

HOW AND WHEN ISLAMIC WORK ETHIC LEADS TO EMPLOYEE VOICE IN URBAN MUSLIM COMMUNITY?: THE ROLE OF CIVILITY CLIMATE AND ORGANIZATIONAL IDENTIFICATION

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How and When Islamic Work Ethic Leads to Employee Voice in Urban Muslim Community?: The Role of Civility Climate and Organizational Identification Licensed Under a Creative Commons Attribution-ShareAlike 4.0 International License

Abstract

The current study uncovers a new paradigm in studying employee voice using a religious approach: Islamic work ethics (IWE). The research model involves a direct relationship between IWE and employee voice, indirectly through civility climate, and a moderate effect of organizational identification in urban Muslim communities, especially in the education sector. A time-lag data-collecting method captured 278 lecturers at various Islamic universities. The PLS-SEM analysis results confirmed most hypotheses: first, the IWE positively relates to civility and employee voice. Second, the result demonstrated that civility climate plays a significant role in encouraging employee voice. However, the study did not find evidence to support civility climate's interplay role in the relationship between IWE and employee voice. Finally, the research confirmed that organizational identification is a crucial predictor and moderator of employee voice. The urban Muslim community is a diverse group, both culturally and ethnically. This diversity creates an environment that fosters positive cultural exchange and critical thought discussions regarding Islamic thought. The study's findings provide valuable insights into the relevance and implementation of IWE in urban Muslim communities, particularly in Indonesia's education sector. The proposed model has practical and theoretical implications for HR practitioners and the study of IWE in modern society and organizations.

Keywords: Civility climate; Employee voice; Islamic work ethic; Organizational identification; Urban Muslim community.

A. Introduction

Active employee participation can increase the effectiveness of an organization and help management make effective decisions. Information provided by employees in the form of voice is a form of active participation that can be used as valuable input data in the decision-making process, leading to effective and more balanced decisions. Encouraging employees to express their opinions and ideas can have a positive impact on the effectiveness of an organization, as well as strengthen the relationship between employees and the company (Ashiru et al., 2022; Jha et al., 2019; Mowbray et al., 2021). However, there are different interpretations of employee voice. According to the industrial relations (IR) perspective, employee voice is closely linked to the procedures and mechanisms within the organization. In contrast, the organizational behavior (OB) perspective suggests that factors related to the organizational environment and individual motivation significantly influence employee voice. Despite these views, there is evidence that promoting employee voice can benefit advanced organizations (Jha et al., 2019; Mowbray et al., 2021).

Previous research has focused on determining the most effective method for identifying predictors of employee voice. From the OB perspective, employee voice is a proactive behavior. It can stem from individual factors as well as the organizational environment. For example, various studies have used contextual factors, such as organizational culture, climate, and leadership, in combination with individual factors like motivation and personality to study this behavior from an OB perspective (Afsar et al., 2018; Cassinger & Thelander, 2020; Elsaied, 2019; Guo et al., 2022; Sheoran et al., 2023; Tan et al., 2019). Conversely, the IR perspective views employee voice as a means to promote democracy. It closely associates it with formal channels, structure, power distance, and organizational climate to provide opportunities for employees to speak out (Kaufman, 2015). Despite these differences in views, the present study combines IR and OB perspectives to explore how Islamic work ethics, civility climate, and organizational identification form employee voice.

This research aims to develop a model for employee voice that considers proposed Islamic work ethics (IWE), civility climate and perceived organizational identification as determinants from both a contextual and individual perspective. Specifically, this study suggests that IWE is a significant factor in civility climate and employee voice within urban Muslim communities. These communities face unique challenges, including adapting to the majority culture, preserving their cultural and religious identity, and dealing with social and economic issues. One exciting aspect of these communities is that some may follow strict traditional customs; in contrast, others may have a more liberal interpretation of the Islamic religion. IWE is an ethical concept (Ali, 1988) based on the Holy Qur'an and the Prophet Muhammad's (PBUH) teachings. It is starting to attract the interest of many researchers in modern organizational behavior because of its confirmed effect on the positive behavior of individuals and organizations. For example, IWE has previously been confirmed to positively affect various employee behaviors, including commitment, innovation, performance, and knowledge-sharing behavior. At the organizational level, IWE is also believed to have a positive effect on innovation and company performance (Ashiru et al., 2022; Badar et al., 2023; Gheitani et al., 2019; Kumar & Che Rose, 2012; Mohammad et al., 2018; Murtaza et al., 2016; Qasim et al., 2022; Raja et al., 2020; Suryani et al., 2021). Since IWE has been credited with positively affecting employee behavior, its role in increasing employee voice still needs further investigation (Achmadi et al., 2023; Hendryadi, 2022).

This study uses the social exchange theory (SET) and social identity theory (SIT) to explain the relationship between variables in the model proposed in Figure 1. According to the Social Exchange Theory (Blau, 1964), a person's behavior is heavily influenced by their interactions with their surroundings. In these interactions, individuals evaluate the risks and rewards of the social bonds they form. The costs of a social relationship refer to the tangible and intangible sacrifices one must make. At the same time, benefits denote the advantages one can receive from such relationships. Based on this theory, individuals express their thoughts and ideas (voice) considering the costs and benefits they receive in social relations at work. Similarly, the Qur'an and hadith encourage individuals to contribute to their social environment. In other words, a worker not only pursues individual economic benefits but are also expected to benefit their work environment, including disseminating knowledge, ideas, and input to the organization and co-workers (Akhmadi et al., 2023; Hendryadi, 2022). The IWE is worried about ensuring fair treatment of workers, as SET assumes. To achieve this fairness, employers must prioritize their employees' needs, provide development opportunities, and value their work appropriately. For example, Prophet Muhammad emphasized the importance of timely, fair, and adequate salaries.

In the same vein, the social identity theory posits that individuals who identify strongly with a group are more likely to exhibit positive behaviors, such as speaking up (Tajfel et al., 1979). Social Identity Theory (SIT) suggests that employees who identify with their organization and share common interests are more inclined to engage in employee voice. Consequently, employees are more motivated to offer input, suggestions, or constructive criticism that can benefit their organization or workgroup. This theory has been supported in various studies within organizational contexts, as individuals with a high social identity tend to act proactively, including citizenship behavior and voice behaviors (Guo et al., 2022; Liu et al., 2020; Wilkinson et al., 2020). Utilizing the SET and SIT frameworks strengthens organizational identification, leading to increased emotional bonds among group members, cooperation, and mutual support. Ultimately, closeness to the organization will shape voice behavior (see Figure 1).

This study makes three theoretical contributions. Firstly, the present study of IWE shapes employee voices through a climate of civility. The research focuses on the impact of contextual factors based on religion, specifically IWE, on group behavior (e.g., civility climate) and individual behavior (e.g., employee voice). Previous studies have shown that IWE can promote organizational citizenship behavior, thriving at work, commitment, and knowledge-sharing behavior (Akhmadi et al., 2023; Murtaza et al., 2016; Suryani et al., 2021, 2022; Yousef, 2001). Islam encourages the dissemination of knowledge as an act of charity. In other words, Islam encourages cooperation, mutual respect, and effective communication with colleagues. Consequently, IWE is relevant to the Muslim community and universal because it regulates work ethical values that can encourage effective collaboration and cooperation (Ali & Al-Kazemi, 2007; Suryani et al., 2022). Therefore, this study addresses the scarcity of empirical evidence on IWE and employee voice (Akhmadi et al., 2023; Hendryadi, 2022).

Second, the purpose of this study is to investigate and shed light on the relationship between the civility climate of a workplace and the extent to which employees are comfortable and encouraged to express their opinions and ideas. This study overcomes the differences in perspectives regarding the relationship between civility and voice behavior in Western culture. It proves its relevance in the context of urban Muslim communities in Asia. The first view argues that when organizations emphasize civility and avoiding conflict, employees may be afraid to voice

controversial or different opinions. They worry they will be seen as impolite or even get an adverse reaction from colleagues or superiors. Therefore, some experts argue that a civility climate can hinder free speech and reduce employee voice (Cortina et al., 2019). However, others consider a civility climate essential to forming citizenship, employee voices and preventing silent behavior (Akhmadi et al., 2023; Khan et al., 2022; Mao et al., 2019; Masullo et al., 2021; Olson-Buchanan et al., 2019; Praslova, 2019). For example, Khan et al. (2019) and Masullo et al. (2021) found that incivility affects employee silence. Thus, when employees feel respected and well listened to, they are likelier to work well together. By examining this relationship, the present study provides insights and recommendations for organizations seeking to improve their workplace culture and foster a more inclusive and collaborative environment. The study suggests that the civility norms in the Asian context are not an obstacle to employee voice but rather provide a framework for respectful and constructive communication. Hofstede et al. (2005) explains that many countries in Asia tend to have collectivist cultures where individuals prioritize the interests of their group or community over their own. Communication in such cultures reflects values such as politeness, respect, and maintaining balance in social relationships. Moreover, most Asian countries have stronger family ties, meaning relationships between family and friends are often closer. Communication in such cultures reflects these social norms and tends to be more personal.

Finally, this study provides new insights into the relationship between organizational identification and employee voice and its impact on the IWE-employee voice link. Previous research has shown that organizational identification is a reliable predictor of employee behavior and a moderator of other factors affecting employee voice (Ali Arain et al., 2018; Knoll & van Dick, 2013; Ruan & Chen, 2021; Wang et al., 2018; Zhuang et al., 2021). Hence, this study proposes a more comprehensive understanding of the role of organizational identification, which not only influences employee voice but also as a moderator. This study contributes to a deeper understanding of organizational identification and employee voice simultaneously.

In sum, the present study delves into the principles of Islamic work ethics and their impact on the civility climate and employee voice in the urban Muslim community. Moreover, this study intends to identify the specific advantages organizations can obtain by implementing Islamic work ethics and the potential challenges and obstacles that may arise in this process. The results of this research can offer practical guidelines for organizations, leaders, and business practitioners keen on applying Islamic work ethics principles within a global business context.

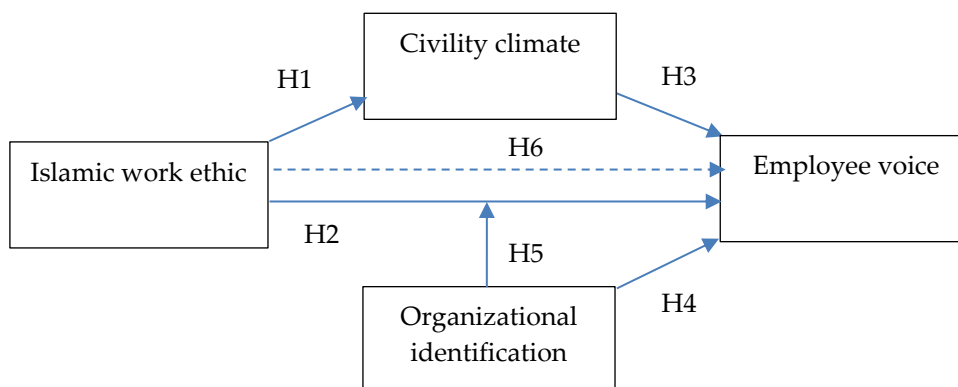


Figure 1. Research model

B. Methods

Sample and procedure

A non-probability approach was used to determine the target. This study continues the study of Suryani et al. (2022), which explores knowledge-sharing behavior from lectures in three Islamic state universities. Since initial data collected by previous studies (Suryani et al., 2022) related to IWE and organizational identification, the current study continues using the same sampling frame to provide preparedness for civility climate and employee voice. All respondents in the previous study were disinvited via email, with 342 completed questionnaires (86% response rate) from September 2022 to January 2023. After checking for duplication and completeness of answers, 328 questionnaires were determined as final data. More than half of the respondents (58.23 percent) were female lecturers. Most respondents were more than 45 (37.80 percent) and less than 35 (35.98 percent). Respondents' education was dominated by master's degrees (59.79 percent), and 68.29 percent of respondents were married.

Table 1. Respondent demographic information

Characteristics	Frequency	Percent
Gender		
Male	137	41.77
Female	191	58.23
Education		
Doctorate students	32	9.76
Doctorate degree	89	27.13
Master degree	196	59.76
n.a	11	3.35
Age		
< 35 years	118	35.98
35 - 45 years	86	26.22
> 45 years	124	37.80
Marital status		
Single	93	28.35
Married	224	68.29
n.a	11	3.35

Source: Questionnaire data processed (2023)

Measure

This study employed a four-item scale to assess the Islamic work ethic developed by Ali (1992). Various studies have demonstrated this scale's reliability and validity (Chaudhary et al., 2021; Islam et al., 2020). One of the items in this scale is "Work is a source of happiness and accomplishment." Four items from the Civility Norms Questionnaire-Brief developed by Walsh et al. (2012) were utilized to measure the civility climate. One of the items in the questionnaire is "You have to trust each other in this line of work." Higher scores indicate a higher perceived civility climate. The employee voice was determined using a six-item scale created by Botero and Van Dyne (2009). An example of an item in the scale is "I speak up to my supervisor with ideas for new projects..." Finally, organizational identification was measured using a six-

item scale developed by Mael and Ashforth (1992). For instance, one of the items in the scale is "When I talk about my organization, I usually say 'we' rather than 'they.'" All items in various scales use a 5-Likert scale that depends on the context. For instance, the IWE and civility climate scale items provide respondents with five answer options, ranging from 1 (strongly disagree) to 5 (strongly agree). On the other hand, the employee voice and organization identification scale uses a rating scale of 1 (never) to 5 (very often). This difference in rating scales aims to adjust to the statement's context. Also, it helps minimize common method bias in respondents' answers (Podsakoff et al., 2012).

Procedure analysis

Since the proposed model does not have an adequate theoretical basis, the model was analyzed using PLS-SEM using the Smart PLS version 3 program (Hair et al., 2019). However, before using PLS-SEM, the data was analyzed to identify potential biases using the Harman Single Factor evaluation (Podsakoff et al., 2012). Furthermore, analysis and reporting procedures use the guidelines of Hair et al. (2019), reported sequentially, starting from the evaluation of the measurement model and evaluation of the structural model.

C. Findings and Discussion

1. Findings

Common method bias

This study relies on information from a single source (e.g., self-rating by employees), so it is at risk of common method bias (CMB) (Podsakoff et al., 2012). Therefore, it is crucial to be aware of this bias and take the necessary steps to detect it. First, a cross-sectional time-lag approach is used in stages to eliminate any potential connections between variables that could influence responses to deal with CMB. Second, statistical control uses the Harman single-factor evaluation approach to ensure no similarity or variance between indicators. This approach ensures that the AVE value on a combination of indicators does not exceed 0.40 (Kock et al., 2021). Table 2 shows that the AVE value for each variable is 0.32, which is less than 0.40. Therefore, the measurement model has no potential for CMB.

Measurement model evaluation

Several parameters are used to evaluate the measurement model's reliability and validity. During the initial analysis stage, it was found that one indicator (OID6) had a loading factor below the standard of 0.70 and was thus removed from the measurement model. The analysis was carried out sequentially. First, the item reliability was determined by evaluating the outer loading. According to Hair et al. (2019), values above 0.70 are recommended to ensure the reliability of indicators. Next, the internal consistency reliability was assessed using Cronbach's Alpha (CA) and composite reliability (CR). The findings demonstrate that all factors exhibit adequate internal consistency (with CA and CR values exceeding 0.70). Additionally, the AVE value assessed the convergent validity, which met the acceptable threshold of 0.50, affirming its satisfactory convergent validity (as per Hair et al., 2019 recommendation). Also, it is possible to evaluate the discriminant validity using the Fornell-Lacker criterion and the heterotrait-monotrait (HTMT) ratio approach. According to the Fornell-Lacker criterion, Table 3 shows the AVE root-square value (bold italic) that should be greater than the correlation between the variables. Additionally, the HTMT

ratio of all constructs should be less than 0.90, which confirms that the model has achieved discriminant validity (Hair et al., 2019).

Table 2. Measurement model evaluation

Construct	VIF	Factor loading	Cronbach's Alpha	Composite Reliability	AVE
Islamic work ethic			0.85	0.90	0.69
IWE1	2.14	0.84			
IWE2	2.52	0.84			
IWE3	2.47	0.83			
IWE4	2.85	0.80			
Civility climate			0.82	0.87	0.62
CIVIL1	2.71	0.72			
CIVIL2	2.43	0.74			
CIVIL3	2.68	0.81			
CIVIL4	1.19	0.76			
Organizational identification			0.89	0.92	0.69
OID1	1.92	0.79			
OID2	2.24	0.83			
OID3	2.01	0.83			
OID4	2.35	0.87			
OID5	2.11	0.82			
Employee voice			0.83	0.88	0.59
VOICE1	1.61	0.77			
VOICE2	1.68	0.80			
VOICE3	1.42	0.72			
VOICE4	1.87	0.77			
VOICE5	1.72	0.78			
Harman' singe factor AVE		0.32			

Source: Data is processed with Smart PLS ver 3

Table 3. Discriminant validity assessment

Fornell-Larcker Criterion evaluation				
	CIV	IWE	OID	VOICE
Civility Climate	0.80			
Islamic work ethics	0.21	0.84		
Organizational identification	0.10	0.20	0.80	
Employee voice	0.23	0.50	0.19	0.77
Heterotrait-Monotrait Ratio evaluation				
	CIV	IWE	OID	VOICE
Civility Climate	1			
Islamic work ethics	0.21	1		
Organizational identification	0.12	0.23	1	
Employee voice	0.25	0.58	0.21	1

Source: Data is processed with Smart PLS ver 3

Structural model evaluation and hypotheses testing

Hair et al. (2019) recommended that collinearity assessment should be conducted at the initial stage before testing the hypothesis. Based on Table 3, all VIF values are within the recommended range of 3-5 (Hair et al., 2019). The next step is to evaluate the structural model for R, f, and Q square. According to Table 4, the civility model has a low R square (< 0.2), whereas the voice model has a moderate R square (> 0.2). Q square, which indicates the model's predictive accuracy, reveals that both models are weak (Q2 <0.25). Additionally, all relationship lines have effect sizes below the substantial criteria, with only the IWE and voice relationships meeting the moderate criteria (>0.15).

Table 4. Structural model and hypothesis evaluation

Hypothesis	β	SD	T-Statistics	p-Values	f ²	Q ²	R ²
H1 IWE -> Civility	0.21	0.05	4.34	0.00	0.04	0.02	0.05
H2 IWE -> Voice	0.46	0.05	8.96	0.00	0.30	0.16	0.28
H3 Civility -> Voice	0.12	0.06	2.18	0.03			0.02
H4 OID -> Voice	0.10	0.05	1.99	0.05			0.03
H5 Moderating Effect	0.14	0.06	2.20	0.03			
H6 Indirect Effect	0.03	0.01	1.83	0.07			

Source: Data is processed with Smart PLS ver 3

According to the findings presented in Table 4, it has been confirmed that IWE has a positive and significant impact on both civility climate (b = 0.21, p <0.01) and employee voice (b = 0.46, p <0.01), thus confirming H1 and H2. Additionally, the positive effects of civility climate (b = 0.12, p < 0.05) and organizational identification (b = 0.10, p < 0.05) on employee voice have also been established, supporting H3 and H4, respectively. In this study, the interaction variable (MOD) revealed that organizational identification plays a role as a moderator variable (b = 0.14, p <0.05). However, the research did not find evidence to support the indirect relationship between IWE and employee voice through civility climate (b = 0.03, p = 0.07 > 0.05). As a result, H5 is supported while H6 is rejected.

2. Discussion

According to this study, implementing IWE can foster a culture of workplace civility and empower employees to express their voice. Furthermore, the study indicates that a positive climate of civility can substantially impact promoting employee voice. Nonetheless, the function of civility climate as an intermediate factor in the association between IWE and employee voice necessitates further investigation. The study also highlights the significance of organizational identification in this connection. Specifically, as employees identify more with their organization, the link between civility climate and employee voice strengthens.

The present study makes a significant contribution by uncovering the role of IWE in establishing a climate of civility and promoting employee voice, especially in urban Muslim communities. The urban Muslim community includes various individuals and groups living in cities, including those born and raised in urban areas. They may have better access to facilities, education, employment, and other social opportunities in urban environments. It is important to note that urban Muslim communities can also be very diverse in religious practices, culture, and ethnic background. The research samples were lecturers at several universities in Jakarta and Banten who were representatives of the urban Muslim community from various ethnic and cultural

groups coming together and reflecting diversity. Urban Muslim communities can also have unique challenges, such as adapting to busy lifestyles, maintaining religious practices in an environment that may be less religious, and dealing with social issues that may be more complex in an urban environment. Therefore, the present study is essential to help understand and support their needs and aspirations in urban contexts.

First, this study confirms that IWE plays a significant role in shaping the civility climate within the workplace. Islam provides clear guidelines on proper workplace etiquette, polite behavior, and other aspects of life. Honesty and trust are fundamental values in Islam. Muslims are expected to speak truthfully, fulfill commitments, and respect company and colleague secrets. They are also expected to communicate respectfully with colleagues and superiors, using appropriate language and tone while respecting the opinions and views of others. Furthermore, Muslims should interact with tolerance and openness towards colleagues from different religious and cultural backgrounds, promoting good dialogue and accepting differences, which are essential Islamic values. These findings build upon previous research highlighting the impact of IWE on individual positive workplace behaviors. For example, Suryani et al. (2022), Murtaza et al. (2016), and Akhmadi et al. (2023) identified that instilling IWE values can encourage employees to engage in sharing behavior. In addition, this study successfully adds theoretical insight regarding integrating SET and social identity theory to explain employee voice behavior through the role of IWE, civility climate, and employee voice.

Workplace civility refers to an employee's perception of how individuals and groups behave within the organization, including how management fosters a civil environment (Ottinot, 2011). Essentially, civility climate describes the social interactions within an organization that promote politeness and discourage rude behavior (Cortina et al., 2001; Lim et al., 2008). Given the characteristics of civility, IWE, which encompasses psychological, moral, and social values, prioritizes an excellent individual attitude and behavior. For example, the recommendation to speak softly and in a melodious tone (Surah Al Israa: 53), the importance of sound words, good listening, avoiding useless speech (Surah Fathir: 10), and lowering the voice when speaking (Surah Luqman: 19) as a way to regulate polite communication and promote a civility climate in Islam. Islam places great importance on good manners and ethics as an essential part of worshipping Allah and leading a good life. Moral is the most vital faith are those with the best manners; this highlights the interconnectedness of faith in Islam - a Muslim with solid faith is expected to exhibit politeness, kindness, and good ethics towards others, such as speaking gently, avoiding rude behavior, and behaving well in various situations.

Second, the present study suggests that implementing IWE can encourage employee voice behavior. The IWE highlights the importance of fostering cooperation, creativity, dedication, and contribution among employees in the workplace (Ali & Al-Kazemi, 2007; Yousef, 2000). Such a work environment can catalyze encouraging proactive employee behavior, motivating them to actively participate in the organization's progress by offering valuable suggestions, creative ideas, and constructive feedback. By creating an IWE, organizations can cultivate a culture of collaboration, innovation, and excellence, improving proactive behaviors such as knowledge-sharing and OCB (Murtaza et al., 2016; Suryani et al., 2022). Since knowledge-sharing is a voluntary employee behavior, employee voice - which involves providing ideas, information, and other inputs to the company - is also considered voluntary.

Employees can provide valuable suggestions and ideas for improving or innovating various aspects of a business, such as work processes, products, or services. This behavior can help organizations become more efficient, competitive, and responsive to market changes (Ashiru et al., 2022; Jha et al., 2019; Mowbray et al., 2021). It is essential for employees to feel at ease in voicing any problems or obstacles they face in the workplace. This way, any issues can be identified and resolved quickly, preventing potential losses or reduced productivity. In the same way, Islamic work ethics promotes the principles of justice, transparency, and equality- employees are given fair rights and treatment without discrimination (Ali & Al-Kazemi, 2007). Hence, all employees feel they have an equal right to voice their opinions and feelings regarding the situation within the company. Moreover, sharing knowledge is considered a form of charity and worship in Islamic values (Murtaza et al., 2016). Therefore, the behavior of employees who share ideas and suggestions to improve company innovation and performance is highly relevant to IWE (Kumar & Che Rose, 2010; Suryani et al., 2022).

Third, the findings of this study further establish the importance of a civility climate in fostering employee voice. Specifically, this study highlights the positive correlation between civility climate and employee voice, supported by previous studies (Akhmadi et al., 2023; Khan et al., 2022; Mao et al., 2019; Masullo et al., 2021; Olson-Buchanan et al., 2019; Praslova, 2019), debunking earlier presumptions that civility climate hinders voice. The research suggests that a work environment that promotes respect can encourage employees to speak up and share their thoughts and ideas (Cortina et al., 2019; Olson-Buchanan et al., 2019; Praslova, 2019; Wilson, 2015). Employees who feel respected and heard are more likely to collaborate effectively. In other words, when a culture of civility is prioritized, it ensures that employees express their opinions politely and respectfully while also valuing the opinions of others; hence, it promotes a healthy and positive work environment.

Several reasons can be attributed to why a civil work environment is a precursor to an employee's voice. First, according to Olson-Buchanan et al. (2019), creating a safe space for individuals to express their opinions and ideas is crucial; this allows them to share their thoughts without fearing being ignored or dismissed. Furthermore, Praslova (2019) also emphasizes the importance of promoting open and transparent communication channels within the organization. Therefore, this situation fosters a constructive organizational climate that enables employees to voice their opinions, suggestions, ideas, and inputs to the organization to overcome various problems in the field. This study also contradicts the belief that a civility climate impedes employee voice (Cortina et al., 2019); the results show the opposite result where civility climate is not an obstacle to employee voice (Olson-Buchanan et al., 2019; Praslova, 2019). In particular, this study takes a background in Asian cultures, especially in Indonesia, which may differ from Western culture regarding ethical values of politeness. Thus, this study argues that while freedom of expression is essential, it is still influenced by social and cultural norms, which may differ from Western scholars' assumptions.

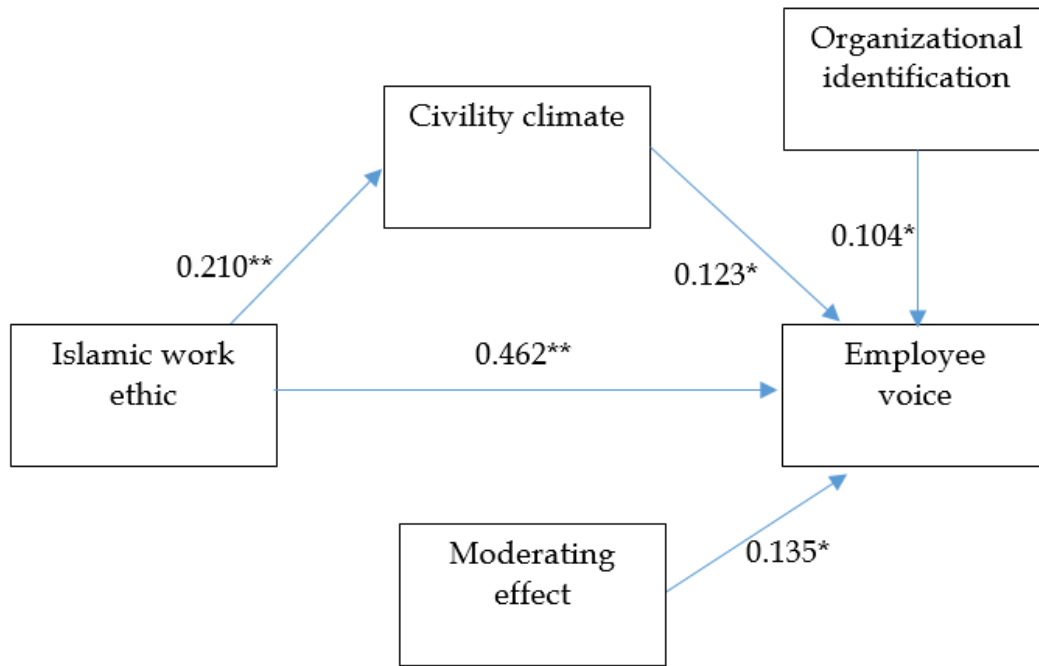


Figure 2. Research results of PLS-SEM
 ** = p-value < 0.01; * = p-value < 0.05

Finally, this study contributes to the existing research on employee voice by examining the relationship between IWE and employee voice while considering the role of organizational identification as a boundary condition. The findings of this study provide new insights into how organizational identification plays a dual role in shaping employee voice in the work environment, particularly in Indonesian urban Muslim communities and education sectors. Previous research studies such as Ali Arain et al. (2018), Islam et al. (2021), and Ruan and Chen (2021) have consistently shown that organizational identification has a positive impact on employee voice. Hence, this study reinforces that organizational identification is crucial in moderating different contexts. This study also delves deeper into the concept of organizational identification as a moderator for employee voice. For example, previous works of Knoll and van Dick (2013), Wang et al. (2018), and (Zhuang et al., 2021) have contributed to expanding the role of organizational identification as a moderator to voice behaviors. This study explores the relationship between organizational identification and employee voice, specifically considering organizational identification as a moderator. Several previous studies, including those by Knoll and van Dick (2013), Wang et al. (2018), and Zhuang et al. (2021), have contributed to the understanding of the role of organizational identification as a moderator for voice behaviors.

Practical implications

The study results hold significant implications for management, particularly in the urban Muslim community and the Indonesian higher education sector. Since Indonesia is a multicultural country, the study findings can enhance various instances of IWE practices in contemporary organizations to promote proactive employee voice behavior. The study shows that promoting an inclusive IWE and cultivating a culture of civility can encourage employee voice. Therefore, we provide some practical recommendations for management to consider. Firstly, university administrators must listen to employee feedback to better understand the challenges they face in their field.

This approach can be a strategic tool to enhance organizational effectiveness. Lecturers aware of the issues in their field can directly contribute to positive organizational changes and improvements.

Second, employees' perceptions of Islamic work ethics can play a vital role in creating a positive work environment and encouraging employees to voice their opinions. The study highlights the significance of inculcating Islamic values in work policies to promote IWE, hence, its values such as effort, competition, transparency, and ethical conduct, which can align with the organization's values and culture. To enhance the dedication of lecturers, the management can encourage them by providing role models at the leadership level and conducting regular training sessions for all employees to improve their enthusiasm and dedication towards their work. Furthermore, IWE places a high emphasis on competition and transparency. Finally, periodic technical training on pedagogy and educational technology can enhance lecturers' sense of moral responsibility for student success.

Third, higher education institutions play a crucial role in shaping the future of society. Management must take concrete steps to ensure a safe and respectful educational environment. Creating a culture of civility is critical; this means rejecting any form of incivility and promoting respectful behavior among all stakeholders, including lecturers and students. By internalizing the values of civility, educational institutions can create a conducive environment that fosters learning and development. Management also provides avenues for employees to voice their opinions and ideas; this can be achieved through formal and informal forums, where employees can express their views and suggestions. Leaders must ensure that the input of employees is heard and implemented, thus creating a culture of collaboration and innovation. Moreover, management must engage in regular discussion forums with lecturers to obtain diverse perspectives to help identify issues and opportunities that may need to be apparent from a single viewpoint and promote better decision-making. Lecturers can be given more expansive space to convey ideas and opinions and be directly involved in decision-making to increase their greater involvement and responsibility in their work. These steps are crucial for shaping the future of society and must be prioritized by higher education institutions.

D. Conclusion

The main objective of this research is to identify the factors that determine employee voice from the perspective of IWE and a climate of civility. Additionally, organizational identification has been included in the research model to explain and moderate the relationship between IWE and employee voice. The study was conducted on lecturers from various universities in Indonesia. The findings of the study highlight the significance of IWE in fostering a climate of perceived civility, which, in turn, encourages employees to voice their opinions freely. Furthermore, the analysis reveals that a climate of civility is only proven to predict employee voice but does not mediate between IWE and employee voice. Organizational identification, which refers to employees' sense of attachment and belongingness to their organization, is a quasi-moderator. It predicts employee voice and influences the relationship between IWE and employee voice. Overall, this study provides valuable insights into understanding how employee voice operates from a religious perspective and emphasizes the importance of maintaining an inclusive and civil work environment. The findings also suggest that the model developed in this study can be further expanded in the future to improve organizational communication and employee engagement. Although this

study has contributions in theoretical and practical settings, as a scientific research, several limitations are still identified to provide direction for future studies. Firstly, it is essential to note that the study only focused on the Islamic education sector. Therefore, it is recommended to generalize the results to other sectors cautiously. To enhance the external validity of the findings, this study recommended that future researchers consider expanding the study area to include a more diverse sample of participants and settings. Additionally, increasing the sample size would provide more statistical power and strengthen the generalizability of the results. Furthermore, the study's reliance on a single source of data for all variables may have introduced measurement bias, as the perspective and accuracy of the data may be limited. Hence, future studies could use multiple sources or methods to collect data, such as surveys, interviews, and observations, to triangulate the findings and enhance the validity and reliability of the results. Third, although statistical controls were applied to detect bias, it is suggested that future studies should collect data from multiple sources to minimize the risk of common method bias. This study also suggests gathering evaluations from employees and their leaders to understand employee voice comprehensively. Lastly, the data collection design used time lag to minimize common methods bias; however, it still has limitations in terms of causality claims. Hence, future studies could address this limitation using experimental and survey approaches and longitudinal data collection methods to overcome this study's causality and generalization limitations.

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F. Author Contributions Statement

Conceptualization, Suryani and Hendryadi; methodology, Suryani and Hendryadi; data curation, Suryani, Ali Akhmadi, Yulius Dharma, Itang, & Swarmilah Hariani.; writing—original draft preparation, Suryani and Hendryadi.; writing—review and editing, Itang, Ali Akhmadi, Yulius Dharma, and Swarmilah Hariani. We declare that all authors have equal contribution in this paper. All authors read and approved the final manuscript.

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