning of the current century, administration witnesses new studies and various research contributions in topics generated by the requirements and conditions of the business environment. It seeks new mechanisms and resources through which, to exploit the latent energies of workers. Furthermore, employee voice is one of these positively influencing means of improving and developing performance in these organizations. This is through employees at all levels expressing their proposals and initiatives as well as generating new ideas to enhance creative performance.

This is consistent with the opinion of Al-Enezi and Sabr, (2018) these studies didn't come from dark origins, but instead from philosophical ideas and viewpoints conveyed by researchers in their contributions.

On the other hand, achieving creative performance is not an easy matter it includes achieving various goals for the organization and not only satisfactory job performance.

1.1. Literature review:

Numerous research has examined the variable of employee voice. It falls within the behavioral and administrative sciences. For example, a study of Liang and Tang (2010) provided a support for the individual-level relationships among voice behavior, proactive personality, and individual creative performance when using a multi-level design to examine the impact of both individual personality and organizational characteristics on employee's voice, supportive peer relationships and transformative leadership had a major impact on voice climate at the store level, but not on store performance. Moreover, a negative cross-level interaction between proactive personality and transformational leadership was discovered for voice behavior. The study by Zhu et al (2022) which is based on social exchange theory proposes and tests that employees feel psychologically safe in the presence of an ethical leader with whom they have high-quality social exchanges. Likewise, employees should raise their creative voice and provide input in decision-making without the fear of rejection in a psychologically safe environment, the findings demonstrated that psychological safety mediated the association between ethical leadership and voice behavior. El Zaidi (2022) has identified and comprehended a statistically significant relationship between cultural intelligence, employee voice, and organizational agility, as well as the impact of the moderator variable employee's voice on the relationship Furthermore, there are substantial variations between upper, middle, and parental administrative levels in terms of their impression of cultural intelligence, employee voice, and organizational agility with the results favoring higher and middle administrative levels.

Besides, several studies have dealt with creative performance, which is a major source of creative activities for all organizations. A study by Shahzad et al. (2019) examined the effect of Corporate Social Responsibility (CSR) on creative performance in the telecom industry) by psychological safety as a mediator underpinning this relationship. The findings demonstrated that while intrinsic CSR attributions are not directly related to creative performance, extrinsic CSR attributions have a significant negative impact on creative performance and that psychological safety mediates the positive relationship.

Al-Tai (2021) intended to acquire knowledge of the role of human capital in enhancing the creative performance of employees. As the most crucial section of the study's conclusions has stated that "There is a positive statistically significant effect between the human capital in its dimensions and the creative performance of employees". Therefore, it came to a conclusion that it is necessary for the organization's interest in human capital and its development as well as its work to invest in it (through training and education). As this was to acquire new knowledge, skills, and experience, and this is in turn enhances and improves the creative performance of employees, which enables the organization to achieve its goals. Alshehri (2022) has dealt with creativity the most significant finding was that there is a statistically significant positive correlation between talent management and creative performance in the Ministry of Foreign Affairs in Jeddah.

Similarly, there are many studies linked between employee voice and creative performance, the most important was from Song and Gu's (2017) study which examined the moderating impact of workplace stressors on the link between voice behavior and creative performance. The findings indicated that voice behavior had a sizable positive impact on creative performance, both personnel with low challenge stressors and those with high hindrance stressors showed a larger correlation between voice behavior and creative performance. Another study by Karkoulian et al (2021), explored the concept of employee's voice, Leader-Member Exchange (LMX), and Creative Performance (CP) to see if their relationships still held in the face of an international crisis. The findings display that voice is a complete mediator between LMX and CP. Additionally, in the mediation model, the link between LMX and CP changes from positive to negative, exhibiting the presence of competitive mediation a conclusion that wasn't observed before the pandemic, according to competitive mediation, various elements are crucial to employee performance in a pandemic, there is a need for more than simply a healthy LMX and employee's voice, such as additional resources and assistance for training for remote work and assuring a positive working environment for mental and emotional health.

Therefore, the research problem is started by the issues with the weakness in the organizational awareness and the knowledge of employees. This was done by neglecting those voices except concerning the interest of companies. Furthermore, a lack of a conferences or forums to reach those voices to the administration. As a result, it became necessary to address this issue in the aforementioned companies to diagnose the strengths and weaknesses of employee voice and improve creative performance. The main question (What is the level of influence of employee voice on creative performance?).

The main objectives of the research are to understand the value of employee's voice, identify the extent to which it is present among those who work in under-study industrial companies, and acknowledge the extent to which employee voice influences the achievement of creative performance.

2. Material and Techniques:

The researchers relied on analyzing the required data to test hypotheses and accomplish the research's goals using the questionnaire tool that included a two-part. Two components make up the questionnaire: In the first section, questions about personal information (gender, education level, age, years of employment, and position) were asked. While the second part asked about (employee voice and creative performance). The results were analyzed by using the Likert scale to formulate the questions The results were analyzed by using the Likert scale and statistical programs (SPSS.V.28), (Amos.V.25) to process the data and extract the findings

2.1. Sample and research population:

We used the method of determining the sample size using the raw table created by Morgan and Krejcie, (1970). The research community consisted of 308 workers from three industrial companies (Baghdad Company for Soft Drinks, Electronic Industries Company, and Iraqi Company for Carton Industry and its supplies). A sample size at least was 165 persons. we distributed 172 surveys and gathered 168 valid questionnaires for final processing.

2.2 Hypotheses :

The main hypothesis is that the dimensions of the employee voice (employee provision of information, platform, and manager's response) have no significant effect on creative performance dimensions (originality, flexibility, fluency, and self-efficacy).

The sub-hypotheses are listed below:

The first sub-hypothesis is that the dimensions of employee voice (employee provision of information, platform, and manager's response) have no significant effect on originality.

The second sub-hypothesis is that the dimensions of employee voice (employee provision of information, platform, and manager's response) have no significant effect on flexibility.

The third sub-hypothesis is that the dimensions of employee voice (employee provision of information, platform, and manager's response) have no significant effect on fluency.

The fourth sub-hypothesis is that the dimensions of employee voice (employee provision of information, platform, and manager's response) have no significant effect on self-efficacy.

2.3. Employee Voice:

In this study, Hirschman in 1970, considered the voice as an acceptable attempt at change, instead of accepting and rejecting the situation. Since that a study, applications of employee voice have flourished in various academic fields, such as organizational behavior, industrial/organizational psychology, business economics, and administrative studies to analyze a specific phenomenon in those fields. As a result of the diversity of these studies, definitions varied of employee voices (Park and Kim, 2016). The study by Parker and Collins (2010) described employee voice as a type of proactive action behavior that contributes to improving the current situation. While Morrison (2014) considered employee voice as informal and voluntary communication by the employee of thoughts, recommendations, and concerns to those who can take appropriate action regarding problems and difficulties at work, to bring about improvement or change. It is challenging to define an accurate concept of employee voice because it has been studied from a variety of research fields and points of view and because it is a topic that is still open to criticism and analysis. As a result, the actual vocal activities are given various meanings and purposes (Kuutsa, 2016). To analyze the many meanings, purposes, and practices of employee voice, which was characterized as a complicated and unequal collection of dialectical meanings, Dundon et al. (2004) gave an analytical examination where purposes were formed through external organization on the one hand, and the choice of internal management on the other hand. Jha and Singh (2019) counted employee voice as an organizational citizenship behavior. As the employees express their suggestions for improving current processes, which helps the organization evade undesirable repetition, which could negatively affect its reputation or performance. The study by Tantawy (2020) defined it as employee ability to express his opinions and suggestions on work-related issues, including injustice and mismanagement, with the intent of improving organizational performance. Bas and Tabanali (2020) have explained that employee voice plays an important role in the sustainability and success of organizations, and the factors affecting the occurrence of voice become an important area for researchers. Employees' beliefs about the effectiveness of their voices and concerns about the risks of speaking are critical to determining whether they will express their opinions. Economics writers are the first to use the term voice, through Adam Smith's publication the Wealth of Nations (1776/1937), where he specifically discussed the concept of the employee voice through which he expresses what he wants. He stressed that the voice of the workers does not mean a phenomenon individually, it does not include several people through its results and effects (Kaufman, 2020).

2.4. The dimensions of employee voice:

Several studies dealt with the employee voice variable. According to Begum, (2017) measured employee voice in modern organizations uses three main dimensions: an employee provision of information, platform, and manager's response.

► An employee provision of information, this information can be classified as positive and negative voices, respectively new policies (Begum, 2017). As for the negative voice, it is the employee's response to a particular circumstance, which is expressed by concerns or complaints brought to management, when employees are faced with various issues or pressures at work (Begum, 2017). Therefore, it is possible to say that the employee provision of information is the employee's submission of suggestions to his/ her immediate superior to increase the effectiveness and efficiency of work, as well as their reaction about a particular situation when they feel problems or pressures arising from various organizational issues in the workplace, such as complaints.

► Platform, requires information provision from the employee to the administration and a link through which they can direct their voices to conduct successful communications between the administration and its employees. It is a means for early detection of problems that have a potentially positive impact on productivity and quality (Dundon and Gollan, 2007). The conference includes a set of expressive activities that appear during team meetings, dialogue, venting negative feelings or complimenting critical organizational situations, adhering to the open-door policy, and adopting Joint advisory committees, suggestion boxes, job boards, social media platforms, and any feedback increase success and reduce failures (Begum, 2017).

► Manager's response, is the primary dimension that plays a vital role in transforming the employee voice into effective two-way communication (Begum, 2017).

It is necessary to switch to the voice of the modern employee, since the direct communication represented by the voice of the traditional employee is likely to be heard. Therefore, there is no improvement in the process of improvement, while there are two ways of communication, the administration and the organization in general are responsible for responding to employee voices and discussing their problems, and finding appropriate solutions, as it provided the means for this voice.

2.5. Creative Performance:

Before discussing the concept of creative performance, it is necessary to know what do performance and creativity mean. Performance is defined as the amount of work accomplished by the worker during a specific time, while creativity is a complex cognitive process that includes finding and developing solutions to new, unspecified problems. (Waples and Friedrich, 2011). It is influenced by human traits like a creative personality, organizational context, job qualities represented by the work environment, and the leadership and creativity required by the job. Which need to be developed and improved. (Kim et al, 2010).

Some elements can stimulate creative performance, such as a sense of positive challenge at a workplace, work teams with diverse skills, focus on ideas, and freedom in carrying out work, as well as encouraging supervisors to develop new ideas, and senior management that supports creativity through a clear vision. It promotes creativity and appropriate recognition of creative work and setting mechanisms to develop new ideas (Amabile, 2011).

Creative performance was described as the ability to produce new ideas, new behaviors, new concepts, designs, and procedures for doing things and updating vague ideas into new and beneficial ideas in performance (Darvishmotevali et al, 2018). Creative employee performance is the embodiment of behavior that stems from the ability and creativity of employees, as employees can propose new ideas to solve problems (Yulianti and Usman, 2019). The studies by Anderson et al (2004) and Hughes et al (2018) agreed that creativity and innovation are processes and results of attempts to introduce and develop new methods, and improved ways for performance. In this definition, creativity refers to the generation of ideas, while innovation refers to the next phase of implementing ideas, to improve procedures, practices, or products.

According to a study (Askar and Rajab, 2016), the factors that help adopting creative performance in organizations were classified into factors related to human resources. These are represented by providing training opportunities for workers to acquire skills and self-development. Thus, enhancing workers' confidence in their work includes elements of the structure or the organic model that adopts flexibility and decentralization in decision-making, as well as rapid response to internal and external environment variables. Finally, Gong et al (2020) suggested creative performance is usually seen as including two elements "originality and interest". Both of which serve a significant part in addressing and overcoming practical difficulties that the organization may face them. Interest requires a fresh concept that applies to everyday life.

2.6. The dimensions of creative performance:

The researchers adopted the Dawoud, (2020) scale to measure creative performance, which included the following dimensions (originality, flexibility, fluency, and self-efficacy).

► Originality, refers to the innovation, the individual solutions to a particular task (Memmert and Roth, 2007). This view is supported by Brockhus et al (2014) who state that originality is the production of unusual ideas. Askar and Rajab (2016) discussed originality as one of the aspects of an employee's creative performance through the generation of original and previously unheard ideas. Originality is the capacity to generate unique responses with few repetitions. It is the quality that most closely related to creative performance, and it serves as the common denominator for definitions of creativity that focus on the creation of creative goods (Dawoud et al., 2020).

► Flexibility, provides the required mechanism through which employees can persevere in facing change and reach creative problem-solving. Thus, it enables employees to support the latent forces of their 1 potential in achieving creative performance (Sweetman et al, 2011). Flexibility is the antithesis of mental inertia, which is the adoption of established thought processes that are not adaptable as needed (Brockhus et al 2014). Innovation is the ability to come up with a multitude of ideas, most of which are unanticipated. Adapting employees to the work environment in the face of challenges enables them to control their creative performance in the work environment effectively (Eslamlou et al, 2021).

► Fluency, is the ability of employees to generate a large number of alternatives, ideas, or uses when they respond to a specific stimulus during a specific period (Dawoud et al, 2020). We see that fluency is the ability of creative individuals to produce multiple creative ideas, and easy to bring when an organization faces future challenges.

► Self-efficacy, Dawoud et al (2020) clarified that people with high levels of self-efficacy have faith in their capacity to produce creative work. While Bishop (2021) indicated that self-efficacy is necessary for the creative and innovative performance required to maintain a competitive position, as it defined it as the belief of the working individual in his ability to carry out tasks creatively. Therefore, self-efficacy is a motivating factor to enhance creative performance as a confidence of employees in their ability to perform creatively (Praptini et al, 2022).

3. Discussion of Results :

3.1. The reliability test

The scale's internal consistency is measured by reliability, which shows that all of the questions have the same overall objective of determining the likelihood that the same results will be obtained if the scale is repeated. Table 1 provides clarification from the measurement tool's reliability test.

Table 1: Reliability test results of the research scale by the split-half method

Dimensions	The number of items	Reliability coefficient (α)	N
individual items	20	0.890	168
even items	19	0.855	
The overall questionnaire	39	0.923	0.960
Spearman- brown coefficient		0.809	
Correlation between forms		0.679	
Guttman split-half coefficient		0.796	
Variables	Cronbach's alpha	Validity	
Employee's voice	0.822	0.906	
Creative performance	0.838	0.915	

The source: Conducted by the researchers based on the Amos.V.25 program.

Table 1 shows it easily. If the variables' validity coefficient values are higher than 0.70) the variables have a suitable level of internal consistency. The questionnaire is in the final form as a whole and through 39 items, especially since the value of its validity coefficient is high (0.960) and the value of the correlation of its two halves is (0.679) strong. The Employee's voice got the value of Cronbach's alpha coefficient (0.822) and the creative performance got the Cronbach's alpha coefficient (0.838).

By dividing the questionnaire into two halves, the first got a stability coefficient of 0.890 and twenty items, while the second got 0.855 and nineteen items. These results imply that the current study's questionnaire had a high degree of stability. This shows how stable its subsections are, how internally coherent the measure is, and how often the same results can be obtained by repeating the measurement. More statistical tests may thus be run in light of these results.

3.2. The description of variables:

As shown in Table 2, the employee voice variable has an arithmetic mean of 3.89 and a coefficient of difference of 0.195, indicating the highest response rate when compared to the other dimensions.. This proves that the three companies can submit suggestions by the employee to his/her direct boss, to increase the effectiveness and efficiency of work, as well as their reaction about a specific situation when they feel problems or pressures arising from various organizational issues in the workplace. Manager's response came in the second with a math average of 3.79 after reaching the platform.

According to the responses provided by the research's industrial enterprises, the dimension of originality received the most distinct responses and was given the highest priority by mean (3.96) and a variance coefficient of 17%. This shows that the three companies can produce unique, low-repetition responses, as well as completely original ideas that no one has ever heard of before. The responses to the dimensions of fluency, self-efficacy, and flexibility came in the last.

Table 2: The reliability test of the research scale by the split-half method

No	Dimension /Variables	Mean	Normative deviation	Variability coefficient	Relative importance	The priority
Employee Voice						
1	Employee provision of information	3.89	0.759	0.195	0.778	2
2	Platform	3.32	0.595	0.179	0.665	1
3	Manager's response	3.79	0.811	0.214	0.759	3
Creative performance						
1	Originality	3.96	0.671	17	0.792	4
2	Flexibility	3.53	0.547	0.155	0.706	2
3	Fluency	3.86	0.633	0.164	0.773	3
4	Self-efficacy	3.67	0.447	0.122	0.734	1

The source: Conducted by the researchers based on the spss.V.28 program.

n=167

3.3. Hypothesis testing:

The beginning of evaluating the sub-hypotheses formed by the major hypothesis is shown in Table 3. The purpose of these hypotheses is to examine the dimensions of employee voice as an independent variable in the creative performance variable (the dependent variable) with its dimensions, listed below:

Table 3: The outcomes of multiple regression analysis for the impact of employee voice variable on creative performance dimensions.

Sup-Hypothesis	The independent variable	The dependent variable							The decision
		Originality							
		F	β	R ²	A R ²	T	P-V	α	
The first	Employee provision of information	42.689	0.244	0.342	0.333	4.126	0.000	1.654	Accepted
	Platform		0.041			0.573	0.568		
	Manager's response		0.357			6.438	0.000		
The second	Flexibility	22.358	0.187	0.213	0.204	3.539	0.000	2.023	Accepted
	Employee provision of information		0.123			1.617	0.108		
	Platform		0.206			4.184	0.000		
The third	Fluency	16.870	0.162	0.170	0.160	2.576	0.011	2.331	Accepted
	Employee provision of information		0.026			0.326	0.745		
	Platform		0.238			4.061	0.000		
The fourth	Self-efficacy	38.457	0.066	0.188	0.183	0.897	0.371	2.765	Accepted
	Employee provision of information		0.120			1.537	0.126		
	Platform		0.239			6.201	0.000		

The source: Conducted by the researchers based on the Amos V.25 and spss.V.28 programs n=167

The results of analyzing the first of the sub-hypothesis are shown in Table 3, where the value of F is 42.689, which is higher than the -F- tabular value (3.897), and the level of significance is (0.000). As a result, the first sub-hypothesis (there is a significant impact of employee voice aspects (employee provision of information, platform, and manager's response) on the originality of researched industrial companies) is accepted.

Table 3 displays that there is a significant influence of employee voice dimensions on the flexibility of researched industrial companies. The regression model's significance was achieved (0.000), and the value of F was 22.358, which is bigger than its tabular value at a degree of freedom (167). Consequently, the second sub-hypothesis (a significant effect) is accepted. There is a significant impact of employee voice aspects (employee provision of information, platform, and manager's response) on the flexibility of researched industrial companies).

Testing the third sub-hypothesis: The data in Table 3 indicate that there is a significant effect of employee voice on the fluency of researched industrial companies. This conclusion can be drawn from the dimension manager's response's significance level (0.000). Moreover, the model's -F-value came out to 16.870 which is higher than the tabular value (3.897) . As a result, the third sub-hypothesis, " employee voice has a significant effect on its dimensions," is thus accepted. Employee voice features (employee information sharing, platform, and manager's reaction) have a big influence on the research community's and industrial businesses' fluency.

Based on the findings of Table 3, which represent the results of the fourth sub-hypothesis test, we conclude that employee's voice has an impact on self-efficacy in the researched industrial companies. The calculated -F- value was 38.457 indicated that the regression model's significance was (0.000) which at a significant level (0.05). The fourth sub-hypothesis of the main hypothesis is therefore accepted, which suggests that (There is a significant effect of employee voice dimensions (employee provision of information, platform, and manager's response) on the self-efficacy of the researched industrial companies).

In terms of the main hypothesis, it aims to investigate the relationship between the dependent variable, (creative performance), and the independent variable(employee's voice). According to the hypothesis, employee's voice has a considerable impact on creative performance (employee information sharing, platform, and management reaction). Table 4 displays the results of this hypothesis testing.

Table 4: The effect of employee voice with its dimensions on creative performance, according to the results of multiple regressions

The independent variable	The dependent variable							The decision
	Creative performance							
	F	β	R ²	A R ²	T	P-V	α	
Employee provision of information	43.035	0.158	0.343	0.335	3.848	0.000	2.167	Accepted
Platform		0.088			1.248	0.214		
Manager's response		0.257			6.695	0.000		

The source: Conducted by the researchers based on the (SPSS.V.28) program.

According to Table 4 , there is a definite correlation between employee voice and creative performance in the researched industrial companies. The model's level of significance was (0.000) and its -F- calculated value (3.897) was more than its tabular. The significant impact of the employee voice on creative performance was found to be caused by the impact of all dimensions in different ways, which reached the level of importance (0.000), except the non-significant effect of the dimension (platform), with an interpretation coefficient (R²) value of (0.343).

4. Conclusions:

The three industrial companies, representing the research community were able to adopt employee voice to improve the level of their creative performance mainly, as well as adopting employee provision of information and the manager's response in improving creative performance, originality, flexibility and fluency, and adopting the manager's response in improving self-efficacy.

The administration's interest in the criticisms and ideas provided by staff members and prompt resolution of their issues. Furthermore, there was no investment made in the platform's dimensions to enhance the creative performance and its dimensions.

It is also evident that industrial companies attempt to achieve creative performance, originality, flexibility, and fluency. They should adopt the voice of the workers and utilise employee support for information. The researched companies should also adopt the manager's response to increase self-efficacy.

There is a need to take care of the conference and make it a focus that enhances employee's voice by encouraging the administration to its employees and expressing their opinions and concerns (such as committees and social media platforms). In addition, adopting appropriate organizational policies and procedures enable employees to express their ideas and suggestions.

5. Additional Tasks:

Investigating current study variables (employee voice and creative performance) in various service or governmental sectors in the Iraqi framework.

- Extending dimensions and removing or modifying study variables and organizing dimensions based on the studied organizations' fit for the Iraqi situation.

Authors Declaration:

Conflicts of Interest: None

- We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

References:

1. Alshehri, F. A. (2022), "The role of talent management in enhancing creative performance at the ministry of foreign affairs in Jeddah for year 2022", *Journal of Economic Administrative and Legal Sciences*. Vol. 6, No. 21, pp. 119 – 144.
2. Al-Tai, M.A. (2021). Human capital and its impact in enhancing the innovative performance of employees: An applied of the opinions of a sample of workers at Saman cement factory in Al-Muthanna Governorate. (Master's thesis), university of Karbala, Iraq.
3. Amabile, T. (2011). Componential theory of creativity. Boston, MA: Harvard Business School. (pp. 538-559).
4. El Ziadi, M. A. R. (2022), "The impact of cultural intelligence and employee's voice on organizational agility", *Arab Journal of Administration*, Vol. 43, No. 4, pp. 95-120.
5. Anderson, N., Potočník, K., & Zhou, J. (2014), " Innovation and Creativity in Organizations", a State-of-the-Science Review, Prospective Commentary, and Guiding Framework. Synthesis and Reactivity in Inorganic, *Article in Journal of Management Metal-Organic and Nano-Metal Chemistry*. Vol. 41, No. 1, pp. 1–94.
6. Askar, S. S., Ragab, S. I. (2016), "The role of creative performance skills in evaluating job performance", an exploratory study of the opinions of a sample of nurses at Azadi Teaching Hospital in the city of Kirkuk, Kirkuk University *Journal of Administrative and Economic Sciences*, Vol. 6, No. 2, PP. 1-25.

7. Barry, M., Dundon, T., & Wilkinson, A. (2018), "Employee voice", Conceptualisations, meanings, limitations and possible integration, the Routledge Companion to Employment Relations, pp. 251–265
8. Bas, S., & Tabançali, E. (2020), "Correlations between teachers' personality, psychological safety perception and teacher voice", *Eurasian Journal of Educational Research*, Vol. 85, No.1, PP. 185–204 .
9. Begum, S. (2017), Employee voice: A multidimensional scale construction and validation. doctoral thesis of philosophy. Business administration program), Dokuz Eylül universities, Turkiya.
10. Bishop, S. D. (2021). Strategies to Enhance Creative Performance in Creative Industry Firms (Doctoral dissertation), Walden University, USA.
11. Brockhus, S., Kolk, T. E. C. Van D., Koeman, B., & Badke-Schaub, P. G. (2014), The influence of ambient green on creative performance. proceeding of international design conference design, pp. 437–444.
12. Darvishmotevali, M., Altinay, L., & De Vita, G. (2018), "Emotional intelligence and creative performance": Looking through the lens of environmental uncertainty and cultural intelligence. *International Journal of Hospitality Management*, Vol.73, pp. 44–54.
13. Dawoud F.S., Karim. A. A, & Jassem S. A. (2020). "Creative performance in accordance with the strategy of motivation achievement an exploratory study among sample managers of private banks" Baghdad University, College of Administration and Economics, PP.1–23.
14. Dundon, T., & Gollan, P. J. (2007), "Re-conceptualizing voice in the non-union workplace", *International Journal of Human Resource Management*, Vol.18, No.7, pp. 1182-1198.
15. Dundon, T., Wilkinson, A., Marchington, M., & Ackers, P. (2004), "The meanings and purpose of employee voice", *International Journal of Human Resource Management*, Vol.15, No.6, pp. 1149–1170.
16. Eslamlou, A., Karatepe, O. M., & Uner, M. M. (2021) " Does Job Embeddedness Mediate the Effect of Resilience on Cabin Attendants' Career Satisfaction and Creative Performance? " *Sustainability 2021*, Vol.13, 5104.
17. Gong, X., Zhang, X., & Tsang, M. C. (2020), " Creativity development in preschoolers: The effects of children's museum visits and other education environment factors", *Studies in Educational Evaluation*, Vol.67.
18. Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018), " Leadership, creativity, and innovation: A critical review and practical recommendations" *The Leadership Quarterly*, Vol.29, No.5, PP.549-569.
19. Jha, J. K., & Singh, M. (2019), " Exploring the mechanisms of influence of ethical leadership on employment relations" *IIMB Management Review*, Vol.31, No.4, PP. 385–395.
20. Kaufman, B. E. (2020), " Employee voice before Hirschman: its early history, conceptualization and practice". *Handbook of Research on Employee Voice*, Second Edition, 19–37 .
21. Kim, J., MacDuffie, J. P., & Pil, F. K. (2010), " Employee voice and organizational performance: Team versus representative influence". *Human Relations*, Vol.63, No.3, PP. 371–394.
22. Kuutsa, M. (2016). School of Business and Management Master' s Degree in International Marketing Management the Interrelationship between Employee Advocacy in social media and Employee Engagement School. Associate Professor Hanna Salojärvi, LUT.
23. Liang, J., & Tang, J. (2010), " A multi-level study on employee voice: Evidence from a chain of retail stores", *Frontiers of Business Research in China*, Vol.4, No.4, PP. 541–561.
24. Memmert, D., & Roth, K. (2007), " The effects of non-specific and specific concepts on tactical creativity in team ball sports", *Journal of Sports Sciences*, Vol.25, No.12, PP. 1423–1432.

25. Morrison, E. W. (2014)," Employee Voice and Silence", *Annual Review of Organizational Psychology and Organizational Behaviour*, Vol.1, PP. 173–197.
26. Nahed, M. B., Karkoulian, S., Balozian, P., & Kertechian, K. S. (2021)," Employee Voice as a Mediator Between Leader-Member Exchange and Creative Performance: Empirical Evidence from the Middle East", *International Journal of Process Management and Benchmarking*, Vol.1, pp. 1-18.
27. Park, J. Y., & Kim, D. O. (2016)," Employee voice behaviour across cultures: Examining cultural values and employee voice behaviors in Korea and the United States", *Advances in Industrial and Labor Relations*, Vol. 23, No.10, pp. 73–103.
28. Parker, S. K., & Collins, C. G. (2010)," Taking stock: Integrating and differentiating multiple proactive behaviours", *Journal of Management*, Vol.36, No.3, PP.633–662 .
29. Praptini Y., Rizki S., and Yetty. D. L. (2022)," Fostering Creative Performance in Public Universities", *The Journal of Behavioural Science*, Vol.16, No.1, PP.15–26.
30. Song J., Gu J. W. (2017)," Voice behaviour and creative performance moderated by stressors", *Journal of Managerial Psychology*, Vol.34, No.1, PP.1–22.
31. Sabr, R.N., AL-Enezi, S.H., (2018),"Employee voices system and Role in Achieving of the Job Engagement: Applied research in a Sample of private Iraq banks", *Journal of Baghdad College of Economic sciences University*, Vol. 56, No.1, PP.1–28.
32. Shahzad, K. Ahmad, I., Donia, M. B., & (2019)," Impact of corporate social responsibility attributions on employees' creative performance: The mediating role of psychological safety", *Ethics & Behaviour*, Vol.29, No.6, PP.490-509.
33. Sweetman, D., Luthans, F., Avey, J. B., & Luthans, B. C. (2011)," Relationship between positive psychological capital and creative performance", *Canadian Journal of Administrative Sciences*, Vol.28, No.1, PP.4–13.
34. Tantawy, N. (2020)," Questioning the Policy of Teaching 'Moral Education' through English as a Foreign Language in a Private School in Dubai", *Language Teaching Research Quarterly*, Vol.16, No.1, PP. 71–88.
35. Waples, E. P., & Friedrich, T. L. (2011),"Managing creative performance: Important strategies for leaders of creative efforts", *Advances in Developing Human Resources*, Vol.13, No.3, PP. 366–385 .
36. Yulianti, P., & Usman, I. (2019)," Building employee creative performance: Through person-job fit, empowering leadership, and creative self-efficacy", *International Journal of Innovation, Creativity and Change*, Vol.9, No.8, PP.167–180.
37. Zhu, H., Khan, M. K., Nazeer, S., Li, L., Fu, Q., Badulescu, D., & Badulescu, A. (2022)," Employee voice: A mechanism to harness employees' potential for sustainable success". *International Journal of Environmental Research and Public Health*, Vol.19, No.2, PP.1-20.

تأثير صوت العاملين في الاداء الابداعي: بحث تحليلي في عدد من الشركات الصناعية

غني دحام تناي الزبيدي⁽²⁾
جامعة بغداد/ كلية الإدارة والاقتصاد/ قسم إدارة الاعمال
العراق
ghani@coadec.uobaghdad.edu.iq
<https://orcid.org/0000-0002-8673-0762>

وفاء جودة بادي⁽¹⁾
جامعة بغداد/ كلية الإدارة والاقتصاد/ قسم إدارة الاعمال
العراق
wafaa.juda2103m@coadec.uobaghdad.edu.iq
<https://orcid.org/0009-0003-9179-8993>

Received: 20/7/2023

Accepted: 2/8/2023

Published Online First: 1/10/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نسب المصنّف - غير تجاري - الترخيص العمومي الدولي 4.0
[Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)



مستخلص البحث:

تسعى منظمات الاعمال اليوم لبناء قدرات ابداعية من خلال تبنيها مفاهيم واساليب ادارية متطورة كصوت العاملين لتمكينهم من مواجهه التحديات المحتملة.
درسَ هذا البحث تأثير صوت العاملين في الأداء الابداعي لعينة من الشركات الصناعية الخاصة والمختلطة في بغداد، بدأت مشكلة البحث بقضايا ضعف في وعي وأدراك الشركات لأصوات العاملين التي تمنع الشركات من التطور والابتكار، واهمال لتلك الأصوات إلا فيما يتعلق بمصلحة الشركات. وتتلخص مشكلة البحث بالتساؤل الرئيس (ما مستوى تأثير صوت العاملين في الأداء الابداعي؟) ولأهمية القطاع الصناعي اتخذت الشركات الثلاثة (شركة بغداد للمشروبات الغازية، شركة الصناعات الالكترونية، والشركة العراقية لصناعة الكارتون ومستلزماته) ميداناً لهذا البحث، وتتكون عينة البحث من (168) فرداً يعملون في تلك الشركات. اعتمد الباحث المنهج الوصفي التحليلي في استكمال هذا البحث واستخدم مجموعة من الأساليب الإحصائية لمعالجة البيانات، بما في ذلك تحليل العامل التوكيدي، ومعامل ألفا كرونباخ، والانحراف المعياري، والمتوسط الحسابي ومعامل الاختلاف النسبي. اعتمدت الاستبانة كأداة رئيسة لجمع البيانات الخاصة بالجانب التطبيقي، وتم تحليل البيانات واختبار الفرضيات من خلال البرامج الإحصائية (SPSS.V.28، Amos.V.25)، أما أبرز النتائج التي توصل اليها البحث، وجود علاقة تأثير ذات دلالة معنوية بين صوت العاملين وابعاده والاداء الابداعي وابعاده.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: صوت العاملين، الشركات الصناعية، الأداء الابداعي، الاصاله.

* البحث مستل من رسالة الماجستير.

(1) وفاء جودة بادي
طالبة ماجستير في كلية الإدارة والاقتصاد جامعة بغداد
(2) غني دحام تناي الزبيدي
كلية الإدارة والاقتصاد جامعة بغداد