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| Research Article

Adopting Artificial Intelligence & Role Employee Voice in Workplace: the Mediating Role of Organizational Listening- an Analytical Study of Telecom Companies in Iraq

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Abstract: Based on "social exchange theory and conservation of resources theory," researchers in this study seek to achieve its objective by constructing a model that explains relationship between artificial intelligence (AI) technologies in Iraqi telecommunications companies, employee voice (EV) behavior in workplace as an explanatory variable through the mediating role of organizational listening (OL) . It also aims determine the extent to which this relationship between the study variables affects reducing negative employee behavior. To examine the study problem, the researcher presented a theoretical overview of what researchers have written and discussed regarding the concepts of artificial intelligence genetic technologies, employee voice behavior in the workplace, and understanding the role of organizational listening. A systematic organization of logical hypotheses was embodied in a hypothetical model, which was tested using several approved statistical methods to analyze the collected data in light of the responses of a sample of (411) middle- and upper-level employees in Iraqi telecommunications companies. The study structure, a confirmatory factor analysis (n = 309), was designed using the statistical analysis program SPSS v27. The descriptive analytical approach was adopted as the study methodology, and the results have proven valid.

Keywords: AI, Employee Voice (EV) , Workplace, Organizational Listening (OL), (EVB)

Introduction

Based on social exchange theory, resource conservation theory, researchers have indicated that collective expressive behavior plays a vital role in organizations, particularly in Iraqi telecommunications companies (Zain Iraq As cell), demonstrates true value. then , study focused on team voice behavior, which is defined as the efforts made by team to speak up to challenge

status quo and thus promote constructive change (Jing Wang et al., 2024:188). There is a general agreement among managers human resources are among most important resources of business organizations as a purposeful social unit, as well as listening to opinions of employees' voices in workplace. , efficiency of using remaining resources in organization usually depends on skills, capabilities, technologies possessed by its human resources, extent which (AI)tools are adopted in achieving goals through organizational listening employees in workplace (Feng Liu, 2023). organizations of all kinds face new pressures in terms of maintaining their reputation organizational performance, which depends extent of expertise technological knowledge distinguishes employees, content of which is embodied in providing public services creating a competitive advantage compared others (Wilkinson & Fay, 2011; Guest, 2022). , in addition updating work techniques and methods, introducing technology, meeting the needs of the growing diverse workforce, developing intellectual, cultural capital, containing (OL) opinions. Accordingly, our study problem was based on two problems: the first is theoretical problem, which is represented in identifying "knowledge gap of study variables" and how to bridge reach adequate answers. second practical problem is represented in field gap and connection relationships with study variables, as employee's voice is considered (the effective force enables him to convey information, suggestions, all positive paths The negative impact of direct and indirect influence on organization to relevant parties decision makers, which enables them develop appropriate solutions in a proactive manner, in addition role it plays in achieving goals of the employee himself through efforts of business organizations in various countries of the world to adopt and adopt a methodology for work teams integrate individual capabilities and potentials in work teams. From here, researchers are trying to point out bridging study gap based on the following questions:What is level of awareness (employees of Iraqi telecom companies Asia cell & Zain Iraq) of concept of (EVB)?

Is there a (EV) for employees regarding need to adopt (AI) in Iraqi telecom companies?

What is nature relationship, correlation, influence between study variables in Iraqi telecom companies?

The importance of research

The study aims to embody following objectives:

The importance of study can be embodied according to scientific and practical considerations and can be represented in the following:

The current study contributes to establishing a sound foundation for understanding scientific implications of behavior (AI) technologies in environment under study and impact on employee voice behavior in workplace of Iraqi telecommunications companies (Asia Sia and Atheer Iraq), which are educational institutions with a significant position in society

Embodying relationship between study variables, including employee voice in workplace the role played by (OL) in improving the relationship between the independent & dependent variables

The absence of a previous study linking variable of adopting (AI) technologies to variable of (EVB) through mediating role of organizational listening in Iraqi telecommunications companies within study community

Highlighting topic of (EV) building a comprehensive vision of research topic advance level of public organizations achieve success and excellence

Study objectives

The current study seeks answer questions of previous study achieve objectives that are essentially related to revealing level reality of relationship between research variables. Therefore, a set of objectives was established, represented by the following:

Establishing an integrated cognitive framework for the study variables, represented by adoption of (AI) through employee voice in the workplace.

Diagnosing the reality, level of availability of (AI) technologies in companies surveyed.

Identifying the nature of interconnected and influential relationship between study variables.

Second: The Theoretical Aspect of Study

1 .(AI)

(AI) is a rapidly evolving field with a rich history spanning decades. AI, first coined by John McCarthy in 1956, is one of most important technologies that has established itself globally, particularly in application of its technologies to organizational processes. Therefore, companies are competing to enhance their internal, external operations by implementing technologies, which can enhance customer services, improve organization's competitive position (Musa, Brima, 2023: 122). On other hand, organizations are competing take appropriate measures to empower employees through application of these technologies, including understanding behavior expresses employee voice. Organizations are trying adopt (AI) technologies maintain organizational health, enhance their cognitive capabilities by adopting AI, thus promoting increasing levels of growth (Hao et al., 2023).

1-2: concept of (AI)

It has been defined by several researchers their contemporary studies. is viewed based on scientific and cognitive background and the environmental conditions surrounding organizations. However, ultimately reflects same content as the term itself. Therefore, it is defined as a computer system capable of handling technologies and data mimic human activities. is also defined as a set of appropriate procedures that reduce cost, time required complete a process within an organization (Musa, Brimah, 2023: 122). (AI) is considered ability of groups of intelligent human and digital elements to solve problems and adapt (Bhardwaj et al., 2022). On other hand, researchers point out that AI is nothing more than a set of necessary procedures complete the process in accordance with organization's directions, thus improving competitive advantage. It is also defined as processes that are consistent and harmonious with human processes and can be applied to the organization. customers (Al-Nasser, Abdul Mohsen Amer, Salman Haider, 2023: 1256). These processes. concepts of (AI), with presence of large amounts of data. information, require more efforts process transform them into productive information (Shaker, & Iman Abdel Hakim. (2024)). Therefore, concept, with all dimensions, has gained distinct importance from organizations increase competitive capabilities of companies.

1-3: importance AI

It many unique capabilities no one has yet anticipated, such as ability to generate "text program instructions," conduct natural language conversations, conduct conversations in convincing ways similar human-generated ones. It also has ability generate high-resolution images videos based on text descriptions. Generative AI also has ability to generalize, modify, and critique text, provide convincing answers to a variety of questions. On the other hand, AI practices still face a number of limitations challenges, including some information inaccuracy, as well as weak computational logical capabilities compared human capabilities. They also include bias-based models, potential for intellectual property infringement (Saadia, 2023). Proponents of adopting these technologies believe that impact of AI on job creation exceeds replacement effect, leading increased levels of

human resource employment through many of practice's organizations need (Bhardwaj et al., 2022). AI will create new jobs, industries, models, increasing demand for a suitable workforce. Technology-related jobs include AI trainers and AI-enabled jobs, contributing to need for a workforce capable of adapting new technologies (Jing Wang et al., 2024:188).

1-4: Challenges of AI

The World Economic Forum (2023) noted generative AI encompasses a wide range of tasks beyond typical natural language processing, such as language translation, as well as text generation and summarization. latest version of OpenAI (ChatGPT), which generated significant buzz. reached over a million users in just five days, has been described as pioneering in a much broader range of tasks, including search engine processing other applications, such as application of algorithms therapeutic robots to build various applications (Tao et al., 2021:21). The importance of AI is seen as one of modern technologies that handles massive amounts of data that need to be processed as quickly as possible make critical decisions in companies. Despite these advantages, there are multiple concerns, including ethical concerns, the provision of inaccurate information, misleading information, which negatively impacts decision-making. **SO**, all necessary measures must be taken reduce resulting costs (Burkhard, 2022:212). There are also concerns about application of technologies.

2- (EV) workplace.

Term "voice" first appeared in 1970 in Hirschman's model of exit, voice, loyalty. It was considered an alternative resignation by challenging status quo. past decade has witnessed significant interest in a new concept of (EV) in workplace, particularly among seeking higher levels of organizational performance or those who want teams succeed in workplace. Although existing contemporary literature has identified driving forces behind employee voice behavior as coming from multiple forms, including leadership (Ari, E.; Karatepe, O.M., et al., 2020), human resource practices (Fuller, J.B.; Marler et al., 2006:1091), employee personality traits (Wijaya, N.H.S., 2019:188), and job characteristics, little has been done on this topic, This will generate behaviors emotions that have a distinct role in performance (Jia, J.; Zhao, R & et al, 2022:2220). Therefore, have been several attempts by researchers analyze these behavioral phenomena and develop more structures related strengths-based approaches in order to improve (Wilkinson & Fay, 2011; Guest, 2022)

2-1: Concept (EV) Workplace

In their contemporary studies, researchers have defined employee voice in several ways, particularly since employee voice is considered a functional behavior of human resources. Therefore, some employees are willing to express their opinions, while others are reluctant to express their concerns and needs (Ali, Abdul Qader, 2025: 21). (EV) is defined as the flexibility required by employees to express their concerns and ideas regarding workplace policies and to offer ideas and insights that contribute to improving their conditions within the organization. On the other hand, it has been defined as "change aimed at improving the situation within the organization, which represents a contemporary dilemma, as some subordinates express their dissent (Ng, Van Dyne, & Ang, 2019: 2)" and offer their feedback on working conditions. It is defined as the behavior that expresses an employee's opinion from a developmental perspective or as interpersonal communication behavior outside role, where employees can offer spontaneous suggestions aimed at improving their work according to the requirements of the organization's circumstances (Pfrombec, Levin et al., 2023: 2). (EV) is classified into two types: formal and informal. On the other hand, EV is defined as the process of fully understanding an employee's thoughts, opinions, feelings, dissatisfaction, and needs in the workplace, with the goal of improving employee's environmental conditions within the organization (Kok et al., 2016:21), Formal EV is also defined as EV in the workplace, which is directly communicated with

organizational leaders to exchange opinions and ideas that enhance employee capabilities and, consequently, enhance organizational performance (Lee, Y-T., & Paunova, 2017:554). Informal EV is defined as communication with indirect parties that influence senior management to offer ideas and feedback that inform long-term company decisions. On the other hand, it supports (Atiat Ullah et al., 2024:2). On other hand, employee voice is defined as the process by which managers rate an employee's performance higher when the employee demonstrates a high level of voice. evaluation process is variable, meaning high or low levels depending on how employees are evaluated in the workplace (Kohnová, Lucia, & Salajova, 2021). It decreases when an employee demonstrates a lower level of expressing their opinion about the organization to their manager, while it is higher when there is a close connection between the employee and senior management (Attiyatallah et al., 2024:3). All of above definitions share common features, including the sender's ability to participate. Therefore, there is a direct link between managers' performance evaluations and their use of evaluated value (EV) (Kee, K et al., 2021:15). Therefore, organizations must provide three criteria to enhance employee voice in the workplace:

Providing communication channels within the organization for feedback and positive contributions to enhance the organization's capabilities.

Creating an organizational climate capable of building an organizational culture that enhances employee acceptance of feedback in the workplace.

Analyzing feedback, responses, and research can contribute to organizational change and improvement.

2-1: Importance of (EV) Organizations

(EV) plays a crucial role in influencing organizational performance through the following:

Employees feel empowered encouraged to express their ideas, concerns, feedback openly, creating a positive climate contributes to organization's overall success.

It fosters a culture of engagement, commitment among employees. When employees realize their opinions are valued, respected by their subordinate's senior management, this creates internal support for them, which positively impacts performance. Their sense of responsibility for achieving organization's goals increases. increased engagement is reflected in higher levels of productivity, a willingness utmost to achieve the organization's own goals compared to competitors (Kohnová, Lucia, & Salajova, 2021).

(EV) strengthens decision-making processes. By encouraging a diversity of viewpoints and ideas, organizations can make more informed inclusive decisions.

It within an organization contributes fostering innovation creativity. When employees feel comfortable sharing innovative ideas, fosters a culture of continuous improvement, experimentation, often leading to the development of new products, services, or processes. (Lee, Y-T., & Paunova, 2017: 553). Furthermore, an environment encourages employees to express their opinions improves satisfaction and retention (Thùy Chinh et al., 2025).When employees recognize importance of opinions, vital role they play in shaping organization, they are more likely remain with the company long-term. This reduces employee turnover rates and saves recruitment, training costs. Overall (EV) is closely linked organizational performance. It enhances participation, promotes decision-making, stimulates innovation increases employee satisfaction. Therefore, organizations prioritize listening to and seeking employee opinions are more likely to succeed remain competitive in today's dynamic business environment (Kee, K. et al., 2021:12).

Dimensions of (EV) in Workplace:2-2

A number of current contemporary studies have indicated significant progress in understanding understanding (EV) behavior, dimensions, measurement, influencing factors, shaping mechanisms, outcomes. have been extensive studies specifically identify the most important factors influencing (EV) in organization (Wang HK, Yen YF. 2023:139). factors can be linked to employee's personal and genetic traits, as well as their leadership qualities, such as trust, job satisfaction, demographic characteristics, others. SO, also dimensions through which (EV) behavior can be expressed, such as transformational leadership, empowerment, ethics, inclusiveness (Chen H et al., 2023), the extent of the leader's influence on subordinates at work. On other hand, research at organizational level focuses primarily on human resource management systems, organizational culture, & climate. (OS), as well as organization's (OS), their responsiveness surrounding environmental conditions, give a greater impression and role hear employee's voice in the workplace (Mowbray et al., 2021: 1537). Organizational structures, practices play a crucial role in enabling or hindering employee opinion-expression behavior, represented by application of flexible methods such as application of suggestion boxes, conducting regular employee opinion surveys, adopting open-door policies, creating employee engagement programs (Wang HK, Yen YF. 2023: 141). Others indicated that the organizational climate plays a prominent positive role in representing employee expression of behavior (Hu X et al., 2018: 751).

2-3-1: Inhibiting (EVB)

It behavior in workplace reflects impact of harmful organizational practices within organization, reflecting negative behavior. (Koulianos, 2019). Employee silence represents extent which employees able to express harmful practices within organization, direct criticism at organization (Bas, S., & Tabernacle, E. 2020:188). Other researchers find organizations may not tolerate dissent and criticism, as a result, employees may choose remain silent avoid inciting conflict or "stirring up trouble." According them, defensive voice includes expressing objections potential changes within the organization verbally opposing changes in work policies (Van Mierlo, Jet et al., 2019:156). On other hand, it represents a constructive, effective response strategy that uses events change negative attitudes affect the way the organization communicates with employees in order address problems that arise in workplace (Wang HK, Yen YF. 2023:141.) refers building a positive structural perception of employees' requirements towards organization, which serves to address problems issues hinder organization's development (Breuer, Hoffmeier, J., & Hertel, 2016). The (EV) (official) (EV) in the workplace that is directly with organization's leaders exchange opinions, ideas enhance employees' capabilities, thus enhance organization's performance

2-4-2: Reinforcement of (EV) behavior

refers behavior supports organizational policies support organization, contributes to creating maintaining a positive image for it. SO, senior management seeks support work-related organizational policies programs that are worthy of attention, strengthening the relationship between management employees (Muhammad A. & Zarafshan S., 2024:2), as well as motivating employees express new ideas and suggestions (Salas-Vallina et al., 2020), and modifying the work process in order improve overall performance of the organization (Van Mierlo, Jet et al., 2019:156). (EV) in workplace can be one of drivers for enhancing organizational performance by motivating employees engage within the organization and achieve goals (Jia, Zhao et al., 2022:23). On other hand, motivating employees, hearing voice will lead to greater innovation in the workplace, creating an organizational climate capable of accommodating the competencies and functional capabilities contribute. In raising the efficiency of employee performance (De Fuentes et al., 2020), this matter works to improve internal operations (Hao et al., 2023) and employees express new ideas to improve current work practices, as this type contributes

stimulating organization's capabilities collect comprehensive information about the problems and issues that hinder organization's development (Unler, E., & Caliskan, S. 2019).) as it is a socially appreciative employee who is characterized by challenge upward communication of suggestions , concerns to management instead of merely criticizing others in workplace (Viswanatha. Rajesh, Lakshmi., 2019).

2-4-3: Employee Perceptions of Voice Workplace

Employee perception in organizations one of essential factor's organizations seek to understand in order understand employee professional, organizational behavior (Codyry, N., & Hepp, A. 2017:122). one of determinants that organizations seek to identify in workplace, through it, decision-makers can determine options and strategies companies use with their employees (Jia, Zhao et al., 2022:25). Therefore, concept is defined as the extent of organizational awareness felt by an employee in workplace, whether through specific feedback or employee-informed feedback (). It is also defined as the employee's feelings about the decisions of senior management and the work teams with which the employee interacts. This provides an important indicator of employee behavior within the organization (Salas-Vallina et al., 2020:56).

2-4-4: Organizational Listening

Analysis follow-up studies presented by a group of researchers show that there is little interest in listening in business management literature, other than discussing interpersonal listening within an organizational context (for example, in human resource management) SO, organizational listening (OL) is a set of practices that aim to "collect, understand information from within outside organization." It represents a fundamental dimension of employee organizational behavior with goal of improving communication, raising awareness, enhancing interaction between individuals and groups within the organization and between external environment (Speaking Up & Talking, 2009, p. 446). Listening skills are key to effective and successful communication with others within the organization. (Dobson, A. ,2014It can be defined as "the ability to receive ideas, information, and advice from others, and understand them accurately, deeply. This can be a crucial element in improving harmony and interaction among employees" (Bussie, J. 2011, p. 33), along with ability to interpret this information and ideas, thus making communication with people more qualitative. And efficiency, emphasizing listening skill includes focusing on the speaker's words instead of thinking of a good response to his words or trying to interrupt him prove a personal point of view (Codyry, N. 2009:578). He also described organizational listening as all practices that employees in organizations provide with work teams, managers to put forward ideas and challenges that would contribute to enhancing decision-making as well as finding appropriate options address the problem while others described it as mirror that managers can benefit from in finding possible solutions to the problem in the organization and enhancing positive employee behavior (Dobson, A. ,2014)

3- Dimensions of (OL)

Engaged employees are more productive, innovative, loyal, which ultimately contributes positive business outcomes. But how can you understand what motivates your employees' engagement fosters a thriving work culture? The solution lies within employee; through their role and the level of trust they generate and their internal and external environment. Therefore, researcher relied in study on contemporary studies presented by some researchers. dimensions can be found in the following:

3-1: effective Employee Responsiveness

It can help employees integrate into work in workplace because an ongoing practice across work teams. helps organization improve employee responsiveness (Macnamara & Kenning, 2014). Employees always strive quickly integrate into work teams when an environment is conducive

raising problems, identifying challenges, finding appropriate solutions for employees (L. Grunig, J. Grunig, & Dozier, 2002; Kent, 2013; Kent & Taylor, 2002; Taylor & Kent, 2014). Managers can also support this practice by adopting important ideas from employees, which enhances positive behavior among employees in organizations (Gregory, 2015, 598).

3-2: Organizational Culture (OC)

(OC) a critical element business organizations strive continually enhance. This enhances positive rituals and practices among employees. SO, organizational culture is defined as set of norms and customs shared. Members of the organization (Dobson, A., 2014). On the other hand, they are rituals that enhance organizational behavior among employees (Mowbray et al., 2021: 1538). Others believe that culture system should be defined by organization's standards, through which employees can respond senior management decisions. Accordingly, must be unified standards that contribute to enhancing employee resilience and facing emerging challenges from the internal external environment. This improves employee responsiveness and flexibility, creating greater integration optimal decision-making (JIM MACNAMARA, 2019: 212). Based on data, organizations constantly attempt review their employees' culture and identify negative aspects affect them as a result of challenges other rituals, which may generate negative behavior that is reflected in the organization's performance (Bussie, J. 2011, 33).

3-3: Focus on speaker

task of (OL) is an essential one that managers decision-makers in companies seek to continuously enhance. achieved by creating a supportive organizational environment for employees in the workplace, identifying weaknesses, creating More trust between which is positively reflected in supporting communication listening to feedback and challenges, as well as enhancing indicators of continuous improvement within organization itself Accordingly, managers encourage employees to improve and enhance this organizational behavior in the organization (Codyry, N. 2009:561). because it creates a supportive environment for employees and listening to decision-makers more seriously, which supports positive trend of disseminating sharing knowledge among the organization's employees (Taylor & Kent, 2014). This goal cannot be achieved by managers unless they create levels of trust between, which enhances environment supports organizational listening among employees in organizations (Mowbray et al, 2021:1539). Thus, it would contribute to optimal listening by managers decision-makers by strengthening the common culture shared by most employees in organization (Bussie, J. 2011,36). indicator of employee cooperation within organization's environment and creates an atmosphere that would enhance the organization's goals in long term.

Practical analysis of study

Objectives study

This study contributes to strengthening expanding current knowledge increasing knowledge enrichment by identifying role of (AI) technologies in relationship between (EV) & (OL) through mediating role of (OL).

Contribute to identifying role of (AI) in enhancing (EV) in workplace.

Identify pioneering role of (AI) technologies in improving and enhancing organizational listening importance in increasing employee knowledge practical enrichment.

Importance of study

The study developed a "comprehensive theoretical model" based on three variables based on previous studies, it was tested both practically and theoretically.

It represents a major contribution current literature in explaining role of (AI) technologies in enhancing (EV).

Our study also contributes strengthening series of practical applications by providing unique insights into practical management of developing digital innovation through adoption of (AI) to enhance (EV). through adopting (OL)

Study problem

In light of what has been indicated by theoretical debate in related studies and the observation of the actual field reality of mobile telecommunications companies in Iraq, which represent study community, become clear there is a need to study , test study variables. companies involved in study are subject to mechanisms, rules, and contexts that have emerged in a traditional manner, indicating a weak contribution of artificial intelligence technologies to improving (EV) through role of direct indirect relationships (OL) via the leadership role. The researcher, through conducting interviews with stakeholders, established the weak awareness companies surveyed of these variables, making them one aspect of field problem. Based on above, it can be said that mobile telecommunications sector in Iraq in general is currently facing many problems require addressing and strengthening some factors, including related to organizational. operational aspects, represented by digital system technologies, artificial intelligence, and job performance. Most of these companies in Iraq suffer from a weak understanding of the concept of variables due to their modernity. SO, the intellectual and field dimensions of the study problem can be clarified through the following questions:

A. What is level of availability of (AI) technologies in three dimensions (expert systems, ES, & ES)? Smart Agent (SA), Neural Networks (NN) in telecommunications companies in Iraq?

B. To what extent is in workplace (EV) practiced with dimensions (EB), employee expectations (EE), employee perceptions (EP) in Iraqi mobile telecommunications companies under study?

C. Is there an impact of (LO) practices in enhancing (AI) & its impact on (EV) in mobile telecommunications companies in Iraq?

Study Population, Sample, A& Response Rate

Some telecommunications companies (Asia Asia and Zain Iraq) in Iraq were selected for current study. sample represented the employees (high & middle levels some decision makers) under study. total number of employees in telecommunications companies combined at these levels was (432) employees with educational attainment in various scientific technical specializations with distinguished experience in regard. following equation, mentioned by (Steven K. Thompson, 2012: 59), was used to determine the sample size, as shown in Table (1) below:

Table (2) shows sample size of study population

N=	community size
z=	**0.95 =1.96 Standard score corresponding significance level**
d=	**error rate= 0.05**
p=	**Feature availability rate = 0.050**

Source: Prepared by researcher Results according calculator output

Based on equation the table (2) above, it appeared the optimal sample size was (432) employees. Therefore, (382) questionnaires were distributed to a purposive sample, (311) of which were retrieved. number of questionnaires valid for statistical analysis was (**309)** (the researcher felt that target sample should be larger than sample size required to fully represent the community).

Research Limits

1. **Temporal Limits**: questionnaire retrieval period was determined be from February 19 to June 25, 2024

2. **Spatial Limits**: The Iraqi telecommunications companies (Asia cell, Umniah) were chosen as the research sample due to the role these companies play in covering a large number of Iraqi populations across various geographical areas directly related needs of citizens. In addition, the company faces intense competition as a result of the country's openness to world and the entry of other competing companies with advanced technologies.

Response Rate

To ensure the sample's credibility in accurately adequately representing study community, the researcher directly distributed (321) questionnaires to a purposive sample using a comprehensive survey method. The questionnaires were distributed to a number of managers, heads of departments and divisions, assistants, and employees of the Iraqi telecommunications companies (the study sample). The survey period lasted from March 16, 2025, to April 16, 2025. After (309) questionnaires were retrieved, it was found number of questionnaires valid for statistical analysis reached (**309**), with a response rate of (95%). Table (2) below shows number of questionnaires distributed retrieved, and the overall response rate.

Table (3) Response rate

percentage%	Number	condition
100%		**Number of distributed questionnaires**
T.T%		**Number of unreturned questionnaires**
Cat.4%		**Number of returned questionnaires**
1%		**Number of incomplete and anomalous questionnaires**
95%		**Number of questionnaires valid for statistical analysis**

Source: Prepared by researcher.

Descriptive analysis

According to Table (1) below, information obtained by researcher after sorting and analyzing it was percentage of males responding to study sample was (309) employees, which constitutes (94.1%) of research sample to which the questionnaire was distributed, while the percentage of females was (43%) , constitutes (133), while men amounted to (53.2%). As for educational attainment of a doctorate degree, it amounted to (21) employees, representing (13%), and the percentage of master's degree was (38) employees, i.e. (22.6%), while the number of bachelor's degree holders for study sample was (87) employees, representing (54.8%), while the remaining of the study sample amounted to (32) employees, representing (15%), this is an indication response to the questionnaire may give results close to truth and to occupy leadership positions in telecommunications companies in Iraq (Zain ,Asia cell) it matches researcher's goal that seeks his current study, while (57) employees had experience service in the job for no less than years constitute a percentage of (35.4%) study sample, while the average service in job (34) employees ranges from (15-18 years) represents a percentage of (52.7%) of the study sample. This is considered to be the experience and knowledge that employees possess in leadership positions, whether senior or middle. As for remaining percentage, which is (47) employees, and they constitute a percentage of (13%) of the study sample, they have experience at a rate of (10-8) years, and the average response to questionnaire matches his experience and cumulative theoretical practical knowledge he spent in the aforementioned organization, which is reflected in giving accurate results. While researcher found, through reviewing and analyzing data, that there are (23) employees from the study sample who represent technical engineers and constitute a percentage of (44%), while (65) employees had a job title of (Senior Administrative Manager) The percentage of observed technicians was (23.6%), while percentage of observed technicians was (20.4%), their number was (33) employees, while technical observers represented (11.8%),

and the percentage of (21) employees, this is an indication that the respondents from the study sample have practical experience in their specializations, which reflects positively on answering the questionnaire in an acceptable manner reduces the percentage of unacceptable answers somewhat.

Table (2) Response rate

Ratio	Frequency	Years Of Service
35.4%	**95**	20- Or more
52.7%	**110**	15-20
13.2%	**104**	From 8 to 10 years
100	**309**	total
%	**FRQ.**	category
52.1%	**166**	male
47.8%	**133**	feminine
100	**309**	**total**
%	**FRQ.**	Academic qualification
9.3%	**43**	Preparatory school
54.1%	**175**	Bachelor's degree
23.6%	**54**	Master's
13.0%	**21**	PhD
	16	**Less than middle school**
100	**309**	**total**
%	**FRQ**	Job title
44%	**121**	engineer
20.4%	**141**	Programmer technicians
23.6%	**38**	**Administrative Manager**
11.8%	**16**	Work observers
100	**309**	**total**

The investigator used a calculator to compile this source..

Instrument validity treatment

According to Table (4), which shows validity of instruments for three variables in current study, results confirmed the validity as follows:

Instrument validity treatment

Table (4), which shows validity of instruments for three variables in current study, results confirmed validity as follows:

Table (4) Validity of study variables

Reliability Coefficient	Number of phrases	Number of forms	Investigation axes
.914	**15**	**309**	(AI)
.882	**15**	**309**	(EV)
.914	**15**	**309**	(OL)

The investigator used a calculator to compile this source.

It clear from table results of the statistical analysis show a high rate of stability for each of three scales in current study, which shows levels of performance are high, and through it results of field study can be generalized.

Coding & Describing Research Variables

"Researchers must code study items, dimensions, and variables in order to read and distinguish between them when utilizing suitable software. Table (4) displays the research-used coding scheme, and Cronbach's alpha reveals the scale's reliability in investigating the availability of variables across redistributions of the same sample at different times. From a statistical standpoint, it is acceptable to have coefficients in the range of (0.883-0.883), since they are greater than 0.75. Consequently, the necessary dependability is a defining feature of a measuring tool".

Table (5) Coding, description stability of research variables & dimensions

Reference	Coding	Cronbach's	Number of paragraphs	Dimension	symbol	variable
Al-Jasmi and Al-Jabouri, 2021: 53 &) (Mahfouz et al,2021:234	**SR** **TD** **CO**	**0.892**	**5** **5** **5**	**- Expert systems** **-neural networks** **- Smart Agent**	**AI**	Artificial Intelligence
	KB **TB** **PD**	**0.890**	**5** **5** **5**	**- Employee behavior** **- Employe expectations** **- Employee perceptions**	**EV**	Employee Voice
Matud et al,2019:5) (&Bryant & Veroff,1982: 727)	**DT** **DI** **DCE**				**OL**	Organizational listening

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Analysis of research variables using confirmatory factor theory

The Amos software will be utilized to check the structural validity of the research scale including variables, dimensions, and items using the SME (confirmatory factor analysis technique). Here, the researcher is following protocol in an effort to confirm two things: first, that the dimensions in question are, in fact, "Expressive of Variable"; and second, that the items comprising the dimension are validated and meet acceptable statistical standards. Additionally, the data collected from the sample aligns with the "hypothetical structural model of measurement." The verification process is conducted using criteria that surpass or equal the saturation percentage of the items, which is 0.043. The following table (6) also outlines the quality of conformity criteria:

Table (7) Indicators & rule of conformity quality of (SML)

number	Indicators	conformity quality rule
1-	**Ratio Of Value Of X2 To Degrees Of Freedom Df**	less than or equal to 3
2-	**Good fit -Goodness of Fit Index (GFI)**	greater than or equal - 0.90
3-	**Comparative Conformity Index -Comparative Fit Index**	greater than or 0.95

	(CFI)	
4-	Root means square error of approximation: Root Mean Square Error of Approximation (RMSEA)	less than --0.05 or 0.08

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289. Thousand Oaks, CA: Sage, p.289.

Confirmatory factor analysis of (AI)

The following table shows that all paragraphs dimensions of (AI) variable are consistent with study objective, as it indicates degree of saturation was (0.43), which means its statistical validity (Costello & Osborne, 2005). Quality of conformance standards for "structural model" were greater than stipulated, and sample data were homogeneous with anticipated structural construction of study variables. The study sample data matched the measurement model described by the "research variables scale."

Table (8) "Confirmatory Factor Analysis" (AI)

item	path	The dimension	Estimate	S.E.	C.R.	P
DT1	<---	**Digital Technology**	**.768**			
DT2	<---		**.832**	**.078**	**13.271**	***
DT3	<---		**.873**	**.080**	**14.051**	***
DT4	<---		**.797**	**.080**	**12.594**	***
DT5	<---		**.818**	**.078**	**12.988**	***
DI1	<---	**Digital Innovation**	**.634**	**.076**	**9.985**	***
DI2	<---		**.809**	**.070**	**13.634**	***
DI3	<---		**.810**	**.069**	**13.639**	***
DI4	<---		**.839**	**.075**	**14.308**	***
DI5	<---		.807			
DCE1	<---	**Digital Customer Experience**	**.875**	**.062**	**16.765**	***
DCE2	<---		**.892**	**.060**	**17.366**	***
DCE3	<---		**.851**	**.056**	**15.998**	***
DCE4	<---		**.793**	**.066**	**14.318**	***
DCE5	<---		**.839**			

Source: According AMOS.24 outputs

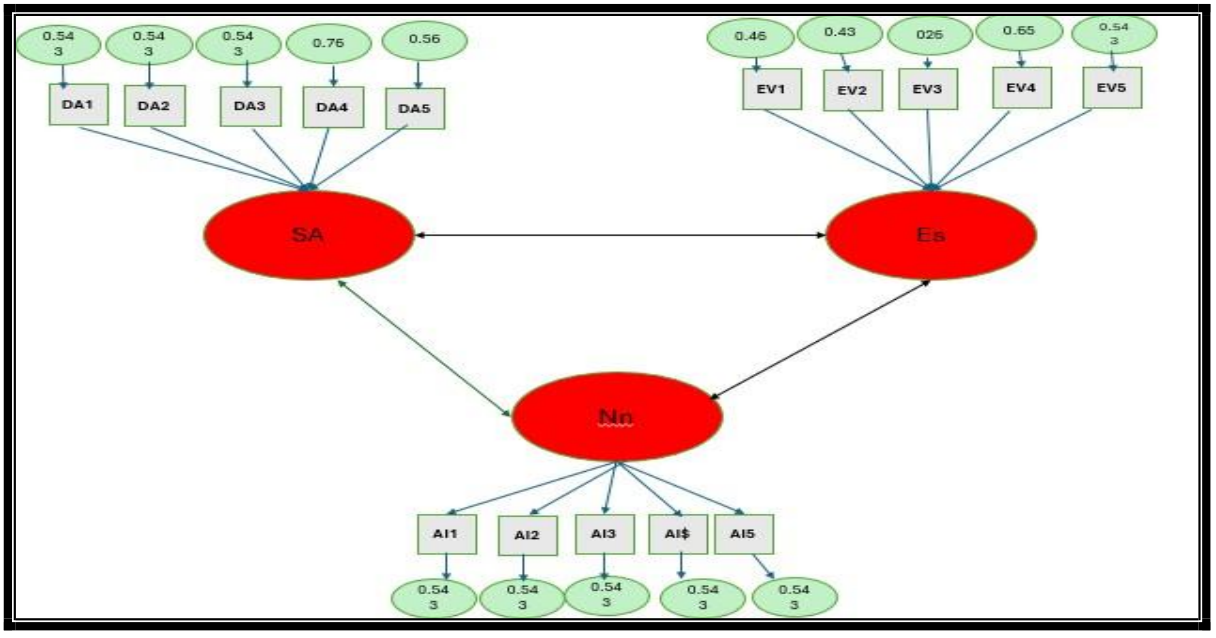

Figure (2) shows "confirmatory analysis" of variable of (AI)

Confirmatory factor analysis of dimensions of (EV)

According to Costello and Osborne (2005), all items (EV in workplace) have repercussions surpassing 0.42. This indicates that they are statistically valid. Furthermore, the structural model's quality of fit requirements were greater than the stipulated criteria, and the data acquired from the sample was in line with the research variables' presumed structural architecture. This proves that the study variables scale constitute a valid measurement model that corresponds to the data collected from the research sample.

Table (8) "Confirmatory Factor Analysis" (EV)

item	path	The dimension	Estimate	S.E.	C.R.	P
DT1	<---	**Expert systems**	**.772**			
DT2	<---		**.812**	**.078**	**13.176**	***
DT3	<---		**.678**	**.080**	**14.087**	***
DT4	<---		**.797**	**.080**	**12.321**	***
DT5	<---		**.890**	**.078**	**12.787**	***
DI1	<---	**Smart Agents**	**.670**	**.076**	**9.911**	***
DI2	<---		**.900**	**.070**	**13.612**	***
DI3	<---		**.810**	**.069**	**13.765**	***
DI4	<---		**.812**	**.075**	**14.312**	***
DI5	<---		.801			
DCE1	<---	**Neural Networks**	**.875**	**.062**	**16.876**	***
DCE2	<---		**.890**	**.060**	**17.366**	***
DCE3	<---		**.843**	**.056**	**15.879**	***
DCE4	<---		**.796**	**.066**	**14.345**	***
DCE5	<---		**.899**			

Source: AMOS.24 outputs

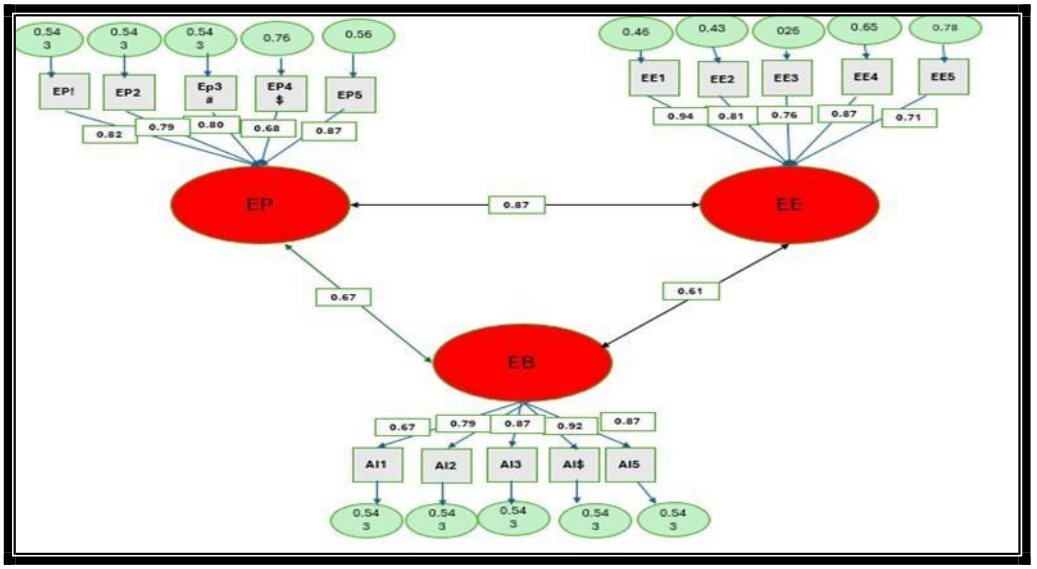

Figure (3) shows "confirmatory analysis" of EV

Confirmatory factor analysis dimensions of (OL)

All elements of the (OL) dimensions had divergences exceeding (.046), indicating their statistical validity, as seen in the following figure table (Costello & Osborne, 2005). In addition, the structural model's quality of fit requirements were greater than the stipulated criteria, and the sample data corroborated the research variables' anticipated structural structure. The results show that the research variables scale accurately reflected the measurement model.

Table (9) "Confirmatory Factor Analysis" (OL)

item	path	The dimension	Estimate	S.E.	C.R.	P
DT1	<---	Business knowledge	**.772**			
DT2	<---		**.812**	**.078**	**13.324**	***
DT3	<---		**.678**	**.080**	**14.087**	***
DT4	<---		**.797**	**.080**	**12.658**	***
DT5	<---		**.890**	**.078**	**13.987**	***
DI1	<---	Information Technology	**.670**	**.076**	**9.945**	***
DI2	<---		**.900**	**.070**	**14.678**	***
DI3	<---		**.810**	**.069**	**13.639**	***
DI4	<---		**.812**	**.075**	**14.308**	***
DI5	<---		.801			
DCE1	<---	Digital People	**.875**	**.062**	**17.987**	***
DCE2	<---		**.890**	**.060**	**18.432**	***
DCE3	<---		**.843**	**.056**	**15.987**	***
DCE4	<---		**.796**	**.066**	**13.129**	***
DCE5	<---		**.899**			

Source: AMOS.24 outputs

Figure (9) which shows the confirmatory factor analysis of the (OL) which has three dimensions to measure mediating variable, results of which prove they are consistent with the determinants, standards through which study achieves the objectives researcher seeks in his study, as in following figure:

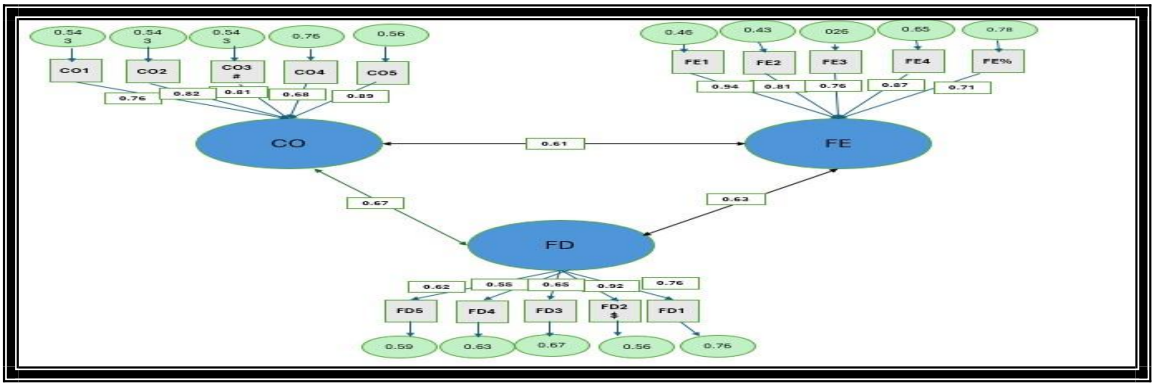

Figure (5) shows "confirmatory analysis" of (OL) variable.

Study Methodology

To understand the phenomena under study, its components, and the respondents' perspectives on commitment-based human resource practices and their impact on psychological well-being through work passion, the study used a descriptive analytical approach.

Hypothetical research plan

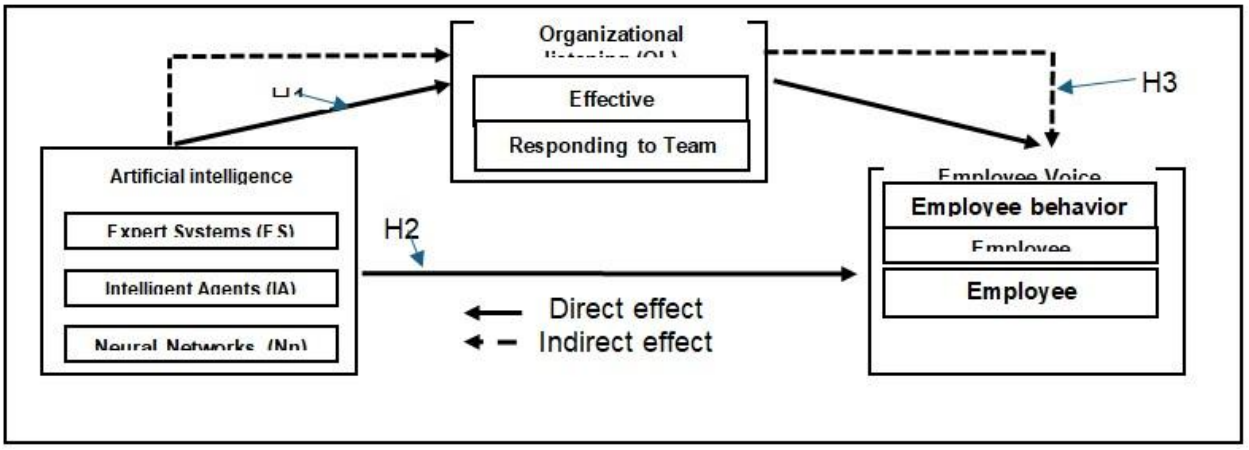

Figure (7) Hypothetical model for research

Research Hypotheses

In an effort to answer research questions raised, achieve its primary objectives, and align with its model, three main hypotheses were formulated to clarify the nature of the relationship between the study variables, as follows:

The following figure reveals the following research hypotheses:

Main Hypothesis 1: There is a direct "significant effect " of (AI) on (EV) in Iraqi telecommunications companies, field of application.

Main Hypothesis 2: There is a direct significant effect of (AI) technologies on (OL) in Iraqi telecommunications companies, field of application.

Main Hypothesis 3: There is a direct "significant effect " of (OL) on (EV) in Iraqi telecommunications companies, field of application.

The fourth main hypothesis: There is an "indirect significant" effect of (AI) technologies on in workplace (EV) through (OL) Iraqi telecommunicate companies. Field of application

Testing Hypotheses of Influence of Research Variables

This section explores level direction of influence relationships between research variables, both direct indirect, through a path analysis model. Using the Amos V 24.0 program, as follows

A. Testing first main hypothesis: There is a direct significant impact of (AI) technologies on (EV)in Iraqi telecommunications companies (Asia cell & Zain Iraq) in field of application, as it is clear (AI) technologies constituted a percentage of (0.78) of changes that happen in the variable of workers' voice in the workplace in three dimensions (EV), while the remaining 22% is due to contributions from other factors that were not included in the study model. The variable impact of AI technologies on EV in companies was quantified at 0.67, with a significance level of 0.039. This value is below the threshold of 5% typically used in social sciences. The critical percentage supports a significance level of 11.22, as it exceeds 1.96. means that the more (AI) technologies (AI) are available in field of work, it will enhance by a unit that will enhance passion for work by (78%), and the figure and table following illustrates path analysis model for first hypothesis. As shown in the following figure (11):

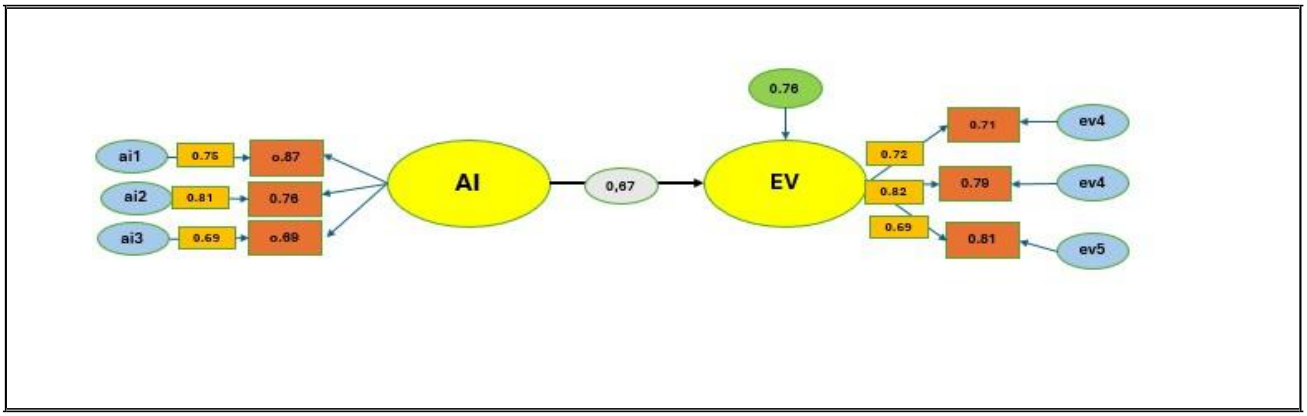

Figure (10) structural model of relationship between (AI) & (EV)

Table (12) shows significance of effect values according to (P-Value) criterion critical ratio (C.R), which were significant, meaning acceptance of the first main effect hypothesis.

Table (12) shows the impact (AI) technologies on (EV) Source: Prepared by based on outputs of 24. AMOS program.

Med. Variable	Path	Indep. Variable	S.R.W	Estimate	S.E.	C.R.	R2	P
		variable(AI variable variable (EV	0.834	0.923	0.051	14.22	.812	0.039

b. Testing second main hypothesis:

There is a direct significant impact of (AI) technologies on (OL) in Iraqi telecommunications companies (Asia cell , Zain Iraq) in field of application. It clear artificial intelligence (AI) technologies constituted a percentage of (0.72) of the changes occur in (OL) as an intermediary variable. remaining percentage, amounting to 28%), is due to variables beyond the research model. The ability of (AI) to impact (OL) in companies in field of application reached (0.67), and its significance based on the achieved significance value of (0.035), which is less than the significant value assumed by social science researchers, amounting to (5%), and the achieved critical ratio supports significance level of (12.22) because it is greater than (1.96), this means that more (AI) technologies are available in field of work, it will enhance listening practices by a unit. Organizational percentage (78%), the following figure and table show path analysis model for second hypothesis. As shown in the following figure (12):

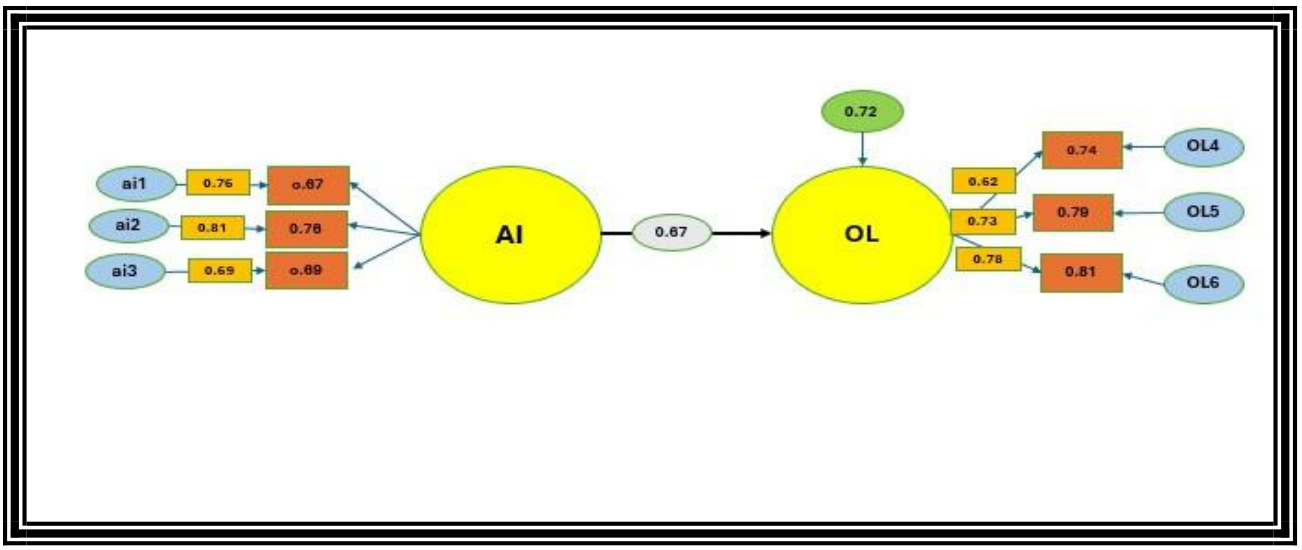

Figure (12) structural model of impact of (OL) on (AI) techniques: according calculator outputs

Table (13) shows significance of effect values according to (P. Value) criterion critical ratio (C.R), which were significant, meaning that second main effect hypothesis was rejected.

Table (13) / Effect values of (AI) on (OL) Source: Prepared by based outputs of 24. AMOS.

Med. Variable	Path	Indep. Variable	S.R.W	Estimate	S.E.	C.R.	R2	P
variable(OL)	←	variable practices (AI)	0.228	0.433	0.165	12.44	.12.12	0.043

Testing third main hypothesis: The hypothesis of existence of a significant indirect effect of (AL) technologies on in workplace (EV). used the (24. Amos V) program in Iraqi telecommunications businesses to test direct indirect effect utilizing path analysis equation (Asia cell & Zain Iraq). It is clear that there is no direct effect of variable of (AI) technologies in three dimensions on (EV) within test of mediation model in structural equation modeling presence of a direct effect (AI) on mediating variable, (OL), as shown in fig. table. The table below shows that technologies have an indirect effect on (EV) through (OL), which is statistically significant. Modeling mediator testing involves bootstrap testing to verify mediation, which indicated that the upper and lower bounds had the same sign at a significance level of (0.023). The indirect influence of variable is significant for mediating the work passion variable, and since it is bigger than the direct effect, mediation is partial.

The picture and table below demonstrate standard regression routes and R2 values for direct and indirect effect relationships between independent and dependent variables via mediating variables.

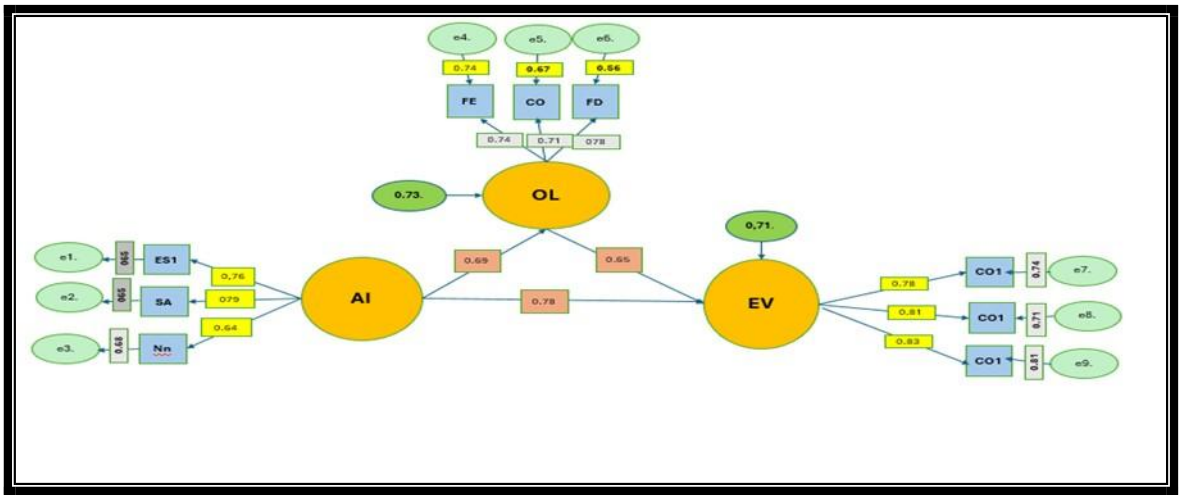

Fig. 12 (MSL): (source) according to calculator outputs

Table (14): Paths & parameters of testing third main hypothesis

Variables	PATH	Variables	S.R.W	Estimate	S.E.	C.R.	P
(EV)	←	(AI)	0.844	0.963	0.060	14.22	0.00
OL	←	(AI)	0.231	0.27	0.178	0.819	0.12
EV	←	OL	0.881	1.024	0.067	18.09	0.00
			Indirect Effect	R2	Lower Bounds	Upper Bounds	p-value

Source: According AMOS program outputs. V23

Results & discussion:

Interest technologies (AI) were average, good in some cases, as most respondents' answers to most items were neutral. indicates a moderate interest in (AI) technologies in (EV) in Iraqi telecommunications companies, represented by two companies studied (Atheer & As cell). It also indicates the existence of clear policies and practices for implementing and adopting these technologies, consistent with the objectives of companies seeking to enhance them. Furthermore, company managers are improving the adoption of AI technologies and their impact on (EV) in the workplace.

The analysis results showed an average, good level of with (EV) variable in companies in study sample, as most of study sample's answers were neutral. This explains interest of some employees in Iraqi telecommunications companies in prioritizing benefits of work over other activities, suitability of work style, availability of modern technologies in companies studied compared to others. They are also interested in mastering all skills related to their work, as well as their listening only when performing their work at an average level that does not meet their aspirations. Employees at surveyed companies' adherence principle (OL), their engagement with work teams, (OB), and managers were rated as "good-average," with most of study sample's responses being neutral. This indicates that some employees at surveyed companies have intention awareness of the existence adoption of a listening policy between employees, their surrounding environment within both companies and with others. However, some responses indicate that further efforts are needed to address the gap and adopt organizational policies that help managers and decision-makers address these gaps, increasing and improving competitiveness in markets. The direct impact relationships between artificial intelligence (AI) technologies on (EV) in workplace were clearly positive and significant, with an (EV) of 0.78. This indicates that the greater the focus on AI technologies and their adoption in the Iraqi telecommunications companies in the study sample, the greater the employee voice (EV) to a significant extent. This means that employees in the study sample companies adopt AI to a level that helps them improve (EV) within their companies. This enhances the role of employees in accelerating integration and interaction between employees and work teams.

The study results indicated an impact relationship between (AI) technologies on dimensions of (OL). results indicated an EV of 0.69, which is a medium-to-good impact ratio. This, in turn, contributes to adoption of practices help study sample companies paint a clear picture of improving (OL) practices, encouraging technological practices, and increasing employee training and learning.

The study results indicated existence of indirect influence relationships between (AI) on dimensions of (OL) through the mediating role of (OL). The results indicated (0.63), which is a “medium to good” influence ratio. This in turn contributes to adoption of (AI) adoption practices in study sample companies' direct impact on (EV) in dimensions (employee behavior (EB& EE), employee perceptions (EP) through adopting the mediating role of organizational listening (OL), which in turn contributes to indirect impact in improving employee perceptions behaviors towards adopting artificial intelligence and changing managers’ ideas in developing these technologies on an ongoing basis.

Recommendations

The study recommended the following:

Establishing procedures and contexts that support the adoption of artificial intelligence technologies in a manner consistent with employee variables and their internal and external environmental conditions.

Improving cognitive and professional skills of employees in Iraqi telecommunications companies to align with the functional capabilities of the companies in the study sample through training, continuous improvement, and enhancing employee voice in the workplace.

Working to improve employee conditions in a manner consistent with integration and harmony with managers and decision-makers at higher levels, which would contribute to the development of functional communication skills.

Improving (OL) practices by responding to & enhancing employee engagement in workplace & organizational culture, as well as focusing more closely on communicating their grievances, experiences, and visions regarding corporate policies and their progressive development.

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