
Employee Voice and Job Satisfaction in Deposit Money Banks in Rivers State

Esievo Frank Kewe

Department of Management, Faculty of Management Sciences, University of Port Harcourt, Port Harcourt, Nigeria

Email address

frankesievo@rocketmail.com

Citation

Esievo Frank Kewe. Employee Voice and Job Satisfaction in Deposit Money Banks in Rivers State. *International Journal of Economic Theory and Application*. Vol. 5, No. 3, 2018, pp. 42-46.

Received: January 7, 2018; **Accepted:** February 12, 2018; **Published:** May 16, 2018

Abstract: Collections of literature on employee voice and job satisfaction dwelt mainly on the relationship and influence of the dimensions of employee voice (involvement and participation) on job satisfaction. This paper is thus poised to ascertaining the link between behavioural indicators of employee voice and job satisfaction. Precisely, it was examined whether involvement and participation correlate with job satisfaction. Copies of the questionnaire were administered to 118 employees of deposit money banks in Rivers State. The data extracted from responses were interpreted via Spearman's Rank Order Correlation Coefficient. Results show that employee voice and its dimensions correlates positively with job satisfaction, concluding that employee voice processes within deposit money banks is specifically directed towards improving work group functioning and employee relationship and enhances their contentment on the job. Consequently, the paper recommends that management of deposit money banks in Rivers State should get the employees involved in the decision making that affect their jobs. Management of deposit money banks in Rivers State should makes policies that will aid employees in taking part in decisions as that will give them satisfaction on their job.

Keywords: Employee Voice, Involvement, Participation and Job Satisfaction

1. Introduction

Deposit money banks drive the supportability of any economy by the intermediary role it plays through the implementation of relevant policies and the right employees. Employees are generally inclined to giving their best towards attaining organizational set targets. However, this is predicated on the extent to which they are content with their job. Workers' occupation fulfillment has been opined to be key to organizations irrespective of the industry they operate in [20]. Achieving work fulfillment is a critical problem for all organizations operating in advanced or underdeveloped countries, whether public or private.

Robbins and Coulter adduced the weight of interest on the subject matter to the reality that satisfied employees are reported as loyal, and loyalty is believed to boost worker's output and effectual operations [20]. In fact, the whole idea about being gratified with work is predetermined, calculated and nonnegotiable because most individual employees seek satisfaction from their personal, social, and organizational life [16]. Discontented employees, exhibit antagonistic

tendencies and have a strong voice against management to register their displeasure. The degree of say workers are given at work is a function of several core and outer factors such as laws pertaining employment, the attitude of employers and also that of employees, the expectation of workers, demands from their unions and business environment [10].

The term "employee voice" has been frequently employed to refer to a multiplicity of developments and structures enabling/empowering work staff to, in one way or the other; make viable inputs as touching firm's decision making which in turn creates a fulfilling working environment [10]. Thus, this inquiry is geared towards examining the association amid employee voice and the satisfaction of workers in deposit money banks operating in Rivers State, Nigeria.

1.1. Statement of the Problem

The satisfaction of staff has enjoyed scholarly interest in the purview of organizational behaviour as well as work organizations, due to its patent consequence on productivity. Most of the time their complaints (pay complaints, co-worker

complaints, task complaints, supervisor behavior complaints, etc.), remain unaddressed by the management. Occasioned by the fact that employees in the banking industry, especially deposit money banks in Rivers State tend to be sidelined with respect to the making of certain pertinent decisions that govern their operation.

Interestingly, [9] revealed that an employee is satisfied with their job to the extent to which they perceive that they are carried along as touching the basic processes that have direct bearing on their operations; and this perception breeds positive work attitude. Conversely, employees who perceive their needs as unmet grow in general dissatisfaction and become increasingly attracted to competing places of employment and often leads to voluntary termination and employee turnover [12].

As such, this research work intends to address this issue and save these deposit money banks from the verge of collapse, and restore higher workers satisfaction level by proffering solutions to the issues bedeviling the sector.

1.2. Operational Framework

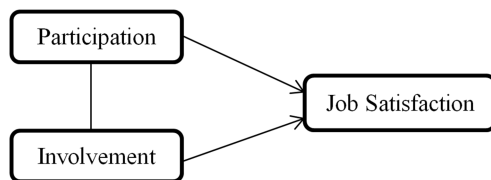


Figure 1. Operational Framework showing employee voice dimension and job satisfaction.

1.3. Aims and Objectives of the Study

The general aim of this study is to ascertain if there exist, any relationship between employee voice and job satisfaction of deposit money banks in Rivers State. However, the specific objectives are as follows:

- i) To ascertain if there exist any relationship between involvement and job satisfaction in deposit money banks in Rivers State.
- ii) To ascertain if there exist any relationship between participation and job satisfaction in deposit money banks in Rivers State.

1.4. Research Questions for the Study

In a bid to achieve the research objectives above, the under listed research questions were stated, thus:

- i) What is the relationship between involvement and job satisfaction in deposit money banks in Rivers State?
- ii) What is the relationship between participation and job satisfaction in deposit money banks in Rivers State?

1.5. Research Hypothesis for the Study

To accomplish the research purpose, the following hypotheses are stated in a null form:

H₀₁: Employee involvement does not significantly influence job satisfaction in deposit money banks in Rivers State.

H₀₂: The participation of employees in decision-making does not have a significant association with job satisfaction in deposit money banks in Rivers State.

1.6. Significance of the Study

This study will, among other significance:

- i) Reveal to contemporary managers (especially in the banking industry) the indispensability of a participatory organizational climate in making workers feel part and parcel of the organization.
- ii) Help organizations to benefit from the ingenuity of their staff and the feeling of obligation to the organization by workers.

2. Literature Review

2.1. Theoretical Framework

The theoretical foundation for supporting employee voice is the social awareness theory. Several management researches have depended on this theory to underpinning employee voice [11]. For this singular reason, social awareness theory was adopted as a back-bone for studying employee voice and job satisfaction in deposit money banks in Rivers State, and supported by employee relationship management theory.

2.1.1. Social Awareness Theory

Within the context of an organization, self-awareness is the aptitude of an employee to be conscious of one's-self, and the happenings around them. In general, self-awareness capability is noticeable when the employee makes efforts to prevent his/her vulnerability to the employer by constantly fighting for the realization of their concerns [14] through their involvement and participation in the decision making process that affects their job characteristics.

2.1.2. Relationship Management Theory

Chapman and Goodwin have attributed employees' lack of productivity and satisfaction to their non-involvement in the decision process that directly affects their job in most firms and encouraged them to building a cordial relationship within them if they want to close such productivity and lack of satisfaction gap [8].

Employee relationship management promotes effective and productive work relationship and gives them one voice, because when employees take time to develop, nurture this relationship it will in the long run guide employees against being manipulated by management [8].

2.2. The Concept of Employee Voice

Human resources professionals as well as scholars give different meaning to the concept "employee voice". However, some of the existing descriptions that have emerged for employee voice are not quit strong [10], thus the concept has opposing meanings. Employee voice covers all types of opportunities where employee can have their say and exert

some influence over work place decisions [7]. It can also be described as speaking up on important issues and problems in an organization by employees or their elected and/or selected representatives [11].

Dundon and Gollan noted that employee voice could come as an expression of individual or collective dissatisfaction, lack of involvement in management decision making process which can be raised through line managers (supervisors), grievance procedure, collective bargaining or industrial action, upward communication, problem solving suggestion systems and attitude surveys, and mutual partnership agreements, joint consultative committees and work councils [10]. Efforts to understand employee voice is crucial to managers and policy makers for putting in place an effectual voice control mechanisms in their organizations [5].

Employee voice shows evidence from management literature that employee perception of employer reaction is pivotally a determinant factor as to how comfortable they would be in expressing their right to voice out their displeasure. This perception, if it is the type that elicits silence; the reluctance to speak up, share information and give feedback, often has very negative consequences on employee trust, morale and drive [17].

2.2.1. Involvement

Marchington and Parker describe employee involvement as consisting of those practices initiated mainly by management, and are intended to increase employee information about, and pledge to, the organization by involving in organizational decision-making [15]. Thus, it is a process usually initiated by management to improve on the amount of information made available to staffs. This mechanism enhances employees' obligation to goal achievement given that it helps management obtain views about processes such as job evaluation, pay determination and performance management, so as to assess their effectiveness and the degree to which employees feel they are fair. The mechanism prompts views about workers' policies and their operations in such areas as equality in opportunity given, development of staff and health and safety [1].

2.2.2. Participation

Participation could be termed as a process which allows employees to exert some influence over their work and their work condition [22]. Participation involves the manner through which vital information is shared amongst managers and employees to generate novel ways of doing things and possible alternatives, plan processes and evaluate results to achieve an organization's objectives [21]. [3] defined employee participation as the distribution of power between

employer and employee with respect to how decisions are made, either through direct or indirect involvement. In addition, participation also refers to employee participation and influence in decision-making at the workplace [6]. Participation encourages the involvement of manpower at all levels of an organization to analyze problems, develop new strategies, and implements solutions [3].

2.3. The Concept of Job Satisfaction

Bodur described job satisfaction as representing employee's feelings, emotional state and mindset towards their work conditions and work itself, with special interest on how their interest is or will be placated [4]. Ultimately, it has to do with certain external constituents such as self-actualization, recognition, responsibility, remuneration, plan, relationship, management and the atmosphere at work. [4] noted that numerous factors such as the content of one's job, their age, sex and educational height attained; condition of work, place of work, work schedule, coworkers and pay, etc. largely impact on the satisfaction the worker derives from the job. It is believed that an employee that is fulfilled at work tends to be self-motivated [19]. As regards what determines job satisfaction, [2] suggested payment and monetary rewards; stating however that the system of pay and reward adopted varies from organization to organization.

3. Methodology

The researcher considers the quasi-experimental design appropriate for the inquiry given that he lacks control over the variables being investigated. Precisely, the cross-sectional survey was employed in gathering useful data from respondents at different locations and time [13]. The accessible population consists of one hundred and eighty-eight (188) employees of the ten deposit money banks studied. The banks include: Access Bank Plc, Guaranty Trust Bank Plc., Skye Bank Plc., First Bank Plc., United Bank for Africa Plc., Wema Bank Plc., Fidelity Bank Plc., Union Bank Plc., First City Monument Bank Plc., Sterling Bank Plc. The census study technique was adopted seeing that the study population (one hundred and eighty-eight employees) is accessible and manageable. The validity of this work was tested using face and content validity, and Cronbach's alpha was also adopted in testing for our reliability. Our reliability was accepted at 0.7 and above, as measures were taken to ensure that the instrument covered all aspects of the constructs under study with a view to satisfying its content validity [18], because the instrument adapted for this study has been previously used in similar studies by [10].

4. Results and Data Analysis

Table 1. Correlation among the dimensions of Employee Voice and Job Satisfaction.

Correlations		Involvement	Participation	Job Satisfaction
Involvement	Pearson Correlation Sig. (2-tailed)	1		

Correlations		Involvement	Participation	Job Satisfaction
Participation	N	110		
	Pearson Correlation	.947**	1	
	Sig. (2-tailed)	.000		
Job Satisfaction	N	110	110	
	Pearson Correlation	.889**	.876**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

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

Source: SPSS Output (2017)

The output of the correlation analysis in the table above reports six correlation coefficient values (Pearson Correlation) which showed strong and positive relationship between the variables. Thus, involvement exhibited a high positive correlation coefficient value with job satisfaction ($r=.889^{**}, .000$) as well as participation ($r=.876^{**}, .000$), also involvement reported a very high correlation coefficient value with participation ($r=.947^{**}, .000$). The result shows that there exists significant relationship between the dimensions (involvement and participation) of employee voice and job satisfaction.

Table 2. Model Summary for Employee Voice and Job Satisfaction.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.802	.798	.632

a. Predictors: (Constant), Participation, Involvement

Source: SPSS Output (2017)

The model summary reported above indicates that the dimensions of employee voice (involvement and participation) contributed 79.8% (.798) of the change in job satisfaction; also the R value of .895^a corroborates the correlation coefficient values recorded in table 1.

Test of Stated Null Hypotheses with Regression analytical tool

Table 3. Regression Analysis of the Dimensions of Employee Voice with Job Satisfaction.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.458	.576		.013
	Involvement	1.288	.303	.570	.000
	Participation	.898	.358	.337	.014

a. Dependent Variable: Job Satisfaction

Source: SPSS Output (2017).

The results from the regression analysis indicated that involvement as a dimension of employee voice exhibited a significant positive effect on job satisfaction ($\beta = .570$, 0.01) thus yielding a calculated value of .000 which is less than the P-value set at 0.05 ($r = .000 < .05$) resulting to non-acceptance of the stated null hypothesis (H_{01}) suggesting that there exist significant relationship between involvement and job satisfaction of employees.

Similarly, participation as the second dimension of employee voice used in this study exhibited a significant positive effect on job satisfaction ($\beta = .337$, 0.01) thus produced a calculated value of .014 which is less than the P-value (marginal error) set at 0.05 ($r = .014 < .05$) resulting to non-acceptance of the stated null hypothesis (H_{02}) indicating that there exists significant relationship between participation and job satisfaction of employees.

5. Conclusion

Our data reveal positive relationships throughout: between employee voice dimensions – involvement and participation and job satisfaction. Employee voice processes within deposit money banks is specifically directed towards improving work group functioning and employee relationship and enhances staffs' satisfaction at work.

Recommendation

From the analysis and conclusion above, it was therefore recommended that:

- Management of deposit money banks in Rivers State should get the employees involved in deciding on issues that has impact (especially directly) on their jobs.
- Management of deposit money banks in Rivers State should makes policies that will aid the employees participate

in decisions as that will give them satisfaction on their job.

References

- [1] Armstrong, J. S. (2001). *Combining forecasts*. Retrieved from http://repository.upenn.edu/marketing_papers/34
- [2] Aswathappa, K. (2003). *Human recourse & management*. 244-245.
- [3] Beardwell, J. & Claydon, T. (2007). *Human resource management: A contemporary approach*. Pearson Education.
- [4] Bodur, S. (2002). Job satisfaction of health care staff employed at health centers in Turkey. *Occupational Medline*, 52 (6), 353-355.
- [5] Budd, J. W., Gollan, P. J., & Wilkinson, A. (2010). New approaches to employee voice and participation in organizations. *Human Relations*, 63 (3), 303-310.
- [6] Busck, O., Knudsen, H. & Lind, J. (2010). The transformation of employee participation: Consequences for the work environment. *Economic and Industrial Democracy*, 31 (3), 285-305.
- [7] Boxall, P. & Purcell, J. (2011). *Strategy human resource management* (3rd ed.). Basingstoke: Palgrave Macmillan.
- [8] Chapman, E. & Goodwin, C. (2001). *Supervisors survival kit your first step into management* (9th ed.). Prentice Hall.
- [9] Detert, J. R., & Burris, E. R. (2007). Leadership behaviour and employee voice: Is the door really open? *Academy of Management Journal*, 50, 869-884.
- [10] Dundon, T. & Gollan, P. (2007). Re-conceptualising voice in the non-union Workplace. *The International Journal of Human Resource Management*, 18 (7), 1182-1198.
- [11] Dyne, L. V., Ang, S. & Botero, I. C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, 40 (6), 1359-1392.
- [12] Kahn, W. A. (1992). To be fully there: psychological presence at work. *Human Relations*, 45, 4, 321-349.
- [13] Levin, K. A. (2006). Study design: Cross-sectional studies, *Evidence-Based Dentistry*, 7, 24-25.
- [14] Lewis, M. (1994). Myself and me. In S. T. Parker, R. W. Mitchell & M. L. Boccia (Eds.), *Self-awareness in animals and humans* (20-34). New York: Cambridge University Press.
- [15] Marchington, M., & Parker, P. (1990). *Changing Patterns of Employee Relations*. London: Harvester.
- [16] Mulinge, M. M. (2000). Toward an explanation of cross-sector differences in job satisfaction and organizational attachment among agricultural technicians in Kenya. *African Sociological Review*, 4 (1), 55-73.
- [17] Nikolaou, I., Vakola, M. & Bourantas, D. (2008). Who speaks up at work? Dispositional influences on employees' voice behaviour. *Personnel Review*, 37 (6), 666-679.
- [18] Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.), McGraw-Hill, New York.
- [19] Rao, S. P. (2005). *Essential of human resources & industrial relationships*. 480-482.
- [20] Robbins, S. P. & Coulter, M. (2005). *Management*. Pearson Education. Inc. and Dorling Kindersley Publishing Inc. India.
- [21] Scott - Ladd, B., Travaglione, A. & Marshall, V. (2006). Causal inferences between participation in decision making, task attributes, work effort, rewards, job satisfaction and commitment. *Leadership & Organization Development Journal*, 27 (5), 399-414.
- [22] Strauss, A. (1987). *Qualitative analysis for social scientists*. New York: Cambridge University Press.