

**UNIVERSITI TEKNOLOGI MARA**

**EXPLORING FACTORS CONTRIBUTING TO  
EMPLOYEE VOICE BEHAVIOR IN  
PROJEK LINTASAN KOTA HOLDINGS SDN. BHD  
("PROLINTAS")**

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Thesis submitted in fulfilment  
of the requirements for the  
**Degree in Business Administration  
(Human Resource Management)**

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## DECLARATION OF ORIGINAL WORK

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as references work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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## ABSTRACT

In the business working environment, employees act as idea proponents and contribute with suggestions, concerns and opinions in the workplace. However, due to some factors, employees every so often opt to be silent. The following paper essentially aims to contribute to knowledge in this area by exploring the factors influencing employee voice behaviour in the workplace. Taking an employee-centric approach, the paper investigates employee voice behaviour with three factors: supervisor and organization support, psychological safety and work ownership. It was hypothesized that, there is a positive relationship between supervisor and organization support, psychological safety and work ownership with employees' voice behaviour. An online questionnaire was used to gather data from 405 participants in a highway infrastructure development company, Projek Lintasan Kota Holdings Sdn Bhd (PROLINTAS). The questionnaire used in the study was designed to explore the factors contributing to employee voice behaviour in PROLINTAS. A significant and positive relationship was found between supervisor and organization support and employee voice behaviour; and between work ownership and employee voice behaviour. Regression analysis suggests that the majority of the employee voice variables included in the study predict employee voice behaviour except for psychological safety. The paper includes practical recommendations from the findings for employee voice behaviour. Suggestions for future research are included.

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