



received: 27 November 2020
accepted: 10 June 2021

pages: 18-28

LINKING THE EMPLOYEE VOICE TO A MORE SUSTAINABLE ORGANISATION: THE CASE OF LITHUANIA

RAMUNĖ ČIARNIENĖ  MILITA VIENAŽINDIENĖ 
RŪTA ADAMONIENĖ 

ABSTRACT

During the past years, sustainability has become an idea of organisational development. There is a growing trend to focus more not only on yield and economic profit but also on the care for the environment and contribution to the social balance, simultaneously delivering economic, social, and environmental benefits. This paper aims to determine how employee voice can lead to a more sustainable organisation by examining the gap between employee preferences and the current situation. The quantitative method in the form of a survey was used to examine the role of employee voice in the journey towards a more sustainable organisation across different sociodemographic characteristics. Four-hundred-and-twelve complete responses from Lithuanian employees representing different business and public sector organisations were used for analysis. The results of empirical research revealed a significant gap between the employee voice (importance of sustainable behaviour) regarding economic, social and environmental issues and the manifested corresponding sustainable behaviour. The largest interval in values of the employee voice and the current situation was determined in the groups of sustainable environmental behaviour and sustainable economic behaviour.

KEY WORDS

employee voice, sustainability, sustainable organisation, sustainable behaviour

10.2478/emj-2021-0009

Ramunė Čiarnienė

Kaunas University of Technology, Lithuania
ORCID 0000-0001-6349-5352

Corresponding author:
e-mail: ramune.ciarniene@ktu.lt

Milita Vienažindienė

Vytautas Magnus University, Lithuania
ORCID 0000-0001-9894-6811

Rūta Adamonienė

Mykolas Romeris University, Lithuania
ORCID 0000-0002-7716-8093

INTRODUCTION

There is a growing trend to focus more on sustainability, covering ecological, socio-cultural and economic pillars (Horlings, 2015; Čiarnienė et al., 2018; Bombiak & Marciniuk-Kluska, 2019; Zawawi

& Wahab, 2019; Čiarnienė et al., 2020; Crucke et al., 2021). Sustainability is a present-day idea of organisational development. Organisations are under pressure to find practices that help deal with biodiversity loss, growing social inequalities, and unsustainable use of

Čiarnienė, R., Vienažindienė, M., & Adamonienė, R. (2021). Linking the employee voice to a more sustainable organisation: the case of Lithuania. *Engineering Management in Production and Services*, 13(2), 18-28. doi: 10.2478/emj-2021-0009

limited resources (Rezapouraghdam, 2019). According to Bombiak and Marciniuk-Kluska (2019), Zawawi and Wahab (2019), Dzhengiz (2020), sustainable organisations that operate in the current challenging environment are capable of ongoing development, adaptation, learning, revitalisation and reorientation.

Employees with different demographic profiles, values, priorities, and expectations are at the heart of every organisation. Employee behaviour in organisations is one of the most critical factors translating sustainable principles into practice. Company leaders should listen to the employee voice, respect it and act upon it. Over the years, interest in employee voice has spread across several academic disciplinary areas. Employee voice means the ability of employees to have “a say” in the matter of work activities and decisions within the organisations with the intent to improve the situation at work (Wilkinson et al., 2018; Su et al., 2017). It can be explored from different perspectives, ranging from the communication behaviour on the macro-level (unionism and collective bargaining) to the micro-level, with the intent to influence decision making and improve organisational functioning (Morrison, 2014; Su et al., 2017; Dundon et al., 2004; Tsang & Zhang, 2018).

The growing interest in sustainability is expressed in many research outputs worldwide, examining various sustainability issues and contributing to understanding the outcomes of sustainable behaviour for individuals, organisations and humanity in general (Čiarnienė et al., 2020). Although concepts of sustainability, sustainable organisation and sustainable behaviour are dynamic research areas that the scientific community have widely analysed in recent years, a research gap remains in the field that links sustainable behaviour in an organisation and employee voice. The study aims to determine how employee voice can lead to a more sustainable organisation by examining the gap between employee preferences and the current situation. The first part of the paper presents a literature review on sustainable organisation and employee voice. Part two presents the study design and research instruments. The research results are discussed in the third part of the paper. The final part provides conclusions and directions for future research efforts.

1. LITERATURE REVIEW

During the past years, sustainability has become one of the most important goals of the global policy

agenda (Kaivo-oja et al., 2013; Van de Kerk, 2014; Horlings, 2015; Ciarniene et al., 2018; Bombiak & Marciniuk-Kluska, 2019; Zawawi & Wahab, 2019; Čiarnienė et al., 2020). The 2030 Agenda for Sustainable Development underlines a global commitment to balanced integration of economic, social and environmental dimensions (United Nations, 2015). Integration of these three dimensions is an urgent interest among the scientists, planners, policymakers and the public (Kaivo-oja et al., 2013; Van de Kerk, 2014; United Nations, 2015). People and societies in which they live, organisations where they work are shaped by and, in turn, shape economies that support their livelihoods and enhance their overall quality of life (United Nations, 2015).

Various scholars have studied the concept of a sustainable organisation (Zawawi & Wahab, 2019; Crucke et al., 2021; Bastas & Liyanage, 2019; Nawaz & Koç, 2019; Dzhengiz, 2020; Grecu et al., 2020; Župerkienė, Paulikas & Abele, 2019). According to Nawaz and Koç (2019, p.3), organisational sustainability is defined as an organisation’s ability to make a positive contribution to “sustainable development by delivering simultaneously economic, social, and environmental benefits”. Mitleton-Kelly (2011, p. 46) noted that “it is more than just enduring but an organisation where employees are actively involved in a continuous process of change; one in which the organisation’s culture embraces different ways of working, relating, and thinking to remain viable”. High sustainability organisations can outperform their competitors in economic, social and environmental measures (Wales, 2013; Crucke et al., 2021; Bastas & Liyanage 2019). According to different authors, organisational sustainability has been gaining acknowledgement and importance as it offers a competitive advantage and creates value for organisations, their stakeholders, and society in general. Moreover, all efforts of a sustainable organisation are focused on the contribution to ensuring sustainability.

Various studies emphasise that economic, social, and environmental activities of a sustainable organisation must be equivalent and complementary (Zawawi & Wahab, 2019; Čiarnienė et al., 2020; Nawaz & Koç, 2019; Kim et al., 2016; Rezapouraghdam et al., 2019; Batista & Francisco, 2018; De Medeiros et al., 2018; Bulut et al., 2017; Diprose et al., 2019; Ahmed et al., 2019; Coughlin, 2018, and others). Economic, environmental and social goals are inter-related and mutually reinforcing; furthermore, they need to be considered in a balanced manner (Bom-

biak & Marciniuk-Kluska, 2019; Batista & Francisco, 2018; Rezapouraghdam et al., 2019; De Medeiros et al., 2018; Ciarniene et al., 2018). Those organisations that strive to not only yield an economic profit but also care for the environment and contribute to the social balance substantiate their activities on the triple-bottom-line principle and are referred to as sustainable organisations.

Based on Rimanoczy and Pearson (2010), Bombiak and Marciniuk-Kluska (2019), Koç and Bastas (2019), Wales (2013), Čiarnienė et al. (2020), Ahmed et al. (2019), De Medeiros et al. (2018), Bulut et al. (2017), Diprose et al. (2019), Coughlin (2018), Bastas and Liyanage (2019), Crucke et al., (2021), Dzhengiz (2020), Grecu et al. (2020), organisational sustainability categories and best practices in each of the three facets of sustainable development can be identified.

1. Economic sustainability includes sustainable financial welfare creation, economic performance, efficient use of resources minimising wastage, cost savings and other economic issues.
2. Environmental sustainability involves reduction of environmental degradation, protection of natural resources, recycling, energy-saving, pollution control, and skilful waste management.
3. Social sustainability is considered a commitment to respond to the needs of all stakeholders of an organisation, such as internal and external human resources, etc. It covers education, human rights, health protection and safety, pro-ecological learning, employee well-being and satisfaction, regional development, and other social issues.

The concept of employee voice has received substantial research attention since the 1980s, primarily in the fields of human resource management, employment relations and organisational behaviour (Wilkinson et al., 2018; Barry & Wilkinson, 2016; Jha et al., 2019). Over the years, the interest in employee voice has spread across several academic disciplinary areas. Across disciplinary boundaries, views about what employee voice is and how it could be examined strongly differed (Barry et al., 2018). The absence of employee voice, i.e., employee silence, means that an employee chooses to withhold his/her voice (Hickland et al., 2020). It may be a sign that the organisation lacks morale and the opportunity to improve is at risk (Donovan et al., 2016; Morrison, 2014). The employee perception of getting the opportunity to voice concerns and be heard determines their engagement in the organisation (Jha et al., 2019). According to Dundon et al. (2004), employee voice can occur in

various forms and can be understood as a complex and uneven set of meanings and purposes:

- an expression of individual dissatisfaction or concern about a specific problem or issue;
- a form of collective organisation, where the voice provides a compensatory source of power for management;
- a contribution to decision-making;
- an instrument for mutual benefit, increasing the prosperity of an organisation and the well-being of employees.

Other authors emphasise three dimensions of employee voice: 1) individual voice versus collective voice, 2) employee-employer shared agenda versus contested agenda, and 3) the extent of employer influence versus employee influence over decision making (Wilkinson et al., 2014; Tsang & Zhang, 2018). Su et al. (2017) classify motives for employee voice into two groups: prosocial motives and constructive motives. Prosocial motives refer to the desire to build positive relationships with others, while constructive motives show commitment to the organisation and lead to improving the performance and prosperity of the organisation.

According to the authors, employee voice can also have two dimensions: promotive and prohibitive. Promotive voice refers to ideas and suggestions for improvement, while prohibitive voice draws the organisations' attention to the concerns and harmful factors (Su et al., 2017).

Wilkinson, Dundon, and Marchington (2013) presented a framework to examine employee voice system through the following elements:

- the degree or extent to which employees can influence decision making;
- the level at which voice is expressed (task, departmental, corporate);
- the range of issues from the trivial to operational and to more strategic concerns;
- the form that voice takes.

Morrison (2014) noted the effect of individual difference in demographics, attitudes, personality, and work-related factors on employee voice (Tsang & Zhang, 2018). On the other hand, organisational variables, such as structure, culture and leadership style, moderate the relationship between the motive to benefit the organisation and employee voice (Tsang & Zhang, 2018). Su et al. (2017), Grecu et al. (2020) emphasised employee voice as an important information source for managerial decision-making and the potential to contribute to organisational sustainability.

Becoming a more sustainable organisation is driven by different factors, but active employee voice in organisations is one of the most important when implementing ideas of sustainability into practice. Therefore, it is crucial to examine the role of employee voice in the effort to create a more sustainable organisation across different sociodemographic characteristics.

2. RESEARCH METHODS

For the purposes of the study, a questionnaire was developed with items related to sociodemographic characteristics of respondents (year of birth, gender, education, organisation's type, professional position and experience) and items that evaluated the manifestation (in the current situation) of the sustainable behaviour in the organisation and employee voice regarding sustainability (the importance of sustainability). The questionnaire was developed based on analysis and synthesis of scientific literature.

The manifestation and importance of sustainability in respondent organisations were assessed using a 20-item questionnaire. Each item was measured on a 5-point Likert scale (1=strongly disagree, 5=strongly agree). A higher score represented a higher level of manifested sustainability and importance according to employee voice.

The sustainable economic behaviour domain was evaluated using a 7-item scale to measure the aim for greater efficiency and productivity; motivating employees based on the results achieved; costs saving, clear tasks, deadlines and resources; efficient use of time (De Medeiros et al., 2018; Čiarnienė et al., 2020; Bulut et al., 2017; Bombiak & Marciniuk-Kluska, 2019; Wales, 2013; Kaivo-oja et al., 2014; Grecu et al., 2020; Bastas & Liyanage, 2019; Vlacsekova & Mura, 2017).

The sustainable social behaviour domain used a 6-item scale to assess the encouragement of creative thinking and initiative; care for employee safety,

health and leisure, good relations between employees, and information sharing (De Medeiros et al., 2018; Čiarnienė et al., 2020; Diprose et al., 2019; Coughlin, 2018; Bombiak & Marciniuk-Kluska, 2019; Koç & Bastas, 2019; Wales, 2013; Kaivo-oja et al., 2014; Grecu et al., 2020; Dzhengiz, 2020; Crucke et al., 2021).

The sustainable environmental behaviour domain measured the use of public transport; waste sorting and recycling; alternative renewable energy sources; environmental education; sustainable use of natural and energy resources; and sustainable activities (Čiarnienė et al., 2020; Bulut et al., 2017; Diprose et al., 2019; Bombiak & Marciniuk-Kluska, 2019; Wales, 2013; Ahmed et al., 2019; De Medeiros et al., 2018; Kaivo-oja et al., 2014; Grecu et al., 2020; Bastas & Liyanage, 2019).

Once the initial pool of questionnaire items was created, the statements were reviewed by five qualified social science experts specialising in sustainable management and economics. The revision of the statements led to some corrections ensuring their accuracy, absence of item construction problems and grammatical errors.

Cronbach's alpha test was used for the reliability of the questionnaire (Table 1). Values of the Cronbach's alpha coefficient fluctuate from 0.86 to 0.90, which significantly exceeds minimal recommended values.

All statistical analyses were conducted with SPSS 22 (descriptives, one-way Anova (F), Wilcoxon matched-pair sign test, paired-samples and independent-samples t tests, Spearman's (ρ) correlation). The research was carried out in 2019 in the Republic of Lithuania. The sample size was determined using a calculator (<https://www.surveysystem.com/sscalc.htm#one>). Based on the estimated sample (384), 430 questionnaires were distributed using convenience sampling. Data collection was conducted both online and by distributing printed questionnaires to respondents. 412 questionnaires were filled out completely and used for analysis.

Tab. 1. Cronbach's alpha values by sustainability domains (N=412)

SUSTAINABILITY DOMAINS	NUMBER OF ITEMS	CRONBACH'S ALPHA	
		MANIFESTATION OF SUSTAINABILITY	IMPORTANCE OF SUSTAINABILITY
Sustainable economic behaviour	7	0.87	0.90
Sustainable social behaviour	6	0.89	0.88
Sustainable environmental behaviour	7	0.86	0.90

Tab. 2. Sociodemographic characteristics of respondents

CHARACTERISTICS		N (%)
Education	University	332 (80.6%)
	College	44 (10.7%)
	Secondary school	36 (8.7%)
Gender	Female	232 (56.3%)
	Male	180 (43.7%)
Respondent's organisation	Business sector	184 (44.7%)
	Public sector	228 (55.3%)
Generation (respondent's year of birth)	1944–1964	128 (31.1%)
	1965–1981	124 (30.1%)
	1982–2002	160 (38.8%)
Position	Leader	72 (17.5%)
	Specialist/office worker	248 (60.2%)
	Other	92 (22.3%)
Professional experience	Less than 12 months	28 (6.8%)
	1–5 years	56 (13.6%)
	6–10 years	52 (12.6%)
	11–20 years	96 (23.3%)
	More than 20 years	180 (43.7%)

Table 2 provides detailed information on respondent characteristics (gender, education, generation and professional area).

3. RESEARCH RESULTS

The results on the manifestation of economic, social and environmental sustainability in business and public sector organisations are presented in Fig. 1. Economic and social manifestations of sustainability were more frequent in business organisations than public sector institutions (for economic sustainability $t=2.627$, $p=0.009$, mean scores 3.80 ± 0.75 and 3.61 ± 0.73 , for social sustainability $t=4.804$, $p<0.001$, mean scores 3.67 ± 0.81 and 3.26 ± 0.90). The manifestation of environmental sustainability was similarly reported by employees of public and business sector institutions ($t=1.206$, $p=0.228$, mean scores 2.95 ± 0.70 and 2.85 ± 0.93).

The importance of sustainable behaviour related to economic (statistics for paired samples $t=-19.879$,

$p<0.001$; Fig. 2), social ($t=-21.224$, $p<0.001$) and environmental issues ($t=-25.105$, $p<0.001$) was more significant for employees than the manifestation of the corresponding sustainable behaviour.

Further analysis of the statements and aspects that are related to economic, social and environmental issues endorsed the results: employees stated that every aspect (statement) of a particular sustainable behaviour was more important to them than its manifestation in the organisation (mean scores for every statement are presented in Fig. 3, Wilcoxon statistic $p<0.001$ is for every pair of statements).

The largest gap between the manifestation and employee voice (desired situation) was found in groups of sustainable environmental behaviour and sustainable economic behaviour. In the group of sustainable environmental behaviour, respondents emphasised inadequate use of alternative renewable energy sources (values between 2.6 and 4.0), inadequate environmental education (2.8 and 4.1), and insufficient encouragement to use public transport (2.3 and 3.5). In the group of sustainable economic

behaviour, the largest gap was determined in the areas of employee motivation (3.3 and 4.5) and the use of work time (3.4 and 4.5). In the group of sustainable social behaviour, employee expectations were least met in areas of good friendly relations (3.5 and 4.5) and open information sharing (3.4 and 4.4).

The importance of sustainable behaviour for respondents by sociodemographic characteristics is presented in Table 3.

Female respondents gave higher scores in every domain to the importance of sustainable behaviour compared to male respondents ($p < 0.05$ for Student t statistics). There was no statistical significance deter-

mined between the level of education and the importance of economic and sustainable environmental behaviour ($p > 0.05$ for Anova statistics). Respondents with college education perceived sustainable social behaviour as least important in their organisation compared to respondents with secondary school or university education. There was moderate statistical significance between the duration of professional experience and the importance of sustainable behaviour, i.e., the lengthier was the professional experience of a respondent, the more important was economic ($\rho = 0.154$, $p = 0.002$), social ($\rho = 0.160$, $p = 0.001$) and sustainable environmental behaviour ($\rho = 0.169$, $p = 0.001$).

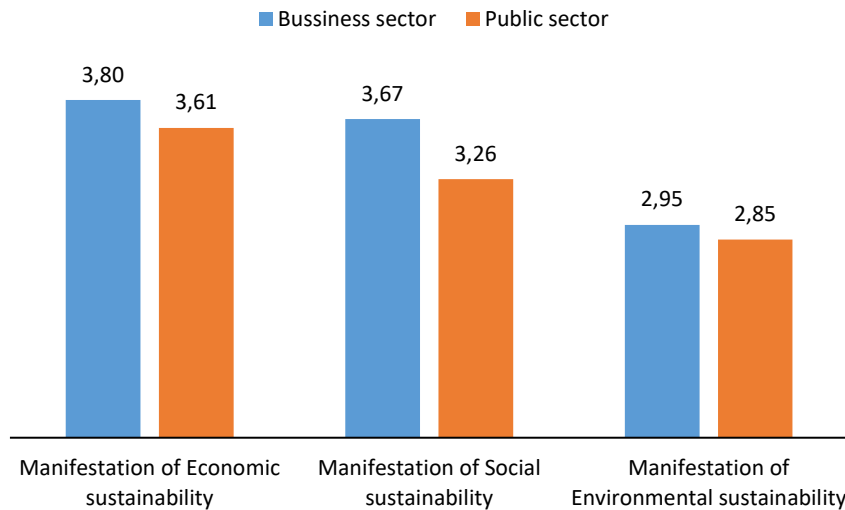


Fig. 1. Mean scores for manifestations of economic, social and environmental sustainability in business and public sector organisations



Fig. 2. Comparison of mean scores for the manifestation and importance of economic, social and environmental sustainability domains

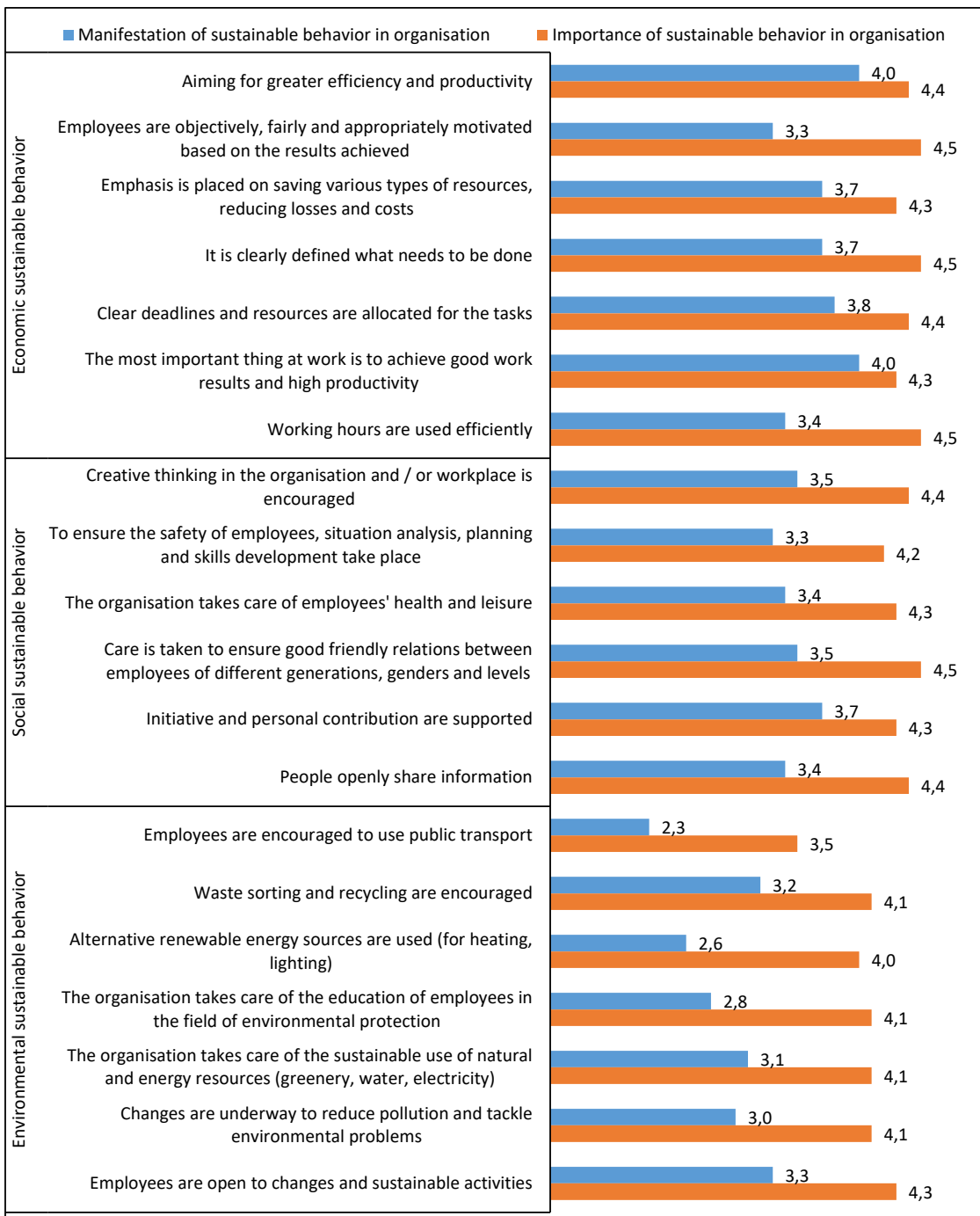


Fig. 3. Comparison of mean scores for every pair of statements for the manifestation and importance of economic, social and environmental sustainability domains

The results revealed that the youngest respondents (the generation of 1982–2002) gave the lowest scores to the importance of every domain of sustainable behaviour. There were no statistically significant relationships between the work positions of the

respondents and the importance of sustainable economic and social behaviour. However, leaders claimed that sustainable environmental behaviour was the least important for them than specialists and office workers.

Tab. 3. Importance of sustainable economic, social and environmental behaviour and its relationship to sociodemographic characteristics

SOCIODEMOGRAPHIC CHARACTERISTICS		MEAN±ST.DEV.	STATISTICS	PAIRWISE COMPARISONS (ANOVA STATISTICS)
Sustainable economic behaviour				
Education	University	4.41±0.62 ^a	F(2,409)=0.067. p=0.935	p>0.05 ^{a-b} p>0.05 ^{a-c} p>0.05 ^{b-c}
	College	4.39±0.63 ^b		
	Secondary school	4.38±0.48 ^c		
Gender	Female	4.47±0.47	t=2.177. p=0.030	–
	Male	4.33±0.74		
Generation (respondent's year of birth)	1944–1964	4.46±0.48 ^a	F(2,409)=4.608. p=0.010	p>0.05 ^{a-b} p>0.05 ^{a-c} p=0.016 ^{b-c}
	1965–1981	4.50±0.75 ^b		
	1982–2002	4.30±0.55 ^c		
Position	Leader	4.56±0.92 ^a	F(2,409)=2.904. p=0.056	p>0.05 ^{a-b} p>0.05 ^{a-c} p>0.05 ^{b-c}
	Specialist/office worker	4.37±0.51 ^b		
	Other	4.37±0.52 ^c		
Sustainable social behaviour				
Education	University	4.38±0.60 ^a	F(2,409)=4.039. p=0.018	p=0.019 ^{a-b} p>0.05 ^{a-c} p=0.033 ^{b-c}
	College	4.12±0.54 ^b		
	Secondary school	4.43±0.52 ^c		
Gender	Female	4.45±0.48	t=3.621. p<0.001	–
	Male	4.23±0.70		
Generation (respondent's year of birth)	1944–1964	4.49±0.49 ^a	F(2,409)=4.940. p=0.008	p>0.05 ^{a-b} p=0.07 ^{a-c} p>0.05 ^{b-c}
	1965–1981	4.33±0.73 ^b		
	1982–2002	4.28±0.54 ^c		
Position	Leader	4.43±0.89 ^a	F(2,409)=0.752. p=0.479	p>0.05 ^{a-b} p>0.05 ^{a-c} p>0.05 ^{b-c}
	Specialist/office worker	4.34±0.53 ^b		
	Other	4.33±0.46 ^c		
Sustainable environmental behaviour				
Education	University	3.99±0.73 ^a	F(2,409)=3.034 p=0.049	p>0.05 ^{a-b} p>0.05 ^{a-c} p>0.05 ^{b-c}
	College	3.92±0.69 ^b		
	Secondary school	4.29±0.42 ^c		
Gender	Female	4.13±0.68	t=3.803. p<0.001	–
	Male	3.86±0.77		
Generation (respondent's year of birth)	1944–1964	4.18±0.55 ^a	F(2,409)=7.796 p<0.001	p>0.05 ^{a-b} p<0.001 ^{a-c} p>0.05 ^{b-c}
	1965–1981	4.04±0.78 ^b		
	1982–2002	3.85±0.78 ^c		
Position	Leader	3.85±0.71 ^a	F(2,409)=4.207 p=0.016	p=0.027 ^{a-b} p>0.05 ^{a-c} p>0.05 ^{b-c}
	Specialist/office worker	4.09±0.64 ^b		
	Other	3.91±0.92 ^c		

CONCLUSIONS

Recently, there has been an increasing interest in sustainability as a present-day idea of organisational development. Although the topic of a sustainable organisation is widely analysed by the scientific community, there is a lack of intersection between a sustainable organisation and employee voice. The primary objective of this study was to investigate how employee voice can lead to a more sustainable organisation examining the gap between employee preferences and the current situation.

As a theoretical and empirical contribution, this study showed that employees with different demographic profiles, priorities, and expectations could lead to a more sustainable organisation through eco-

nomical, environmental and social domains. Employee voice in organisations is one of the most important factors translating sustainable principles into practice.

Sustainability as “a prescriptive notion recommends how humans should behave with respect to the environment and highlights their responsibility towards each other and future generations” (Greco et al., 2020, p.3). During the past years, organisations have been facing an increased pressure to focus on new, sustainable practices to make a positive contribution to economic, social, and environmental balance (Kaivo-oja et al., 2013; Van de Kerk, 2014; Horlings, 2015; Rezapouraghdam et al., 2019; Bombiak & Marciniuk-Kluska, 2019; Zawawi & Wahab, 2019; Čiarnienė et al., 2020; Greco et al., 2020; Crucke et al., 2021, and others). Organisations are integrating

economic, social and environmental considerations into their management processes, driven by an increased concern among scientists, planners, policy-makers and other stakeholders and the public (Kaivo-oja et al., 2013; Van de Kerk, 2014; United Nations, 2015; Bastas & Liyanage, 2019).

Employee voice as an expression of individual satisfaction or dissatisfaction and concern, a source of power for management, a contribution to decision-making, and an instrument for mutual benefit is crucial in an attempt to develop a more sustainable organisation (Hickland et al., 2020; Crucke et al., 2021; Tsang & Zhang, 2018; Su et al., 2017; Akhmad, Suryadi & Rajiani, 2020).

The results of empirical research revealed a significant gap between the employee voice (importance of sustainable behaviour) regarding economic, social and environmental issues and the manifestation of the corresponding sustainable behaviour. The largest interval in values of employee voice (desired situation) and the manifestation was found in groups of sustainable environmental behaviour and sustainable economic behaviour. In the environmental domain, respondents emphasised the inadequate use of alternative renewable energy sources, inadequate environmental education, and insufficient encouragement to use public transport. In the economic domain, the largest gap was identified in the areas of employee motivation and the use of work time. In the social domain, employee expectations were least met in the areas of good friendly relations and open information sharing.

Based on the evaluation of sociodemographic characteristics of respondents, the voice of female respondents received higher scores in every domain for the importance of sustainable behaviour when compared to male respondents. This confirms the results of research conducted by Khan and Trivedi (2015) and Bulut et al. (2017) regarding gender differences in sustainable behaviour. Based on research by Bulut et al. (2017), De Medeiros et al. (2018), Coughlin (2018), Diprose et al. (2019), sustainable behaviour differs depending on the generation. This research partially confirmed their findings and revealed that sustainable behaviour related to social, economic and environmental aspects were the least important for the youngest respondents. Moderate statistical significance was found between respondents' professional experience and the importance of sustainable behaviour: the longer was the professional experience of respondents, the more important was sustainable economic, social and environmental behaviour.

Hamid et al. (2014) identified a significant relationship between sustainable behaviour and education. The findings of this study showed no statistical significance identified between the education of respondents and the importance of sustainable economic and environmental behaviour and between the work position of respondents and the importance of sustainable economic and social behaviour. However, the leaders claimed that sustainable environmental behaviour was the least important for them compared to specialists and office workers.

The authors agree with the findings of Su et al. (2017), Jha et al. (2019) and claim that by listening and responding to employee voice, organisations can benefit and contribute towards their sustainability. The attention of leaders to organisational sustainability should address the gap between employee preferences and the manifestation of sustainability (Tsang & Zhang, 2018; Crucke et al., 2021; Grecu et al., 2020).

This research opens a space for discussion and future scientific research efforts in the area of sustainability. The findings of this study can be useful for organisation leaders, practitioners, and policymakers, as behaviour leading towards a sustainable organisation helps to meet the needs of employees, the organisation and society as a whole. The limitation of this paper is the convenience sampling for the research and data gathering, which was not optimal. Concerning further research, it would be worthwhile to examine the role of employee voice in the journey towards sustainability across different countries and cultures.

LITERATURE

- Ahmed, U., AlZgool, M., & Shah, S. (2019). The impact of green human resource practices on environmental sustainability. *Polish Journal of Management Studies*, 20(1), 9-18.
- Akhmad, B. A., Suryadi, B., & Rajiani, I. (2020). Communicating the dissatisfaction in workplace among public sector employees: loyalty and neglect as an alternative model of responses. *Polish Journal of Management Studies*, 21(1), 9-21.
- Barry, M., & Wilkinson, A. (2016). Pro-social or pro management: A critique of the conception of employee voice as a pro-social behaviour within Organisational Behaviour. *British Journal of Industrial Relations*, 54(2), 261-284. doi:10.1111/bjir.12114
- Barry, M., Wilkinson, A., & Dundon, T. (2018). Employee voice: conceptualisations, meanings, limitations and possible integration. In A. Wilkinson, T. Dundon,

- J. Donaghey, & A. Colvin (Eds.), *The Routledge Companion to Employment Relations* (pp. 251-265). London, UK: Routledge. doi: 10.4324/9781315692968
- Bastas, A. & Liyanage, K. (2019). Integrated quality and supply chain management business diagnostics for organizational sustainability improvement. *Sustainable Production and Consumption*, 17, 11-30. doi: 10.1016/j.spc.2018.09.001
- Batista, A. A. D. S., & Francisco, A. C. D. (2018). Organizational sustainability practices: a study of the firms listed by the corporate sustainability index. *Sustainability*, 10(1), 2460-2471.
- Bombiak, E. & Marciniuk-Kluska, A. (2019). Socially Responsible Human Resource Management as a Concept of Fostering Sustainable Organization-Building: Experiences of Young Polish Companies. *Sustainability*, 11, 1044. doi: 10.3390/su11041044
- Bulut, Z. A., Çimrin, F. K., & Dogan, O. (2017). Gender, generation and sustainable consumption: Exploring the Behaviour of Consumers from Izmir, Turkey. *International Journal of Consumer Studies*, 41, 597-604.
- Ciarniene, R., Vienazindiene, M., & Adamonienė, R. (2018). Implementation of Flexible Work Arrangements for Sustainable Development. *European Journal of Sustainable Development*, 7, 11-21.
- Čiarnienė, R., Vienažindienė, M., & Adamonienė, R. (2020). Sustainable behaviour: evidence from Lithuania. *Engineering Management in Production and Services*, 12(1), 80-92. doi: 10.2478/emj-2020-0007
- Coughlin, J. (2018). Greener Than You: Boomers, Gen X & Millennials Score Themselves on the Environment. *Forbes*. Retrieved from <https://www.forbes.com/sites/josephcoughlin/2018/05/05/greenerthan-you-boomers-gen-x-millennials-score-themselves-on-the-environment/#66277754d8b4>
- Crucke, S. Kluijtmans, Meyfroodt, K. T., & Desmidt, S. (2021). How does organizational sustainability foster public service motivation and job satisfaction? The mediating role of organizational support and societal impact potential. *Public Management Review*. doi: 10.1080/14719037.2021.1893801
- De Medeiros, J. F., Da Rocha, C. G., & Ribeiro, J. L. D. (2018). Design for Sustainable Behavior (DfSB): Analysis of Existing Frameworks of Behavior Change Strategies, Experts' Assessment and Proposal for a Decision Support Diagram. *Journal of Cleaner Production*, 188, 402-415.
- Diprose, K., Valentine, G., Vanderbeck, R. M., Liu, Ch., & McQuaid, K. (2019). Building Common Cause Towards Sustainable Consumption: A Cross-generational Perspective. *Environment and Planning E: Nature and Space*, 2514-8486. doi: 10.1177/2514848619834845
- Dundon, T., Wilkinson, A., Marchington, M., & Ackers, P. (2004). The meanings and purpose of employee voice. *The International Journal of Human Resource Management*, 15(6), 1149-1170.
- Dzhengiz, T. (2020). A Literature Review of Inter-Organizational Sustainability Learning. *Sustainability*, 12(12), 4876. doi: 10.3390/su12124876
- Greco, V., Ciobotea, O. R., & Florea, A. (2020). Software Application for Organizational Sustainability Performance Assessment. *Sustainability*, 12(11), 4435. doi: 10.3390/su12114435
- Hamid, S. A. R., Khan, M. K. N., Kiani, S. T. M., Shah, T. Z., & Kiani, S. (2014). The Impact of Education as Mediator on Sustainable Consumer Behavior. *International Review of Management and Business Research*, 3, 1905-1913.
- Hickland, E., Cullinane, N., Dobbins, T., Dundon, T., & Donaghey, J. (2020). Employer silencing in a context of voice regulations: Case studies of non-compliance. *Human Resource Management Journal*, 30(4), 537-552. doi: 10.1111/1748-8583.12285
- Horlings, L. G. (2015). Values in Place; A Value-oriented Approach Toward Sustainable Place-shaping. *Regional Studies, Regional Science*, 2, 257-274. doi: 10.1080/21681376.2015.1014062
- Jha, N., Potnuru, R. K. G., Sareen, P., & Shaju, S. (2019). Employee voice, engagement and organizational effectiveness: a mediated model. *European Journal of Training and Development*, 43(7/8), 699-718. doi: 10.1108/EJTD-10-2018-0097
- Kaivo-oja, J., Panula-Ontto, J., Vehmas, J., & Luukkanen, J. (2014). Relationships of the dimensions of sustainability as measured by the sustainable society index framework. *International Journal of Sustainable Development & World Ecology*, 21(1), 39-45. doi: 10.1080/13504509.2013.860056
- Khan, N. & Trivedi, P. (2015). Gender Differences and Sustainable Consumption Behavior. *British Journal of Marketing Studies*, 3, 29-35.
- Kim, W., Khan, G. F., Wood, J., & Mahmood, M. T. (2016). Employee Engagement for Sustainable Organizations: Keyword Analysis Using Social Network Analysis and Burst Detection Approach. *Sustainability*, 8, 631. doi: 10.3390/su8070631
- Koç, A. & Bastas, M. (2019). The Evaluation of the Project School Model in Terms of Organizational Sustainability and Its Effect on Teachers' Organizational Commitment. *Sustainability*, 11, 3549. doi: 10.3390/su11133549
- Mitleton-Kelly, E. (2011). A complexity theory approach to sustainability: a longitudinal study in two London NHS hospitals. *Learning Organization*, 18(1), 45-53.
- Morrison, E. W. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 173-197.
- Nawaz, W., & Koç, M. (2019). Exploring Organizational Sustainability: Themes, Functional Areas, and Best Practices. *Sustainability*, 11, 4307. doi: 10.3390/su11164307
- Rezapourghdam, H., Alipour, H. & Arasli, H. (2019). Workplace spirituality and organization sustainability: a theoretical perspective on hospitality employees'

- sustainable behavior. *Environment, Development and Sustainability*, 21, 1583-1601. doi: 10.1007/s10668-018-0120-4
- Rimanoczy, I., & Pearson, T. (2010). Role of HR in the new world of sustainability. *Industrial and Commercial Training*, 42, 11-17.
- Silla, I., Gracia, F. J., & Peiró, J. M. (2020). Upward Voice: Participative Decision Making, Trust in Leadership and Safety Climate Matter. *Sustainability*, 12(9), 3672. doi: 10.3390/su12093672
- Su, X., Liu, Y., & Hanson-Rasmussen, N. (2017). Voice Behavior, Supervisor Attribution and Employee Performance Appraisal. *Sustainability*, 9, 1829. doi: 10.3390/su9101829
- Tsang, D., & Zhang, Y. (2018). *The Past and the Future of Employee Voice: Shenzhen's High Technology Industry*. Discussion Paper Number: JHD-2018-05. Retrieved from <https://assets.henley.ac.uk/defaultUploads/PDFs/research/papers-publications/JHD-2018-05-Tsang.pdf?mtime=20180709151529>
- United Nations (2015). *Integrating the three dimensions of sustainable development: A framework and tools*. United Nations publication. Retrieved from <https://www.unescap.org/sites/default/files/Integrating%20the%20three%20dimensions%20of%20sustainable%20development%20A%20framework.pdf>
- Van de Kerk, G. (2014). Sustainable Society Index, Tool for Measuring Well-Being. In A. C. Michalos (Eds.) *Encyclopedia of Quality of Life and Well-Being Research*. Dordrecht: Springer. doi: 10.1007/978-94-007-0753-5_3463
- Vlacsekova, D., & Mura, L. (2017). Effect of motivational tools on employee satisfaction in small and medium enterprises. *Oeconomia Copernicana*, 8(1), 111-130. doi: 10.24136/oc.v8i1.8
- Wales, T. (2013). Organizational Sustainability: What is it, and why does it matter? *Review of Enterprise and Management Studies*, 1(1).
- Wilkinson, A., Donaghey, J., Dundon, T., & Freeman, R. R. (2014). Employee voice: charting new terrain. In A. Wilkinson (Ed.), *Handbook of Research on Employee Voice* (pp. 3-16). Cheltenham: Edward Elgar.
- Wilkinson, A., Gollan, P. J., Kalfa, S., & Xu, Y. (2018). Voices unheard: employee voice in the new century, *The International Journal of Human Resource Management*, 29(5), 711-724. doi: 10.1080/09585192.2018.1427347
- Zawawi, N. F. M., & Wahab, S. A. (2019). Organizational sustainability: a redefinition? *Journal of Strategy and Management*, 12(3), 397-408. doi: 10.1108/JSMA-08-2018-0077
- Župerkienė, E., Paulikas, J., & Abele, L. (2019). Employee behavioural patterns in resisting the implementation of organisational innovation. *Forum Scientiae Oeconomia*, 7(3), 89-100. doi: 10.23762/FSO_VOL7_NO3_7