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

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ABSTRACT

This literature review examines how human resource management (HRM) practices, psychological safety, and employee voice strengthen positive employee relations and organizational outcomes. Using a structured narrative review, this study synthesized peer-reviewed literature published mainly between 2023 and 2025, supported by seminal works on psychological safety, employee voice, social exchange theory, and organizational justice. The search covered major academic databases and publishers, including Scopus-related records, Web of Science-related records, ScienceDirect, Emerald Insight, Taylor & Francis Online, Wiley Online Library, SAGE Journals, Frontiers, SpringerLink, PubMed, JSTOR, and Google Scholar. From 312 initial records, 45 articles met the eligibility criteria, and 20 studies were selected for in-depth thematic synthesis. The review shows that HRM practices shape employee relations through fairness, support, recognition, development, inclusion, and participation. Psychological safety reduces interpersonal risk and enables employees to express ideas, concerns, warnings, and suggestions. Employee voice becomes effective when organizations provide trusted channels, responsive leadership, fair listening, and credible follow-up. This study contributes to HRM literature by positioning HRM as a relational system that connects safe participation with trust, justice, engagement, organizational citizenship behavior, innovation, learning, and performance.

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1 Introduction

Organizations increasingly operate in work environments shaped by digital transformation, labor market uncertainty, flexible work arrangements, and rising employee expectations for fairness, dignity, inclusion, and meaningful participation (Dominic et al., 2025; Kechen et al., 2024). In this context, human resource management cannot be understood only as a technical function that manages recruitment, training, compensation, performance appraisal, and employee records. HRM also shapes daily employee experiences because each policy signals how the organization values people, distributes opportunities, recognizes contributions, protects well-being, and responds to

employee concerns (Ali et al., 2025; Mowbray et al., 2024; Silva & Duarte, 2025). Positive employee relations have become a strategic concern because organizational performance depends not only on formal roles but also on the quality of everyday relationships between employees, managers, and the organization. Employees are more likely to cooperate, help colleagues, share knowledge, and contribute ideas when they feel respected and protected in the employment relationship (Dar et al., 2024; Iddrisu & Mohammed, 2024; Rekha & Seshadri, 2025). These relational conditions are difficult to create through control-based HRM because compliance does not always produce commitment, learning, or creativity.

Psychological safety is central to this discussion because employees often face interpersonal risk when they speak up, question routines, report mistakes, challenge unfair practices, or suggest new ways of working (Edmondson & Lei, 2014; Morrison, 2023). Even when organizations formally invite voice, employees may remain silent if they believe that speaking up will damage their reputation, reduce promotion chances, or create conflict with supervisors. Psychological safety helps reduce that risk by giving employees confidence that honest expression will not lead to humiliation, punishment, or exclusion (Hague et al., 2025; Hu et al., 2024; Kechen et al., 2024). Employee voice refers to constructive communication in which employees express ideas, concerns, suggestions, complaints, or warnings with the intention of improving work processes, team functioning, or organizational decisions (Kim et al., 2023; Morrison, 2023). Voice can be promotive when employees propose improvements and new opportunities. It can also be prohibitive when employees point out problems, risks, unethical actions, or operational weaknesses (Liang et al., 2012; Xu & Liu, 2023). Both forms matter for positive employee relations because voice allows employees to participate in organizational improvement rather than withdraw into silence.

This review focuses on the relationship among HRM practices, psychological safety, employee voice, positive employee relations, and organizational outcomes. The purpose of this article is to synthesize recent literature and develop a critical understanding of how these constructs interact. The review integrates strategic HRM and organizational behavior perspectives, clarifies the mediating role of psychological safety, and explains how employee voice supports trust, justice, support, satisfaction, organizational citizenship behavior, innovation, learning, and performance. Although recent studies have examined HRM practices, psychological safety, and employee voice separately, the literature still shows limited integration of these constructs as a relational pathway that explains how HRM strengthens employee relations and organizational outcomes. Consistent with social exchange theory, employees tend to reciprocate fair, supportive, and respectful organizational treatment through trust, cooperation, and constructive contribution (Cropanzano et al., 2005). However, fewer studies explain how HRM signals, psychological safety, employee voice, and organizational responses interact as a connected process. This review addresses this gap by integrating strategic HRM and organizational behavior perspectives to explain how safe, fair, and participatory HRM systems support positive employee relations and organizational performance.

2 Literature Revies

2.1. Human Resource Management Practices as Organizational Signals

HRM practices represent organizational choices about how employees are selected, developed, evaluated, rewarded, supported, and involved in decision making (Mowbray et al., 2024; Peng, 2026). These practices shape employee relations because employees interpret them as signals of organizational priorities and managerial intentions. When HRM practices are transparent, consistent, and supportive, employees tend to see the organization as more trustworthy and fair. When HRM practices are inconsistent or symbolic, employees may experience a gap between formal policy and actual treatment, which can weaken trust and reduce willingness to speak up (Ali et al., 2025; Shen & Shen, 2025; Xu & Liu, 2023). Recent evidence strengthens this signaling view of HRM. Mowbray et al., (2024) found that tangible rewards, such as bonuses and promotions, and intangible rewards, such as recognition and positive feedback, can encourage employee voice through psychological safety and organizational identification. Rewards do more than motivate effort. They also communicate whether the organization values employee contribution and whether employees can safely express improvement-oriented ideas.

Inclusive HRM also plays a critical role in building positive employee relations. Peng, (2026) found that age-inclusive HR practices were associated with older workers' voice behavior through

job crafting toward strengths, while negative age-based metastereotypes weakened this relationship. This means that inclusion does not only improve representation. It also affects whether employees believe that their experience, identity, and contribution are respected. Socially responsible HRM gives another example of how HRM can strengthen employee relations. Silva & Duarte, (2025) showed that socially responsible HRM affects employee voice through work engagement and psychological safety. Ye & Li, (2024) also found that socially responsible HRM can promote environmental organizational citizenship behavior through psychological safety. These findings suggest that employees respond positively when HRM practices are aligned with employee welfare, ethical responsibility, and broader organizational values.

2.2. Psychological Safety as a Psychological Condition for Voice

Psychological safety refers to a shared or individual belief that people can express themselves, ask questions, admit mistakes, raise concerns, and challenge work routines without fear of negative interpersonal consequences (Edmondson & Lei, 2014; Kechen et al., 2024). It should not be confused with comfort without discipline. Psychological safety means that employees can communicate honestly while still accepting accountability for results, quality, and ethical conduct. Psychological safety is especially important for employee voice because voice often involves interpersonal risk. Employees may worry that managers will treat suggestions as criticism, interpret concerns as disloyalty, or punish employees who challenge existing decisions (Hague et al., 2025; Morrison, 2023). Psychological safety reduces this fear by fostering the belief that the workplace tolerates honesty, disagreement, and learning from error. Evidence from technology innovation firms also suggests that psychological safety climate can encourage voice behavior, although relational context such as guanxi with team leaders may shape that effect (Ok et al., 2025).

Empirical studies support this mechanism. Jabbar et al., (2023) found that psychological safety mediated the relationship between high-performance work systems and employee voice behavior, and that supportive leadership strengthened this indirect effect. Rekha & Seshadri, (2025) showed that psychological safety mediated the relationship between relatedness need satisfaction and employee engagement. These studies indicate that psychological safety helps employees connect organizational practices with personal willingness to contribute. A critical reading also requires attention to boundary conditions. Eldor et al., (2023) found nonlinear relationships between psychological safety and performance, indicating that psychological safety needs to operate together with accountability. This finding does not reduce the value of psychological safety. It warns against simplistic application. Organizations need both safety and accountability.

2.3. Employee Voice as Constructive Participation

Employee voice is a discretionary and constructive behavior in which employees communicate suggestions, concerns, or information intended to improve work or organizational functioning (Kim et al., 2023; Morrison, 2023). It differs from ordinary communication because it often challenges current routines, exposes problems, or prompts decision-makers to reconsider assumptions. For this reason, employee voice is both valuable and risky. The literature commonly distinguishes between promotive voice and prohibitive voice. Promotive voice focuses on suggestions, new ideas, and future-oriented improvements. Prohibitive voice focuses on warnings, problems, unethical practices, and threats to performance or safety (Liang et al., 2012; Xu & Liu, 2023). Positive employee relations need both types. A workplace that welcomes only positive suggestions but discourages criticism may appear participatory while still suppressing meaningful voice.

Voice is also a process, not only a single behavior. Longitudinal voice research shows that speaking up develops through repeated cycles of expression, response, interpretation, and future decision making (Dominic et al., 2025; Morrison, 2023). When employees speak and receive constructive responses, they may become more confident to speak again. When they speak and receive silence, retaliation, or symbolic listening, they may become more cautious and less engaged. Burnout-related evidence also shows that silence and voice need to be understood as part of employee well-being and strain dynamics (Lainidi et al., 2025). Voice channels influence whether employees perceive speaking up as useful. Shen & Shen, (2025) found that an inclusive climate encourages employee voice through voice efficacy, while satisfaction with voice channel design strengthens that relationship. Formal channels such as grievance procedures, employee surveys, and suggestion platforms can support voice, but they need confidentiality, feedback, and visible action.

Informal channels such as team meetings and supervisor conversations can also support voice, but they depend heavily on leader openness and interpersonal trust.

2.4. Positive Employee Relations and Organizational Outcomes

Positive employee relations refer to the quality of the relationship between employees, managers, and the organization. In this review, positive employee relations include trust, justice, perceived organizational support, job satisfaction, engagement, respect, and healthy communication (Ali et al., 2025; Iddrisu & Mohammed, 2024). These outcomes emerge when employees believe that organizational policies are fair, leaders are responsive, and employee voice is taken seriously. Trust is one of the strongest indicators of positive employee relations. Iddrisu & Mohammed, (2024) found that employee voice can improve public sector performance by fostering organizational trust and culture. This suggests that voice strengthens employee relations when employees see that their input matters and that the organization responds in good faith. A voice system that collects feedback without action may damage trust because it raises expectations and then disappoints employees.

Justice is another central component. Xu & Liu, (2023) found that organizational justice strengthens the relationship between inclusive leadership and employee voice. Distributive justice helps employees believe that outcomes are fair, procedural justice helps them believe that decisions follow fair rules, and interactional justice helps them feel respected in interpersonal treatment. These forms of justice support positive employee relations because employees are more willing to cooperate and speak up when they believe that the organization treats people fairly. Positive employee relations can generate outcomes beyond individual attitudes. Employees who experience trust, fairness, support, and psychological safety are more likely to engage in organizational citizenship behavior, knowledge sharing, job crafting, innovation, and performance improvement (Dar et al., 2024; Ye & Li, 2024). These outcomes are valuable because organizations increasingly depend on discretionary contributions that cannot be fully specified in job descriptions.

3 Research Method

This article used a structured narrative literature review design. The review design was selected because the objective was to synthesize conceptual and empirical findings across HRM practices, psychological safety, employee voice, positive employee relations, and organizational outcomes. A meta-analysis was not conducted because the reviewed studies used different research designs, sectors, samples, mediating variables, and measurement approaches. Narrative and thematic synthesis were more suitable because the review sought to explain relationships, mechanisms, boundary conditions, and research gaps rather than estimate a pooled effect size. The literature search focused on peer-reviewed articles published mainly from 2023 to 2025. Earlier seminal works were included when they provided necessary theoretical foundations for psychological safety, employee voice, organizational justice, social exchange theory, and perceived organizational support. The main scholarly sources included Elsevier ScienceDirect, Emerald Insight, Taylor & Francis Online, Wiley Online Library, SAGE Journals, Frontiers, SpringerLink, PubMed, JSTOR, and Web of Science-related records.

The search strategy used combinations of the following keywords: human resource management practices, HRM practices, socially responsible HRM, high-performance work systems, psychological safety, psychosocial safety climate, employee voice, voice behavior, promotive voice, prohibitive voice, positive employee relations, organizational trust, organizational justice, perceived organizational support, job satisfaction, engagement, organizational citizenship behavior, innovation, and organizational performance. Articles were included if they were peer-reviewed, written in English, published mainly between 2023 and 2025, and addressed at least one of the core constructs of interest. Articles were excluded if they were grey literature, dissertations, conference abstracts, duplicate publications, non-English publications, or studies with weak relevance to HRM practices, psychological safety, employee voice, employee relations, or organizational outcomes.

The selection process followed a PRISMA-informed logic. The database search yielded 312 initial records after removing exact duplicates. Title and abstract screening excluded 180 articles and left 132 articles for full-text assessment. Full-text eligibility assessment excluded 87 articles due to limited relevance, methodological limitations, or inaccessible full texts. Finally, 45 articles

met the criteria. Of these, 20 studies were selected for in-depth thematic synthesis because they provided strong theoretical relevance, methodological clarity, and direct contribution to the review themes.

Table 1. Review Methodology

Review element	Description
Review type	Structured narrative literature review
Main objective	To synthesize how HRM practices, psychological safety, and employee voice build positive employee relations and organizational outcomes
Time frame	Mainly 2023 to 2025, with earlier seminal works used for theory
Databases and publishers	ScienceDirect, Emerald Insight, Taylor & Francis, Wiley, SAGE, Frontiers, SpringerLink, JSTOR, PubMed, and Web of Science-related records
Main keywords	HRM practices, psychological safety, employee voice, positive employee relations, trust, justice, support, job satisfaction, OCB, innovation, performance
Inclusion criteria	Peer-reviewed articles, empirical and conceptual studies, indexed journals, and studies addressing HRM, psychological safety, employee voice, employee relations, or related organizational outcomes
Exclusion criteria	Grey literature, dissertations, conference abstracts, non-English articles, articles not peer-reviewed, duplicate publications, and studies outside the review focus
Initial records	n = 312 articles identified from database searches
After screening	n = 45 after removing duplicates and screening by title, abstract, and relevance
Final inclusion	n = 20 studies included in the final thematic synthesis
Final synthesis method	Narrative and thematic analysis
Core themes	HRM as organizational signal, psychological safety as psychological condition, employee voice as constructive behavior, employee relations as relational outcome, and OCB, innovation, learning, safety, and performance as organizational outcomes

4 Results and Discussion

4.1. HRM Practices Influence Employee Relations Through Employee Interpretation

The synthesis shows that HRM practices affect employee relations through meaning, not merely through policy availability. Employees do not evaluate HRM only by reading formal rules. They evaluate HRM through daily experiences of fairness, access, respect, recognition, supervisor behavior, workload, and organizational response to concerns (Ali et al., 2025; Mowbray et al., 2024). Two organizations may adopt similar HRM policies but produce different relational outcomes because implementation quality and employee interpretation differ. Reward practices offer a clear example. Tangible and intangible rewards can encourage employee voice through psychological safety and organizational identification (Mowbray et al., 2024). A reward that appears fair can strengthen voice because employees believe that their contribution receives respect. A reward that appears political can weaken voice because employees may think that speaking up will not influence outcomes.

Development and inclusion practices work in a similar way. Inclusive HRM must address formal access and social perception at the same time. If employees believe that the organization sees them through negative stereotypes, they may remain silent even when formal participation programs exist. This makes inclusion a relational practice rather than merely a demographic policy (Peng, 2026). Socially responsible HRM also appears important because it links employee treatment to an organization's ethical identity. The reviewed studies suggest that HRM can build positive employee relations when it gives employees evidence that the organization respects people, society, and long-term responsibility (Silva & Duarte, 2025; Ye & Li, 2024).

4.2. Psychological Safety Mediates the Link Between HRM and Voice

The reviewed studies consistently position psychological safety as a mechanism that converts supportive HRM conditions into actual voice behavior. HRM can provide resources, training, rewards, and communication channels, but employees still need to judge whether using those resources is socially safe. Psychological safety answers this question by reducing the perceived interpersonal cost of speaking up (Jabbar et al., 2023; Kechen et al., 2024). Jabbar et al., (2023)

provide direct evidence that psychological safety mediates the relationship between high-performance work systems and employee voice behavior. Their findings also show that supportive leadership strengthens the indirect effect. This result is theoretically important because it shows that HRM systems and leadership climates should be studied together.

Psychological safety also connects with engagement and well-being. Rekha & Seshadri, (2025) found that psychological safety mediates the relationship between relatedness need satisfaction and employee engagement. Ali et al., (2025) found that HR practices, spirituality, and organizational justice are associated with employee mental health and organizational performance in the Saudi Arabian health sector. These findings show that psychological safety is not only a voice antecedent. It also supports broader relational quality because employees can participate without constant fear. However, psychological safety requires balance. Eldor et al., (2023) showed that psychological safety has a nonlinear relationship with performance, which means that safety should be supported by accountability and clear performance expectations. Psychological safety should not reduce standards or weaken responsibility. It should allow employees to discuss risks, mistakes, and improvements while maintaining clear accountability for outcomes.

4.3. Employee Voice Strengthens Relations When Response Quality Is High

Voice contributes to positive employee relations when employees experience fair listening, respectful dialogue, and meaningful follow-up. The act of speaking is not enough. The organizational response determines whether voice strengthens trust or creates disappointment. When employees see that leaders respond to concerns openly, they are more likely to perceive the organization as fair and supportive. Shen & Shen, (2025) show that an inclusive climate increases voice behavior through voice efficacy, and that satisfaction with the voice channel design strengthens this relationship. Employees need confidence that they can speak effectively. They also need clear, accessible, and trusted channels. Voice systems should therefore include feedback loops, responsible decision owners, response timelines, and protection against retaliation.

The public sector evidence also supports this argument. Iddrisu & Mohammed, (2024) found that employee voice influences public sector performance through organizational trust and organizational culture. This suggests that voice can improve performance indirectly through relational mechanisms. A public organization may improve service quality when employees feel able to report process weaknesses and propose practical improvements. Voice must also include employee interests, not only organizational interests. Organizations often value voice when it improves productivity, safety, or innovation, but may resist voice when it raises workload, fairness, or well-being concerns. Healthcare voice research highlights the need to include employee-interest voice, not only improvement-oriented voice that benefits the organization directly Hague et al., (2025). Positive employee relations require both forms of voice because employees need to believe that the organization listens to operational ideas and human concerns.

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

The reviewed literature suggests that positive employee relations are built through several connected relational outcomes. Trust develops when employees believe that the organization and its leaders act consistently and with integrity (Iddrisu & Mohammed, 2024). Justice develops when employees perceive outcomes, procedures, and interpersonal treatment as fair (Xu & Liu, 2023). Support develops when employees believe that the organization values their contribution and cares about their well-being (Ali et al., 2025). Satisfaction develops when employees evaluate work conditions and employment relationships positively (Farooq et al., 2025). These outcomes are interdependent. Justice can strengthen trust because fair procedures make organizational decisions easier to accept. Support can enhance satisfaction by making employees feel recognized and protected. Psychological safety can strengthen all four by enabling employees to express themselves without fear and participate in problem-solving. Voice can then reinforce trust when employees observe that the organization responds with respect and action.

Farooq et al., (2025) found that employee voice mediates the relationship between psychological safety, organization-based self-esteem, and job satisfaction. This evidence shows that voice can act as a relational pathway between psychological conditions and employee attitudes. Employees who feel safe and valued may speak up more, and the experience of speaking up may strengthen satisfaction when the organization treats their contribution seriously. A critical issue is consistency. Organizations cannot build positive employee relations by encouraging voice while

tolerating retaliation, favoritism, or disrespect. Employees observe whether HRM policies, managerial behavior, and organizational responses align. If alignment exists, employees may perceive the organization as trustworthy. If alignment is weak, employees may interpret HRM initiatives as impression management rather than real support.

4.5. Organizational Outcomes Depend on Relational and Behavioral Mechanisms

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4.6. Critical Synthesis and Conceptual Integration

The review supports an integrated model in which HRM practices influence psychological safety, psychological safety influences employee voice, employee voice strengthens positive employee relations, and positive employee relations support organizational outcomes. The pathway can be expressed as HRM practices to psychological safety to employee voice to positive employee relations to organizational outcomes. This model is not purely linear because feedback effects are likely (Dominic et al., 2025; Morrison, 2023). Leadership, justice, and voice channel design work as important boundary conditions. Supportive and inclusive leaders can strengthen the relationship between HRM practices and psychological safety because supervisors represent the organization in daily interactions. Organizational justice can strengthen the relationship between psychological safety and voice because employees are more likely to speak when they believe that outcomes, procedures, and interpersonal treatment are fair. Voice channel design can strengthen the relationship between voice readiness and actual voice behavior because employees need accessible and trusted mechanisms for expression.

The critical contribution of this review is the argument that positive employee relations cannot be reduced to conflict avoidance or employee satisfaction alone. Positive relations require safe disagreement, fair responses, and participatory problem-solving. A workplace can appear harmonious because employees are silent, but such silence may hide fear, injustice, and unresolved problems. Employee relations should therefore be evaluated by whether employees can speak honestly and whether the organization responds responsibly. Future research should examine this model with longitudinal, multi-source, and cross-cultural designs. Many voice studies still use cross-sectional designs. Future studies should examine how HRM practices, psychological safety, voice behavior, trust, and performance evolve through repeated interaction. Scholars should also examine how national culture, public sector hierarchy, remote work, digital voice platforms, and generational diversity shape the proposed pathway (Dominic et al., 2025; Hague et al., 2025).

Table 2. Characteristics of Reviewed Studies

No.	Author(s) and year	Focus	Main contribution to the review
1	Mohammad & Nazir, (2004)	Employee voice literature	Employee voice research covers antecedents, outcomes, inhibitors, norms, and practices.
2	Xu & Liu, (2023)	Inclusive leadership, justice, and voice	Organizational justice strengthens the effect of inclusive leadership on promotive and prohibitive voice.
3	Jabbar et al., (2023)	HPWS, psychological safety, and voice	Psychological safety mediates the relationship between high-performance work systems and voice.
4	Eldor et al., (2023)	Psychological safety and performance	Psychological safety has nonlinear effects and needs collective accountability.
5	Huang et al., (2023)	Voice in hospitality	Hospitality voice research needs clearer construct development and contextual explanation.
6	Mowbray et al., (2024)	Rewards and employee voice	Tangible and intangible rewards encourage voice through psychological safety and identification.
7	Peng, (2026)	Age-inclusive HRM and voice	Age-inclusive HRM encourages voice through strengths-based job crafting.
8	Kechen et al., (2024)	Psychological safety and psychosocial safety climate	Psychological safety has strong implications for HRM and workplace safety policy.
9	Ye & Li, (2024)	SRHRM, psychological safety, and OCB	Psychological safety mediates socially responsible HRM and environmental OCB.
10	Dar et al., (2024)	LMX, psychological safety, and discretionary behavior	Psychological safety supports innovation, job crafting, and knowledge sharing.
11	Iddrisu & Mohammed, (2024)	Voice, trust, culture, and performance	Voice improves trust and culture, which support performance.
12	Hu et al., (2024)	Psychological safety, voice, and safety practices	Voice participation mediates psychological safety and mindful safety practices.
13	Fatoki, (2024)	Inclusive leadership and voice	Psychological safety and affective commitment mediate inclusive leadership and voice.
14	Dominic et al., (2025)	Longitudinal employee voice	Employee voice should be studied as a temporal process.
15	Silva & Duarte, (2025)	SRHRM, psychological safety, and voice	SRHRM affects voice through engagement and psychological safety.
16	Rekha & Seshadri, (2025)	Relatedness, psychological safety, and engagement	Psychological safety mediates relatedness and engagement.
17	Ali et al., (2025)	HR practices, justice, mental health, and performance	HR practices, spirituality, and justice are associated with employee mental health and organizational performance.
18	Shen & Shen, (2025)	Inclusive climate, voice efficacy, and channel design	Voice channel design strengthens voice through voice efficacy.
19	Farooq et al., (2025)	Psychological safety, voice, and job satisfaction	Employee voice mediates psychological safety and job satisfaction.
20	Hague et al., (2025)	Employee voice in healthcare	Healthcare voice research should include employee-interest voice and related outcomes.

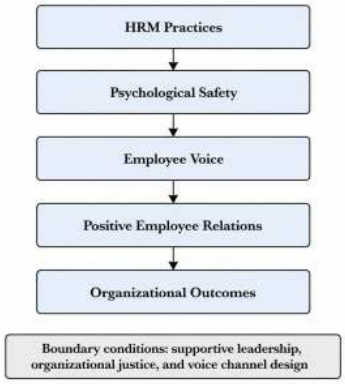

Fig. 1.*Source: Author synthesis, 2026*

This review has several limitations. First, the synthesis relied mainly on peer-reviewed articles published between 2023 and 2025, so relevant earlier empirical studies may not be fully covered. Second, the review used narrative and thematic synthesis rather than meta-analysis, so it does not estimate pooled statistical effects. Third, the reviewed studies came from different sectors and countries, which may limit direct generalization across organizational contexts.

5 Conclusion

This literature review concludes that HRM practices, psychological safety, and employee voice form an interconnected pathway for building positive employee relations. HRM practices shape employee experience through signals of fairness, support, recognition, development, inclusion, and participation. Psychological safety converts these signals into voice readiness by reducing interpersonal risk. Employee voice expresses constructive participation through ideas, concerns, complaints, suggestions, and warnings. Positive employee relations emerge when organizations respond to voice with fairness, respect, and credible action.

The review shows that positive employee relations are reflected in trust, justice, perceived organizational support, job satisfaction, engagement, and healthy communication. These relational outcomes can support organizational citizenship behavior, innovation, learning, safety, and performance. However, the review also shows that psychological safety and voice require balance. Organizations need safe climates, but they also need accountability, fair procedures, effective channel design, and responsive leadership. Without these conditions, voice systems may become symbolic and may weaken trust rather than strengthen it.

The main managerial implication is that HRM should be designed as a relational system. Recruitment, training, rewards, performance management, inclusion, well-being, and communication practices should be aligned with psychological safety and credible voice mechanisms. Managers should treat employee voice as both a source of organizational improvement and a sign of relational health. Future research should examine these relationships with longitudinal data, cross-cultural comparisons, and multi-level models that connect HRM practices, leadership behavior, psychological safety, voice, employee relations, and organizational performance.

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