Volume 3 Number 2 (2026) E-ISSN: 3032-7873
July- Des 2026
Page: 117-133 DOI: 10.63199/progresif.v3i2.97

Voice and Response Documentation in Digital Hazard Reporting: Content Analysis of Turkish Airport Ground Handling

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Article history Submitted: 2026/06/23; Revised: 2026/10/17; Accepted: 2026/10/23

Abstract

Digital hazard reporting makes employee concerns visible, yet research rarely examines message content, participation and the documentation of organisational responses together. This study examines these three dimensions in a Turkish airport ground handling provider and interprets them through Islamic communicative ethics. Directed content analysis was applied to 1,149 notifications submitted across 28 stations between January and April 2026. Message types selected by reporters were mapped to voice orientations, content themes were coded, and each response field was examined separately. Notifications were predominantly prohibitive (95.6%) and concentrated on equipment, aircraft and load handling, and procedural compliance (77.8%). Most were signed (96.2%), while two reporters produced 23.7% of the archive. Response documentation was limited: a resolution status was recorded for 6.4% of notifications and a feedback channel for 6.3%. Read through the reciprocal duties of nasihah and shura, the channel records the speaker's counsel far more fully than the organisation's consideration of it. The study proposes the report and response pair as a unit for studying formal communication channels and shows how counsel and consultation can serve as a standard for both sides of that exchange. In practice, acknowledgement, feedback and action should be recorded separately and made visible to reporters. Future research should test whether timely feedback sustains reporting and whether channel design shapes message orientation.

Keywords Airport Ground Handling; Content Analysis; Digital Hazard Reporting; Employee Voice; Islamic Communicative Ethics; Shura

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1. INTRODUCTION

The people who load an aircraft, drive a pushback tractor or sort baggage on an apron usually see a problem before anyone else does. Whether that problem becomes an incident often depends on two small acts: the worker says something, and someone with authority answers. Organisational research calls the first act employee voice, the discretionary upward expression of ideas and concerns intended to improve how work is done (Morrison, 2011), a notion that goes back to Hirschman's (1970) contrast between voice and exit. For most of the last century such voice travelled by conversation, through a word to a supervisor or a note in a suggestion box. Today it travels increasingly by software. Mobile and web applications let any employee file a structured report the moment something looks wrong, and in safety-critical industries these applications have become an important channel between the people who do the work and the people who manage it.

Airport ground handling makes the stakes plain. Aircraft, vehicles, cargo and people share the apron on a tight schedule, and accidents there owe more to organisational and human factors than to technical failure (Balk & Bossenbroek, 2010). No supervisor can watch every turnaround, so a ground handling provider depends on its own staff to notice hazards and report them. In the case examined here, employees of one company filed 1,149 reports in four months. What those reports contain, who files them and what becomes of them are questions about how a safety-critical organisation communicates with itself.

Organisational behaviour research provides an initial framework for examining these questions. Morrison's (2023) review of 158 studies published between 2014 and 2021 describes a field that has refined its constructs, particularly the distinction between promotive voice, which proposes improvements, and prohibitive voice, which warns of potential harm (Liang et al., 2012). Pooled evidence shows that these two orientations have different antecedents and consequences (Chamberlin et al., 2017). However, much of this research examines antecedents and outcomes at the individual level, often using rating scales that record how frequently a person speaks up without examining the message itself. Where the content of safety voice has been coded directly, as in Noort et al.'s (2021) study of spoken safety concerns involving 404 participants, the setting was a laboratory simulation rather than the operational archive of a working reporting channel. Gegenhuber et al. (2021) point to a complementary issue: digital platform design can shape opportunities for voice. Whether

message orientation reflects primarily the speaker or is also shaped by the reporting channel therefore remains an important question in operational settings.

A related issue concerns silence. Employees may withhold concerns because they fear the consequences of speaking or because they believe that speaking will change nothing (Pinder & Harlos, 2001; Milliken et al., 2003; Brinsfield, 2013). Taken-for-granted beliefs about the risks of speaking up (Detert & Edmondson, 2011), perceptions of leader openness (Detert & Burris, 2007) and psychological safety (Frazier et al., 2017) help explain the conditions under which employees raise or withhold concerns. Fear and futility nevertheless represent different reasons for silence: fear concerns the anticipated consequences of speaking, whereas futility concerns the expected effectiveness of speaking. Sherf et al. (2021) demonstrate that voice and silence are distinct behaviours with separate correlates. Consequently, a high volume of reports does not establish that employees have voiced all their concerns or that silence is absent. An operational archive records expressed concerns, not the full extent of what employees may leave unsaid.

Digital communication research offers further insight into the channels through which employees express concerns. Holland et al. (2016) and Martin et al. (2015) examined whether social media widen employee voice, while Gegenhuber et al. (2021) showed that digital work platforms can amplify what workers say while leaving decision-making authority with management. These studies establish the relevance of technological arrangements to employee communication, but they concern social media and platform work rather than the operational archive of a safety-reporting channel. Formal channels also structure how concerns reach decision makers (Morrison, 2023; Wilkinson et al., 2020). Examining the content of notifications within such a channel can therefore extend existing research by considering message orientation and subject alongside the distribution of participation and the documentation of organisational responses.

The receiving end of voice is equally important. The consequences of voice depend partly on how it is received (Maynes & Podsakoff, 2014; Bashshur & Oc, 2015), and managerial reactions can penalise employees who challenge existing practices (Burris, 2012). Research on safety and incident reporting links reporting to opportunities for corrective action and organisational learning (Tucker et al., 2008; Curcuruto et al., 2015; Noort et al., 2019; Weick et al., 1999; Sutcliffe, 2011).

Reviews of incident reporting in health care have also concluded that reporting systems can falter when reporters receive no feedback and see no action (Benn et al., 2009; Macrae, 2016). Taken together, these findings suggest that analysing the act of reporting alone provides an incomplete account of the communication process. A report remains an act of voice even when no reply is documented, but examining it alongside its response record makes the receiving side of the process visible. At the same time, the absence of a documented response does not necessarily establish that no action occurred.

To the author's knowledge, no study has examined message content, participation and response documentation together in the archive of a working digital reporting channel, and airport ground handling has not been studied from the perspective of employee voice. Previous studies have addressed these elements separately and in different settings, including individual-level surveys, laboratory experiments, digital platforms and incident-reporting research. This study brings them together in one operational record.

A further conceptual question concerns obligation. Employee voice is commonly defined as discretionary expression (Morrison, 2011), whereas safety systems encourage reporting and expect organisations to act on hazards (Reason, 1997; Benn et al., 2009). A routine report can therefore sit between discretionary voice and assigned work. In this study, voice terminology describes the communicative orientation of notifications, while an ethical framework is used to interpret the responsibilities of speakers and recipients. Because the meaning of voice varies across cultural settings (Kwon & Farndale, 2020), Islamic communicative ethics offers a relevant perspective for examining the reciprocal responsibilities involved in reporting and responding to wrongdoing.

Islamic communicative ethics provides four concepts for this interpretation: *amr ma'ruf* and *nahy munkar*, *nasihah*, *fard kifayah*, and *shura*. The duty to enjoin good and forbid wrong (*amr ma'ruf nahy munkar*) is expressed in the Qur'an (3:104, 3:110) and provides an ethical counterpart to promotive and prohibitive voice. The hadith transmitted by Muslim distinguishes changing a wrong with the hand, the tongue or the heart (*Sahih Muslim*, no. 49). In a safety-reporting context, taking equipment out of service and subsequently reporting the problem can be interpreted as practical intervention followed by notification. Cook (2000) discusses conditions attached to intervention, including knowledge, anticipated efficacy and the absence of danger. The conditions of danger and efficacy offer a conceptual connection to fear and futility in voice research, while

anticipated efficacy also draws attention to the response of those in authority.

The second concept, *nasihah*, concerns sincere counsel, including counsel directed towards those in authority (*Sahih Muslim*, no. 55; Kamali, 1997). A signed report routed internally to responsible personnel can be examined in relation to this principle because it directs information to those positioned to act. The third concept, *fard kifayah*, concerns collective obligation and the circumstances under which a duty is discharged when sufficient members perform it (Cook, 2000). It draws attention to the distribution of communicative responsibility across a workforce, which can be examined through the concentration of reports among reporters and stations. The fourth concept, *shura*, concerns consultation and consideration of others' views (Qur'an 42:38, 3:159; Beekun & Badawi, 1999; Ali, 2005). It provides an ethical perspective on the recipient's side of the reporting channel, where recorded feedback and action offer observable traces of how reports are considered and handled.

Hameed et al. (2020) examined Islamic work ethic and employee voice in a survey of 217 participants in Saudi Arabia, applying the ethical perspective to the speaker. The present study extends the analytical focus to both sides of a reporting channel. Islamic communicative ethics is used to interpret the communication process rather than to measure employees' religiosity or motives. Table 1 summarises the relationship between these ethical concepts, voice and safety research, and the observable features of the reporting archive. The framework guides interpretation without assuming that the presence of a particular record establishes the fulfilment of an ethical obligation.

Table 1. Analytical framework linking Islamic communicative ethics, voice research and the channel record

Element of Islamic communicative ethics	Counterpart in voice and safety research	Observable feature in the channel record
Nahy munkar (forbidding wrong)	Prohibitive voice (Liang et al., 2012)	Fault and hazard reports (message type)
Amr ma'ruf (enjoining good)	Promotive voice	Suggestion and idea categories
Hand, tongue, heart (Sahih Muslim, no. 49)	Direct correction, reporting, silent disapproval	Equipment taken out of service and then reported
Conditions of danger and efficacy (Cook, 2000)	Silence from fear and from futility	Share of anonymous reports; documentation of feedback and action

Element of Islamic communicative ethics	Counterpart in voice and safety research	Observable feature in the channel record
Nasihah (sincere counsel)	Attributed, constructive voice to those in authority	Named reports routed internally, including reports on supervisors
Fard kifayah (collective duty)	Distribution of participation	Concentration of reports among reporters and stations
Shura (consultation and heeding)	Managerial response and the feedback loop	Risk, cause, action, feedback channel and status fields

The objective of this study is to describe notification content, participation and organisational response documentation, and to interpret their relationship through Islamic communicative ethics. It addresses three research questions:

RQ1: What message orientations and subjects appear in the channel?

RQ2: How are notifications distributed across identified reporters and stations, and how frequently are reports attributed?

RQ3: How extensively are organisational response fields populated?

The empirical contribution is a joint account of message content, participation and response documentation in an operational archive of airport ground handling. The conceptual contribution is to examine the report and its documented response as complementary elements of communication within a formal reporting channel, using Islamic communicative ethics as a reciprocal framework for interpreting the responsibilities of speakers and recipients.

2. METHOD

2.1.Research Design

The study is a single case documentary analysis combining theory informed classification and descriptive content analysis (Hsieh & Shannon, 2005; Krippendorff, 2018). Voice categories were derived from an established typology, and substantive themes were assigned from report content and organisational fields. Islamic communicative ethics guides interpretation. The unit of analysis is the notification; summaries at reporter level are identified as such.

2.2. Setting and Data

The case organisation is a ground handling provider operating at 28 airport stations in Türkiye, including a principal hub. Its digital reporting channel, available through mobile and web applications, allows any employee to submit a fault report, a suggestion, an idea or an information request, with or without a name. Each record holds the message type, a free text description, the operational subactivity, the station and, where given, the reporter's identity. It also contains fields in which the organisation can record a risk classification, a root cause note, a planned action, a completed action, the channel used to give feedback, and a closing status.

The dataset is the complete export covering submissions from 1 January to 30 April 2026. Removing 35 exact duplicate entries from 1,184 entries left 1,149 notifications. Monthly volume averaged approximately 287 notifications and stayed within a narrow band (Figure 1). The median report length was 18 words.

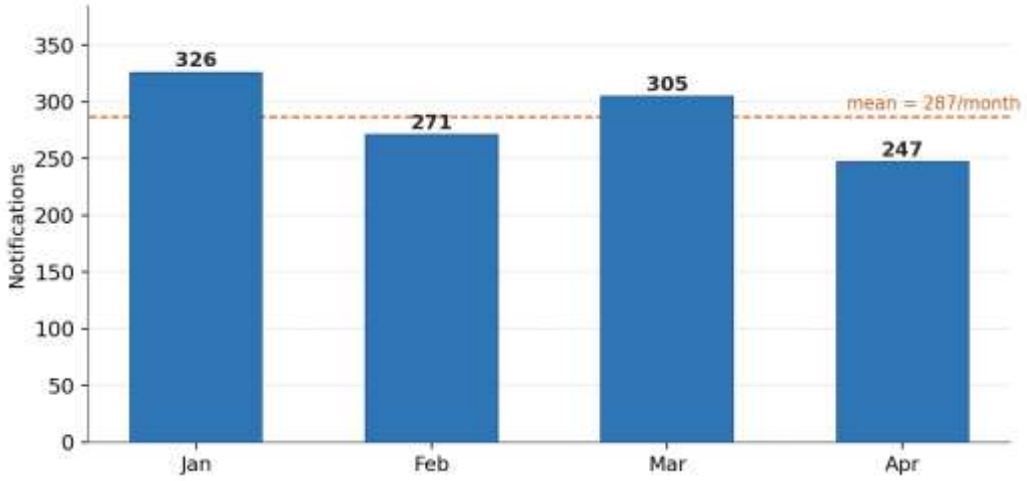


Figure 1. Monthly submission volume to the digital reporting channel, January to April 2026

2.2. Coding Procedure

Table 2 distinguishes directly recorded fields from derived classifications. Voice orientation was mapped from the message type selected by the reporter: fault reports were classified as prohibitive, suggestions and ideas as promotive, and information requests as information seeking. Content theme was the interpretive dimension. Each notification was assigned to one primary theme out of ten, using its free text and the organisational subactivity field, and one notification remained unclassified. Theme coding was carried out by a single coder.

Organisational response documentation was assessed separately for each field by recording whether it contained an entry. The status and feedback channel fields record documentation, not the content or adequacy of a reply, and no composite response rate was calculated because fields can overlap. An empty field therefore indicates missing documentation in the export, which is the object of RQ3.

Table 2. Coding framework applied to each notification

Dimension	Categories / values	Description
Notification type (manifest)	Fault report; suggestion; idea; information request	The channel's own message type field, mapped onto voice orientation
Voice orientation (derived)	Prohibitive; promotive; information seeking	Liang et al. (2012) typology; promotive combines suggestions and ideas
Content theme (interpretive)	Ten substantive categories (see Table 4)	Topic derived from the free text of the report and the organisation's subactivity field
Reporter identification (manifest)	Named; anonymous	Whether the submission is attributed to an identifiable employee
Spatial origin (manifest)	Station code (28 stations)	Originating airport station
Risk classification (manifest)	Occupational H&S; safety management; severity band	The organisation's risk tag, where recorded
Feedback channel (manifest)	WhatsApp; verbal; telephone; administrative	Medium used to reply to the employee, where recorded
Resolution status (manifest)	Completed; in progress; not recorded	Documented closure state of the notification

2.4. Analysis and Ethics

Counts and percentages describe the complete four month archive. Because the data are a census of this archive, no inferential statistics are reported. Denominators based on notifications and on reporters are distinguished. Concentration is described by the shares attributable to the two and ten most active reporters and the number of identified reporters appearing once. The material consists of anonymised administrative records; no employee was contacted. The company and staff are not named, and examples in Table 4 are paraphrased to prevent identification.

3. FINDINGS AND DISCUSSION

Findings

3.1. Orientation of Voice (RQ1)

Based on the message types selected by reporters, 1,099 notifications were classified as prohibitive (95.6%), 43 as promotive (3.7%) and seven as information seeking (0.6%; Table 3). The ratio of prohibitive to promotive categories was approximately 26 to one. Promotive examples were substantive: they concerned approved document control, the redesign of equipment locks and the monitoring of working conditions.

Table 3. Distribution of notifications by message type and voice orientation

Message type	Voice orientation	n	%
Fault report	Prohibitive	1,099	95.6
Suggestion	Promotive	27	2.3
Idea	Promotive	16	1.4
Information request	Information seeking	7	0.6
Total		**1,149**	**100.0**

3.2. Subjects of Voice (RQ1)

Ten themes emerged, with a single report left unclassified (Figure 2 and Table 4). Three accounted for 77.8% of the corpus: equipment and vehicle integrity (33.6%), aircraft and load handling irregularities (22.6%), and operational process and compliance (21.6%). Equipment reports usually named a specific defect, such as a cracked brake rod on a baggage dolly, and stated that the unit had already been taken out of service. Aircraft and load reports concerned open hold nets, container identifiers that did not match the manifest, and foreign objects found in compartments. Process reports concerned baggage and passenger procedures. Facilities (8.8%), occupational safety and protective equipment (6.9%), administrative services (3.3%) and training (1.1%) followed, with stakeholder, regulatory and IT matters below 1% each.

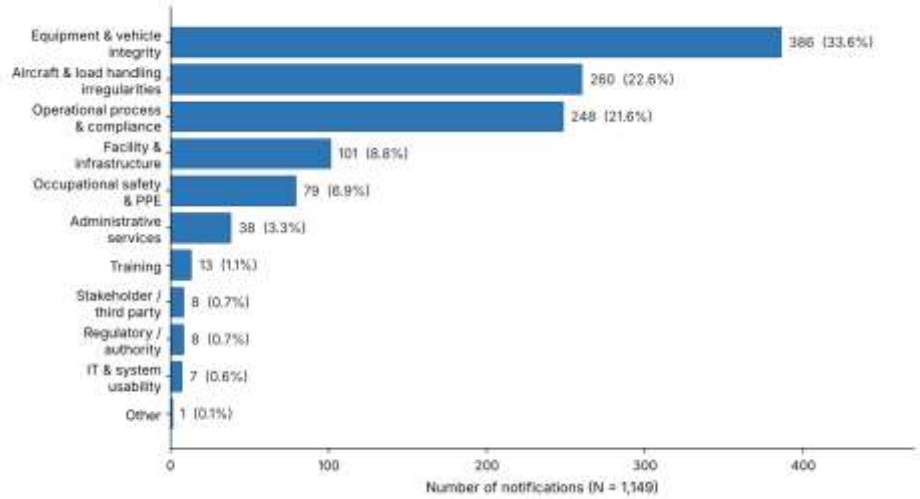


Figure 2. Thematic distribution of employee notifications by content category (N = 1,149). Other denotes the one unclassified notification.

Table 4. Content categories with anonymised representative reports

Category	n	%	Representative content (paraphrased)
Equipment & vehicle integrity	386	33.6	A baggage dolly brake rod found cracked and the unit withdrawn to maintenance; a pushback tractor creeping forward with the parking brake engaged
Aircraft & load handling irregularities	260	22.6	An aft cargo hold safety net arriving open; a container identifier not matching the cargo manifest; foreign object debris found in a compartment and reported to the airline
Operational process & compliance	248	21.6	Rush labels applied over passenger names, breaking baggage reconciliation and delaying delivery; nonstandard handling of a no show passenger
Facility & infrastructure	101	8.8	An exposed cable end at a boarding gate card reader; a gate fire extinguisher found below normal pressure
Occupational safety & PPE	79	6.9	An aircraft marshalled with a single wing walker due to a missing underwing marshaller; staff entering the equipment restraint zone without protective gear
Administrative services	38	3.3	Damaged office fixtures and amenities posing an injury risk
Training	13	1.1	Requests to revise course items and to improve training on approaching aircraft with equipment
Stakeholder / third party	8	0.7	A third party vehicle parked in the restricted zone instead of the designated area
Regulatory / authority	8	0.7	Missing pedestrian markings on an apron walkway
IT & system usability	7	0.6	The document portal mislabelling sections (the HR area displaying aircraft arrival procedures)
Unclassified	1	0.1	No content theme assigned.

3.3. Who Speaks (RQ2)

Names were attached to 1,105 notifications (96.2%), while 44 were anonymous (3.8%; Table 5). Attributed reports included concerns about colleagues and supervisors. Among 283 identified reporters, the two most active accounted for 23.7% of all notifications and the ten most active for 40.4%; one reporter submitted 169. A total of 147 identified reporters appeared once, representing 51.9% of identified reporters and 12.8% of all notifications. All 28 stations contributed, and the principal hub supplied 39.4% of notifications.

Table 5. Reporter participation and identification

Indicator	Value
Distinct identified reporters	283
Attributed (named) notifications	1,105 (96.2%)
Anonymous notifications	44 (3.8%)
Share from the two most active reporters	23.7%
Share from the ten most active reporters	40.4%
Reporters submitting only once	147 (51.9% of reporters)
Maximum notifications by a single reporter	169

3.4. Completeness of Response Documentation (RQ3)

Response fields were sparsely populated (Table 6). Risk classification was present in 99 notifications (8.6%), planned action in 71 (6.2%), resolution status in 73 (6.4%) and completed action in 60 (5.2%). A feedback channel was recorded for 72 notifications (6.3%): WhatsApp in 30 cases, communication in person in 27, and telephone or administrative routes in the remainder. Because these counts can overlap, they are reported field by field.

Table 6. Completeness of organisational response fields

Response field	n populated	% of 1,149
Risk classification recorded	99	8.6
Root cause note recorded	70	6.1
Planned action recorded	71	6.2
Feedback channel to employee recorded	72	6.3
Resolution status recorded	73	6.4
Completed action recorded	60	5.2

Discussion

3.5. The Speaker's Side: Forbidding Wrong by Hand and Tongue

Reports describing defects and their immediate containment can be read through the ethical distinction between correcting a wrong and communicating it. Taking equipment out of service corrects the hazard by hand; notifying the organisation reports it by tongue and opens the way to investigating its cause. Such a report asks the organisation for something specific: removal of the cause, so that the same defect does not return.

The small share of suggestion and idea categories does not indicate a shortage of employee ideas, since the few promotive reports were substantive. A channel oriented towards hazard reporting favours problem descriptions, consistent with research on the structuring role of digital platforms (Gegenhuber et al., 2021). The distribution therefore supports a channel design explanation that complements the person centred account of orientation (Liang et al., 2012; Chamberlin et al., 2017).

Attributed internal reporting matches the communicative form of counsel described under *nasihah*. Nearly all notifications were signed, including those concerning supervisors, which indicates that open reporting is an established practice in the channel. Fear may still keep some employees from reporting, and research on psychological safety remains relevant (Milliken et al., 2003; Frazier et al., 2017); those who do report, however, rarely seek anonymity.

3.6. Consultation and the Documentary Record

Shura directs attention to whether recipients consider concerns, rather than merely collect them. In the archive, that consideration is visible for a small share of notifications: a status was recorded for 6.4% and a feedback channel for 6.3%. Recorded WhatsApp and in person routes show that feedback does take place, largely outside the application. The channel thus records the speaker's counsel in full and the recipient's consideration only in part. This matters for organisational learning, because feedback that is not linked to the notification cannot be analysed, audited or seen by other employees.

The efficacy condition discussed by Cook (2000) explains why this documentation gap deserves attention. Classical discussion tied the duty to speak to a prospect that speaking will have an effect, and voice and reporting research reaches a similar conclusion about perceived futility and feedback (Pinder & Harlos, 2001; Milliken et al., 2003; Benn et al., 2009; Macrae, 2016).

Visible responses are the means by which employees judge efficacy. Stable monthly totals show a channel in regular use, and whether that use continues is likely to depend on how visibly reports are answered, which the first proposition below makes testable.

Participation concentration raises the question of collective responsibility. *Fard kifayah* describes a duty discharged on behalf of a community by some of its members, and the archive shows a channel carried largely by a few: two reporters supplied almost a quarter of notifications. Inspection roles, station size and job duties are likely to contribute to this pattern. Whatever its causes, concentration means that the archive reflects the observations of its most active contributors as much as the distribution of hazards (Tangirala & Ramanujam, 2008), and that the channel depends on a small number of people.

3.7.Theoretical Contribution

The study proposes the report and response pair as a complementary unit for examining formal digital communication. Employee voice remains the act of expression described in existing theory (Morrison, 2011, 2023); the pair adds the receiving process to the analysis by linking each report to acknowledgement, feedback and action. The archive shows why these components should be recorded and studied separately, since each response field was populated at a different rate.

Second, the study identifies channel design as an explanation of voice orientation to be examined alongside individual characteristics, exposure and work roles (Liang et al., 2012; Chamberlin et al., 2017; Hameed et al., 2020). The predominance of prohibitive messages in a channel built for hazard reporting makes this explanation concrete.

Third, Islamic communicative ethics provides a vocabulary for examining the responsibilities of speakers and recipients within one framework. Where Hameed et al. (2020) applied Islamic work ethic to the speaker, this study applies the tradition of counsel and consultation to the organisation as well, as a standard for the listener. This complements research separating voice and silence (Sherf et al., 2021). Two propositions follow. P1: After accounting for reporting opportunity and previous participation, timely and useful feedback acknowledged by employees is positively associated with their subsequent reporting. P2: Introducing an explicit suggestion prompt

increases the share of promotive submissions relative to a comparable channel without that prompt.

3.8.Practical Implications

For the provider studied, the immediate priority is traceable response documentation. A closure workflow should record an explanation visible to the reporter and distinguish acknowledgement, feedback, planned action and completed action. Time to first response and time to closure should be monitored separately. Feedback delivered outside the application, which has value of its own, should be linked to the notification. Anonymised station summaries could communicate actions and open issues to the wider workforce. Reporting responsibilities and backup arrangements should be reviewed alongside the roles of frequent contributors, instead of imposing equal reporting quotas. A suggestion prompt could be piloted and evaluated separately from hazard submissions. For organisational communication and da'wah scholarship, these measures show how reciprocal ethical responsibilities can inform the design of workplace systems.

3.9.Limitations and Future Research

The study covers one organisation over four months and relies on the written record of a single channel, with content themes coded by one coder. Future research can link feedback to later reporting over time (P1), test a suggestion prompt through a staged introduction (P2), interview frequent and occasional reporters, and people who did not report, about their reasons, and compare application records with maintenance and other communication records.

4. CONCLUSION

The archive answers the three research questions. Notifications were predominantly prohibitive and concentrated on equipment, aircraft and load handling, and procedural compliance (RQ1). Reports were almost always signed, but participation rested on a small group of reporters (RQ2). Response fields were completed for a small share of notifications, with feedback travelling mainly outside the application (RQ3).

The contribution is an integrated view of message content, participation and response traceability in airport ground handling, the report and response pair as a unit of analysis, and a reciprocal ethical standard drawn from *nasihah* and *shura*. Judged by that standard, the speaker's counsel is fully recorded while the organisation's consideration of it is only partly visible. The practical priority is to

make acknowledgement, feedback and action separately traceable and visible to reporters, so that the channel documents both halves of the exchange.

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