

**EFFECT OF EMPLOYEE VOICE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN SELECTED DEPOSIT MONEY BANKS IN ENUGU STATE, NIGERIA****Emmanuel Kalu Agbaeze*, Obioyi Yusuf, Agu Okoro Agu, Monyei Francis, Chukwuma Isaac**

* Department of Management, University of Nigeria Enugu Campus, Nigeria

Department of Management, University of Nigeria Enugu Campus, Nigeria

Department of Business Management, Evangel University Akaeze Ebonyi State, Nigeria

Department of Management, University of Nigeria Enugu Campus, Nigeria

Department of Management, University of Nigeria Enugu Campus, Nigeria

DOI: 10.5281/zenodo.376580**KEYWORDS:** Employee Voice management, Organizational Performance, Consultative Voice, Team Briefing and Employee participation.**ABSTRACT**

The study focuses on effect of employee voice management on organizational performance in selected Deposit Money Banks in Enugu State, Nigeria. The study sought to determine the extent to which union voice affect employee performance, ascertain the effect of consultative voice on customer satisfaction, establish the nature of relationship between team briefing and productivity, ascertain the extent to which employee participation in decision making impacts on innovation/creativity in Deposit Money Banks in Enugu state, Nigeria. The study had a population size of 2864, out of which a sample size of 553 was selected using Freund and Williams's formula at 5% error tolerance and 95% level of confidence. Instrument used for data collection was primarily questionnaire and interview. Out of 553 copies of the questionnaire that were distributed, 502 copies were returned while 51 were not returned. The descriptive survey research design was adopted for the study. The hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression statistical tools. The findings indicated that union voice had a significant positive effect on employee performance in Deposit Money Banks in Enugu state, Nigeria ($r = 0.597$; $t = 23.703$; $F = 561.823$; $p < 0.05$). Consultative voice positively affected customer satisfaction significantly in Deposit Money Banks in Enugu state, Nigeria ($r = 0.729$; $t = 4.142$; $F = 17.16$; $p < 0.05$). There was a positive relationship between team briefing and productivity in Deposit Money Banks in Enugu state, Nigeria ($r = .645$, $p = 0.000 < .05$). There was a significant positive relationship between employee participation in decision making and innovation/creativity in Deposit Money Banks in Enugu state, Nigeria ($r = .528$, $p = 0.000 < .05$). The study concluded that employee voice improved job behaviors, industrial relations climate, enhanced organizational commitment, and ultimately improved individual and organizational performance. The study recommended organizations should increase the autonomy and empowerment of employees and enhance their skills and incentives, which thereby increase employee motivation, commitment and subsequently organizational performance.

INTRODUCTION

Management's enthusiasm for workers voice through employee representation plans varies according to the economic climate and the presence of sympathetic individuals in management's ranks. In times of uncertainty, it is more important and appropriate than ever, that employers pay attention to the concept of "employee voice" in order to enhance workplace productivity which has impact on employee engagement, creativity, retention and effectiveness.

Globally, employee voice is evidenced in the United States legislation. The National Labor Relations Act for which places emphasis on trade unions as an independent voice of workers' concerns (Patmore, 2006).

Lepine and Dyne (2001) voice has two relevant meanings in the workplace. Firstly, it addresses the notion that people want to be heard because being heard reinforces a sense of belongingness within an organization. Secondly,



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a belief that a person's action can have an impact in the organization. Hence, employees' voices were recognized in the form of trade unions as a key component of effective employee engagement.

Overall, Mills, Roberts, Lekhi and Blaug, (2004) assert that good work is not solely concerned with the accumulation of employment rights and safeguarding the employee voice, nor is it solely concerned with compensation, wealth creation, and ensuring the willingness of workers to deliver to customers. Rather, good work is an attempt to advance a point of view on how to arrive at a new settlement for work in the 21st century that breaks out of the straightjacket of interest-group gains and losses that is able to deliver performance, engagement and fairness. Employees' innovative suggestions and modification to standard procedures in the workplace are good examples (Lucas, Lupton, and Mathieson, 2006).

Employee voice is the ability of employees to have an input into decisions that are made in organizations (Mehta and Mehta, 2013). There is considerable evidence that many employees are greatly under-utilized in the workplace through the lack of involvement in work-based decisions. Robinson (2006) Employee involvement is seen as a central principle of 'soft' Human Resource Management (HRM) that focuses upon capturing the ideas of employees and securing their commitment (Beardwell and Claydon 2007).

Management style, employee voice and job design impact on people's level of engagement, regardless of demographic variables (Kular, Gatenby, Rees, Soane and Truss, 2008). The banking industry seems to employ a downward communication, with merely about one-third (1/3) who makes use of electronic mediums to increase the ease by which employees could respond to management or convey their opinions.

Looking at this scenario in our Deposit Money Banks (DMB), it is believed that employers/ managers of DMBs are yet to grapple with the corporate challenges of employee voice management of contemporary times; it has therefore become the basis for which this study on the effect of employee voice management on organizational performance in selected deposit money banks in Enugu state, Nigeria, is conducted.

STATEMENT OF PROBLEM

Employers and employees may seek opposing ends and this gives rise to tensions and conflicts from time to time. The shortcoming of the employment relationship based on common purpose and ideology is that they allow little scope for people to have and fulfill their own desires, aspirations and expectations within the work that they do, rendering them passive recipients of a company's brand or mere resources as opposed to people.

Those desires may or may not coincide to some extent with business objectives. Perhaps the least settled area of employer/employee relationship today regarding individuals and collectives relates to communications or what in the employment relations literature is known as 'voice'. No organization of any size can operate in a communication system that is unfavorably lopsided. Rather, there has to be a means of integrating a numbers of persons into the life and objectives of an organization and eliciting contributions to create a balance. Employee voice management in DMBs in Nigeria today is a very big issue because they are given little or no room by the management to contribute to decision-making and daily business operations of the organization. This attitude runs contrary to modern demands and etiquette of business principles.

Unarguably, employees are the drivers of organizational objectives, and without recognition of their voice, conflict of unimaginable scale, which may not be healthy for the organization, will be the resultant effect. Thus, it becomes pertinent to examine the effect of employee voice management on organizational performance in selected DMBs in Enugu State, Nigeria.

OBJECTIVES OF THE STUDY

The broad objective of the study was to examine the effect of employee voice management on organizational performance in selected DMBs in Enugu State, Nigeria. However, specific objectives were to:

1. Determine the extent to which union voice affect employee performance.
2. Ascertain the effect of consultative voice on customer satisfaction.
3. Establish the nature of the relationship between team briefing and productivity.



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4. Ascertain the extent to which employee participation in decision making impact on innovation/creativity in DMBs in Enugu state, Nigeria.

REVIEW OF RELATED LITERATURE

Employee Voice (EV)

Voice has an appeal both for those seeking business efficiency and employee rights. In the 'best practice' HRM and high performance literature, voice is seen as a key ingredient in the creation of organizational commitment.

Voice can also be viewed in terms of rights linked to the notions of industrial citizenship (Ackers, Marchington, Wilkinson and Dundon, 2005; Dundon, Wilkinson, Marchington, and Ackers, 2004). Lucas et al. (2006) see employee voice as the ability for employees to have an input into decisions that are made in organizations (Mehta and Mehta, 2013).

Employee participation and involvement is often captured under the umbrella of EV which is a concept often used in the academic literature in both HRM and industrial relations (Beardwell, 1998; Dundon et al., 2004; Benson, 2000). Various terms have been used by academics to explain employee voice, including empowerment, engagement, involvement and participation (Budd, Gollan and Wilkinson, 2010; Parks, 1995). In simple terms EV can be defined as the extent of freedom granted to employees at their workplace to have an influence on work-related activities and be involved in the decision-making process (Markey & Hodgkinson, 2003; Wilkinson & Fay, 2011).

EV can be attained formally or informally as well as through direct or representative (i.e. through unions) means. It can also be present through management techniques or a dual means where both union voice and management-led voice are present. Collective forms of employee voice involving unions are known as indirect consultative voice while non-union voice is described as direct consultative voice (Marginson, Paul, Tony, Anthony, and Olga, 2010; Benson, 2000). Indirect consultative voice occurs through statutory representative arrangements, including union structures, and extends to more structural features in companies such as joint consultative committees (JCCs), however it can also occur through non-union structures such as company councils (Marginson, et al., 2010; Benson, 2000; Dundon et al., 2004; Cregan and Brown, 2010). On the other hand, direct consultative voice mechanisms focus mainly on informal means of communication such as interactions between employers and employees, information sharing, quality circles, newsletters, suggestion schemes and employee feedback (Marginson, et al., 2010; Dundon et al., 2004).

Employee Voice and Employee Engagement

Employee Voice and Union Voice

There are three broad voice practices: union voice, non-union representative voice and direct (non-union) voice. Union voice is measured by the presence of a union recognition agreement, or representation by a union laid representative (either on-site or off-site, and including union representatives on joint consultative committees). Non-union representative voice denotes the presence of non-union employee representatives or a works council or joint consultative committee (other than those with wholly union representatives). Direct voice is the presence of any two-way communications practices, namely: any meetings between senior management and the workforce with opportunities for two-way communication; any team briefings with opportunities for two-way communication; problem-solving groups with non-managerial employees participating; formal surveys of employees' views or opinions in the last two years; and suggestion schemes. It is relatively rare for one of these three voice practices to be used in isolation (Bryson, Charlwood and Forth, 2006).

Employee Voice, Participation and Management Decision-Makings

Budd, et al (2010) suggest that there is nothing new in giving employees a say in their day-to-day work and claim that examples of employee involvement can be traced back from ancient Rome, through nineteenth-century Germany to the present day. However, the forms of employee involvement and the reasoning behind their use have become more sophisticated over time (Lawler, 1999; Budd et al., 2010; Marginson et al., 2010). Employee involvement can be defined as any workplace process that "allows employees to exert some influence over their work and the conditions under which they work" (Strauss 1998). Similarly, participation can be defined as a



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process allowing employees to have an influence over decision-making and sharing this autonomy at all levels in the organization (Wagner and Gooding, 1987).

Employee Voice (EV) and Trade Unions

Freeman and Medoff (1984) argue that unions not only provide EV, but that the collective voice is also economically superior to individual voice because it is based on collective, majority-based decision-making. Unions are viewed as an independent channel and are specifically concerned with the pay and conditions of employment (Benson, 2000). Hence, by having a collective voice through unions, employees are in a stronger bargaining position to negotiate their working conditions. Research shows that organizations are more likely to share information and there is a lot more uniformity in its content when a union is recognised (Kleiner and Bouillon, 1987). However, the presence of EV through unions can also be problematic. Benson and Brown (2010) argued that not all unions have an equal capacity to represent members due to different levels of union activity in workplaces.

Employee Voice (EV) from a Strategic Human Resource Management (SHRM) Perspective

The presence of SHRM practices in an organization emphasises coordination or congruence among the various human resource management practices (Schuler and Jackson, 1987; Wright and McMahan, 1992). Such practices are seen to motivate workers by giving them an opportunity to contribute (Lepak et al., 2006), to empower employees by providing them with more information and a greater role in decision-making (Zacharatos et al., 2005), to improve job satisfaction and trust in management (Macky and Boxall, 2006) and create higher levels of perceived fairness (Guest, 1997). In turn, it is claimed that such practices lead to increased flexibility, improved efficiency, performance and productivity and help solve problems at the work unit level (Brewster, Brooks, Croucher and Wood, 2007).

SHRM is generally perceived as a distinctive approach to managing people that seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce (Storey, 1995; Appleby and Mavin, 2000). Thus, when organizations focus on developing their employees, EV can be a key component in strategic human resource management (SHRM) practice. SHRM is also a long-term approach to managing the human resources of an organization that involves combining the HRM function with the business strategy of the organization.

The resource-based view (RBV) of the firm is a useful theory to understand the value of employee voice and SHRM in organizations (Wright, Dunford and Snell, 2001; Wernerfelt, 1984; Barney, 1991). RBV helps understand differences in organizational growth and performance from an organizational-level perspective (Wernerfelt, 1984; Barney, 1991; Conner, 1991; Peteraf, 1993). According to the resource-based view organizations have different bundles of resources and capabilities and some firms from within the same industry may perform certain activities better than others based on these resource differences (Wan et al., 2011). These unique resources and capabilities are difficult to transfer or obtain, as they might be rare and not easily imitable (Wan et al., 2011; Reed and Defillippi, 1990). The resource-based view is one perspective that can possibly provide an organization with a sustainable competitive advantage. This is because employees or 'human resources' play a key role in the competitive advantage of an organization, as they are the hardest to replicate.

Employee representation and consultative voice

Employee voice entails the presence of institutions or processes which facilitate two-way communication between management and employees. More recent work recognizes the diversity that voice arrangements take, including non-union as well as union representation and direct as well as indirect (representative-based) forms of employee participation. Accordingly, we understand employee voice as incorporating representative voice and various forms of participation developed directly between management and workers. (Bryson, 2004).

Employee voice management and performance

Employee voice management is a form of interaction and can be viewed as a process of organizational justice theory. Organizational justice theory relates to the perceived fairness of processes, outcomes and interactions within the decision-making processes of an organization between management and employees (Greenberg, 1990; Saunders, Thorn hill and Lewis, 2002). Organizational justice has its roots in the justice theories attached to



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theories of legal and organizational decision-making and is comprised of three forms of justice (Rawls, 1999). First, distributive justice or the satisfaction with the outcome of a decision provides a measure of fairness for how justice is distributed amongst the disputants. Second, procedural justice, or the satisfaction with the process used to reach a decision refers to the experience of fairness by the disputants (Deutsch, 1985; Masterson, Lewis, Goldman and Taylor, 2000). Third, interactional justice, or the interpersonal treatment of the disputants which is believed to be a sub-component of procedural justice and indicates that the process must not only be experienced as being fair, but must also be accompanied by a sense of being treated with respect and dignity (Bies and Moag, 1986; Tyler, 1991).

Voice at workplace may have a beneficial impact on quality and productivity and deflect on problems that might explode (Dundon et al., 2004). The degree to which voice is embedded in an organization is much more important than reporting collective schemes. The extent and the degree of voice is necessary for organization's success (Boxall and Purcell, 2011; Budd et al., 2010; Dundon et al., 2004; McCabe and Lewin, 1992). It is therefore important that the extent and degree of voice of workers within an organization should be known as this is believed to have effect on their performance.

THEORETICAL FRAMEWORK

Social Exchange Theory: The theory's fundamental principle is that humans in social situations choose behaviours that maximize their likelihood of meeting self-interests in those situations. In taking such a view of human social interactions, social exchange theory includes a number of key assumptions. First, social exchange theory operates on the assumption that individuals are generally rational and engage in calculations of costs and benefits in social exchanges. In this respect, they exist as both rational actors and reactors in social exchanges. Second, social exchange theory builds on the assumption that those engaged in interactions are rationally seeking to maximize the profits/benefits to be gained from those situations, especially in terms of meeting basic individual needs. In this respect, social exchange theory assumes social exchanges between or among two or more individuals are efforts by participants to fulfil basic needs. Third, exchange processes that produce payoffs or rewards for individuals lead to patterning of social interactions. These patterns of social interaction not only serve individuals' needs but also constrain individuals on how they may ultimately meet those needs. Individuals may seek relationships and interactions that promote their needs but are also the recipients of behaviours from others that are motivated by their desires to meet their own needs. Social exchange theory further assumes that individuals are goal-oriented in a freely competitive social system. Because of the competitive nature of social systems, exchange processes lead to differentiation of power and privilege in social groups (Chibucos).

Social exchange theory has been used to demonstrate the reciprocal relationship between the antecedents to engagement and the outcomes. For example, Saks (2006) argues that employees will choose to engage themselves to varying degrees depending upon the resources they receive from their organization. In other words, when more of the antecedents to engagement are present, employees will become more engaged and feel an obligation to reciprocate to their employer with the desired outcome (Mowbray and Tse, 2014). The best explanation for the link between employee attitudes and behaviour, and positive contributions to the job and the organization, comes from social exchange theory with its identification of reciprocity as a form of social exchange. The key to this is employee perceptions of the organizational support they receive from management (Purcell, 2010).

METHODOLOGY

The study adopted descriptive survey design. The population of the study was 2864 staff from the ten (10) deposit money banks which were selected purposively based on their capital base and having a national/Pan-African reach, the banks were:

Firstbank Plc., Union Bank Plc., United Bank for Africa Plc., Diamond Bank Plc., Zenith Bank Plc., Guaranty Trust Bank Plc., Keystone Bank Plc., First City Monument Bank Plc., Ecobank Nigeria Plc. and Access bank Plc.

The sample size of 553 was obtained using Freund and Williams's formula, out of 553 copies distributed, 502 was returned positive; while 51 copies were not returned. Proportionate stratified sampling technique was used to select the respondents in each of the selected deposit money banks using the Bowley's proportional formula since



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the population was finite. Data were collected using questionnaire research instrument and interview guide that was designed in a 5 point likert scale and was administered to the respondents manually. Validity of the instrument was measured using content validity, and this was done by three management expert from both the industry and the academia. Cronbach alpha was used to test the reliability of the instrument giving a coefficient of 0.815, indicating a high reliability of the instrument. Data collected were analyzed using Simple linear regression and Pearson product moment correlation, at 5% probability level of significance.

The decision rule was to reject the null hypothesis if the calculated value at 5% significance level with respective degree of freedom is greater than the table value, otherwise do not reject.

Analysis Distribution and Return of the Questionnaire

Firms	No Distributed	%	No Returned	%	No not Returned	%
First bank Plc	81	15	74	13	7	1
Union bank Plc	75	14	68	12	7	1
UBA	74	13	70	13	4	1
Diamond Bank Plc	57	10	51	9	6	1
Zenith Bank Plc	52	9	50	9	2	-
Guaranty Trust Bank	52	9	48	9	4	1
Keystone Bank Plc	28	5	25	5	3	1
First City Monument Bank Plc	31	6	26	5	5	1
Eco Bank	54	10	50	9	4	1
Access Bank Plc	49	9	40	7	9	1
Total	553	100	502	91	51	9

Source: Researcher Field Survey 2015

Table 4.1 shows that out of 553 questionnaire distributed, 502 (91%) of the copies of the questionnaire were returned while 51(9%) were not returned and not used.

Table 4.2: The extent at which union voice affects employee performance in Deposit Money Banks

S/N	Questionnaire items	Agree	%	Strongly Agree	%	Disagree	%	Strongly Disagree	%	Total	%
1	Union fight encourage employee to do their work better	100	20	383	76	10	2	9	2	502	100
2	With union voice, management motivate employee which increase	200	40	272	54	20	4	10	2	502	100



	performance										
3	Union involvement in decision-making gives sense of belong to employee	187	37	300	60	10	2	5	1	502	100
4	To what extent do you agree that union voice influences management decisions	196	39	301	60	3	1	2	-	502	100

Source: Fieldwork, 2015

Item 1 of table 4.2 Indicates that 100(20%) of the respondents agreed with the Statement that union fight encourage employee to do their work better. 383(76%) strongly agreed, 10(2%) disagreed while 9(2%) strongly disagreed.

Item 2 of the table 4.2 states that, union voice management motivate employee which increase performance. 200 (40%) agreed with the statement, 272(54%) strongly agreed, 20(4%) disagreed while 10(2%) strongly disagreed.

In item 3 of the table 4.2 187(37%) of the respondents agreed that Union involvement in decision-making give sense of belong to employee, 300(60%) strongly agreed, 10(2%) disagreed while 5(1%) strongly disagreed.

In item 4 of the table 4.2 196(39%) of the respondents agreed that that union voice influences management decisions. 301(60%) strongly agreed, 3(1%) disagreed while 2(%)strongly disagreed.

Table 4.3: Effect of consultative voice on customer satisfaction in Deposit Money Banks

S / No	Questionnaire items	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree	%	Total	%
1	Seeking opinions from employees about customer needs brings customer satisfaction	75	15	400	80	20	4	7	1	502	100



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2	Taking suggestions and advice from customers will increase their patronage.	162	32	300	60	21	4	19	4	502	100
3	Employees advice sought will make them happy with customers.	45	9	443	88	9	2	5	1	502	100
4	Suggestions and advice taken in Banks will lead to customers' satisfaction.	12	2	486	97	3	1	1	-	502	100

Source: Fieldwork, 2015

Item 1 of table 4.3 indicates that 400(80%) of the respondents strongly agreed with the Statement that seeking opinions from employees about customer needs brings customer satisfaction. 75(15%) agreed, 20 (4%) disagree while 7 (1%) strongly disagreed.

Item 2 of the table 4.3 states that consulting voice seeks employee happy by providing what they needs, 45(9%) agreed with the statement, 443 (88%) strongly agreed, 9(2%) disagreed while 5(1%) strongly disagreed.

In item 3 of the table 4.3, 187(37%) of the respondents agreed that Union involvement in decision-making give sense of belong to employee, 300(60%) strongly agreed, 10(2%) disagreed while 5(1%) strongly disagreed.



In item 4 of the table 4.3, 12(2%) of the respondents agreed that that consultative voice promotes customer expectation. 486 (97%) strongly agreed, 3(1%) disagreed while 1(%) strongly disagreed

Table 4.4: Nature of relationship between team briefings and productivity in Deposit Money Banks

S/n	Questionnaire items	Agree	%	Strongly Agree	%	Disagree	%	Strongly Disagree	%	Total	%
11	Effective communication will improve efficiency and effectiveness in your Bank.	60	12	426	85	7	1	9	2	502	100
12	Educating employees on what to do increase organizational output	231	46	263	52	3	1	5	1	502	100
13	Attending workshops and seminars motivate employees and improve efficiency and effectiveness of the Bank.	90	18	406	81	3	1	3	1	502	100
14	Team leaders disposition enhance organizational productivity	36	7	400	80	20	4	46	9	502	100

Source: Fieldwork, 2015



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Item 1 of table 4.4 indicates that 60(12%) of the respondents agreed with the Statement that team leaders briefing enhance productivity in your organization. 426(85%) strongly agreed, 7 (1%) disagree while 9 (2%) strongly disagreed.

Item 2 of the table 4.4 states that educating employees on what to do increase organizational output, 231(46%) agreed with the statement, 263(52%) strongly agreed, 3(1%) disagreed while 5(1%) strongly disagreed.

In item 3 of the table 4.4, 36(7%) of the respondents agreed that team briefing, motivate employee at same time increase productivity 400 (80%) strongly agreed, 20(4%) disagreed while 46 (9%) strongly disagreed.

In item 4 of the table 4.4, 12 (2%) of the respondents agreed that team leaders disposition enhance organizational productivity. 486 (97%) strongly agreed, 3(1%) disagreed while 1(%) strongly disagreed

Table 4.5: The extent to which the relationship between employee participation impacts on innovation/creativity in Deposit Money Banks

S/N	Question	Agree	%	Strongly	%	Disagree	%	Strongly	%	Total	%
16	Employee initiative	130	26	310	62	27	5	35	7	502	100
17	Employee making decision	81	16	410	82	7	1	4	1	502	100
18	Given employee task	92	18	390	78	11	2	9	2	502	100
19	Launching of new product	95	19	392	78	8	2	7	1	502	100

Item 1 of table 4.5 indicates that 130(26%) of the respondents agreed with the Statement that employee initiative encourage creativity in a task. 310 (62%) strongly agreed, 27 (5%) disagree while 35(7%) strongly disagreed.

Item 2 of the table 4.5 states that Employee making decision of their job encourage innovation 81(16%) agreed with the statement, 410 (82%) strongly agreed, 7(1%) disagreed while 4(1%) strongly disagreed.

In item 3 of the table 4.5, 92(18%) of the respondents agreed that given employee task without supervision encourage new idea generation. 390 (78%) strongly agreed, 11(2%) disagreed while 9(2%) strongly disagreed.

In item 4 of the table 4.5, 95(19%) of the respondents agreed that Launching of new product can be achieved through employee participation in decision making. 392(78%) strongly agreed, 8(2%) disagreed while 7(1%) strongly disagreed

Test of Hypotheses

The five hypotheses postulated in chapter one were tested with various test statistics aided by computer through the application of Statistical Package for Social Sciences (SPSS 0: 15 version) of Microsoft environment. Specifically, Simple linear regression was used in testing hypothesis one and two and hypothesis three and four were tested using Pearson product moment correlation coefficient.

Test of Hypotheses One

H₀: Union voice does not affect employee performance positively to a great extent.

H_a: Union voice affects employee performance positively to a great extent



Table 4.7 Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.597(a)	.357	.356	.89777	.035

- a. Predictors: (Constant), union voice
b. Dependent Variable: employee performance

Table 4.7 presents the model summary of the regression result; it revealed that there was a positive correlation between union voice and employee performance in Deposit Money Banks. R² which is coefficient of determination revealed that 35.7% of the changes observed in the dependent variable (employee performance) were due to changes in the independent variable (Union voices).

Table 4.8: ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	452.828	1	452.828	561.823	.000(a)
	Residual	817.282	1002	.806		
	Total	1270.110	1003			

- a. Predictors: (Constant), Union voice
b. Dependent Variable: Employee performance

Table 4.8 presents the ANOVA results, the result indicates that there is significant difference between the mean of the dependent and independent variables. The means square of regression was 452.828 and the F-statistic 561.8 significant at $p < 0.05$.

Table 4.9 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.336	.050		26.584	.000
	Union voice	.541	.023	.597	23.703	.000

Dependent Variable: Employee performance

The result indicate that union voice significantly enhanced employee performance in Nigeria Deposit Money Banks as $t = 23.703$ and which is above the rule of thumb positivity of 2 and the coefficient of union voice is (0.541). The variation from the model is explained by the model as indicated from the coefficient of the determination (r^2) value of 35.7%.

Also the result indicates that there is a positive relationship between union voice and employee performance as indicated by r value of 0.597 which is positive as shown by beta value of 0.597.

Testing Hypotheses Two

- H₀: Consultative voice does not positively affect customer satisfaction significantly.
H_a: Consultative voice positively affects customer satisfaction significantly.



Table 4.10 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.729(a)	.717	.416	.72445	.023

- a. Predictors: (Constant), Consultative voice
b. Dependent Variable: Customer satisfaction

Table 4.10 presents the model summary of the regression result; it revealed that there was a positive correlation between consultative voice and customer satisfaction in money deposit banks in Nigeria. R² which is coefficient of determination revealed that 71.7% of the changes observed in the dependent variable (customer satisfaction) were due to changes in the independent variable (consultative voice).

Table 4.11: ANOVA (b)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.005	1	9.005	17.159	.000(a)
Residual	532.176	1002	.525		
Total	541.181	1003			

- a. Predictors: (Constant), Consultative voice
b. Dependent Variable: Customer satisfaction

Table 4.12 presents the ANOVA results, the result indicates that there is significant difference between the mean of the dependent and independent variables. The mean square of regression was 9.005 and the F-statistic 17.16 significant at $p < 0.05$.

Table 4.12 Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
1 (Constant)	1.909	.041		46.557	.000
Consultative voice	1.084	.020	.729	4.142	.000

- a. Dependent Variable: Customer satisfaction

The result indicated that there was a positive significant influence of consultative voice on customer satisfaction as $t = 4.142$ and which is above the rule of thumb positivity of 2 and the coefficient of mentoring is (1.084). The variation from the model is explained by the model as indicated from the coefficient of the determination (r^2) value of 71.7%. Also the result indicates that there is a positive relationship between consultative voice and customer satisfaction as indicated by r value of 0.729 which is positive as shown by beta value of 0.729.

Testing Hypotheses three

H_0 : There is no positive relationship between team briefing and productivity

H_a : There is a positive relationship between team briefing and productivity.

Table 4.13 Descriptive Statistics

	Mean	Std. Deviation	N
team briefing	1.8261	1.16043	1004
Productivity	1.9065	1.26713	1004



Table 4.14 Correlations

		team briefing	Productivity
team briefing	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	1004	1004
Productivity	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	1004	1004

** . Correlation is significant at the 0.01 level (2-tailed).

Table (4.13) shows the descriptive statistics of the team briefing via, productivity with a mean response of 1.8261 and std. deviation of 1.16043 for team briefing on and a mean response of 1.9065 and std. deviation of 1.26713 for productivity and number of respondents (520). By careful observation of standard deviation values, there is no much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (4.14) is the Pearson correlation coefficient for team briefing and productivity. The correlation coefficient shows 0.645. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between team briefing and productivity ($r = .645$). The computed correlations coefficient is greater than the table value of $r = .195$ with 500 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($r = .645, p < .05$). However, since the computed $r = .645$, is greater than the table value of $.195$ we reject the null hypotheses and conclude that there is a significant relationship between team briefing and productivity in Deposit Money Banks in Enugu State, Nigeria ($r = .645, P < .05$).

Testing of Hypotheses Four

H_0 : There is no significant positive relationship between employee participation in decision making and innovation/creativity in Deposit Money Banks in Enugu State, Nigeria.

H_a : There is a significant positive relationship between employee participation in decision making and innovation/creativity in Deposit Money Banks in Enugu State, Nigeria

Table 4.15 Descriptive Statistics

	Mean	Std. Deviation	N
Employee participation	2.0826	1.31097	1004
Innovation/ Creativity	2.0435	1.25690	1004



Table4.16 Correlations

		Employee participation	Innovation/ Creativity
Employee participation	Pearson Correlation	1	.528**
	Sig. (2-tailed)		.000
	N	1004	1004
Innovation/ Creativity structure	Pearson Correlation	.528**	1
	Sig. (2-tailed)	.000	
	N	1004	1004

** . Correlation is significant at the 0.01 level (2-tailed).

Table (4.15) shows the descriptive statistics of the employee participation via, innovation/creativity with a mean response of 2.0826 and std. deviation of 1.31097 for employee participation and a mean response of 2.0435 and std. deviation of 1.25690 for innovation/creativity and number of respondents (502). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (4.16) is the Pearson correlation coefficient for employee participation and innovation/creativity. The correlation coefficient shows 0.528. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between employee participation and innovation/creativity ($r = .528$). The computed correlations coefficient is greater than the table value of $r = .195$ with 500S degrees of freedom ($df = n-2$) at alpha level for a two-tailed test ($r = .528, p < .05$). However, since the computed $r = .528$, is greater than the table value of $.195$ we reject the null hypotheses and conclude that there is a significant relationship between employee participation and innovation/creativity($r = .528, P < .05$).

INTERVIEW GUIDE ANALYSIS

Question one: Do you belong and participate in the employee union/ association of your Bank?: 85% of the respondents said yes that they belong and participate in the union/association of their Banks, 10% of the respondent said no they did not belong & participate in union/association of their organization. Where 5% of the respondents were undecided about the statement.

Question two: Do consultative voice affect customer satisfaction in your Bank?: 53% of the respondents said that consultative voice brings sense of belonging and also promote customer satisfaction, 42% of the respondent said consultative voice generate different approach to address customer satisfaction and inject new life to the business. 5% of the respondent said consultative voice does not count after everything, the management goes ahead to do their wish.

Question three: Do you think effective communication by the team leaders affect your performance at work?: Based on the responses of the respondents 79% of the respondents said yes that communication by the team leaders affect their performance at work, because that give room for cross fertilization of ideas from members which increase performance, 11% of the respondents agreed that team briefing enhance profitability while 10% of the respondents said it increase productivity because everyone knows the purpose.

Question four: What can you say about the relationship between employees' participation on innovation/creativity in your Bank? Answer: 69% of the respondents said there is a positive result associated with employee participation and innovation, 24% of the respondents said employee's participation in the decision making make them to bring the best in them which encourage creativity, 7% of the respondents were indifferent about the statement.

**SUMMARY OF FINDINGS**

The findings of the study include the following:

1. Union voice affected employee performance positively to a great extent. in Deposit Money banks in Enugu state, Nigeria ($r = 0.597$; $t = 23.703$; $F = 561.823$; $p < 0.05$)
2. Consultative voice positively affected customer satisfaction in Deposit Money Banks in Enugu state, Nigeria ($r = 0.729$; $t = 4.142$; $F = 17.16$; $p < 0.05$).
3. There was a positive relationship between team briefing and productivity in Deposit Money Banks in Enugu state, Nigeria ($r = .645$, $P = 0.000 < 0.05$).
4. There was a significant positive relationship between employee participation and innovation/creativity in Deposit Money Banks in Enugu state, Nigeria ($r = .528$, $P = 0.000 < 0.05$).

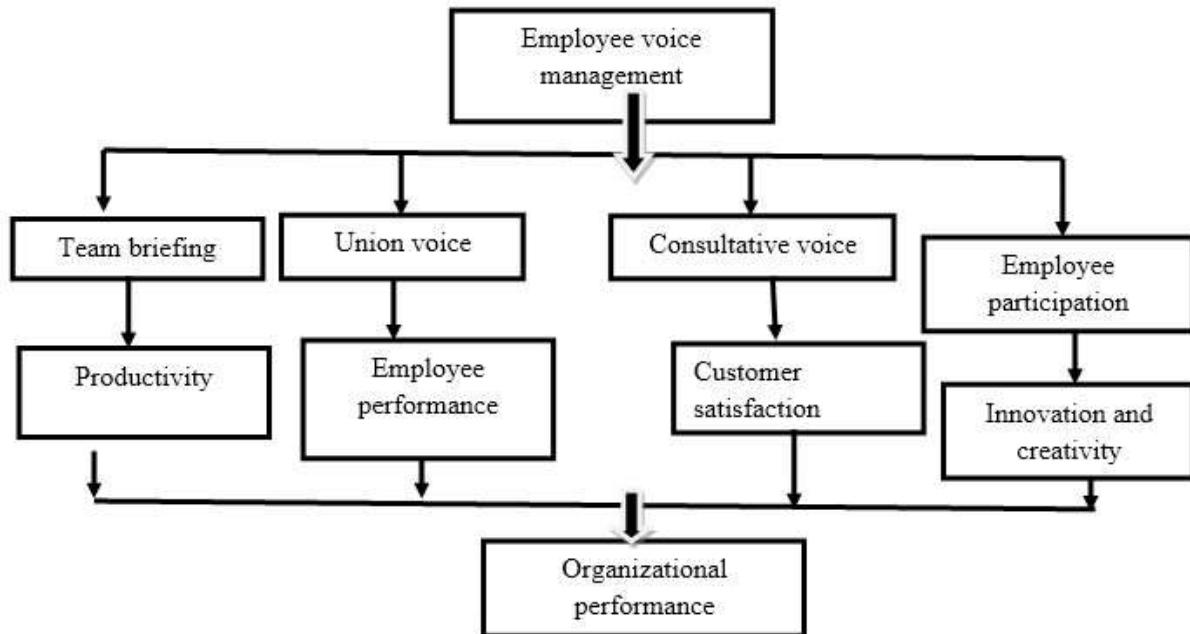
CONCLUSION

The study concluded that employee voice improved job behaviours, industrial relations climate, enhanced organizational commitment, and ultimately improved individual and organizational performance. Employee voice has the potential to strengthen employee morale by impacting on employee engagement and creativity, which in turn enhances productivity in the workplace. Providing employees with a voice through direct and indirect mechanisms can also minimize conflict, improve communication between managers and employees, as there is greater trust, increased flexibility and efficiency, and improved staff retention. Voice mechanisms can help to identify crucial problems and issues and also resolve them, making these mechanisms of great importance in an organization. In turn, it is claimed that such practices lead to increased flexibility, improved efficiency, performance and productivity and help solve problems at the work unit level. Despite the greater variety of voice mechanisms now in existence and recognition of the importance of integrating such practices with managerial strategy, the association between voice and performance has been vehemently contested. Employee voice, in the sense of direct two-way communication, was important for both employers and employees. Unions were however seen as the central independent vehicle for the collective voicing of employees' views, having positive performance effects by reducing grievances, increasing employee satisfaction and reducing labour turnover. Employee participation in decision making has been recognized as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers. This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employees must be involved in real consultation with management in relation to the decisions made for true employee voice to be in place. This will involve a range of mechanisms, both indirect and direct participation of both management and employees.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

- 1) Deposit Money Banks should regard with respect the viewpoints and stance made by a union's voice as it empowers employees and motivates them which in turn helps in the optimization of organizational goals.
- 2) Management and employees should improve on and ensure that customer's complaints are well treated through a consultative voice as it brings about satisfaction and endears loyal customers to the organization.
- 3) Deposit money banks must create an enabling environment that supports fluidity of ideas, suggestions and feedbacks through an effective team-briefing platform. As it enhances employee efficiency and organizational productivity.
- 4) Management of deposit money banks should also encourage employee participation in decision making that relates to their job specification, because it leads to a wider innovative scopes.



Model of employee voice management and organizational performance
Source: Researcher's

The model sees employee voice management as the ability of the employee to have an input into decisions made in an organisation, so that organization can achieve its result. This can happen through union voice, consultative voice, team briefing and employee participation in decision making. However all the mentioned variables positively impact on productivity, employee performance, customer satisfaction and innovation and creativity, thus leading to improved organisational performance.

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