

IMPACT OF EMPLOYEES' VOICE ON EMPLOYEES' EFFECTIVENESS

Nawaz Ahmad, Adnan Rizvi, and Syeda Nadia Bokhari

ABSTRACT

The focus of this research study is to identify the impact of employee voice mechanism on employee effectiveness factor in the corporate sector of Karachi. The three effectiveness factors under study are employee commitment, employee engagement, and employee motivation. Although the impact of employee voice has been researched by numerous scholars, yet it has not been explored in the context of Pakistani market. A sample 172 employees belonging to a diverse set of corporate sectors was studied for this research. Primary data was gathered with the aid of a questionnaire. Regression analysis revealed that employee voice had a positive impact on the three effectiveness factors thus indicating that it plays an important role in influencing employee commitment, engagement, and motivation.

Keywords: *Employee voice, commitment, engagement, motivation*

INTRODUCTION

The concept of employee voice was coined by Albert Hirschman in the 1970's where he defined it as "taking actions for altering the dissatisfying work situations/status quo" (Hirschman, 1970). He furthered the concept by introducing the term 'exit' which implied employees leaving the organization in dissatisfying conditions. This concept contends that employees in dissatisfying situations either raise their voice and concerns to the management or if unheard, simply disconnect themselves from the organization.

Traditionally employee voice was channeled through collective bargaining agents and union representation. With the progression of time and the development in the human resource management field, alternative forms of representation such as non-union and direct forms of voice gained momentum (Bryson, 2004). While trade unions are formal systems of indirect representation of union members, direct voice has been considered as a superior form of employee's expressing their ideas opinions and

concerns (Rees, Alfes, & Gatenby, 2013). It helps remove barriers among employers and employees and allows supervisors to better cater to the diverse needs of individual employees.

The term 'employee voice' has been associated with grievances on an individual or collective basis which restricts the conceptualization of the term (Gollan, 2001). This concept limits employees from practicing their rights and participating and contributing in organizational decision making. According to Pyman, Cooper Tiecher & Holland (2006), employee voice can include diverse avenues such as "vocalization of individual dissatisfaction, collective representation, and organization, upward problem solving, engagement and contribution to management decision making and demonstration of mutuality and cooperative relations". Morrison et al. (2011) referred to employee voice as the articulation of ideas, opinions, and suggestions with the intention of improving departmental or organizational functioning. Folger (1977) adds that employee voice is an organization-wide mechanism whereby a set of procedures or rules permits employees who feel impacted by a management decision to communicate information concerned to that decision.

In any given organization, the effort of its human resource plays a vital role in contributing to the success of the organization. Organizations need to have a sound and credible internal communication system in place, such that it addresses its employee's concerns, recommendations, opinions, and advice. A two-way direct communication is essential for employers as well as employees (Freeman & Medoff, 1984). The absence of a voice system in an organization may lead to low level of motivation and lax attitude among employees thus affecting individual and overall organization efficiency and effectiveness. The efficacy of the employee voice hinges upon sharing of information within the organization. A well-informed employee with an opportunity to raise his/her voice is in a better position to enhance his/her engagement level with the organization. Only by giving employees opportunities to raise their voices, employees can become more engaged. If employees acknowledge that their organizational policy is employee voice friendly and builds trust, they can organize an effective partnership. The effects of employing an employee voice approach and bringing in modes of communications for employees are significant and an evidence for employees that their voice is valued and understood across the organizational hierarchy.

As voice allows an opportunity for employees to express their opinions

and cements the belief among them that their efforts and contributions are valued, it creates a certain degree of regard for the leadership of an organization, thus creating a direct link between voice and employee trust in management. Organizations that honor their obligations towards their workforce result in the enhancement of and sense of loyalty and commitment of employees for their organization. With higher trust levels, employees are more motivated and are inclined towards fulfilling their commitment and obligations, thus enhancing the level of job engagement (Rousseau, Sitkin, Burt, & Camerer, 1998).

The concept of employee voice was traditionally linked with unions and collective bargaining. More recently, it broadly refers to how employees participate by raising their concerns about how things run within their organization. This may be achieved through indirect means such as trade unions and collective bargaining or through a more direct channel.

Employee voice has been generally associated with 'grievances'. Hirschman (1970) referred to it as the ability to express dissent or discontent. Dissent is the intrinsic human ability to complain, protest. This approach limits the conceptualization of the term. Voice can be utilized in making constructive suggestions for change and recommending reforms in standard procedures adopted by the organization. Organizations that value employee voice witnessed increased levels of organizational commitment, employee engagement, and employee motivation. This is due to the fact that employees believe that the organization values their input and that they are able to influence and contribute to organizational decision making. This research study aims at understanding the impact of employee voice mechanism on employee's commitment, engagement, and motivation in a diverse set of corporate sectors in Karachi where employees were able to communicate their concerns regarding management decisions such as organizational restructuring, privatization and employee layoffs. An attempt is made in gauging the impact of employee voice on employee commitment, employee engagement, and employee motivation.

RESEARCH HYPOTHESES

H₁: Employee voice does not affect employee commitment towards the organization.

H₂: Employees' Voice does not affect employee engagement.

H₃: Employees' voice does not affect work motivation.

LITERATURE REVIEW

The literature review is further divided and explained by following subheadings.

Employees' Voice

Employees' voice has been an infrequent researched and an important issue among the Human Resource Management in general and Employee-Employer relation in particular. Generally, employee voice refers to the opportunity for employees to voice their concerns or opinions to discuss or give suggestions about their issues or changes with the employers (also includes salary, environment, and other organizational factors). In the past, employees had raised their voices through other conventional means such as through collective bargaining agents or employee unions.

Work on Employee voice was initiated by Albert Hirschman when he wrote a book "Exit, Voice, and Loyalty" in 1970. In his book, he introduced the term "Voice of employees" and further defined in subchapter "responses to declining in Firms, Organizations, and States" that a concern exists if there are "repairable lapses" in an organization or issues that would be solved with an appropriate level of information and responses. Hirschman (1970) stated that over time, organizations tend to decline gradually and lose their efficiency and effectiveness. He proposed two countering forces which can reverse such situations, known as "Desertion or Articulation" or "Exit or Voice"

Previous research on employee voice has shed significant light on the factors of employee's voice and its mechanism and its impact on how it can prove to be effective for an organization. These studies propose a varying range of contextual and personal factors which explain employees' participation in voice.

"Voice of Employee" is directly concerned with the concept of 'participative management'. Stueart & Moran (2007) in their study concluded that participative management empowers employees through team building and hence directly participating in such activities gives them the opportunity to directly be part of the decision-making process. They further established a positive link between employee empowerment and better innovation, flexibility, customer service and creativity.

Detert & Burreis (2007) researched into the relation between employee voice and leadership styles among restaurant chains. Their research

indicated that an open attitude is more progressively attributed to employee voice, employee satisfaction, and job demography. However, their relationship showed to be intervened by subordinate insights of psychological safety, depicting the significance of supervisors in subordinate evaluation of the risks of raising voices. Moreover, supervisor/leadership behavior tend to have the highest impact on the employee voice behavior of the star performing employees.

Morrison & Milliken (2000) stated that managers/supervisors high in the hierarchy have a critically significant role in engaging employees' into raising voice. Whenever supervisors portray negative intrinsic attitude concerning employee voice behavior (such as subordinates' raising voice is because of self-interest, he himself knows the best, and that employee voice is dissent), these attitudes lead the creation of systems and mechanisms that promote organizational culture of silence such as centralized decision making. They also concluded that managers have a fear of getting a negative response from their subordinates as employee voice. They, therefore, try to avoid themselves of such embarrassment as they feel vulnerable and hence try to suppress their subordinate's voice.

When managers cultivate high-level of relation with their subordinates (Botero & Van Dyne, 2009; Gao, Janssen, & Shi, 2011; Van Dyne, Kamdar, & Joireman, 2008), and when they extends positive leadership conduct for employee voice like guidance and openness, transformational leadership, and ethical leadership (Detert & Burris, 2007), the subordinate employees are likely to enhance their voice behaviors. This is owing to the fact that managers tend to make their subordinates feel obligated to reciprocate the positive treatment they receive (Podsakoff et al., 2000; Van Dyne et al., 2008). Also the Managers allow their juniors to inculcate perceptions of psychological well-being (Walumbwa & Schaubroeck, 2009), sense of influence (Tangirala & Ramanujam, 2012), and relation with the manager and the organization as a whole (Liu et al., 2010), which resultantly adds to positive employees' voice behavior.

Organizational Commitment

Existence and implementation of voice mechanism in organizations lead to low employees turnover (Spencer, 1986). Spencer (1986) conducted a number of studies on this topic. In his initial study, he came to the conclusion that the more opportunities for employees to raise voice against dissatisfaction, the more probability that employees will be

retained in the organization. In the second study, he postulated that high level of voice mechanism in the organization leads to higher expectations among employees that their issues and concerns will be addressed.

(Zehir & Erdogan, 2011) found that a relation exists between employee voice and leadership style. Their research findings were that performance of employees and organizational commitment are related to leadership behavior. They concluded that employee voice or silence per se directly impacts the performance of employees and their commitment towards the organization.

Batts, Colvin & Keefe (2002) observe view that employee voice mechanisms and organizational practices predict firm-level quit rates. They researched the predictive power of these factors using data from a 1998 telecommunications industry. As a conventional voice mechanism, they found that presence of employee union projects lower quit rates, as they control factors such as compensation and other practices of human resource that may be influenced by collective bargaining.

Freeman (1980) studied that employees which are committed with the unions within the organization have lesser probability to leave the organization because the respective unions give them a formal mechanism for raising their voices. Thus in organizations where there are formal employee voice mechanism and grievance procedures, employees remain engaged for the organization increasing organizational commitment level among them. Similar studies were conducted by Boroff and Lewin, (1997) which contends that that employee loyalty level determines to choose between voice or exit. Freeman and Medoff (1984) took the pluralistic approach while evaluating the Employee voice in the organizations and concluded that collective bargaining agent's or CBA's, as known as, provide more economically influential solutions to employees for exiting or raising voice because of combined decision making.

Employee Engagement

The literature on employee engagement is widely available as a core factor that impacts the work-related behavior/attitudes (Christian, Garza & Slaughter 2011). Definition of engagement as noted by Macey & Schneider (2008) is based on the assumption that 'pro-social' employee activity can lead to favorable effects, with benefits for both employees and organizations.

Rees, Alfes, & Gatenby (2013) studied the relation between employee voice and engagement. They found that perceptions of employee's voice behavior, which aims for improvement in organization, depicts direct and indirect impact on employee engagement levels. Their analysis revealed that relation between perceptions of employee voice and engagement is intermediated by employee trust in senior management and the employee–line manager relationship.

Extending opportunities for raising voices to employees can lead to more affirmative attitudes towards management (Dietz, Wilkinson, & Redman, 2009). Research on employee voice suggest that employees who believe to have the opportunity of raising voice effectively convey their suggestions/concerns/opinions to the management and are more likely to portray a optimistic attitude and show high performance levels (Purcell, Kinnie, Hutchinson, Rayton & Swart 2003; Robinson, Perryman & Hayday 2004).

Studies also depict that whenever employees assume that they can influence decisions, by raising their voice to lead to increased levels of organizational engagement (Farndale, Van Ruiten, Kelliher aHope-Hailey 2011).

Truss et al. (2006) contend that the main factor of employee engagement is having the opportunity to raise their opinions upwards.

Employees' Motivation

According to Maslow's needs hierarchy, employees tend to have five levels of needs: physiological, safety, social, ego, and self- actualizing (Maslow, 1943). Maslow stated that needs at lower level had to be fulfilled before the next level need so as to motivate employees. Herzberg segregated motivation into two factors: Intrinsic and Extrinsic (Herzberg et al, 1959). Intrinsic factors included recognition, results in job satisfaction whereas extrinsic factors include factors such as salary structure/job security, results in job dissatisfaction.

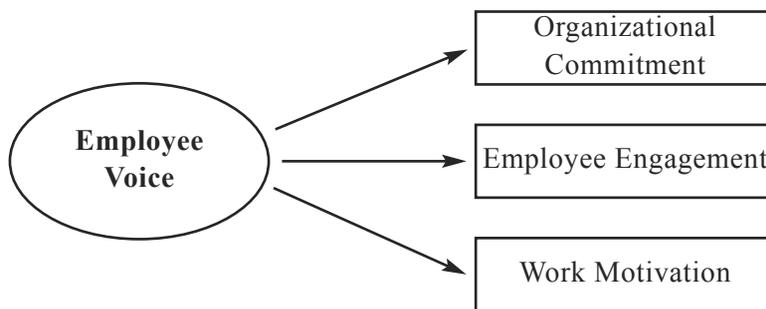
Vroom's theory assumes that employees struggle to lead to better performance. Performance, in turn, leads to some rewards (Vroom, 1964). These rewards could be positive or negative. Positive rewards lead to motivated employees whereas negative rewards lead to a lesser likelihood of employee motivation.

Adams' theory postulates that employees work for equality between themselves and other group workers. Equality is attained when the

employee outcomes over inputs ratio is equal to the employee outcomes over inputs ratios of other employees (Adams, 1965).

Skinner's theory contends that employees' behavior which leads to affirmative results will be repeated again while behaviors that lead to undesirable outcomes will not be repeated (Skinner, 1953). Thus supervisors should positively support employee behavior that results in positive outcomes and discourages employee behavior that leads to negative outcomes.

CONCEPTUAL FRAMEWORK



There exist one predictor that is Employee voice and three Criterion Variables that are Organizational Commitment, Employee Engagement and Work Motivation which are the components of Employees' Effectiveness.

RESEARCH METHODOLOGY

Research Instrument

A questionnaire was adopted from different studies based on variables under consideration. This study focuses on four variables where employee voice is the independent variable and organizational engagement, organizational commitment, and employee motivation are the dependent variables. The different construct and their related measures are discussed as follows:

Employee Voice. The scale adopted for employee voice consist of 5 item. This scale is a pioneering work of Van Dyne and LePine's (1998), those who have themselves modified this scale from Van Dyne, Graham, and Dienesch (1994) scale of Advocacy participation.5 point rating of Likert is associated with these so that responses would be gauged with ease.

Employee Engagement. The scale for employee engagement is adopted from Rees et.al (2013) research, the items of this scale although 5, addresses

three type of Employee engagement. Intellectual engagement gauges the level to which individuals are involved cognitively in their activities related to work. Emotional items are related to effective engagement and communication with colleagues related to work improvements are part of social engagement. An average of these items is taken out so that an overall score of employee engagement could be generated. Like employee voice, these responses are also taken through 5 points Likert scale.

Organizational Commitment. The 5 items of organizational commitment scale are adopted from organizational commitment questionnaire as proposed by Mowday et al (1979). These questions are based on two types of organizational commitment namely continuance commitment and affective commitment. Responses are gauged through 5 point level of agreement of Likert scale.

Work Motivation. Again 5 item scale for Work Motivation is taken from Akinboye (2001) work motivation questionnaire inventory. The homogeneity of the questionnaire is maintained in the last by gauging the responses by 5 points Likert scale.

Sample, Participants and Data Collection

The study was initially based on the sample size of 200 employees belonging to different corporate sectors of Karachi using convenience sampling technique whereby 172 responses were obtained, thus the response rate was 86%.

Data Analysis

Descriptive statistics is used to analyze the respondent's demographics whereas inferential statistics is used to test the hypothesis. The impact of the independent variable on the three dependent variables was gauged using the regression analysis.

RESULTS

Table 1. Construct Reliability

Constructs	Cronbach Alpha	No of items
Employees' Voice	0.933	5
Organizational Commitment	0.942	5
Employee Engagement	0.940	5
Work Motivation	0.968	5

The reliability statistics, Cronbach Alpha, of the all the constructs was above the threshold limit of 0.6-0.7 hence within acceptable range depicting instrument consistency and reliability. The overall reliability statistic for the instrument is 0.947.

Table 2. Participant’s Profile

	Number	Percentage
Male	138	80
Female	34	20
19 to 34 Years	154	90
35 Years and beyond	18	10
Bachelor's or below	121	70
Masters or above	51	30

To establish the normality of the data descriptive statistic has been generated that is presented at below table.

Table 3. Descriptive Statistics

	Mean	Std. Dev.	Skewness	Kurtosis
Employee Voice	3.538	0.8301	-1.027	1.050
Organizational Commitment	3.533	0.8334	-0.813	0.679
Employee Engagement	3.584	0.8164	-0.893	0.625
Work Motivation	3.581	0.8419	-0.8419	0.685

In the above Table 3 Employee Voice (Mean=3.538, SD= 0.8301) has the highest skewness 1.050, and Organizational Commitment (Mean = 3.533, SD=0.8334) possess lowest skewness(0.813). While Kurtosis for all the items is +positive, the greatest for Employee Voice (Mean = 3.538, SD= 0.8301) is 1.1050 and the lowest kurtosis is for employee engagement (Mean = 3.584, SD=0.816) which is 0.25. As per the table, the construct is within the parameter range of +/- 3.5 hence it is normal tendency of the data is established.

Table 4. Correlation Statistics

	Employee Voice	Organizational Commitment	Employee Engagement	Work Motivation
Employee Voice	1			
Organizational Commitment	.749	1		
Employee Engagement	.731	.897	1	
Work Motivation	.715	.873	.935	1

The above table depicts that the above-mentioned relations were significant at Confidence Interval of 99% (2-tailed). The correlation of Organizational Commitment was the strongest with $r(172) = 0.749$, $p = 0.0 < 0.01$, while there was no weak correlation found. Moreover, the correlation also depicts that the factors are unique and distinguishing (Hair Jr. et al, 2010).

Regression Model

This segment summarizes the regression results for the all the factors of the research study. The hypothesis that the employee's voice has the impact on employees effectiveness was tested via regression analysis.

Employee Voice and Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.535	.532	.57008

a. Predictors: (Constant), Employee_voice

The basic correlation between Employee Voice and Organization Commitment is .731 that is an indication of high correlation. The change that could be brought upon by Employee Voice in Organization Commitment is 53.5%.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.156	1	63.156	194.331	.000b
	Residual	54.924	169	.325		
	Total	118.080	170			

a. Dependent Variable: Organizational_Commitment

b. Predictors: (Constant), Employee_voice

The Model fitness is appropriate since the sig value of ANOVA table is below 0.05 and F statistics is also greater than 4 hence the variable and data are fit for analysis.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.936	.191		4.888	.000
	Employee_voice	.734	.053	.731	13.940	.000

a. *Dependent Variable: Organizational_Commitment*

The Unstandardized beta coefficients depict that for a unit change in Employee Voice, the Organizational Commitment would increase by .734 units which is significant at sig value less than 0.05 and t statistics greater than 2.

Conclusively the outcomes of the regression Analysis depicts that the predictor employee voice explains 53% of the variance ($R^2=0.534$, $F (= 194, p<.01)$). It was also found that employees voice ($\beta = 0.734, p<.01$) significantly predicts Organizational Commitment effect.

Employee Voice and Employee Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.559	.54244

a. Predictors: (Constant), Employee_voice

The basic correlation between Employee Voice and Employee Engagement is .749 that is an indication of high correlation. The change that could be brought upon by Employee Voice in is Employee Engagement 56.1%

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.587	1	63.587	216.106	.000b
	Residual	49.727	169	.294		
	Total	113.314	170			

a. *Dependent Variable: Employee_Engagement*

b. Predictors: (Constant), Employee_voice

The Model fitness is appropriate since the sig value of ANOVA table is below 0.05.and F statistics is also greater than 4 hence the variable and data are fit for analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.977	.182		5.365	.000
	Employee_voice	.737	.050	.749	14.701	.000

a. *Dependent Variable: Employee_Engagement*

The Unstandardized beta coefficients depict that for a unit change in Employee Voice, the Employee Engagement would increase by .737 units which is significant at sig value less than 0.05 and t statistics greater than 2.

Conclusively the outcomes of the regression Analysis depicts that the predictor employee voice explains 56% of the variance (R²=0.561, F (= 216, p<.01). It was also found that employees voice (β = 0.737, p<.01) significantly predicts Employee Engagement.

Employee Voice and Work Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.507	.59159

a. Predictors: (Constant), Employee_voice

The basic correlation between Employee Voice and Work Motivation is .715 that is an indication of high correlation. The change that could be brought upon by Employee Voice in Work Motivation is 51.2%.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	61.545	1	61.545	175.851	.000b
1	Residual	59.147	169	.350		
	Total	120.692	170			

a. Dependent Variable: Work_Motivation

b. Predictors: (Constant), Employee_voice

The Model fitness is appropriate since the sig value of ANOVA table is below 0.05.and F statistics is also greater than 4 hence the variable and data are fit for analysis.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.016	.199		5.114	.000
	Employee_voice	.725	.055	.714	13.261	.000

a. Dependent Variable: Work_Motivation

The Unstandardized beta coefficients depict that for a unit change in Employee Voice, the Work Motivation would increase by .726 units which is significant at sig value less than 0.05 and t statistics greater than 2.

Conclusively the outcomes of the regression Analysis depicts that the predictor employee voice explains 51% of the variance ($R^2=0.512$, $F(=177, p<.01)$). It was also found that employees voice ($\beta = 0.722$, $p<.01$) significantly predicts Work Motivation among employees.

DISCUSSION

Our research is in strong support of the employee voice to increase employee effectiveness. Research of Robinson et al (2004) confirms our findings, basing its survey on Great Britain's NHS 10000 employees. According to this research when the employees' feel that they are being valued, involved in critical organizational decisions, are able to freely voice their ideas, found opportunities for career development and perceives organizational concerns as regard to their wellbeing and health, all such components would make them increase their engagement with organization.

Research of Rees et al. (2013) illuminated that there exist not only a direct but also an indirect linkage between employee voice and its engagement with work when it is tested to bring improvements in the work group performance. For analysis of this relationship, two organizations were selected. An intervening role of trust developed by employees related to higher level management and supervisor-subordinate relationship is established. These findings also support and backup our results related to existence of tie between employee voice and its engagement with organization

The results of our research are also indicative of the direction that greater the organization feels that its employees should be provided with the platform to highlight the matters of their discomforts the greater would be the probability that employees remain committed to the organization. Similar findings are reported by Spencer (1986). His research reported a lower turnover among the registered general hospital nurses who were given chance to voice their dissatisfaction. He controlled a lot many regressors that are associated with employee turnover in order to maximize the utility of its research. He also suggests that organization with numerous employee voice raising mechanism may be associated with high expected and perceived problem solving approach adopted within that organization.

If the organization wants to increase its employee commitment and reduce the chances of its turnover then organization needs to install sophisticated procedures so that employee could spotlight grievances and get adequate solutions. Those who leave their employment without bringing matters on table or with no attempts to alter the dissatisfactory conditions give organization no signals that there exist something of worst nature. The organizations that

attempt to listen, motivates, and provide appropriate platform for employees to come up with solutions to the worst could be effective enough to retain its most precious asset of human resource .in fact it could foster retention policies by gaining information that could never be available if the employees would leave silently(Freeman, 1976; Hirschman, 1976),

Employee voice is also positively associated with work motivation like other effectiveness variables. One of such conclusions is drawn by Alfayad & Mohd Arif (2017). They conducted a research on 300 employees who belong to a non-managerial group. The findings of the research are again consistent with our research findings that when organization gives recognition to the voice of its employees there excels a motivative culture which in turn accelerates the level of satisfaction of employees. looking at such findings an organization should encourage its employee to raise their voice in matters of concerns so that efficiency and satisfaction are encouraged.

The findings of our research are consistent with many expert's opinions and a large number of researchers and management gurus are advocate of employee voice and its effectiveness within individual and organizational context. Although fostering a climate that encourages openness in communication is crucial in organization. Defense mechanism lying in every individual makes him careful while they deal with people high up in authority position. Hence each information that is received by higher authorities is passed through multiple levels of filtration to make it reach level of appropriateness (Knight, 2014).

CONCLUSION

All the variables highlighted in the hypothesis were found out to be, positively related to employees voice. Hence in organizations where, employees are given opportunity to raise their voice and convey their concerns, suggestions or opinions, those organizations will have increased level of employee effectiveness and efficacy. As proved by the results, employee voice directly impacts the organizational commitment, employee engagement, and work motivation.

STUDY LIMITATION AND AREA OF FUTURE RESEARCH

This research was conducted in the corporate sector of Karachi city only. Not all variables that impact employee effectiveness were covered in this research. Further dimensions of employee voice need to be explored in the context of Pakistan. Furthermore, research needs to be conducted in various geographical areas including Semi-Urban and Rural areas for better understanding of this topic.

REFERENCES

- Adams, J.S. (1965) Inequality in Social Exchange in *Advances in Experimental Psychology*, L. Berkowitz (ed.), Academic Press, New York, NY. 267-299.
- Akinboye, J.O. (2001). Executive behavior battery. Ibadan: Stirling-Horden Publishers.
- Alfayad, Z., & Mohd Arif, L. (2017). Employee Voice and Job Satisfaction: An Application of Herzberg Two-Factor Theory. *International Review of Management and Marketing*, 7(1) 150-156.
- Batt, R., Colvin, A., & Keefe, J. (2002). Employee voice, human resource practices and quit rates: Evidence from the telecommunications industry. *Industrial and Labor Relations Review*, 55(4), 573-594.
- Boroff, K. E., & Lewin, D. (1997). Loyalty, voice, and intent to exit a union firm: A conceptual and empirical analysis. *Industrial and Labor Relations Review*.
- Botero, I. C., & Van Dyne, L. (2009). Predicting voice: interactive effects of LMX and power distance in the U.S. and Columbia. *Management Communication Quarterly*, 23, 84-104.
- Bryson, A. (2004). Managerial responsiveness to union and nonunion workers voice in Britain. *Industrial Relations*, 43(1), 213-241.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relation with task and contextual performance. *Personnel Psychology*, 64(1), 89-136.
- Detert, J., & Burris, E. (2007). Leadership Behavior and Employee Voice: Is the Door Really Open? *Academy of Management Journal*, 50(4), 869-884.
- Dietz, G., Wilkinson, A., & Redman, T. (2009). *Involvement and Participation*. London: The Sage Handbook of Human Resource Management.
- Farndale, E., Van Ruiten, J., Kelliher, C., & Hope-Hailey, V. (2011). The influence of perceived employee voice on organizational commitment: An exchange perspective. *Human Resource Management*, 50(1), 113-129.

- Folger, R. (1977). Combined impact of “voice” and improvement on experienced inequity. *Journal of Personality and Social Psychology*, 108-119.
- Freeman, R. (1980). The exit-voice tradeoff in the labor market: unionism, job tenure, quits, and separations. *Quarterly Journal of Economics*, 94(4), 643-673.
- Freeman, R. B. (1976). Individual mobility and union voice in the labor market. *American Economic Review*, 66, 361-368
- Freeman, R., & Medoff, J. (1984). *What do unions do?* New York: Basic Books.
- Gollan, P. (2001). Be aware of the voices. *People Management*, 7, 52-54.
- Gao, L., Janssen, O., & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly*, 22(4), 787-798.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley and Sons
- Hirschman, A. (1970). *Exit, Voice, and Loyalty*. Cambridge: Harvard University Press.
- Hirschman, A. (1976). Some uses of the exit-voice approach—Discussion. *American Economic Review*, 66, 386-391.
- Janssen, G. L., & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly*, 22, 787-798.
- Knight, R. (2014). How to Get Your Employees to Speak Up. *Harvard Business Review*.
- Liu, W., Renhong, Z., & Yongkang, Y. (2010). I warn you because I like you: Voice behavior, employee identifications, and transformational leadership. *The Leadership Quarterly*, 21(1), 189-202.
- Macey, W., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational psychology*, 1(1), 3-30.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, 50(4), 370.

- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 237-240.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86, 493-522.
- Morrison, E. W., & Milliken, F. J. (2000). Organizational silence: A barrier to change and develop in a pluralistic world. *Academy of Management Review*, 25, 706-731.
- Morrison, E. W., Wheeler-Smith, S. L., & Kamdar, D. (2011). Speaking up in groups: A cross-level study of group voice climate and voice. *Journal of Applied Psychology*, 96(1), 183-191.
- Mowday, R. T., Steers, R. M. & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14: 224-247
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B., & Swart, J. (2003). *Understanding the people and performance link: Unlocking the black box*. London: CIPD.
- Pyman, A., Cooper, B., Teicher, J., & Holland, P. (2006). The comparison of the effectiveness of employee voice arrangements in Australia. *Industrial Relations Journal*, 37(5), 543-559.
- Rees, C., Alfesb, K., & Gatenbyc, M. (2013). Employee voice and engagement: connections and consequences. *The International Journal of Human Resource Management*, 24(14), 2780-2798.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Brighton: IES.
- Rousseau, D., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23(3), 393-404.

- Spencer, D. (1986). Employee voice and employee retention. *Academy of Management*, 29(3), 488-502.
- Skinner, B.F. (1953). *Science and Human Behavior*. New York: Macmillan.
- Stueart, R. D., & Moran, B. B. (2007). *Library and Information Center Management* (7th Edition ed.). Westport, CT: Libraries Unlimited.
- Steers, R. M., & Mowday. R. T. (1981). Employee turnover and post-decision accommodation processes. In L. L. Cummings & B. M. Staw (Eds.). *Research in Organizational Behavior*: 235-281. Greenwich, Conn.: JAI Press
- Tangirala, S., & Ramanujam, R. (2012). Ask and you shall hear (but not always): Examining the relationship between manager and consultation and employee voice. *Personnel Psychology*, 65(2), 251-282.
- Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A., & Burnett, J. (2006). *Working life: Employee Attitudes and Engagement*. London: CIPD.
- Van Dyne, L., Graham, J., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, operationalization, and validation. *Academy of Management Journal* 37, 765-802.
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra role behavior: Evidence of construct and predictive validity. *Academy of Management Journal*, 41, 108-119.
- Van Dyne, L., Kamdar, D. A., & Joireman, J. (2008). In-role perceptions buffer the negative impact of low LMX on helping and enhance the positive impact of high LMX on voice. *Journal of Applied Psychology*, 93, 1195-1207.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
- Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality and employee voice behavior: Mediating roles of ethical leadership and work group psychological safety. *Journal of Applied Psychology*, 94, 1275-1286.

Zehir, C., & Erdogan, E. (2011). The association between organizational silence and ethical leadership through employee performance. *Procedia Social and Behavioral Sciences*, 24, 1389-1404.