

BEHAVIOURS VOICES AND THEIR IMPACT ON STRATEGIC PURITY IN BUSINESS ORGANIZATIONS: A SURVEY OF THE VIEWS OF A SAMPLE OF SOME FACULTIES OF KOUFA UNIVERSITY IN NAJAF AL-ASHRAF GOVERNORATE

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Summary

The research aims to identify the impact of behaviours voices in strategic purity, as most of our Iraqi organizations suffer from the dominance and domination of senior management in making important decisions and not sharing information and ideas with their existing human resources. It is therefore imperative that organizations rely on a set of human resources management practices in their pursuit of strategic purity by making suggestions on improving the organization's organizational processes. The research was based on the case study approach in applying the practical aspect of being the most appropriate approach through which a particular organization could be studied. Some faculties of the University of Kufa were selected as the sample study. The identification was used as a source of data collection. (215) identification was distributed only (201) and analysed using the statistical package of social sciences (SPSS.V.24). One of the most important findings of the research is that there is a moral impact of the changing voices of workers in strategic purity. This indicates that behaviours voices have a significant role to play in the direction of organizations in achieving strategic purity, so organizations should give the utmost importance to behaviours voices in order to achieve their strategic objectives and work on the development of special programmes to develop their leadership capabilities.

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1. Introduction

The topic of behaviours voices is an important one, especially after the industrial revolution if companies give an important role to workers to increase the value of the organization because human resource is the key element and the main engine of the organization. After increasing competition, organizations must rise at all levels to keep pace with change, making awareness and knowledge their

first starting point, enabling employees to participate in their roles and voices and creating strategic awareness through innovation or implicit knowledge, Through the awareness of the customer and the establishment of linkages between him and her, as well as management awareness of the sections and organizational form of the organization, and to pour all this trend into creating a competitive advantage in the long term. Senior departments were confronted with a very important question, namely, whether organizations should pursue a specialized and pure strategy that focuses on a particular axis or one of the organization's sources of strength. and between hybrid strategies through which more than one strategy can be combined. The fact that there are a range of contradictory theories and opinions about whether diversity or strategic purity is best, However, many researchers have emphasized the importance of the behavioursvoice, as the focus of organizations on voices is due to their ability to achieve competitive advantage and their ability to interact with various changes in the environment in which they operate. Working voices can contain a number of different strategies that combine them to ultimately be a unified and reliable strategy. The study therefore began with the problem of an impact relationship between behavioursvoices and strategic purity and finding the best ways to address such problems.

2. Literature Review and Hypotheses Building.

2.1. Behaviours Voices and Strategic Purity.

The topic of behaviours voices is an important one, especially after the emergence of the industry revolution, which has received wide attention from many companies and institutions. human resources, given their role in participating in the Organization's activities and its success and failure, The behavioursvoice reflects any attempt at change, as staff members or workers can exchange information and consulting and make suggestions that improve existing processes that help organizations avoid any undesirable event that could negatively affect their reputation or work. In other words, whenever working individuals provide constructive perspectives seeking to avoid work-related concerns, the organization helps to improve existing processes, procedures or policies while at the same time supporting and developing the new work system (Jha Jatinder & Singh, 2019).(Thomas & Feldman, 2015) believes that vocal behavior is a constructive communication directed towards change for ideas, opinions, or suggestions provided by workers with the aim of identifying procedures and problems in the workplace.

(Duan, et al , 2021) also clarified behaviour svoices as representing promotional behavior that emphasizes challenges, expression, constructive expression and proposals regarding decision-making that aims to improve more than a means of criticism. (Wang et al, 2014) identifies direct supervisors' behaviour as a catalyst for the conduct of the behaviour svoice when the worker or employee believes that the direct supervisor is more capable, knowledgeable and informing others of such conduct; behavioursvoice is important for organizational performance in terms of their employment growth opportunities and higher levels of commitment to their organizations. A study (Umar & Hassan, 2013) showed that in most Western countries there are indicators of staff loyalty to their organizations that affect their performance, opportunities, threats and issues of concern.(Nechanska et al., 2018) defines behaviours voices as a means of changing the rejected situation and improving the performance of the team. In other words, proactive behaviour represents opportunities and proposals regarding problem solving and decision-making to achieve the best outcomes affecting regulatory affairs and public interests.

Researchers pointed out the importance of w behavioursvoices through their role in universities and educational institutions because their importance is positively reflected in all aspects of life. In this sense, it is necessary to determine the dimensions by which behaviours voices can be measured, identifying (Carroll,2011, Duan, et al., 2021) four dimensions, which are as follows.So the main hypothesis is as Alati.

There is a morally significant correlation and impact between behaviours voices and strategic purity.

2.1.1. Downstream Communications: This type of communication is one of the most widely used within organizations because it does not exceed the current situation within the organization. However, basic levels of communication are necessary for the organization to operate effectively and efficiently. Downside communication is one of the most frequent ways in which all orders are sent from senior management to lower management (Liang, 2010). (Sager, 2015) clarified downward communications as the process by which information, official orders and directives are transmitted to the lowest administrators so that they do not require the comments and interventions of the affiliated staff. So the main hypothesis is as Alati.

There is a morally significant correlation and effect between downward communication and strategic purity.

2.1.2. Solving emerging problems: means an administrative process that seeks to communicate the proposals and opinions of behavioursto senior management for the purpose of participating in decision-making and solving administrative problems in terms of strategic policymaking, planning for the future and collective action and also gives a role to unions in terms of participation and communicating the voice of behaviours(Dundon et al, 2004). So the main hypothesis is as Alati.

There is a morally significant correlation and impact between rising problem-solving and strategic purity.

2.1.3. Mission Participation: Management participation is defined as the opportunities and processes provided by the Department for the participation of subordinates in the task of organizing and implementing the work of administrative organizations as well as supervising performance (Durman, 2020). Wang & Wart, 2007) considers that participation in the delegation of authority and decision-making accountability in relation to action to increase administrative efficiency. The importance of participation is to some extent related to the reliability of an individual's association with management and the performance of his or her role. The primary objective of participation is to focus on actual functions rather than on administrative processes. A participatory approach is to improve the organizational climate, resulting in individuals fe behaviours voiceseling the importance. So the main hypothesis is as Alati.

There is a morally significant correlation and impact between mission engagement and strategic purity.

2.1.4. Team Work and Self-Management: Team Work Groups and Self-Management are responsible for monitoring and managing operations for the implementation of the duties and tasks assigned thereby involving senior management in decision-making rather than having a centrality to decision-making strategy ", with the primary objective of designing a business structure responsive to the requirements of technology functions and needs to improve performance outcomes by adopting more versatile and effective collective working methods (Cooney, 2004). So the main hypothesis is as Alati.

There is a morally significant correlation between team work, self-management and strategic purity.

2.2. Strategic Purity.

Senior administrations always face the very important question of whether organizations should pursue a specialized and pure strategy that focuses on a particular axis or one of the organization's strengths, and hybrid strategies through which more than one strategy can be combined. The fact that there are a range of contradictory theories and opinions about whether diversity, purity or strategic diversity is best, but many researchers have emphasized the importance of strategic purity, including (Muir, et al, 2019), which emphasized that strategic purity increases the technical efficiency and productivity of organizations. (Shinkle, et al, 2013) shows that the need for strategic purity increases among organizations that have a market orientation because this type of orientation needs to develop unified and focused strategies that work to achieve the best goals within specific areas.

(Thornhill & White, 2007) defined strategic purity as "the degree of specialization of organizations in focusing on their strategies", which focuses on the objectives that organizations wish to achieve and, most importantly, on improving the performance of organizations. This is underscored by (Direction, 2018) statement that strategic purity is known to be of great importance as it improves performance in organizations. He also noted (Fawcett, et al, 2019) that strategic purity enhances the ability to align the organization's objectives, thereby reducing overlap between functions and thus improving performance. On this basis (Muir, et al., 2019) shows that organizations that adopt strategic purity have shown superior performance compared to companies that rely on multiple strategies at the same time, because strategic purity is characterized by clarity, which reduces the dispersion of organizations.

The organizations' focus on strategic purity has been due to their ability to achieve competitive advantage and their ability to interact with different changes in the environment in which they operate, since strategic purity can contain a number of different strategies that combine them to ultimately be a unified and reliable strategy (Shinkle, et al., 2013). (Fawcett, et al, 2019) noted that strategic purity has a significant role to play in mitigating internal conflicts and confusion as the organization works to implement a clearly defined strategy. Accordingly, (Hinrichs, 2015) states that organizations must maintain the purity of their strategies by forming successful units and working to manage their relationships positively in order to maintain the organization's objectives.

2.2.1. Strategic Purity Dimensions: Researchers pointed out the importance of strategic purity through its role in universities and educational institutions because its importance is positively reflected in all aspects of life. In this regard, it is necessary to determine the dimensions through which strategic purity can be measured, identifying (Fawcett, et al., 2019) three dimensions:

2.2.2. Adopting a Clear and Specific Orientation: Strategic purity contributes to the organization's choice of direction and clarity that avoids confusion and disruption in its decision-making in the light of its potential. This is what (Muir, et al, 2019) pointed out that through strategic purity organizations can leverage the resources they possess and invest to improve their productivity and efficiency better than in the case of strategic multiplicity. (Shinkle, et al., 2013) emphasized that strategic purity allows organizations to benefit from cost-cutting and product improvement as well as their apparent ability to help avoid the organizational complexity and confusion that can occur in a state of strategic diversity. Therefore, strategic purity clearly contributes to defining the organization's objectives, which enhances its ability to function better and more confidently than others.

2.2.3. Avoiding Strategic Contradictions: Organizations can avoid strategic contradictions by relying on strategic purity that enables them to achieve the best results in dealing with strategic challenges they face (Direction, 2018). (Muir, et al, 2019) indicates that organizations that rely on strategic purity theory have superior performance compared to other organizations that may experience overlap in their strategies, resulting in lower performance. (Shinkle, et al, 2013) states that as a result of organizations adopting more than one strategy, there may be an intersection between them, which generates divisions in the organization as a result of different strategies. In order to avoid these intersections and divisions, organizations may rely on strategic purity to solve such problems.

2.2.4. Creating a Premium Position in the Market: Strategic purity allows organizations to reduce market risk. This is by reducing the risk of attacks by competitors because strategic purity provides greater opportunities for excellence and thus fewer competitors can compete (Shinkle, et al, 2013). Strategic purity also contributes to the creation of a distinct image or identity by offering competitive products through which the consumer can stay in mind permanently.

3. Sample, Variables And Methodology.

3.1. Sample

The spatial boundaries of research included Kufa University (Faculty of Science, Faculty of Administration and Economics, Faculty of Arts, Faculty of Computer Science and Mathematics), The

time limits for researchers were the practical aspect of the distribution of the e-questionnaire form to data analysis from 15/4/2023 to 10/8/2023, The research community was confined to faculty professors and staff. The study community reached (420) after the staff were excluded from the preparatory certificate and below so that the sample was compatible with the study's (201) questionnaire form for statistical analysis.

3.2. Variables and Methodology

Study Application Area: The study was applied in four faculties at Kufa University:

3.2.1. Faculty of Sciences: The Faculty of Sciences was founded in (1993), and comprises a group of scientific departments (Life Sciences, Chemistry, Physics, Environment and Pollution, Earth Sciences), The College aims to create awareness and belief among graduates in the mission of the nation's civilization and its pioneering and historical role in the emergence of scientific and human civilization and its scientific development, as well as acquire the scientific expertise required by the field of future work, familiarize them with the latest technical developments and raise their scientific and cultural awareness and arm them with modern scientific and applied knowledge to serve society and acquire the necessary skills.

3.2.2- Faculty of Administration and Economics: Founded in (1993), the Faculty of Administration and Economics comprises a group of scientific departments. (Business administration, accounting, economics, finance, banking and tourism) aims to prepare graduates in various administrative, financial, economic, banking and tourism sciences by providing them with the knowledge and skills needed to make them competent leaders and managers in their fields of specialization.

3.2.3. Faculty of Arts: Founded Faculty of Arts at Kufa University Year (1989), comprising a group of scientific departments: (English, Arabic, Geographical, History, Philosophy, Civil Society and Media) and seeks to employ the humanities in the service of society through the preparation of research and preliminary and higher studies in cooperation with state institutions and society in order to contribute to the solution of problems that can confront today's and future development plans.

3.2.4. Faculty of Computer Science and Mathematics: Founded in (2008), the Faculty of Computer Science and Mathematics comprises two departments (Computer Science and Mathematics Science). The aim is to keep abreast of recent science and developments in the field of scientific disciplines and modern trends in the field of informatics and to provide graduates with the knowledge and skills needed to make them researchers with skills to match current and future requirements.

3.3 Hypothetical outline of the study: Based on the theoretical framework of the literature of workers' voices and strategic purity and in light of the problem and objectives of the study, the hypothetical blueprint was built to demonstrate the relationships between these variables and the trends of association and their impact, relying on a study (Carroll, 2011, Duan, et al, 2021), To determine the dimensions of workers' voices and study (Fawcett, et al., 2019) to determine the dimensions of strategic purity as described in the hypothetical chart.

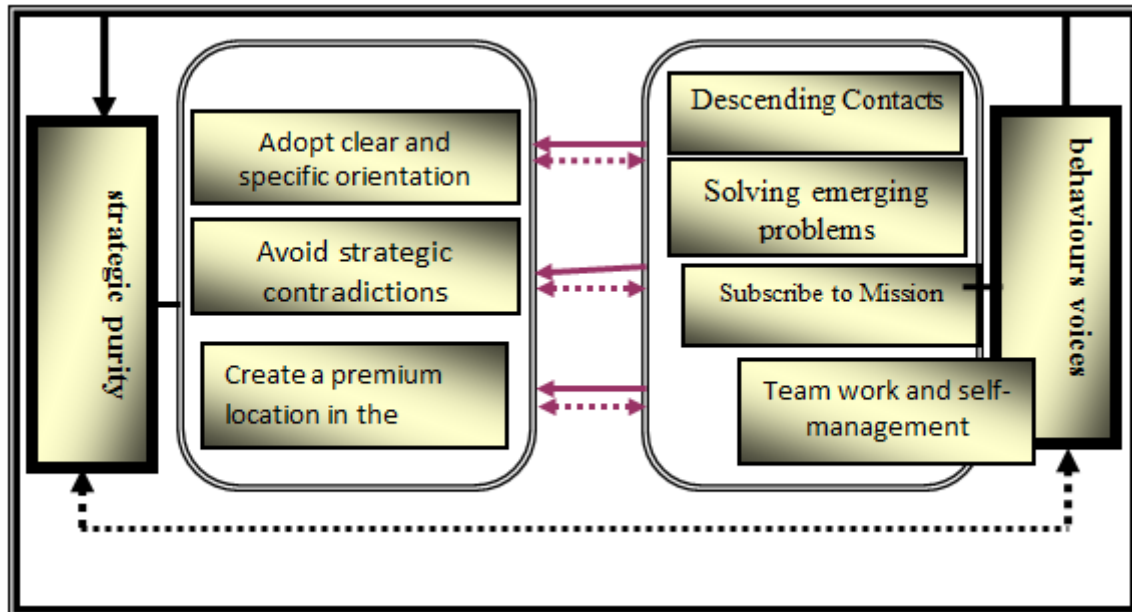


Figure (1) Hypothetical study chart

3.4. Measuring the veracity and consistency of the research tool: In order to obtain accurate results, a questionnaire form was designed based on the perspectives of researchers in this area. In order to achieve honesty and consistency, the questionnaire was presented and subjected to a group of business management experts. In order to ascertain the stability of research metrics dependent on the (Alpha Corrbach) coefficient, as shown in table (1).

Table (1) Test results for study measurements

Sequence	Search Variables	Code	Number of paragraphs	Alpha Corrbach	All Measurement
1	Downlight Communication	X1	5	0.784	0.941
2	Solving emerging problems	X2	5	0.831	
3	Subscribe to Mission	X3	5	0.873	
4	Team work and self-management	X4	5	0.906	
5	behaviours voices	X	20	0.918	
6	Adopt clear and specific orientation	Y1	5	0.884	
7	Avoid strategic contradictions	Y2	5	0.921	
8	Create a premium location in the market	Y3	5	0.931	
9	Strategic Purity	Y	15	0.895	

Source: Researchers' preparation based on the outputs of the electronic programme (SPSS.V.24).

The Alpha Corrbach coefficients indicate that the search tool is fully stable at (0.94), The values for the variables range from (0.78 to 0.93), This is evidence that all search measurements are of internal stability and consistency that qualify them for the following tests.

4. Results And Discussion

The primary objective of statistical analysis is to know the level of dimensions of research, which is the variable of the voices of workers and the variable of strategic purity. In terms of the use of

computational medium, standard deviation and the highest and lowest value, percentage and ranking, Each dimension obtains a lower arithmetic medium than (3) a hypothetical medium or a lower content ratio than (60%). It is unacceptable and shows (2) the statistical description of the dimension of the resolution.

Table No (2) Statistical description of search variables

Variables	mean	Std.Deviation	Minimum	maximum	Percentage	Ranking
Downlight Communication x1	3.2260	0.694	2.00	4.60	0.645	5
Solving Rising Problems X2	4.2106	0.577	2.20	4.40	0.842	1
Mission Subscription X3	3.1595	0.591	2.20	4.60	0.631	9
Team work and self-management X4	3.1405	0.574	2.20	4.60	0.628	8
Total behaviours Votes X	4.6096	0.660	2.00	4.60	0.721	2
Adopt clear and specific orientation Y1	3.2427	0.660	2.00	4.60	0.648	4
Avoid strategic contradictions Y2	3.1908	0.637	1.80	4.60	0.638	7
Premium location configuration in the market Y3	3.1953	0.605	1.80	4.60	0.639	6
Total strategic purity Y	3.4750	0.653	2.00	4.60	0.695	3

Source: Researchers' preparation based on the outputs of the electronic programme (SPSS.V.24).

Through Table No(2), all dimensions are shown to have recorded a greater proportion than (60%) and a greater average computational value than (3). The total computational medium values of the independent dimension are the votes of the workers (4.7496) and a ratio equal (0.721). The total computational medium of the strategic purity variable (3.7750) and a ratio equal (0.695). The level after resolving the rising problems is (0.84), He achieved the highest percentage and came in the first place in terms of ranking, followed by the total number of behaviours votes, which is (0.72), and so the dimensions remained.

In this axis, the results of the statistical analysis conducted through the testing and analysis of the correlations between the study variables (behaviours voices through its dimensions and strategic purity at the macro level) are presented. They will be tested according to the research scheme and hypotheses as follows:

Table No (3) Correlation Matrix for the main and secondary variables

Sequence	explanatory variables	Strategic purity		
		R	T	Sig
1	Downlight Communication	0.441	3.440	0.001
2	Solving Rising Problems	0.412	2.954	0.006
3	Mission Subscription	0.319	2.140	0.045
4	Team work and self-management	0.451	3.067	0.000
5	Total behaviours Votes	0.750	2.216	0.000

Source: Researchers' preparation based on the outputs of the electronic programme (SPSS.V.24).

Through Table No (3), it was found that the results of the analysis of the first main hypothesis found a significant correlation between behaviours voices and strategic purity at the general level. Where the correlation between them reached (0.750), This indicates that the value of (T), which amounted to (2.216), is greater than its tabular value (1.69). And below the level of significance (0.000), this indicates the acceptance of the hypothesis at the level of this research.

Through the results of the statistical analysis in Table (3), there is a morally significant correlation between downward communication and strategic purity at the general level of the first sub-hypothesis, Where they have an association (0.441), this indicates that the (T) value of (3.440), is greater than its tabular value (1.69), Under the level of morale (0.001) this indicates acceptance of the hypothesis at the level of this research.

Through the results of the statistical analysis in Table No (3), there is a correlation of moral significance to solving emerging problems and strategic purity at the general level of the second sub-hypothesis, where they have an association (0.412),

This indicates that T's value of 2.954, This indicates acceptance of the hypothesis at the level of this research.

Through the results of the statistical analysis in Table(3), there is a morally significant correlation between mission engagement and strategic purity at the general level of the third sub-hypothesis, where they have an association (0.319), This indicates that T's value of (2.140), This indicates acceptance of the hypothesis at the level of this research.

Through the results of the statistical analysis in Table No. (3), there is a significant correlation between team work, self-management, and strategic purity at the general level of the fourth sub-hypothesis. Where they have an association (0.451), This indicates that T's value of (3.067), This indicates acceptance of the hypothesis at the level of this research.

Through statistical analysis of variability and transaction schedule of the relationship of key variable and variable dimensions, a correlation between variables' dimensions has been found, The study therefore assumes that there are meaningful impact relationships between the dimensions of the main variable (behaviours voices) and the dependent variable (strategic purity). One main hypothesis has been developed and four sub-hypotheses have been subsumed, and will be tested as reported in the research scheme.

Table No. (4) Impact Relationship Coefficient for behaviours Voices Dimensions and Strategic Purity.

Model	Beta coefficient	Beta	T- F-statistic	Sig
Constant	2.960		2.216	0.000
Downlight Communication	0.550	0.203	3.469	0.004
Solving Rising Problems	0.322	0.380	2.845	0.006
Mission Subscription	0.209	0.210	2.052	0.405
Team work and self-management	0.231	0.170	3.100	0.000

Source: Researchers' preparation based on the outputs of the electronic programme (SPSS.V.24).

Testing the first sub-hypothesis: The results of the statistical analysis are shown in Table No(4). The existence of an influence relationship of the descending communications on the strategic purity at the general level, based on the value of (T), which amounted to (3.469), It is greater than its tabular value (1.69), As for the marginal slope result, it reached ($\beta = 0.203$), which represents (X1) by the amount of change in the ability of (1) in the descending contacts, which leads to a change in the strategic purity. Which leads to acceptance of the hypothesis.

Testing the second sub-hypothesis: The results of the statistical analysis are shown in Table No(4) The presence of an influence relationship to solve emerging problems in strategic purity at the general level,

based on the value of (T), which amounted to (2.845), It is greater than its tabular value (1.69), As for the marginal slope result, it reached ($\beta = 0.380$), which represents (X2) by the amount of change in the ability of (1) in solving emerging problems that leads to a change in the strategic purity. Which leads to acceptance of the hypothesis.

Testing the third sub-hypothesis: The results of the statistical analysis in Table No (4) show that there is an effect relationship of participation in the task on strategic purity at the general level, based on the value of (T), which amounted to (2.052). It is greater than its tabular value (1.69), As for the result of the marginal slope, it reached ($\beta = 0.210$), which represents (X3) by the amount of change in the ability of (1) to participate in the task, which leads to a change in the strategic purity. Which leads to acceptance of the hypothesis.

Testing the fourth sub-hypothesis: The results of the statistical analysis in Table No (4) show that there is an effect relationship of teamwork and self-management on strategic purity at the general level. Based on the value of (T), which amounted to (3.100), it is greater than its tabular value (1.69). As for the marginal tendency, it reached ($0.170 = \beta$), which represents (X4) by the amount of change in the ability of (1) in team work and self-management, which leads to a change in strategic purity. Which leads to acceptance of the hypothesis.

Testing the hypothesis of the influence relationship between the main and sub-variable:

Through the statistical analysis of variance and the coefficients table for the relationship of the main variable and the dependent variable, It was found that there is a correlation between the two variables, so the study assumes that there are significant influence relationships between the main variable (behaviours votes) and the dependent variable (strategic purity). So one major hypothesis has been developed and will be tested.

Table No. (5) Analysis of the relationship between the main variables

The dependent variable is strategic purity				
Model	Beta coefficient	Beta	T- F-statistic	Sig
Constant	2.960		2.216	0.000
behaviours votes	0.675	0.470	3.141	0.001

Source: Researchers' preparation based on the outputs of the electronic programme (SPSS.V.24).

The results of the statistical analysis are shown in Table No(5) There is an influence relationship for the voices working in the strategic purity at the general level, based on the value of (T), which amounted to (3.141), which is greater than its tabular value (1.69). As indicated by the constant ($2.960 = a$), which shows that the value of the behaviours votes (X), which is equal to zero, then the value of strategic purity is (Y) = (2.960). As for the marginal slope result, it reached ($\beta = 0.470$), which represents (X) by the amount of change in the ability of (1) in the voices of the behaviours, which leads to a change in the strategic purity. Which leads to acceptance of the hypothesis.

5. Conclusions

The study concluded that the term “behaviours voices” denotes the pursuit of change in ideas and opinions and the solution of work problems facing organizations in order to adapt to changing circumstances, And followers of modern working mechanisms implied in these endeavors that ultimately lead to enriching the current understanding of the practices of behaviours voices in work contexts. The realization of the study sample individuals and their response to the changing conditions made them take into account the strategic purity when presenting proposals and action steps that would help the researched organization to make the right decisions in the future. The study showed that the comparison of the activities followed with the standards and orientation towards the goal in a persistent manner creates a culture that means the behaviours voices and its application when necessary. The ability of the study sample to control their thoughts, opinions and feelings made them fit with the

dynamics of the environment and contribute to solving the problems facing the researched organizations. The working individuals should enjoy trustful, close, and mutual cohesion relationships with the senior management of the organization in order to create a solid organizational culture, and thus decisions become more scientifically accurate.

Create and improve the internal environment of the researching organization in order to contribute to the process of raising the behaviours voices of employees in various departments and divisions by training them to adapt to the changing environment. Enhancing management's awareness of the principles and fundamentals of dealing with the voices of employees because they reflect positively on the strategic purity of dealing with each other. This is done by guiding them, guiding them and constantly reminding them of the importance of these behaviors.

Addressing most of the problems facing work is done through the behaviour voice so that it is satisfactory for all concerned and therefore it is necessary to promote strategic purity, as it is necessary for organizations and institutions to identify organizational activities and policies for the purpose of raising their capacity to deal with labour problems. Promoting cohesion and cohesion among behaviour and promoting the behaviour voice in a team spirit, thereby promoting organizational behaviour in dealing.

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