

# HARNESSING EMPLOYEE VOICE FOR WORKPLACE INNOVATION: EVIDENCE FROM BANKING SECTOR

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**Abstract:** *Employee voice is pivotal in fostering workplace innovation, serving as a conduit for the cohort and execution of novel notions within administrations. This study examines the role of worker voice, specifically promotive and prohibitive voice, as critical factors influencing workplace novelty in the Indian banking division. Compiling data from 451 respondents by using structured questionnaires and the collection of data using a multistage cluster sampling technique, the research explores how these distinct dimensions of employee voice contribute to enhancing innovation processes. Promotive voice, characterised by suggestions for improvements and proactive engagement, and prohibitive voice, marked by expressions of concern to avert potential risks, are analysed as independent variables impacting workplace innovation. Findings highlight that both forms of employee voice significantly influence workplace innovation. Promotive voice fosters creativity and the initiation of innovative practices, while prohibitive voice ensures sustainability by addressing risks and inefficiencies. This study bids theoretical, managerial, and practical inferences for banking institutions aiming to cultivate an innovative workplace culture by leveraging employee voice. This study also acknowledges certain limitations. These include its focus on the Indian banking sector, which may limit generalisability to other industries, and the cross-sectional strategy of the data, which does not capture long-term trends. Future research is encouraged to address these limitations by exploring other sectors and employing longitudinal designs. This research underscores the importance of fostering an open communication climate to harness the potential of employee contributions for sustained organisational growth and competitiveness.*

**Keywords:** *Employee Voice, Promotive Voice, Prohibitive Voice, Workplace Innovation, Banking Sector, Creativity*

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## INTRODUCTION

In contemporary environments, categorised by hasty industrial progressions and increasing customer demands, the part of worker voice in endorsing workplace innovation has gained significant attention. Worker voice is the flexible communication of notions, concerns, or suggestions that aim to advance administrative upshots and is recognised as a crucial driver of innovation in organisations (Morrison, 2011). In the banking sector, where innovation is essential for maintaining competitiveness and adapting to regulatory changes, employee contributions can provide valuable insights into process optimisation, product development, and service improvement (Detert & Burris, 2007). The status of nurturing an ethos of employee voice in the banking sector lies in the fact that employees—often at the frontline of customer interactions—possess critical knowledge and

perspectives that can contribute to organisational innovation (West & Farr, 1990). As banks strive to enhance their service offerings, optimise operational processes, and leverage emerging technologies, the ability to snoop and act on worker feedback can lead to significant improvements in workplace innovation (Jha, 2016). Employee voice can take various forms, including suggestions for new products, process improvements called promotive voice, or identifying inefficiencies in current operations called prohibitive voice (Liang et al., 2012). When organisations generate a benign and kind setting for employees to express their notions, they encourage a more innovative and adaptive workforce (Edmondson, 1999). Research has consistently indicated that when employee voice is actively encouraged, organisations experience positive outcomes, such as enhanced job satisfaction, better decision-making, and improved team collaboration (Kluge, 2000). In the banking sector, these outcomes are essential for driving workplace innovation,

which is directly tied to customer satisfaction, operational efficiency, and long-term organisational success (Choi & Kim, 2014). By harnessing the power of employee voice, banks can not only discourse on abrupt operational trials but also place themselves as influential in innovation and customer-centric service delivery. This learning intends to explore the impact of worker voice on workplace novelty in the banking sector, focusing on banking industries. This research will provide insights into how employee voice impacts innovation in the workplace and contribute to organisational performance.

## REVIEW OF LITERATURE

### Employee Voice

Employee voice states the countenance of workers' thoughts, notions, concerns, and suggestions regarding workplace issues, often with the aim of improving organisational performance and decision-making. It is a key factor in fostering organisational effectiveness and employee well-being, as it influences workplace dynamics and management-employee relationships (Morrison, 2011). The concept of employee voice has evolved in organisational behaviour literature, with early studies focusing on the formal aspects of voice, such as grievance procedures and union involvement (Kelly, 1998). Over time, the focus shifted to broader forms of voice that include informal channels, such as direct communication with managers, team meetings, and other participatory practices (Freeman & Medoff, 1984). Research indicates that organisations benefit from employee voice in several ways, including enhanced problem-solving, innovation, and reduced turnover intentions (Detert & Burris, 2007). Several factors influence workers' inclination to speak up. Mental safety, the credence that one will not be humiliated or penalised for expressing concerns, plays a crucial role (Edmondson, 1999). Employees voice their opinions when they feel safe, reinforced, and cherished (Morrison & Milliken, 2000). Edmondson (1999) highlights that staff prompt themselves when they feel their voices will be heard without distress of harmful penalties. Emotional safety is a key enabler of employee voice by reducing fears of retaliation, exclusion, or negative evaluations. Research displays that organisations with sophisticated psychological safety are inclined to have advanced levels of employee voice, which in turn correlates with greater employee engagement and productivity (Newman, Donohue & Eva, 2017).

Another important factor influencing employee voice is organisation-based self-worth (OBSE), which states an entity's self-worth is derived from their perception of the

organisation's value and recognition of their role within it (Pierce, Gardner, Cummings & Dunham, 1989). Staff with higher OBSE prompt their sentiments and take initiative in workplace matters because they feel that their contributions are valued. These staff are motivated to involve in voice behaviour, especially when they notice the organisation as a supportive and fair entity (Van Dyne et al., 1995). The perceived effectiveness of voice mechanisms plays a vital role in determining workers' inclination to speak up. When staff notice that their voice will lead to tangible outcomes or that management is receptive to their input, they engage in voice behaviour (Burris, 2012). However, when staff feel that their voice is ignored or devalued, their motivation to participate in such behaviours diminishes, leading to disengagement and potential negative consequences for the organisation (Morrison, 2011). Employee voice is not only an essential element for organisational improvement but also a critical component of employee engagement, trust, and organisational citizenship behaviour (Kassing, 2012). Research states that employee voice is the proactive behaviour, reflecting employees' efforts to contribute positively to their workplace through ideas, feedback, or solutions to problems (LePine & Van Dyne, 2001). This behaviour is often linked to the desire to contribute to constructive change, which results in enhanced innovation, decision-making, and problem-solving at the organisational level (Detert & Burris, 2007).

### Workplace Innovation

Workplace innovation refers to the development and execution of novel or meaningfully improved practices, procedures, products, or amenities aimed at enhancing organisational performance and employee well-being. It encompasses both technological advancements and changes in organisational structures, work practices, and employee involvement in decision-making (West & Farr, 1990). This concept has gained significant attention as organisations strive to remain competitive and adapt to the swiftly altering corporate setting. One of the key drivers of workplace novelty is a supportive organisational culture. Research has shown that organisations with an innovation-friendly culture encourage risk-taking, creativity, and experimentation (Martins & Terblanche, 2003). A culture that values learning, collaboration, and open communication can stimulate innovative behaviours by providing staff with the self-sufficiency and capitals to experiment with new ideas (Amabile, 1996). Furthermore, supportive headship plays a perilous part in promoting workplace innovation. Transformational leaders, who instigate and inspire staff to surpass their expectations, are mostly actual in fostering an innovative workplace environment (Bass, 1999). Employee

involvement is another crucial factor in workplace innovation. Studies suggest that when staff are vigorously involved in executive and problem-solving processes, they contribute innovative notions and improvements (Kanter, 1988). Participatory practices, such as team-based work, idea-sharing platforms, and cross-functional collaboration, enhance employees' sense of ownership and responsibility for innovation (Lawson & Samson, 2001). Involvement in decision-making processes also encourages employees to think creatively and smear their unique knowledge and expertise to solve organisational challenges. Technological advancements play a noteworthy role in driving workplace novelty. The introduction of new technologies often leads to changes in workflows, communication methods, and product development processes. For example, the use of digital tools and automation has revolutionised industries by improving efficiency, reducing costs, and enabling the creation of new business models (Brynjolfsson & McAfee, 2014). However, while technology provides opportunities for innovation, its successful implementation depends on the administration's capability to integrate it into prevailing procedures and structures effectively (Tushman & Anderson, 1986).

Moreover, the rapport amid workplace innovation and worker motivation is well-documented. Employees who are given the freedom to experiment and engage in innovative practices account for higher echelons of job gratification and commitment (De Jong & Den Hartog, 2007). Novelty not only aids the association but also leads to personal growth for employees, as they gain new skills and experience (Shalley & Gilson, 2004). This, in turn, enhances worker retention and reduces income rates, as staff stay in administrations where their ideas are valued and where they have prospects for growth. The external environment also influences workplace innovation. Competitive pressures, market demands, and regulatory changes often drive organisations to innovate. In a globalised economy, firms must acclimate to fluctuating consumer predilections, technical progressions, and economic qualms (Porter, 1990). Organisations that continuously innovate are better positioned to cope with external challenges and seize new opportunities (OECD, 2015). Workplace innovation is an intricate, multifaceted process that is prejudiced by organisational culture, leadership, employee involvement, technological advancements, and external market dynamics. The ability to foster an innovative workplace is crucial for organisations seeking to remain competitive and responsive to changing market conditions. By promoting an environment that encourages creativity, learning, and collaboration, organisations can enhance both their performance and employee satisfaction.

## **Relationship between Employee Voice and Workplace Innovation**

One of the main ways in which employee voice facilitates workplace innovation is by providing organisations with diverse ideas and perspectives. When employees are encouraged to speak up, they bring forward creative solutions, suggestions, and feedback that can lead to improved processes and innovative practices (Detert & Burris, 2007). Employee ideas often provide insights into operational inefficiencies, customer needs, or emerging trends that can inspire innovative changes (Kanter, 1988). Organisations that actively listen to and act upon employee voice are better positioned to identify opportunities for innovation and adapt to changing environments (Burris, 2012). Edmondson (1999) argues that staff express their ideas and take risks when they sense their help will not be met with ridicule or negative consequences. A psychologically safe environment encourages employees to share bold or unconventional ideas, often the foundation of innovation. Without this safety, employees may withhold valuable insights that could lead to creative breakthroughs (Newman et al., 2017). Thus, promoting mental safety is vital for creating an innovation-driven workplace where staff feel contented sharing their notions. Employee involvement is another crucial aspect of the rapport between employee voice and workplace novelty. Research shows that when employees are vigorously engaged in policymaking, they contribute innovative ideas and take ownership of the resulting changes (Lawson & Samson, 2001). Participative practices, such as team-based work, suggestion schemes, and collaborative problem-solving, allow employees to contribute their unique knowledge and expertise, fostering an innovative environment (Janssen, 2000). The more involved employees are in organisational processes, the greater the likelihood that they will generate new ideas and participate in their implementation.

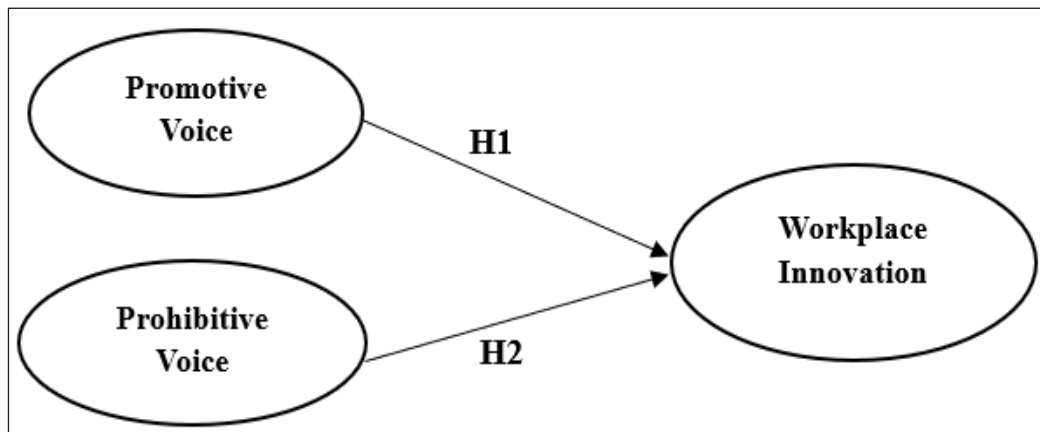
Moreover, leadership plays a critical role in linking employee voice to workplace innovation. Transformational leaders instigate and provoke staff to outdo expectations, are mainly operative in creating environments where novelty can thrive (Bass, 1999). These leaders encourage open communication, trust, and transparency, which not only promote employee voice but also facilitate the creative processes that drive innovation (Detert & Treviño, 2010). When leaders are receptive to feedback and create channels for employees to voice their opinions, they enhance organisational adaptability and responsiveness to changing market demands (Amabile, 1996). The organisational climate also influences the connection amid worker voice and novelty. A

climate that supports daring, experimentation, and incessant erudition stands in novelty (Martins & Terblanche, 2003). Organisations with a climate that encourages voice are better able to harness the collective intelligence of their workforce, leading to the change and implementation of novel practices, products, or amenities (Van Dyne & LePine, 1998). In contrast, an environment that stifles voice through fear of retaliation or a lack of recognition can hinder the flow of innovative ideas and reduce employees' willingness to contribute (Burris, 2012). Furthermore, technological advancements are increasingly influencing the connection amid worker voice and novelty. Digital platforms, for example, have made it easier for staffs to share ideas and collaborate on innovative projects across organisational boundaries (Brynjolfsson & McAfee, 2014). The integration of technology in innovation processes not only enhances the effectiveness of voice mechanisms but also provides

employees with new tools to propose and implement innovative solutions (Tushman & Anderson, 1986). The rapport amid worker voice and workplace novelty is deeply interconnected. Worker voice acts as a vital conduit for generating new ideas and insights that contribute to organisational innovation. By nurturing an ethos of mental safety, employee involvement, and supportive leadership, organisations can encourage the free flow of ideas that fuel innovation. Furthermore, an environment that values and acts on employee voice not only enhances innovation but also boosts employee engagement and satisfaction, leading to long-term organisational success (Fig. 1).

*H1: Promotive Voice has a positive impact on workplace innovation.*

*H2: Prohibitive Voice has a positive impact on workplace innovation.*



**Fig. 1: Conceptual Model of the Study**

## RESEARCH METHODOLOGY

The data was composed from the top 20 financial institutions of India. About 36% of the institutions claimed to have incorporated the employee voice formally. Both managerial and non-managerial employees were taken into consideration for the present study. About 575 questionnaires were distributed and 463 questionnaires were received back. Twelve questionnaires were eliminated showing the lowest standard deviations. The response rate was 80.5%. The 451 responses were used for further investigation. The primary data was collected using the questionnaires in the English dialectal. The multi-stage cluster sampling technique was used and questionnaires were distributed through personnel visits, emails and other social media apps. For gauging the two dimensions of worker voice, that is, promotive voice and prohibitive voice, the 10-item scale settled by Liang et al. (2012) was used. The workplace innovation was measured

by using the scale with 6 items by Scott and Bruce (1994). Understudy items were studied using the 5-point Likert scale (1: Strongly disagree and 5: Strongly agree). The data analysis was done by means of Smart PLS 4 and SPSS 21.

## Demographic Profile of Respondents

Table 1 shows a higher percentage of male respondents (59.5%) as compared to female respondents (40.1%). The frequency of respondents fitting to the age set up to 35 years was 268 (59.5%), followed by 36 to 45 years with 34.8% and age above 45 years was constituted by 5.7% of respondents. More respondents belonged to private sector (54.8%) than public sector (45.2%) employees. Managerial employees were having the frequency of 117 (25.9%) and non-managerial employees constituted 74.1% (334). Most of the employees were having the experience up to 5 years (53.4%).

**Table 1: Demographic Profile of Respondents**

Variable	Categories	Frequency	Percent
Gender	Female	181	40.1
	Male	270	59.9
	Total	451	100
Age (in years)	Up to 35	268	59.5
	36 to 45	157	34.8
	Above 45	26	5.7
	Total	451	100
Sector	Public	204	45.2
	Private	247	54.8
	Total	451	100
Position	Managerial	117	25.9
	Non-Managerial	334	74.1
	Total	451	100
Experience (in years)	Up to 5	241	53.4
	6 to 10	138	30.6
	11 to 15	56	12.5
	Above 15	16	3.5
	Total	451	100

**PRELIMINARY DATA EXAMINATION**

**Data Normality**

Parametric tests can be active with the form that the data must be normally scattered. We used skewness and kurtosis, the frequently used scheme, to govern whether our data is normal or not. For data to be normal, Skewness has to be in the -2 to +2 range, though for Kurtosis, the normal range is -7 to +7 (Hair et al., 2017). If the worth of Skewness ranges above 3.0 and 8.0 in the case of Kurtosis, data is believed to have normality issues (Kline, 2023). Given these sanctions, our data is normal as the values are within the ranges (Table 2).

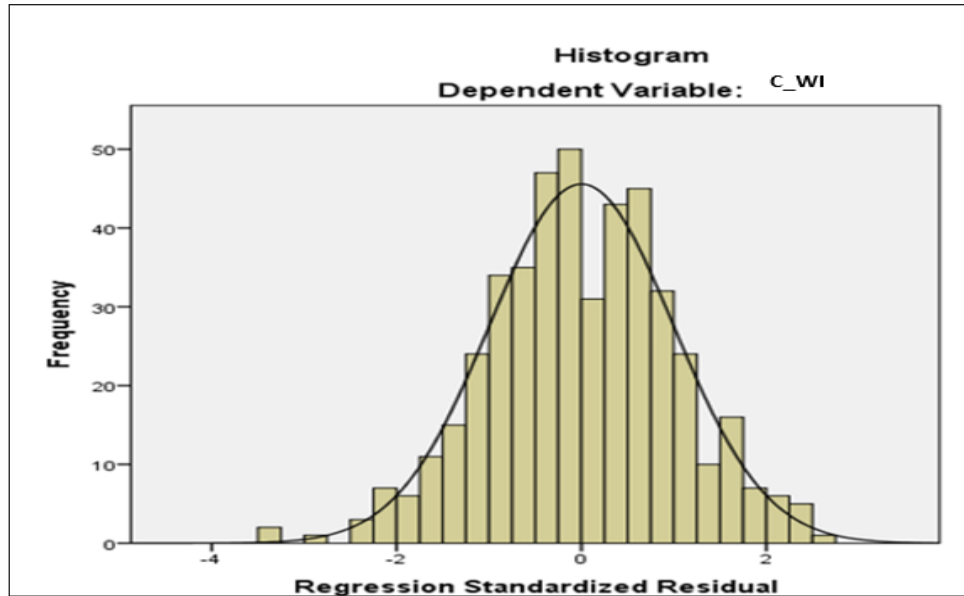
**Table 2: Skewness and Kurtosis of Variables**

Variables	Skewness	Kurtosis
Promotive Voice	-0.549	1.330
Prohibitive Voice	-0.430	0.140
Workplace Innovation	-0.364	0.896

Source: SPSS Output.

**Homoscedasticity Diagnosis**

Homoscedasticity states the consistency of variance about the regression line or the residuals athwart the plot are not much dispersed (Jamshidian & Jalal, 2010). The more dispersal of error terms or residuals specifies the delinquency of heteroscedasticity. The residuals have a balanced dispersal with almost 95% of the area beneath the normal curve, as shown by the normality plot of the error terms.



Source: SPSS Output.

Fig. 2

## RESULTS

### Evaluation of Measurement Model

The indicator reliability, composite reliability, Cronbach's alpha ( $\alpha$ ) and average variance extracted (AVE) are displayed

in Table 3. Indicator loadings larger than 0.7 and composite reliability (CR) more than 0.7 are considered unswerving (Hair et al., 2012). The convergent validity of the indicators is demonstrated, as evidenced by AVE's value exceeding the 0.5 criterion (Sarstedt et al., 2017).

Table 3

Constructs	Scale Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	AVE
Promotive Voice	PMV1	.913	0.817	0.823	0.836
	PMV2	.832			
	PMV3	.843			
	PMV4	.932			
	PMV5	.823			
Prohibitive Voice	PHV1	.853	0.842	0.862	0.823
	PHV2	.844			
	PHV3	.852			
	PHV4	.821			
	PHV5	.844			
Workplace Innovation	WI1	.843	0.852	0.871	0.764
	WI2	.874			
	WI3	.822			
	WI4	.921			
	WI5	.844			
	WI6	.923			

To ascertain the discriminant validity, the Heterotriait-Monotrait correlation (HTMT) was employed. HTMT values are below Sarstedt et al. (2020)'s cut-off of 0.85 (Table

4). Consequently, the measurement model demonstrates discriminant validity and each of the model's paradigms is unique.

**Table 4: Descriptive Statistics and Discriminant Validity (HTMT)**

Constructs	Mean	Standard Deviation	PMV	PHV	WI
PMV	0.331	0.642	1	0.461	0.512
PHV	0.345	0.651		1	0.433
WI	0.413	0.722			1

**Structural Model Assessment**

While assessing the structural model, it is also important to confirm the paradigms' collinearity. Multi-collinearity between the variables is indicated by a variance inflation factor (VIF) of five or higher (Hair et al., 2016). The present model has all of its VIF scores less than 5, which suggests that multicollinearity is not a problem (Table 5). Next, the

coefficient of determination (R<sup>2</sup>) and predictive relevance (Q<sup>2</sup>) were assessed. R<sup>2</sup> values of 0.25 are regarded as having poor explanatory power, 0.5 as being moderate, and 0.7 as having excellent explanatory power (Sarstedt et al., 2017). The PLS-path model's large, medium and small predictive importance are represented by threshold values for Q<sup>2</sup> greater than 0.50, 0.25, and 0 (Hair et al., 2019) (Table 6).

**Table 5: Multicollinearity (VIF)**

Constructs	Promotive Voice	Workplace Innovation	Prohibitive Voice
Promotive Voice		1.652	
Workplace Innovation			
Prohibitive Voice		1.565	

**Table 6: Coefficient of Determination (R<sup>2</sup>) and Predictive Relevance (Q<sup>2</sup>)**

	Workplace Innovation	Result
R Square	0.52	Medium
Q Square	0.31	Medium

**Evaluation of Structural Relationships**

We employed the structural equation modelling to analyse the impact of promotive voice and prohibitive voice on Workplace novelty. The standard path coefficient for the effect of promotive voice on the Workplace novelty is 1.36 and is found significant at a p value less than 0.05. Hence,

our H1 is supported stating that there is a substantial effect of promotive voice on Workplace innovation. Similarly, the path coefficient for the impact of prohibitive voice on transformational leadership is 1.58 and is significant at p value less than 0.001 (Table 7). Thus, supporting our hypothesis H2.

**Table 7: Hypotheses Outcomes**

Hypotheses	Relationship	Path Coefficient	T Value	P Value	Decision
H1	PM WI	1.36**	4.341	0.001	Supported
H2	PH WI	1.58*	3.236	0.000	Supported

Note: PMV: Promotive Voice, PHV: Prohibitive Voice, WI: Workplace Innovation.

p\* < 0.001, p\*\* < 0.05.

## FINDINGS AND DISCUSSION

The study reveals that promotive voice has a positive impact on workplace innovation with a path coefficient = 1.36, T-value 4.341, significant at a p value < 0.05. Thus, supporting H1 (Table 7). Employees who express promotive voice stand-in an ethos of continuous improvement by stressing on opportunities, sharing creative ideas, and proposing changes that enhance processes and outcomes. This aligns with prior studies emphasising that promotive voice encourages innovative behaviours by enhancing collaborative problem-solving and generating fresh perspectives (Liang et al., 2012). Prohibitive voice, which focuses on identifying and preventing potential risks or inefficiencies, also plays a critical role in workplace innovation. Path coefficient = 1.58, T-value 3.268, significant at p value < 0.001, thus supporting H2 (Table 7). By flagging issues and advocating for caution, employees can prevent costly errors and enhance decision-making, laying a foundation for sustainable innovation. This finding resonates with Morrison (2014), who argues that a prohibitive voice strengthens organisational resilience, enabling firms to innovate while avoiding pitfalls. Notably, the analysis indicates that both forms of voice are crucial, exhibiting a stronger direct impact on innovation outcomes. This may be attributed to the inherently creative and future-oriented nature of promotive voice, which aligns more closely with the exploratory aspects of innovation (Tangirala & Ramanujam, 2008). In settings where staffs sense benign to speak up, both promotive and prohibitive voices are amplified, further enhancing their contribution to innovation. These findings underscore the complementary nature of promotive and prohibitive voices. While promotive voice drives creative thinking and novel solutions, prohibitive voice ensures the implementation of these ideas remains grounded and risk-averse. Organisations that strike a balance between encouraging forward-thinking suggestions and constructive critiques are better positioned to achieve innovative success. This dual approach to voice aligns with the job demands-resources model, suggesting that providing supportive mechanisms; open communication channels and leadership support can reduce the psychological cost of speaking up while maximising its innovative benefits (Bakker & Demerouti, 2007). Hence, managers should not only encourage employees to contribute ideas but also provide platforms where concerns can be voiced without fear of negative repercussions.

The fallouts align with Liang et al. (2012), in their study on the antecedents of promotive and prohibitive voice emphasise that promotive voice meaningfully enhances work innovation by stimulating employees to think beyond existing processes. Promotive voice was found to encourage knowledge sharing and collaborative problem-solving,

creating an environment where employees felt empowered to generate novel ideas. This aligns with the exploratory nature of innovation, which relies on the introduction of new perspectives. Detert and Burris., (2007) investigated the role of leadership in enabling promotive voice. Leaders who practice transformational and inclusive leadership styles were observed to inspire employees to share ideas freely. The researchers found that such leadership styles were positively correlated with increased innovation, as they created environments that nurtured creativity and openness to change. Morrison (2014) outlines the significance of prohibitive voice in fostering sustainable innovation. By highlighting potential challenges or pointing out inefficiencies, prohibitive voice ensures that innovation processes are grounded in practicality. This type of voice mitigates risks that might derail innovative projects, thus complementing promotive voice efforts. Van Dyne et al. (2003) contend that prohibitive voice plays a critical role in risk management and ethical decision-making, which are essential components of sustainable innovation. Organisations that cultivate an ethos where staffs can express concerns without dread of retaliation are better equipped to adapt to and overcome challenges. Burris et al. (2008) examined the interaction between promotive and prohibitive voice in fostering organisational adaptability. While promotive voice drives exploration of new possibilities, prohibitive voice ensures that innovation aligns with organisational goals and avoids unintended consequences. The researchers concluded that the interplay of these two voice behaviours contributes to a balanced approach to innovation. Tangirala and Ramanujam (2008) highlighted the status of leadership and structural ethos in balancing promotive and prohibitive voices. They found that environments valuing diverse contributions exhibited higher innovation success rates, as employees felt empowered to express their concerns.

## IMPLICATIONS OF THE STUDY

This study on promotive and prohibitive voice behaviours presents profound implications for fostering workplace innovation, particularly within the banking sector. Theoretically, it advances our understanding of how these two distinct forms of employee voice contribute to organisational success. Promotive voice, which involves offering constructive ideas and solutions, supports innovation by tapping into employees' creative potential and identifying opportunities for improvement (Liang et al., 2012). Prohibitive voice, which focuses on identifying risks and addressing potential threats, enhances organisational resilience by helping organisations proactively navigate challenges (Van Dyne et al., 2003). Furthermore, constructs

such as psychological safety (Edmondson, 1999) and organisation-based self-worth (Pierce et al., 1989) are critical mediators that enable employees to feel empowered and valued, thereby increasing their willingness to engage in these behaviours.

From a policy viewpoint, the learning underscores the necessity for institutional agendas that inspire employee voice. Leadership training programs should emphasise the importance of creating expressively safe settings where staffs feel confident stating their notions or concerns (Edmondson & Lei, 2014). Establishing structured feedback channels, such as suggestion portals or employee advisory boards, can formalise the process of soliciting and acting on input (Robinson & Morrison, 2000). Policies linking employee voice behaviours to rewards and recognition systems can further incentivise proactive contributions. Additionally, robust whistleblower protection mechanisms are essential for encouraging prohibitive voice, particularly in compliance-driven industries like banking (Miceli & Near, 1992).

Practically, the findings highlight the value of nurturing a workplace ethos that arranges open statements and inclusivity. Staff who perceive that their input is valued and endure staunch support for the organisation and engage in innovative problem-solving (Detert & Burris, 2007). Promotive voice behaviours can accelerate digital transformation by encouraging the development of innovative solutions such as AI-driven customer services or improved mobile banking platforms (Bapna et al., 2013). Simultaneously, prohibitive voice plays a critical role in risk management by enabling employees to flag potential issues such as cybersecurity vulnerabilities or operational inefficiencies before they escalate. This proactive approach ensures strategic decision-making and organisational agility. By integrating these insights into their strategies, banks can build a resilient, innovative workforce equipped to navigate a rapidly evolving business landscape.

## LIMITATIONS OF THE STUDY

This research on promotive and prohibitive voice behaviours in the banking sector offers valuable insights, but it is not deprived of limitations. One noteworthy limitation is its dependence on self-reported data, which can present biases like social desirability bias. Employees may overreport or underreport their voice behaviours due to concerns about anonymity or their desire to appear more proactive or risk-averse (Podsakoff et al., 2003). This could lead to an inaccurate assessment of the actual frequency and impact of voice behaviours. Another limitation is the context-specific nature of the study, which focuses exclusively on the banking sector. While this provides deep insights into a highly

regulated and hierarchical industry, the verdicts may not be fully generalisable to further sectors with different cultural or structural dynamics, such as technology or manufacturing (Liang et al., 2012). For example, industries with flatter organisational hierarchies may exhibit different patterns of voice behaviour due to varying levels of psychological safety and leadership support.

The cross-sectional design further confines its capability to create causal associations amid promotive and prohibitive voice behaviours and workplace innovation. While significant correlations may be observed, the absence of longitudinal data restricts the understanding of how these behaviours evolve over time and contribute to sustained innovation (Edmondson, 1999). This is particularly relevant in the banking division, where the lasting implementation of ideas and risk management strategies is critical.

Moreover, the study's accent on promotive voice and prohibitive voice neglects the variables such as team climate, leadership styles, and organisational culture that are critical contextual elements that can either amplify workplace innovative behaviours (Morrison, 2011). Additionally, the study does not sufficiently address the potential negative consequences of voice behaviours. While promotive and prohibitive voice are generally seen as constructive, they can sometimes lead to interpersonal conflicts, strained relationships with supervisors, or backlash against employees perceived as overly critical (Detert & Treviño, 2010). This is especially true in hierarchical organisations like banks, where traditional power structures may discourage employees from speaking up, despite policies supporting open communication.

Lastly, the study may overlook cultural differences in how voice behaviours are perceived and enacted. In collectivist cultures, employees may prioritise group harmony over individual expression, potentially reducing their inclination to involve themselves in promotive or prohibitive voice (Hofstede, 1980). Similarly, employees in high power distance cultures may feel inhibited from voicing their concerns due to perceived risks of challenging authority (Morrison et al., 2011). Forthcoming explorations could sightsee how these cultural factors intersect with voice behaviours to provide a more nuanced understanding. Addressing these limitations in future studies by incorporating longitudinal designs, multi-source data collection, and cross-industry and cross-cultural comparisons could augment the sturdiness and pertinency of the results.

## CONCLUSION

This study underscores the significant positive impact of promotive and prohibitive employee voice on workplace

novelty in the banking sector. Promotive voice, characterised by employees' proactive suggestions for constructive ideas and innovative solutions, plays a critical role in fostering creativity and driving organisational progress. By encouraging employees to share forward-thinking perspectives, promotive voice contributes to the progress and implementation of novel tactics and courses that enhance organisational efficiency and competitiveness (Liang et al., 2012). Prohibitive voice complements this by addressing potential risks, inefficiencies, or emerging issues. Staff who are involved in prohibitive voice help organisations preemptively identify and mitigate challenges, ensuring the sustainability and effectiveness of innovation efforts. This protective role not only safeguards existing initiatives but also creates a solid foundation for future innovative endeavours (Liang et al., 2012). The dual contribution of promotive and prohibitive voice creates a balanced approach to innovation. Promotive voice energises the cohort of new notions, while prohibitive voice certifies these notions are realistic and aligned with organisational goals. Together, they enable banking institutions to adapt to evolving market demands and maintain a competitive edge in the dynamic financial landscape (Liang et al., 2012). In conclusion, fostering both promotive and prohibitive employee voice is essential for workplace innovation in the banking sector. Encouraging employees to actively participate by sharing innovative ideas and raising constructive concerns strengthens organisational adaptability, resilience, and long-term growth (Liang et al., 2012).

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