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ABSTRACT

This study investigates the relationship between managerial sociopolitical activism and employee voice in the Egyptian construction industry.

A simple random sampling was used to examine how managerial activism impacts the dimensions of employee voice; defensive, prosocial, and acquiescent voice. Path analysis was applied via Smart-PLS to test the impact of managerial activism on these dimensions. Results showed a significant positive correlation, managerial activism shapes employee behavior and encourages both protective actions and empathy-driven contributions. The study emphasizes the importance of managerial sociopolitical engagement in organizational communication and leadership. It also suggests future research to explore mediating variables like psychological safety and managerial integrity, and practical strategies to enhance organizational resilience.

Introduction

For decades, employee voice has been a topic of interest in organizational research. Scholars have shown that creating organizational environments where employees feel motivated to share their opinions, concerns, and perceptions is key to organizational success (Maynes et al., 2024). This behavior demonstrates employees' willingness to share feedback that can impact several critical organizational outcomes. Specifically, understanding and cultivating these types of employee behaviors can help organizations improve communication, innovation, and trust creating a more dynamic and inclusive workplace (Mowbray, Wilkinson, & Tse, 2015).

Several attempts by scholars have been made to unveil the complex dynamics of voice and silence in organizations. Results show that leaders' behaviors can influence employee voice (Jolly & Lee, 2021). Particularly, leaders who foster an organizational culture of support and inclusion have been shown to increase employee engagement (Kuknor & Bhattacharya, 2020). Furthermore, recent research suggests that corporate social responsibility can encourage employees to speak up because they perceive organizational commitment to the greater good (Liu, Liu, Zhang, & Hu, 2021). Likewise, organizations that take clear stances on social responsibility issues often witness greater employee alignment with company values and potentially increase loyalty (Wolfe, 2020; Bode, Singh, & Rogan, 2015; Ludolf, Silva, Gomes & Oliveira, 2017).

In Egypt, political tensions and economic challenges have impacted organizational practices and employee attitudes. Employees and leaders have traditionally avoided controversial sociopolitical issues but recently there has been a trend toward more

managerial activism (Wowak, Busenbark, & Hambrick, 2022). The rise in managerial activism is driven by public pressure, social media, and the growing interconnection between business and society (Voegtlin, Crane & Noval, 2019). One example of sociopolitical activism is the Arab boycott of companies supporting the Israel-Palestine conflict, it underscores how sociopolitical activism affects organizational reputation and stakeholder engagement.

This research relies on Social Identity Theory (Tajfel & Turner, 1986), Organizational Support Theory (Eisenberger et al., 1986), and Transformational leadership (Bass & Riggio, 2006) to investigate the relationship between sociopolitical activism and employee voice. Studying this relationship is especially important in high-risk sectors like construction where communication is key to workplace safety and performance. Managerial activism that promotes transparency and social responsibility can create an open culture and increase overall safety (Espasandín-Bustelo, Ganaza-Vargas, & Diaz-Carrion, 2021).

Although there is growing interest in sociopolitical activism among scholars, research in management literature particularly on its internal impact on employee behavior is very limited (Atanga & Mattila, 2023; Lee & Tao, 2021; Chatterji & Toffel, 2019). In addition, the exploratory study conducted by the researcher highlights the serious consequences of silence and miscommunication in the construction sector and the widespread sociopolitical activism among members. Therefore, this paper aims to examine the relationship between these two variables to fill the gap in the literature and help construction organizations perform better. This paper also provides practical insights for managers and organizations that want to increase employee contribution and communication

Literature Review

Managers' Sociopolitical Activism

Managers' sociopolitical activism is defined as the involvement and advocacy on social and political issues, often outside of their organization's core business (Voegtlin, Crane, & Noval, 2019). Activism allows managers to use their networks and influence to change policy and support political and social causes. Strategies for sociopolitical activism include working with government officials, participating in public debates, and using strategic communication to mobilize support for social and political issues (Hambrick & Wowak, 2021). Active managers will speak in public, and participate in social media campaigns, and corporate statements to activate support for causes like gender equality, climate change, and freedom of speech (Lee & Tao, 2021). This allows them to use their position to drive social change and get into political conversation.

Managers' sociopolitical activism is often driven by personal values and external pressures. In other words, leaders will get involved in activism based on their ideology (Hambrick & Wowak, 2021) and stakeholder expectations including employees, customers, and communities. These groups will pressure managers to advocate for social and political issues due to demands for responsible business practices, and ethical considerations (Hambrick & Wowak, 2021). Managers will also get involved in activism to align their organizational strategy with the values of active shareholders (Mkrtchyan et al., 2020) or to prevent political employees from leaving the organization (Branicki et al., 2021).

The outcomes of managers' sociopolitical activism can be significant for individuals as well as organizations. Leaders involved in activism that aligns with stakeholder

values and societal expectations are seen positively, boosting their personal reputation and that of their organization (Rumstadt & Kanbach, 2022). Activism can increase employee engagement and retention by giving them a sense of purpose and contributing to a positive organizational culture (Bode, Singh & Rogan, 2015). Employees who share the same values as their leaders will be more satisfied and committed and less likely to leave (Wry & York, 2017; Lee & Tao, 2021). Sociopolitical activism can also influence employees' behavior such as employee involvement, commitment as well as voice.

Employee voice

Employee voice is becoming increasingly important in today's dynamic work environments. Open communication fosters not only individual well-being but also organizational innovation and agility (Alviani, Hilmiana, Widiyanto, & Muizu, 2024). Employee voice is a complex concept reflecting employees' intentions to share thoughts, concerns, recommendations, and opinions about organizational issues. Hyman (2018) defines organizational voice as the collective sharing of information intended to enhance processes and outcomes. According to Van Dyne et al. (2003) conceptualization of employee voice includes three dimensions; acquiescent, defensive, and prosocial. These types are classified based on differing motivations and are shaped by individual perceptions and organizational contexts.

Acquiescent voice is considered passive communication, often motivated by feelings of ineffectiveness or withdrawal (Van Dyne et al., 2003; Hyman, 2018). Employees involved in this form may share ideas without believing in meaningful or real change. As for the defensive voice, the sharing of ideas is based on self-protection, where employees share concerns to avoid potential risks (Hyman, 2018). Finally, prosocial

voice is based on the intention of benefiting others or the organization, reflecting a motive to share constructive ideas even in challenging environments. While these forms of voice are often distinct, employees may exhibit a combination of them depending on the organizational context or their personal experiences, with the potential for shifts from one form to another over time (Van Dyne et al., 2003).

The sharing of ideas and feedback not only fosters a positive organizational culture, but also directly contributes to improved organizational outcomes such as enhanced performance, creativity, and long-term employee retention (Singh, 2019; Lam, Loi, Chan, & Liu, 2016). Employee voice is crucial for nurturing participation and empowerment, leading to individual and organizational success. At the individual level, employees who perceive that their voices are appreciated show higher engagement, job satisfaction, and commitment (Liang & Yeh, 2020). At the organizational level, the more ideas are shared the better the decision-making, enhanced innovation, and enforced culture of trust. By considering diverse perspectives, organizations address challenges more successfully, improving agility and resilience (Granow & Asbrock, 2021).

The literature proposes several antecedences to employee voice, including individual, organizational, and contextual factors. On the individual level, a leader's style is fundamental, the adoption of a transformational and inclusive style encourages open communication. While authoritarian leadership may keep employees silent, as they perform in an environment that fosters interpersonal risks (Farh & Chen, 2018). In addition, organizational cultures that reinforce collaboration and respect develop environments where employees' voices are more common.

Managerial behaviors, such as social responsibility, can spread a sense of shared purpose leading to different forms of voice behaviors (Liu, Liu, & Wang, 2022).

Research Gap

Previous research on employee voice (e.g. Van Dyne et al., 2003) explores general organizational factors but never considers the internal dynamics influenced by managerial activism or how it affects employees' willingness to speak up. Additionally, the external effects of sociopolitical activism – such as its impact on firm value, consumer perceptions, and investor reaction – have been studied extensively, but the internal impact on employees is largely unexplored. For example, Leak et al. (2015) and Atanga, Xue, & Mattila (2022) explore the effects of leaders' public sociopolitical activism on brand image and customer attitudes. Similarly, Pasirayi, Fennell, and Follmer (2023) and Schmidt et al. (2021) look at investor reaction but don't consider the impact on employees. Additionally, Bhagwat et al. (2020) examine the relationship between corporate sociopolitical activism and firm value. Likewise, Appels (2023) proposed the effects of sociopolitical activism on customers as well as job seekers. Recently, Wowak and Busenbark (2024) explored the ideological foundations of CEO sociopolitical activism.

A few scholars have recently turned their attention to sociopolitical activism and its internal organizational effects. For example, Lee & Tao (2021) study how employees perceive their CEO's ethics and the organization's morality when their CEO is socio-politically active. Hambrick & Wowak (2021) also suggest that when the CEO's activism aligns with the organization's values, employee identification is strengthened. Further, Wowak, Busenbark, & Hambrick (2022) examine the impact of CEO activism on employee commitment. Despite this recent focus on

sociopolitical activism's internal influences, understanding the role of sociopolitical activism has not yet been uncovered. No previous research examines how managers' sociopolitical engagement affects employee voice behavior – acquiescent, defensive, and prosocial voice.

Exploratory Study & Practical Problem

An exploratory study was conducted on 100 employees to investigate the underexplored relationship between managers' sociopolitical activism and employee voice in the construction sector in Egypt. Interviews were conducted randomly with employees from Orascom Construction, The Arab contractors, and Kharafi National SAE, to understand how employees in the Egyptian construction sector perceive and react to managerial sociopolitical activism, how it affects their voice behaviors (acquiescent, defensive, or prosocial), and how it influences organizational communication and engagement. First, the researcher made sure that the participants fully understood the meaning of sociopolitical activism and employees' voice. Then the researcher sought answers to questions such as: How do Egyptian construction sector employees perceive managerial sociopolitical activism? and Does it influence the types of employee voice behaviors, such as acquiescent (silence due to fear), defensive (expressing concerns to avoid conflict), or prosocial (motivated by organizational good)?

A percentage of 93% of the answers to the questions indicated that voice behaviors are very rare and that employees only speak up to protect themselves. 80% also indicated that employees perceive sociopolitical activism among their managers and that sometimes it forces them to show fake alignment with the managers' attitudes and values. Also, 90% of the interviewees expressed their concern about retaliation

(e.g., demotions and exclusion) if they opposed the manager's political and social views. For instance, when asked how employees perceive managerial sociopolitical activism, one respondent explained, 'It feels like we have to support our managers' views or risk being seen as disloyal, even if we disagree internally. And 75% expressed that due to their positive view of their managers' courage and transparency about their ideology, they are motivated to speak up and share insights that would help their colleagues and their organization. For example, one interviewee mentioned "Despite feeling worried about speaking up, I do feel encouraged by my manager's transparency on social issues. It makes me believe that speaking up could actually help the company grow."

The practical problem centers on the widespread silence among employees, and their lack of participation and communication. Also, more than 70% of the interviewees admitted their concern due to their managers' sociopolitical stance on several issues, this could indicate that employees' perception of their managers' sociopolitical activism is the reason for their silence or their passive voice behaviors. Additionally, the problem is represented in how organizations can manage the correlation between managerial activism and employee communication. In sectors like construction, where hierarchical structures are prominent, employees may feel pressured to align their behavior with their managers' political views, potentially stifling open dialogue. This is more acute in Egypt where political and social views can affect the workplace dynamics.

Research Objectives

The objectives of this paper are presented as follows:

- Examining the impact of managers' sociopolitical activism on employees' voice and its dimensions.
- Determining the extent to which construction companies show levels of employee voice.
- Determining the extent to which construction companies adopt managers' sociopolitical activism.
- Provide recommendations to HR practitioners on ways of enhancing their organization's communication through sociopolitical activism practices.

Research Hypotheses

Hypothesis 1: There is a significant *impact of managers' socio-political activism on* employee voice.

Hypothesis 1(a): There is a significant *impact of managers' socio-political activism on* employee acquiescent voice.

Hypothesis 1(b): There is a significant *impact of managers' socio-political activism on* employee defensive voice.

Hypothesis 1(c): There is a significant *impact of managers' socio-political activism on* employee prosocial voice.

Based on the above evidence and the developed hypotheses, the research framework is developed and presented in Figure (1) below:

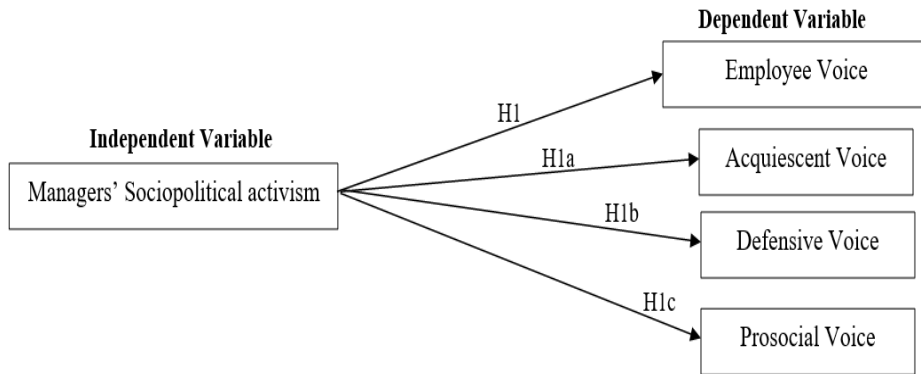


Figure 1: Research Framework

Source: Developed by the researcher

Conceptual Framework for the Relationships Between Sociopolitical Activism and Employee Voice

The relationship between managers' sociopolitical activism and employee voice can be explained through Organizational Support Theory, Social Identity Theory, and Transformational Leadership Theory. According to the Organizational Support Theory (Eisenberger et al., 1986) employees will perceive the organization as supportive and committed to the greater good and this will lead to behaviors like employee voice. When managers engage in sociopolitical activism, they signal to employees that social and ethical issues are core to the organization's values. This will increase the employees' sense of organizational support, encouraging better engagement and a greater willingness to speak up and share ideas (i.e. employee voice). Also, Social Identity Theory (Tajfel & Turner, 1986) suggests that employees

are more likely to engage in behaviors that align with the organization's identity, particularly when they identify with its values. Consequently, socio-politically active managers can create a sense of belonging among employees and strengthen organizational identification. However, if organizations and employees' values are misaligned, it may lead to negative outcomes (Anahit Mkrtychyan et al., 2024).

Managers' sociopolitical activism by signaling organizational support, strengthening or weakening organizational identification, and demonstrating transformational leadership can impact employees' willingness to speak up and share their opinions and concerns. However, misalignment between employees and organizational values can reduce voice behaviors.

Moreover, Voegtlin, Crane, and Noval (2019) suggest that prosocial leaders can create a sense of shared purpose and get employees to speak up even indirectly. According to Organizational Support Theory (Eisenberger et al., 1986) perceptions of supportive organization will prevent employees from sharing ideas that won't make a difference, reducing acquiescent voice. Further, Managers' sociopolitical activism may be interpreted as a reflection of the organization's commitment to broader social and ethical values. Such a perception can lower employees' psychological barriers to expressing their opinions, fostering a sense of alignment and shared purpose. However, this alignment may also inadvertently contribute to groupthink among employees, as individuals might prioritize conformity and cohesion over critical and diverse perspectives (Edmondson, & Besieux, 2021). Managerial activism can drive employees to passively align their views with organizational values to avoid opposition, contributing to an acquiescent voice among employees. Thus, managers' sociopolitical activism can create an

environment where employees are eager to express or avoid passive agreement and compliance hence the notion that activism is related to employee acquiescent voice. Managers' sociopolitical activism can also impact defensive voice in two ways. On one hand, when managers are socio-politically active in ways that align with the organization's values, they model integrity and commitment to social causes and build trust and psychological safety in the organization (Miramo, 2024). This in turn encourages employees to speak up without fear of retribution and reduces defensive voice.

On the other hand, when employees see inconsistencies between managers' words and the organization's actions it creates uncertainty and mistrust. Therefore, employees would attempt to protect themselves from negative social opinions by sharing information out of fear and self-protection (Qi, Fang-Shu & Ramayah, 2022). In other words, when employees perceive misalignment between managers' sociopolitical activism and the organization's actual practices it creates feelings of betrayal and uncertainty, increasing feelings of fear and distrust. Such misalignment can manifest in the form of defensive voice behaviors as employees protect themselves from potential exclusion or negative consequences. Additionally, Popelnukha et al. (2022) found that when employees' values are aligned with leaders' values defensive behavior is reduced and a more open and collaborative environment is created.

Employees may also offer constructive, forward-looking suggestions aimed at enhancing organizational performance and contributing to the broader societal good (Van Dyne, Ang, and Botero 2003). Employees are more likely to share their ideas when they perceive managers' sociopolitical activism as authentic and driven

by shared values. However, such behavior depends on the employee's perception of managers' activism and its alignment with the organization's broader practices and values.

The Social Identity Theory (Tajfel & Turner, 1986) suggests that employees who identify strongly with the organization may feel entitled to behave in ways that benefit the organization such as exhibiting prosocial voices. Similarly, Transformational Leadership Theory (Bass & Riggio, 2006) emphasizes the leader's perceived authenticity and ethical commitment as key drivers of employee behavior. This proposes that perceived authenticity and ethical collective commitment among leaders will get employees to rise above self-interest. Additionally, Malloy, Yukhymenko-Lescroart, & Kavussanu (2023) indicate that trust in leaders is an antecedent of prosocial behavior. Raza et al. (2021) also propose that ethical organizations that demonstrate social responsibility will promote employee engagement and constructive voice. Nonetheless, the relationship between managers' sociopolitical activism and prosocial voice depends on how employees perceive the activism. Managers' morality as perceived by employees can positively or negatively influence attitudes (Lee, & Tao, 2021). This suggests that managers' sociopolitical activism is associated with employees' prosocial voice.

Research Methodology

This study uses quantitative methods to examine the relationship between managers' sociopolitical activism and employee voice behaviors in the Egyptian construction industry. The population of interest includes all employees working in the construction sector in Egypt, but the survey was administered only in Cairo and

Giza. According to CAPMAS (2024), the total number of employees in Egypt's construction sector is around 214,900, representing the research population.

To ensure a representative sample a simple random sampling technique was used to select employees from various construction including Orascom Construction (65,000 employees), The Arab contractors (60,000 employees), and Kharafi National SAE (5,000 employees) branches in Cairo and Giza. The calculated sample size was 400 employees as per sample size determination principles for large populations. The data collection tool was a structured questionnaire measuring managers' sociopolitical activism and employee voice behavior. Managers' sociopolitical activism was measured using the scale developed by Corning and Myers (2002) and employee voice behavior was measured using the instrument proposed by Van Dyne, Ang, and Botero (2003).

Pilot Test and Survey Respondents

Before the survey was administered a pilot test was conducted to ensure the clarity, reliability, and validity of the questionnaire. The questionnaire was translated into Arabic to ensure full understanding by the target population. A group of construction employees in Cairo and Giza was consulted to assess the clarity of the terms especially "sociopolitical activism" and "employee voice". Feedback from the pilot test led to minor changes in wording and structure to ensure cultural and linguistic appropriateness.

Survey Administration

The questionnaire was sent electronically via email to 400 employees working in construction organizations in Cairo and Giza. The questionnaire was in both Arabic and English to accommodate employees' preferences to test their perception of their

managers' sociopolitical activism and their own voice behavior. Only 384 responses were returned, which is a 96% response rate. The high response rate was due to confidentiality and anonymity measures as respondents were assured that their information would be kept confidential and used only for research purposes.

Data Analysis

The data was analyzed using path analysis a statistical technique that allows the examination of direct and indirect relationships between variables (Pearl, 2018). The path model tested the direct relationships between managers' sociopolitical activism and the three types of employee voice behaviors (acquiescent, defensive, and prosocial voice).

To assess the overall fit of the model the adjusted coefficient of determination (R^2) was used (Chicco, Warrens, & Jurman, 2021). R^2 value shows how much of the variance in employee voice behavior is explained by managers' sociopolitical activism. Path analysis also provided estimates of direct effects between the variables and tested the significance of these relationships.

Research Results

Questionnaire validity and reliability

Cronbach's Alpha was used to measure the reliability of the questionnaire to ensure research results' generalizability (Amirrudin, Nasution, & Supahar, 2021). The following figure shows the result of Cronbach's Alpha test.

Table 1: Result of alpha Cronbach's coefficient Test

Study Dimensions	Cronbach's alpha	validity test
Independent variable: Managers Sociopolitical activism	0.886	0.941
Dependent variable: Employee voice	0.810	0.900
Acquiescent voice	0.700	0.837
Defensive voice	0.787	0.887
Prosocial voice	0.766	0.875
Total	0.855	0.925

Source: based on Spss v25 output

Table (1) shows that the Cronbach's alpha for the total instrument is 0.855 which is more than 0.7. The Cronbach's alpha for the dimensions of the instrument is between 0.7 to 0.886. The validity coefficient of the instrument is between 0.875 to 0.941 indicating that the questionnaire has a high level of reliability (Amirrudin, Nasution, & Supahar, 2021). After verifying the reliability of the questionnaire, it must be checked for internal consistency, which is crucial for ensuring the validity of the study.

Further to test internal consistency, Pearson correlation coefficient is used to measure the relationship between the total score of the study dimension and the items that assess that dimension.

Table (2): Internal consistency results for Employee voice dimension

Acquiescent voice		Defensive voice		Prosocial voice	
items	r	items	r	items	r
ACV1	.132**	DEV1	.632**	PRV1	.727**
ACV2	.162**	DEV2	.877**	PRV2	.534**
ACV3	.814**	DEV3	.894**	PRV3	.532**
ACV4	.804**	DEV4	.689**	PRV4	.598**
ACV5	.599**	DEV5	.226**	PRV5	.660**
<i>** Correlation is significant at the 0.01 level (2-tailed).</i>					

Source: based on Spss v25 output

Table (2) shows the internal consistency results and the value of the Pearson correlation coefficient for Acquiescent voice dimension ranges from 0.132 to 0.814, for Defensive voice dimension ranges from 0.226 to 0.894 and for Prosocial voice dimension ranges from 0.532 to 0.727. All of these are significant at 1% level, which means the Employee voice dimensions have high internal consistency, so the survey items of these dimensions are clear.

Table 3: Internal consistency results for Managers Sociopolitical activism

items	R
MSA1	.499**
MSA2	.283**
MSA3	.307**
MSA4	.229**
MSA5	.639**
MSA6	.472**
MSA7	.402**
MSA8	.301**
MSA9	.635**

items	R
MSA10	.792**
MSA11	.471**
MSA12	.545**
MSA13	.420**
MSA14	.379**
MSA15	.806**
MSA16	.280**
MSA17	.787**
MSA18	.621**
MSA19	.376**
MSA20	.693**
MSA21	.314**
MSA22	.375**
MSA23	.485**
MSA24	.476**
MSA25	.614**
MSA26	.826**
MSA27	.634**
MSA28	.638**
MSA29	.827**
MSA30	.304**
MSA31	.804**
MSA32	.331**
MSA33	.306**
MSA34	.622**
MSA35	.164**

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

Source: based on Spss v25 output

Table (3) shows that the value of Pearson correlation coefficient for Managers Sociopolitical activism ranges from 0.164 to 0.806, These are statistically significant at 1% level, which means that Managers Sociopolitical activism dimensions have high internal consistency, hence the items of these dimensions are clear.

Descriptive statistics

To show the direction of opinions and the degree of homogeneity of these opinions, the weighted arithmetic mean is calculated for all the items in the questionnaire list.

Table (4): Descriptive statistics for Employee voice dimension

Items	Std. Deviation	Variance	Mean	Rank
Employees passively express agreement and rarely offer a new idea ?	0.684	0.468	3.15	2
Employees passively agree with others about solutions to problems?	1.101	1.212	1.66	5
Employees express solutions to problems with the cooperative motive of benefiting the organization?	1.342	1.802	2.88	3
Employees speak up with ideas for new projects that might benefit the organization?	1.16	1.346	2.55	4
Employees suggest ideas for change, based on constructive concern for the organization?	1.355	1.837	3.76	1
Acquiescent voice	1.13	1.33	2.80	(3)
Employees agree and go along with the group, based on resignation?	1.732	3	3.08	2

Items	Std. Deviation	Variance	Mean	Rank
Employees passively express agreement and rarely offer a new idea ?	0.985	0.97	3.08	2
Employees passively agree with others about solutions to problems?	1.384	1.915	3.65	1
Employees express solutions to problems with the cooperative motive of benefiting the company ?	0.971	0.943	2.7	5
Employees speak up with ideas for new projects that might benefit the company.	1.349	1.82	2.81	4
Employees suggest ideas for change, based on constructive concern for the company.	1.28	1.73	3.06	(1)
Acquiescent voice	1.089	1.185	2.26	5
Employees agree and go along with the group, based on resignation.	0.615	0.378	3.25	2
Employees provide explanations that focus the discussion on others to protect themselves.	0.951	0.904	3.48	1
Employees go along and communicate support for the group, based on self-protection.	0.671	0.451	2.84	4
Employees develop and make recommendations concerning issues that affect the company.	1.161	1.348	2.93	3
Employees communicate their opinions about work issues even if others disagree.	0.90	0.85	2.95	(2)

Source: based on Spss v25 output

The results of Table (4) indicate that the item stating “Employees suggest ideas for change, based on constructive concern for the organization ?” ranks first among the

items related to Acquiescent voice, with an average score of 3.76, corresponding to “agree” on the Likert scale and the item “Employees go along and say yes to the group because self-protection ?” is the highest ranking item for Defensive voice with an average of 3.65 (agree). Also, the item “ Employees don’t say much except yes to the group, because fear ?” is the highest ranking item for Prosocial voice with an average of 3.48 (agree). Comparing the mean of Employee voice, Defensive voice is the highest with an average of 3.06. Prosocial voice is second with an average of 2.95 and Acquiescent voice is third with an average of 2.80.

Table (5): Descriptive statistics for Managers Sociopolitical Activism items

items	Std. Deviation	Variance	Mean	Rank
Display a poster or bumper sticker with a political message.	0.931	0.867	2.05	34
Invite a friend to attend a meeting of a political organization or event.	1.248	1.559	3.22	9
Does that endorse a political point of view?	0.851	0.725	2.85	18
Serve as an officer in a political organization?	1.576	2.484	2.99	15
Engage in a political activity in which you knew you would be arrested?	1.012	1.023	1.64	35
Attend an informational meeting of a political group?	1.014	1.027	3.22	9
Organize a political event (e.g., talk, support group, march)?	0.696	0.485	3.38	6
Give a lecture or talk about a social or political issue.	1.075	1.155	3.6	4
Go out of your way to collect information on a social or political issue.	1.06	1.123	2.33	30
Campaign door-to-door for a political candidate?	1.432	2.05	3.26	8

items	Std. Deviation	Variance	Mean	Rank
Present facts to contest another person's social or political statement.	0.871	0.758	2.63	25
Donate money to a political candidates on elections?	1.104	1.219	3.01	14
Vote in a non-presidential federal, state, or local election?	0.639	0.408	4	2
Engage in a physical confrontation at a political rally?	1.006	1.012	2.29	33
Send a letter or e-mail expressing a political opinion to the editor of a periodical or television show.	1.393	1.941	3.1	12
Engage in a political activity in which is feared that some of his possessions would be damaged?	1.237	1.531	2.73	22
Engage in an illegal act as part of a political protest?	1.353	1.832	2.53	27
Confront jokes, statements, or innuendoes that oppose a particular group's cause.	0.905	0.818	2.3	31
Boycott a product for political reasons?	0.928	0.862	3.03	13
Distribute information representing a particular social or political group's cause.	0.842	0.709	3.14	11
Engage in a political activity in which you suspect there would be a confrontation with the police or possible arrest.	1.065	1.134	2.74	21
Send a letter or e-mail about a political issue to a public official.	1.054	1.111	2.9	17
Attend a talk on a particular group's social or political concerns.	1.469	2.158	2.46	29
Attend a political organization's regular planning meeting?	0.919	0.845	2.52	28
Sign a petition for a political cause?	0.832	0.693	4.13	1

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items	Std. Deviation	Variance	Mean	Rank
Encourage a friend to join a political organization.	1.377	1.897	2.73	22
Try to change a friend's or acquaintance's mind about a social or political issue.	1.046	1.094	3.74	3
Block access to a building or public area with your body?	0.822	0.675	2.73	22
Donate money to a political organization?	1.407	1.979	2.78	19
Try to change a relative's mind about a social or political issue.	0.705	0.497	3.45	5
Wear a t-shirt or button with a political message.	1.24	1.537	2.93	16
Keep track of the views of members of Congress regarding an issue important to him.	1.094	1.196	3.33	7
Participate in discussion groups designed to discuss issues or solutions of a particular social or political group.	1.295	1.677	2.77	20
A campaign by phone for a political candidate?	1.311	1.719	2.59	26
Engage in a political activity in which you feared for your safety?	0.913	0.833	2.3	31
total	1.08	1.22	2.90	-

Source: based on Spss v25 output

The previous results indicate that the item stating, " Sign a petition for a political cause?." ranks first among the items related to Manager's Sociopolitical activism, with an average score of 4.13, corresponding to "agree" on the Likert scale. While, the item stating, "Engage in a political activity in which you knew you would

be arrested?." ranks last among the items related to this dimension, with an average score of 1.64, corresponding to "strong disagree" on the Likert scale.

Examining the research hypotheses

The previous results indicate that the item stating, " Sign a petition for a political cause?" ranks first among the items related to Manager's Sociopolitical activism, with an average score of 4.13, corresponding to "agree" on the Likert scale. While, the item stating, "Engage in a political activity in which you knew you would be arrested?" ranks last among the items related to this dimension, with an average score of 1.64, corresponding to "strong disagree" on the Likert scale.

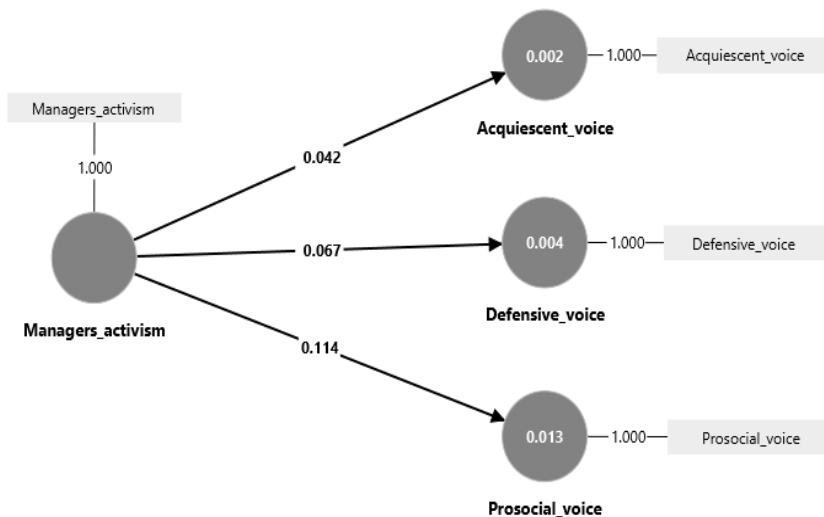


Figure 1: Path analysis for sub-hypotheses Source: from smart-pls v4 output.

It is clear from the results of the path analysis that there is a positive effect of Managers' Sociopolitical activism on the dependent variable Acquiscent voice with a value of 0.042. There is also a positive impact of Manager's Sociopolitical activism

on Defensive voice with a value of 0.067. Additionally, there is a positive effect of Manager's Sociopolitical activism on the Prosocial voice with a value of 0.114. The results of the following table show the Path coefficients.

Table (6): R-square Result for sub- hypotheses

Dimension	R-square
Acquiescent_voice	0.132
Defensive voice	0.254
Prosocial_voice	0.213

Source: from smart-pls v4 output.

The adjusted coefficient of determination R² was 0.132 for the effect of Managers Sociopolitical activism on the Acquiescent voice. This means that Managers Sociopolitical activism explains 13.2% of the variation in the Acquiescent voice. Additionally, Managers Sociopolitical activism explains 25.4% of the variation in Defensive voice. Moreover, Managers Sociopolitical activism explains 21.3% of the variation in Prosocial voice.

Table (7): Model fit for sub- hypotheses

	Estimated model
SRMR	0.030
NFI	0.973

Source: from smart-pls v4 output.

according to Henseler and Sarstedt (2013), the goodness of fit measure is ascertained, as the standardized root mean square residual (SRMR) was 0.030 which was well below the threshold limit of 0.8. Thus, the model was an overall good fit.

Table (8): Collinearity statistics for sub- hypotheses

Dimension	VIF
Acquiescent_voice	1.098
Defensive_voice	1.147
Managers_activism	1.663
Prosocial_voice	1.983

Source: from smart-pls v4 output.

The results of the variance inflation factor test for the variables in the study model as a whole show that the VIF values range from 1.098 to 1.983, all of which are less than 10. This indicates that the path analysis model is free from collinearity.

Table (9): Path coefficients for sub- hypotheses

	coefficients	T statistics	P values
Managers_activism -> Acquiescent_voice	0.042	3.546	0.002
Managers_activism -> Defensive_voice	0.067	7.836	0.004
Managers_activism -> Prosocial_voice	0.114	2.806	0.013

Source: from smart-pls v4 output.

It is evident from the results of Table (9) that the value of t-statistics for the direction of the relationship between Managers' Sociopolitical activism and the variable Acquiescent voice reached 3.546, with a statistical significance value of 0.002, which is less than 5%, indicating the significance of the relationship between the two variables at the 95% confidence level. Based on this result, it is safe to accept the

following hypothesis: " *H1(a): There is a significant impact of managers socio-political activism on Acquiescent voice.*"

It is also clear from the indicators in Table (9) that the value of t-statistics for the direction of the relationship between Managers' Sociopolitical activism and Defensive voice reached 7.836, with a statistical significance value of 0.004, which is less than 5%, indicating the significance of the relationship between variables at the 95% confidence level. Based on this result, the following research hypothesis is accepted: " *H1(b): There is a significant impact of managers socio-political activism on Defensive voice.*"

The value of the t-statistic for the direction of the relationship between Managers' Sociopolitical activism and the Prosocial voice reached 2.806, with a statistical significance value of 0.013, which is less than 5%, indicating the significance of the relationship between the variables at a 95% confidence level. Based on this result, the research hypothesis stating " *H1(c): There is a significant impact of managers' socio-political activism on Prosocial voice.*" is accepted.

Results of the main hypothesis:

Managers' Sociopolitical activism positively affects employee voice with a value of 0.198, meaning that increasing Manager's Sociopolitical activism by one unit will lead to an increase in employee voice by 0.198 units. Managers' Sociopolitical activism also explains 57% of the change in employee voice. The value of the T-statistical test is 5.77, with a statistical significance value of 0.039 at a significance level of less than 5%, indicating acceptance of the main hypothesis of the study ***H1: There is a significant impact of managers' socio-political activism on employee voice.*** Figure 2 illustrates all these indices through the pass analysis results.

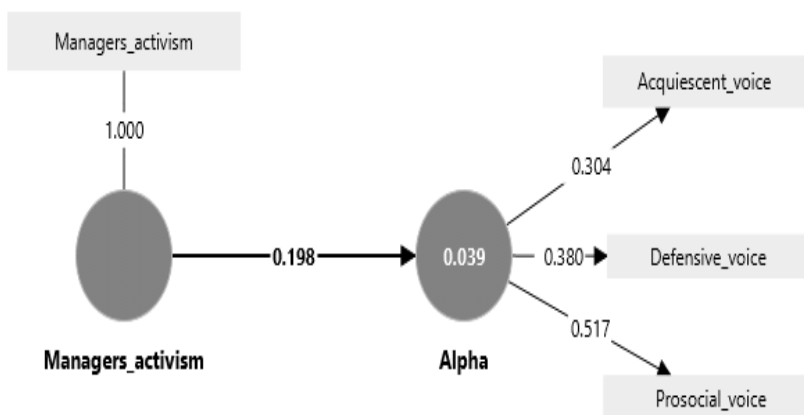


Figure 2: Path analysis results for the main hypothesis.

To conclude, the statistical analysis shows a positive and statistically significant impact of managers' socio-political activism on employee voice. The strength of the relationship is indicated through Path analysis showing 0.198, which means that for every 1 unit increase in manager's socio-political activism, employee voice increases by 0.198 units. Additionally, the Manager's socio-political activism explains 57% of the variance in employee voice. The analysis shows that the relationship is statistically significant, where the T-statistic (5.77) and p-value (0.039, < 0.05). Finally, based on the t-statistic and p-value, all three hypotheses (H1(a), H1(b), H1(c)) are significant at 95%. Therefore, there is a significant impact of managers' socio-political activism on all three types of voice (acquiescent, defensive, prosocial).

Discussion

This study examines the impact of managers' sociopolitical activism on employee voice in Egypt's construction sector. Previous studies show that corporate social responsibility (CSR) can encourage employee voice through transparency and inclusivity (Glavas, 2016). To further provide a better understanding, this study's

findings show the significant positive influence of managerial activism on employee voice. The results show a positive correlation between managers' advocacy for social and political change and employees' sense of empowerment to speak up. In Egypt's political climate, speaking up about controversial political and social issues is unpreferable, managerial activism gives employees a sense of legitimacy to speak up and share concerns and ideas amidst societal challenges. Song, Tian, & Kwan (2022) argue that when employees watch their leaders supporting social causes (through activism), it creates an environment that encourages voice behavior.

In addition, this study examines the impact of sociopolitical activism on different types of employee voice, acquiescent voice, defensive voice, and prosocial voice. The positive correlation between managerial sociopolitical activism and acquiescent voice means that activism can create an environment where employees feel encouraged to share their thoughts even in passive or less critical forms. For example, when employees see leaders advocating for social justice, they may feel encouraged to speak up in a way that is aligned with justice values even if they think this will not achieve real change. This finding concurs with Morrison and Bergeron & Thompson (2020) who show that a supportive organizational climate reduces feelings of futility even among employees who might otherwise stay silent. In the construction sector where unspoken concerns can lead to safety risks, even an acquiescent voice can be a foundation for open communication and collaboration.

The statistical results show that Managerial sociopolitical activism also positively relates to defensive voice as well. Employees may adopt defensive voice behaviors – expressing concerns primarily to protect themselves – when they see managers' activism. This result indicates that the perceptions of managers' sociopolitical

activism may force employees to share information that aligns with managers' stance on social and political issues just to protect themselves from potential retaliation. This finding concurs with Khaw et al. (2023) indicating managerial intent that could change existing norms, which may be signaled through sociopolitical activism, fostering a defensive voice to negotiate or resist these changes.

Finally, the statistical results also show that prosocial voice, where employees share ideas to benefit others or the organization, is more prevalent when managers engage in sociopolitical activism. Managerial sociopolitical activism can foster empathy and perspective-taking among employees, encouraging prosocial voice behaviors. This is consistent with Curtin et al. (2015) research showing that empathy and perspective-taking are key to employees' performance.

Hence, in Egypt's context managerial sociopolitical activism is a key player in shaping organizational climate and can enable employee voice. Although this study is in the construction sector in Egypt, the findings can be applied to other high-risk industries or politically sensitive environments where employee voice is key to organizational success. The findings highlight the importance of shared values, trust, and perceived organizational support in enabling employee expression.

Limitations and Future Research

Although this study shows the positive effect of managerial sociopolitical activism on employee voice, some limitations should be noted. Using simple random sampling increases the generalizability of the findings but several limitations apply. The use of self-reported data for both managers' sociopolitical activism and

employee voice behavior may introduce social desirability bias as participants may respond in a way, they think is more socially acceptable (Bauhoff, 2024).

The study is limited to the construction sector in Egypt focusing on employees in Cairo and Giza, so the findings cannot be generalized to other cultures or industries. Therefore, future research could explore these dynamics across different sectors and regions to get a broader picture. A longitudinal or mixed method approach could also provide a more in-depth understanding of how managerial activism affects employee voice in the long run (Plano Clark et al., 2015).

More research should investigate the moderators and mediators of these relationships such as values alignment, managers' integrity, psychological safety, organizational culture, leadership, and employee demographics. Additionally, it's important to further examine how digital platforms either amplify or reduce the impact of managerial activism on employee voice to provide practical recommendations on how to adjust our communication strategies. As digital platforms are increasingly shaping public conversation (Swastiningsih, Aziz, & Dharta, 2024), understanding how they affect employee perceptions of managerial activism is key to better internal communication and engagement. Finally, future research should investigate the ethics of managerial activism – privacy, governance, and responsible use of activism in leadership.

Conclusion and Recommendations

This study provides both theoretical and practical insights into managerial sociopolitical activism and employee voice. Theoretically, it adds to the existing literature on employee voice by showing how managerial sociopolitical activism impacts the three dimensions of voice: acquiescent, defensive, and prosocial voice.

Using social identity theory and organizational support theory, the study highlights the role of transformational leadership in shaping employee voice behavior (Duan et al., 2022; Wilkinson et al., 2020). This theoretical contribution enhances our understanding of how sociopolitical engagement can lead to positive employee outcomes.

Practically, the study suggests that organizations should view managerial sociopolitical activism as a means of promoting employee voice and engagement. Managers should also focus on building transformational leadership skills and social responsibility (Wilkinson et al., 2020). Such programs would help managers understand how their actions impact employee voice. They should also create a more inclusive environment where employees feel safe to speak up, sharing ideas, raising concerns, and offering innovations (Duan et al., 2022).

To put these into practice, several actionable steps are recommended. First, human resources team should develop and deliver training for managers on transformational leadership and the role of activism in shaping employee behavior (Duan et al., 2022). This can be achieved through workshops, coaching, and e-learning platforms (Avolio & Gardner, 2015). Second, organizations should create guidelines for managerial activism that define acceptable forms of activism in line with corporate values, which will prevent misalignment between individual activism and organizational goals (Bode, Singh, & Rogan, 2015). Reducing misalignment may help voice opinions that really targets change reducing acquiescent voice. Third, managers should establish formal employee voice channels, such as suggestion boxes, open forums, and regular one-on-one meetings between employees and supervisors (Wilkinson et al., 2020). Providing employees with multiple ways to offer

feedback will encourage all forms of voice, especially defensive and prosocial voices (Duan et al., 2022). Fourth, both the human resources department and managers should enhance internal and external communication. Internally, organizations should inform employees about activism initiatives and how they support the company's mission (Risi & Wickert, 2017). Externally, organizations can share their stance on sociopolitical issues to strengthen their employer brand (Bode, Singh, & Rogan, 2015). Finally, organizations should continuously evaluate and improve by monitoring the impact of managerial activism on employee engagement and voice through employee surveys, focus groups, and performance indicators (Wilkinson et al., 2020; Duan et al., 2022). This approach allows organizations to make data-driven changes to their activism and leadership strategies.

Applying these recommendations, managerial sociopolitical activism can be leveraged to support employee and organizational goals. By fostering an environment where employee voice is encouraged, organizations can enhance employee satisfaction, increase innovation, and promote organizational citizenship behavior (Wilkinson et al., 2020; Duan et al., 2022). The study's findings underscore the need for a strategic approach to managerial activism, as its influence extends beyond individual managers to affect overall organizational outcomes (Wilkinson et al., 2020; Duan et al., 2022).

This research provides insights into the relationship between managerial sociopolitical activism and employee voice behavior in the Egyptian construction sector. The findings show that managerial sociopolitical activism affects all forms of employee voice – acquiescent, defensive, and prosocial voice – and can either enable or reinforce these behaviors. Activism that aligns with employee values and

societal concerns creates legitimacy and an environment where voice behavior can happen even in sensitive and high-risk sectors like construction. It also shows the importance of leadership in creating a supportive and inclusive work culture. Further, the researcher gives some practical tips for organizations looking to improve employee communication and organizational performance in complex sociopolitical environments. Future research could test the long-term effects of activism on employee outcomes as well as the mediating role of organizational climate and digital platforms in this. Ultimately understanding how managerial activism affects employee voice can help organizations create environments that encourage resilience, innovation, and positive contributions to organizational and societal progress.

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اختبار العلاقة بين النشاط السياسي والاجتماعي للمديرين وسلوكيات صوت الموظفين في قطاع البناء

الكلمات المفتاحية: النشاط الاجتماعي والسياسي للمديرين، صوت الموظف، الصوت الدفاعي، الصوت الاجتماعي

الملخص

تختبر هذه الدراسة العلاقة بين النشاط الاجتماعي والسياسي للمديرين وصوت الموظف في قطاع البناء المصري. استخدم الباحث عينة عشوائية بسيطة لفحص ما إذا كان النشاط الاجتماعي والسياسي للمديرين يرتبط بأبعاد صوت الموظف، بما في ذلك صوت الإذعان، الصوت الدفاعي، الصوت الاجتماعي.

تم إجراء اختبار تحليل المسار لفحص فرضيات البحث باستخدام برنامج Smart-PLS، وتم الكشف عن الأثر الإيجابي للنشاط الاجتماعي والسياسي للمديرين على الأبعاد الثلاثة. كشف هذا البحث عن الدور المهم للنشاط الاجتماعي والسياسي للمديرين في تشجيع سلوكيات صوت الموظف. كما أوضح كيف أن سلوكيات الموظفين المتمثلة في مشاركة الأفكار بدافع الحماية والمساهمات المدفوعة بالتعاطف تتأثر بشكل كبير بنشاط المديرين الاجتماعي والسياسي. ويُظهر البحث أن تشجيع حرية التعبير بين المديرين والقيادة الإدارية يزيد من صوت الموظف، وبالتالي يعزز مرونة المنظمة. يقدم هذا البحث توصيات بإجراء دراسات مستقبلية بالاضافة الي استراتيجيات عملية للمنظمات لتحسين التواصل التنظيمي وسلوكيات القيادة.