

EMPLOYEES VOICE AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE
(A CASE STUDY AT SISTER COMFORT FILTERED WATER COMPANY)

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STATEMENT OF AUTHENTICITY

We Have read the University Regulations Relating to Plagiarism And Certify That This Report Is All Our Own Work And Does Not Contain Any Unacknowledged Work From Any Other Source. We Also Declare That We Have Been Under Supervision For This Report Herein Submitted.

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ABSTRACT

This study investigates the impact of employees' voice on organizational performance of Sister Comfort Filtered Water Company. The voice of employees in our era is of very significant interest to all organizations globally, because the voice of employees brings out what the employees actually want and what is important to them. The voice should have a mechanism by which every employee can have the opportunity to take part in decision making of the organization. Allowing employees in taking part in decision making process of organizations have significantly improved organizational performance. For an effective research work to be conducted into a single institution, a case study approach was adopted because of the investigation strategy involved. On the views of the employees on managerial decisions, it was found out that management is aware of the worth of its employees in decision making. The suggestions of the employees that are taken have contributed immensely towards the company's target. It was also realized that voice is a special element to the success of the organization, their active participation in decision making will result in victimization. It was evident that: management prepares grounds for employees to voice their views and concerns, management is aware of employees worth in decision-making, employees' decisions contribute immensely towards achieving targets through performance. Employees must be involved in decision making since employee participation is not a tool but management philosophy about how people are enabled to contribute to continuous improvement in the success of their work in the organization. Also, the distribution section should be allowed to apply the knowledge, skills, ability and experience in their dealings with customers instead of being restricted.

DEDICATION

This dissertation is dedicated to our parents to whom we owe our education and families who in diverse ways have helped to make us what we are.

ACKNOWLEDGEMENT

Glory and honour be to God the Most High whose grace and guidance have made this project a reality and has seen us through to the successful completion of this course.

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Our acknowledgement would be incomplete if special mention is not made of the management and staff of Sister Comfort Filtered Water Company, Fawoade in the Kwabre-East District of Ashanti Region for their co-operation and support in our data collection.

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DECLARATION

We do hereby declare that, this report submitted as a dissertation to the Department of Business Studies, Christian Service University College, is the result of our own research work except for the references made from publications and quotation from authors, which have been duly acknowledged in the bibliographies or references to the authors.

The work has not been presented to this or any other University for award of Degree or any other award.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Interaction between management and employees affects many facets within the business environment. Categorizations of these relationships in respect of the project have been identified, with employee voice in relations to organizational performance.

According to Hirschman (1970), the term “employee voice” has a relatively long history in academic literature, dating back to the 1970s when used it in relation to employees' efforts to change dissatisfying work situations. This was a focus on declining firms and employees in terms of exit and voice.

According to Wilkinson et al. (2004) the word ‘voice’ was popularized by Freeman and Medoff (1984) who argued that it made good sense for both company and workforce to have a ‘voice’ mechanism. Spencer (1986), developed this theme and concluded that giving employees opportunities to voice their dissatisfaction increased the likelihood that they would stay with the organization. However, according to Van Dyne et al. (2003), the management literature contains two major conceptualizations. The first approach describes speaking up behaviour such as when employees proactively make suggestions for change. The second uses the term to describe procedures that enhance justice judgments and facilitate employee participation in decision making. This implies both informal and formal mechanisms are required, though little attention has been given in the literature to an open organizational culture that accepts and promotes voice in these ways. Summarizing the literature, Van Dyne et al (2003) conclude that the term voice is used to “represent the intentional expression of work-related ideas, information, and opinions”.

Budd et al., (2010) argue that there is now a renaissance in interest in participation, based on economic (generation of higher levels of performance in the post mass production era), moral/ethic and pragmatic grounds. Budd explores different dimensions of voice and argues that voice is dependent upon employees being well informed. Employees can only use their voice effectively if their ideas and suggestions are based upon a strong understanding of what is happening in the organization. This leads on to the concept of informed employee voice, which in turn, can potentially contribute to higher levels of employee participation in decision-making in organization.

1.2 STATEMENT OF THE PROBLEM

While there are contributions in the areas of employees voice in relation to organizational performance, employees in the private sector organizations are observed to a large extent to be deficient in desiring to express their views freely as regards the affairs relating to their organizations. Due to this fact, performance in such private sector organizations is threatened in recent times. This situation of employees voicing out at their places of work has rendered most employees jobless, subjecting some to fear of victimization, weakened initiatives, the habit of keeping vital beneficial organizational information to themselves to the disadvantage of their organization. The researchers chose employee voice and its impact on performance in the private sector organizations as area of interest.

1.3 PURPOSE OF THE STUDY

The purpose of the study was to determine the impacts, if any, between employee voice and organizational performance, “a case study at Sister Comfort Filtered Water Company at Fawoade.”

1.4 SPECIFIC OBJECTIVES

The specific objectives of the project were:

- To establish how employees voice relates to organizational performance.
- To find challenges faced by employees in contributing to decision making in an organization.
- To look at means of improving employees voice in the private sector organizations.

1.5 RESEARCH QUESTIONS

The following are the research questions:

- Is there a link between employees' voice and organizational performance?
- Are there challenges faced by employees in contributing to decision making in the organization?
- Are there means of improving employees' voice in the private sector organizations?

1.6 SIGNIFICANCE OF THE STUDY

The perceived significance of this study is based on the relationship between employees' voice and its impact on organizational performance. The research aims at enhancing employees' voice to improve organizational policy planning, implementation, monitoring and evaluation. Moreover, the interpersonal relationship between management and employees will improve organizational performance thereby enhancing employee involvement, participation, engagement and also employees' infuse their knowledge, skills, ability and experience to the advantage of Sister Comfort Filtered Water Company.

The findings of this research can improve and add to existing knowledge and serve as source of reference to the management of private sector organizations and researchers for an informed policy making and recommendation regarding similar research in future

1.7 SCOPE AND LIMITATIONS

The study was conducted using both primary and secondary data in collection of data.

The company is involved in the production of filtered water.

Some needed information of the research was difficult to obtain. Time constraints were also another limitation since we had to frequent our respondents for the administration of the questionnaire.

1.8 ORGANIZATION OF WORK

The study is structured into five main chapters as follows:

Chapter one is the general introduction of the study. This includes the background of the study, statement of the problem, objectives, significance and organization of the study.

Chapter two is focused on the literature review on the concepts and theoretical foundations of employees, participation in decision-making.

Chapter three is deployed on methodology to be used in the study, mainly the population, sampling frame of data and method of analysis of data.

Chapter four is focused on data analysis representation, discussion and findings of the study.

Chapter five will offer some conclusion and recommendations summarizing the key findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter we examine a wide range of employee voice mechanisms from other studies. We examine how voice is defined by managers and how they link voice with improved the organizational performance or efficiency. The evidence suggests that employee voice is more extensive in terms of its 'scope' and 'impact' than a decade ago, although the 'level' at which employees have a say remains the preserve of managerial control.

The evidence also suggests that the link between employee voice and organizational performance is difficult. The conclusion argues that organizations now face a diffuse and persistent range of concerns from highly articulate employees. In this respect, managing employee voice will be closely related to managing diversity.

The last decade has seen a growing interest in the notion of employee voice, both from those seeking higher levels of organizational performance and from those desiring better systems of employee representation. However the relationship between participation and performance has not gone unchallenged.

In this modern times, employee voice is more extensive in terms of its scope and impact than a decade ago, although the level at which employees have a say remains the preserve of managerial control.

2.2 DEFINITION OF TERMS

‘Voice’ is a word that has been more widely used in the practitioner and academic literature on human resources management (HRM) and industrial relations in recent years ((Beardwell 1998; Sako 1998; Roche, 2000; Benson 2000)).

In the ‘best practice’ Human Resource Management and high performance literature, voice is seen as a key ingredient in the creation of organizational commitment (Lewin & Mitchell, 1992; Pfeffer, 1998).

According to Freeman and Medoff (1984), the academic concept of ‘voice’ that it made good sense for both company and workforce to have a ‘voice’ mechanism. This had both a consensual and a conflictual image: on the one hand, participation could lead to a beneficial impact on quality and productivity; while on the other it could deflect problems which otherwise might ‘explode’. Trade unions were seen as the best agents to provide voice as they were independent and would reduce exit.

According to Budd, Gollan, and Wilkinson, (2010), Employee voice is also a term that overlaps with others such as involvement, empowerment and democracy and is linked to participation in organizations. Marchington and Wilkinson (2005) suggest that there are three dimensions; direct communication, upward problem-solving and representative participation. There are three levels of approaches to employee voice which are individual/informal group, formal group, and organization.

Table 2.1: Different Approaches to Employee Voice are integrated at three Levels

Individual Group	Formal Group	Organization
Exchange of views on specific issues	Collective bargaining	Opportunity to have a say as part of culture
Problem solving	Joint consultation	Partnership approach for long term sustainability of the organization
Management decision making.	Team briefings	Survey.
	Problem solving	
	Management decision making.	

This approach is based on three specific employee motives within the existing management literature on silence and voice: disengaged behaviour based on resignation, self-protective behaviour based on fear, and other oriented behaviour based on cooperation. It is a useful extension of the concept that illustrates some of the underlying reasons that drive the way that employees express their voice. For the purposes of this paper, informed employee voice is discussed primarily from the concept of Pro Social voice as this is where organizational wide practices are focused. This is not to downplay the importance of understanding Defensive and Acquiescent Voice. Indeed, effective employee engagement practices need to ensure that fear and resignation are minimized in order to gain maximum benefits for the employee and the organization.

In an alternative approach, Dundon et al (2004) suggest four categories of employee voice; individual dissatisfaction, collective organization (as a counter to the power of management), management decision-making, and mutuality (a partnership for long term sustainability).

This extends the concept to include the idea that employees work in partnership with senior managers for the benefit of the organization.

There were five broad ways in which the managers spoke about employee voice in general. The responses were analyzed after the interviews had been completed and then grouped into categories using the definitions outlined below.

Performance

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Organizational performance

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment), product market performance (sales, market share, etc.), shareholder return (total shareholder return, economic value added, etc.). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

2.2 COMMUNICATION/EXCHANGE OF VIEWS

An opportunity for employees and managers to exchange views about issues, generally on an individual basis but also through a collective consultation process.

Upward problem-solving: An opportunity for employees to provide feedback on specific topics, not so much as a dialogue but more as a way of providing ideas to improve organizational performance.

Collective representation: An opportunity for employee representatives – union or non-union – to communicate the views of the workforce to managers either through partnership or collective bargaining.

Engagement: a feeling on the part of staff that they are able to express their views to managers in an open environment and that management will provide support to allow this to happen.

Say about issues: the opportunity not just to have a ‘voice’ on issues but an expectation that these views will be taken into account and may lead to changes in how decisions are made

Voice is about corporate communications and the strategy is designed in such a way that all employees can represent their views to management, rather than it just being the other way around. These are clear expressions of managers seeing voice in terms of information exchange and discussion with individual employees rather than through any collective mechanism. It was also apparent from these definitions that employee voice was seen largely in terms of its contribution to improvements in organizational performance.

Another group of respondents saw voice not so much as a dialogue or two-way exchange of ideas but rather as the transmission of ideas to managers in order to improve organizational performance, in short, upward problem-solving. We are not seeking to convey the impression that this represents a situation in which changes are led by employees or that their voice is actually ‘heard’ by managers while making decisions. Nevertheless, the distinctive feature of these definitions was that they all related to the potential for employee voice to impact upon outcomes rather than just describing the processes that are used in organizations.

2.4 DIFFERENT PERSPECTIVES ON EMPLOYEE VOICE

Autonomous Teamwork: Employees working in groups who meet the criteria of: working alongside each another; have responsibility for their job tasks; deciding how their tasks are to be accomplished; appointing their own team leader from among the members of the group.

Collective Bargaining: A process in which the representatives of recognized trade unions and employers negotiate, consult and communicate to agree the procedural and substantive terms and conditions of employment.

Depth of Employee Voice: The extent to which employees (or their representatives) share in decision-making outcomes with management.

Direct Voice: Where contact is between individuals or small groups of employees and their immediate manager.

Double-Breasting Voice: The practice of simultaneously recognizing a trade union at one company location, while also implementing a non-union voice regime at another company plant.

Dual-Voice Channel: The combination of union and non-union employee voice practices in a single workplace or organization.

Employee Disengagement: The result of a poor employment relations climate, mistrust in management, and possible worker resistance.

Employee Engagement: A state of mind where people employ themselves physically, emotionally and cognitively in their job role towards organizational goals.

Employee Involvement: The soliciting of employee views, opinions and ideas to harness the talents and cooperation of employees, but without the sharing of power in an eventual decision-making outcome.

Employment Regulation: A set of rules and procedures governing the conduct of employment relations and the establishment of workers' rights that are determined by customs and/or legislation.

Financial Participation: Mechanisms that allow employees to share in the financial success of their organization.

2.5 FORM OF EMPLOYEE VOICE

Indirect Voice: Where contact is between management and an employee intermediary, such as a shop steward or other employee representative, who acts as the agent for a larger group of workers.

Joint Consultation: A voice process that can be direct or indirect and one in which management and employees (or their representatives) discuss and consider each others' views prior to management making a final decision.

Level of Employee Voice: The hierarchical level in an organization at which a voice mechanism takes place.

One-way Communication: A direct form of voice where information is disseminated from management to employees.

Participation: The sharing of power between employees (or their representatives) and management, in the making of joint decisions.

Partnership: A concept that is normally taken to imply cooperation (usually between management and trade unions) based on the satisfaction of mutual as well as separate interests.

Representation Gap: The difference between how much influence employees say they have over management decisions, and how much influence they say they would like to have.

Scope of Employee Voice: The range of issues or matters on which employees (or their representatives) have a say.

Two-way Communication: A direct form of voice in which information is exchanged between management and employees.

Upward-problem Solving: Voice mechanisms that allow employees (either individually or in small groups) to suggest solutions to management about work and/or quality issues.

Voice Outcomes: The potential organizational benefits arising from employees having a voice, which includes productivity, employee engagement and satisfaction, and lower labour costs.

2.6 UNION AND NON-UNION VOICE

The question under discussion interested many researchers since concept of a union appeared and spread across industries. The field covered by industrial relations is very wide, but union vs non-union section takes an important place in it. The main function of a union is to advance and protect the interests of its members. There are craft unions, industrial and general workers' unions, also those for non-manual and professional groups. Most of these are affiliated to the voluntary body called the Trades Union, which has as its objects 'to promote the interests of all its affiliated organizations and generally to improve the social and economic conditions of the workers' (Beardwell et al 1994). Broader issues of national policy affecting trade unions are also discussed with the Trades Union and the government.

In many respects employee voice is seen in terms of either collective participation 'or' as an alternative to union representation. Many commentators write as if voice is only intended to undermine or compete with other 'true' representation structures. This follows the Ramsay (1977) view that employers are only interested in participation for defensive purposes.

2.7 NON-UNIONISM AND EMPLOYEE VOICE

Dundon and Robinson, (2004), define what non-union means as that it does not mean there are no trade union members present in an organization. The term non-union is concerned with a situation where trade union recognition is absent as a means to determine either in whole or in part the terms and conditions of employment. In some situations non-union may not mean the complete absence of a trade union. Managers may choose to consult with a union with regard to certain sections of a workforce while avoiding union recognition for other workers.

According to Dundon et al., (2004), in other words, non-unionism depicts a situation where management does not deal with a trade union that collectively represents the interests of workers; of course non-union firms differ in quite substantial ways. Some organizations may be non-unionized because management uses one or more strategies to avoid a trade union channel for employee involvement.

In other organizations, non-unionism may be a fait accompli simply because collective representation has never emerged or evolved. Guest and Hoque (1994) seek to map out the diversity of non-union types by charting a range of Human Resource characteristics, including employee voice and involvement, reporting what they classify as 'good, bad, ugly and lucky' forms of non-unionism.

Non-union voice needs to be researched for three reasons:

First it is neglected compared with union voice.

Secondly, union voice is a minority phenomenon with little immediate prospect of a return to union-centered forms of participation. Thus the health of non union voice is critical to both

ordinary employees and public policy ideas for improving the representation gap (beyond unionization).

Third, many of the sectors which dominate the economy do not have a tradition of union representation and so union reflex is not a live issue.

2.8 NON-UNION VOICE IN PRACTICE

According to Dundon et al, (2004), how the broader interpretations about non-union voice translate into actual practice is of course an entirely different in other research, and a surprisingly wide range of practices are found among sample of non-union organizations. The significant here is not so much the existence of a greater or lesser number of schemes in any particular organization, but the diversity of different techniques and the overlap between direct and indirect forms of non-union voice.

Non-union representative participation

The extent of joint consultation among this sub-sample of non-union organizations is important, although as might be expected, less prevalent than direct employee voice mechanisms. These non union collective-types mechanisms could be used to undermine union-centered systems of worker representation, as noted in other studies (Dundon, 2002; Gall, 2004).

Perhaps more significant is that representative voice was diverse, taking a number of different but overlapping forms in practice that sometimes blur into one another and include a mix of non-union consultative forums, partnership schemes.

2.9 POTENTIAL OUTCOMES OF NON-UNION VOICE

According to Dundon et al., many of the respondents of their research insisted that the outcomes – as distinct to the processes of voice - were particularly important. The words used varied between ‘influence’ and ‘say’, but broadly they coalesced around the notion of employees having some influence over practices that matter to them. We are not seeking to convey the impression that this represents a situation in which changes are led by employees or that their voice is actually ‘heard’ by managers. It is apparent that non-union systems for employee voice, including representative participation, are considerably less extensive in terms of scope and depth than is the case for effective unionized systems of representation, such as collective bargaining. Nonetheless, there does seem more than just dismissing non-union voice processes as inferior to union-based participation. Some of the distinctive feature of such schemes is that they all related to the potential for employee voice to impact upon outcomes, rather just describing the processes that are used in organizations. In some situations these outcomes are shallow and narrow in scope, but in others they are not. Many of the managers stressed the importance of informal mechanisms and processes - rather than just the formal structures - that are particularly important in the mix of associated outcomes of non-union voice.

2.10 CHARACTERISTICS OF EMPLOYEE VOICE

According to Liu et al (2009) there are three alternative characteristics of voice;

- Discretionary (it’s not actually required),
- Challenge oriented,
- Potentially risky (it may be viewed negatively or damage relationships). The risks involved may explain why employees are “usually reluctant to voice their thoughts”

According to MacLeod and Clarke (2009) employee voice reflects on four broad engagement drivers or enablers: leadership, engaging managers, integrity and voice. Voice is described as “employees’ views are sought out; they are listened to and see that their opinions count and make a difference. They speak out and challenge when appropriate”.

“Effective employee voice is about affording employees the opportunity to develop their knowledge and skills so that they can contribute to decisions normally reserved for management (Dundon and Gollan (2007).

Several studies have shown that, a collective spirit of employee voice in an organization indicate a positive relationship between employee voice and organizational performance (Patterson et al. 1997; Sako, 1998; Gollan, 2001;

2.11 EMPLOYEE VOICE IS A MULTI-DIMENSIONAL CONSTRUCT

According to Van Dyne et al(2003) it is incorrect to think of employee voice as a single construct and they propose three specific types of voice; Pro Social Voice, Defensive Voice, and Acquiescent Voice.

Table 2.2 Employee Voice is a Multi Dimensional Construct

Pro Social Voice	Defensive Voice	Acquiescent Voice
Examples: Expressing solution to problems based on cooperation	Egs. Expressing ideas that shift attention elsewhere based on fear	Egs. Expressing supportive ideas based on resignation
Suggesting constructive ideas for change to benefit the organization	Proposing ideas that focus on others to protect the self	Agreeing with the group due to low self efficacy to make a difference

2.12 IMPACT OF EMPLOYEE INVOLVEMENT IN WORKPLACE

The concept of employee participation and involvement has seen a growing interest from different scholars and Human resource management. Many organizations are faced with the challenges of managing and empowering their employees to actively participate in decision making. In this current chaotic or disorderly economic environment, organizations require creative and innovative employees who can take initiative, embrace change, stimulate innovation and cope with high uncertainty in the market. Most of the new generation employees want to work in companies that can actively listen and embrace their ideas.

2.13 EMPLOYEE INVOLVEMENT AND EMPOWERMENT

Before discussing the impact of employee participation/involvement in workplace, it is imperative to define the meaning of employee participation. According to Ackers, Wilkinson & Dundon (2006), employee participation is a process in which decisions in an organization is shared among individual who are otherwise hierarchically unequal.

Employee involvement involves a one-on-one approach between the employee and management. This is a more direct method of handling a work project, as the individual employee is included in all aspects of the decision-making process. This process encourages an employee to take ownership of the outcome of the project. The employee affects the process itself by making decisions with management, which both encourages the employees to become more involved in the project and share their ideas on how to improve the project.

Participatory management practices involve subordinate staffs and their managers in sharing information, problem solving and decision making endeavours. Furthermore, employee participation is defined more broadly by McCabe and Lewin (2000), as consisting of two

elements. First is the expression of grievances or complaints in a work context by employees to the top management of the organization. The second element is the participation of employees in the decision-making processes of the company or organization. Thus employee participation does not only involve decision making processes but the entire welfare of the employees.

2.14 IMPACT OF EMPLOYEE PARTICIPATION/INVOLVEMENT IN WORKPLACE

The impact of employee participation/involvement is versatile and diverse. Determining the most effective employee involvement strategy is determined by specific organizational goals. According to Webb & Webb (1999), some organizations give their employees rewards and recognition for performing their duty diligently. All this methods improve and strengthen the communication between the employees and the top management of an organization.

When an employee participates in a business activity, it means he shares the activity with others. These others form one team with the employee and the team is responsible for completion of a goal or project. The team provides the forum where the employee can suggest ideas to make the item more efficiently and make decisions about his portion of the team's project. Whether the level of the employees' involvement is major or minor, all team members are encouraged to participate.

Employee's job satisfaction plays a vital role in the way they carry their duty and responsibility. Most employees resign from their job since they feel not satisfied with their responsibility or job description. According to Walton (1995), job satisfaction is pleasurable or positive emotional state resulting from the appraisal of job experience.

Most companies strive to employ and maintain productive employees in their organizations. Productive employees come up with new ideas and strategies to enable the organization survive in this tumultuous economic environment. According to Robinson (2004), productivity is a performance measure that includes both efficiency and effectiveness. Effective and high performing “organizations have a culture that encourages employee involvement hence employees are more willing to get involved in goal setting, decision-making or problem solving activities that results in higher employee performance”

According to Guest & Hoque (1994), argue that most employees commit themselves to decisions and goals that they have taken part in formulation which makes them feel that they own the goal and objective that they have been actively involved in formulation.

2.15 EXAMPLES OF EMPLOYEE INVOLVEMENT PROGRAMS

Employee involvement programs promote company loyalty by encouraging employees to take mental ownership of the business. The programs can also improve productivity, workplace safety and the company's future. Examples of employee programs include suggestion boxes, safety committees and idea weeks.

2.16 DIFFERENT FORMS OF EMPLOYEE VOICE

Two findings stood out from employee voice were: 1. Embracing upward problem-solving voice mechanisms. 2. The second is representative participation.

2.17 UPWARD PROBLEM-SOLVING IN PRACTICE

All the organizations employed downward communications in one form or another, with about one-third making use of electronic media

- Two-way communications are a major form of voice at all the sites.eg. Staff meetings.
- The uses of employee attitude surveys are used in organisations .e.g. Questionnaire.
- The matrix teams. E.g. Group brainstorming
- Consultancy. E.g. union meetings.

2.18 REPRESENTATIVE PARTICIPATION IN PRACTICE

About two-thirds of the organizations had some form of joint consultation operating either at site level or beyond the workplace. Joint consultative committees (JCCs) were more common in larger, multi-site workplaces, and about half the unionized workplaces had JCCs compared with all but one of the non-union firms.

Several organizations specifically set up non-union channels alongside the union framework or include non-union representatives at the same meeting. Significantly, the coexistence of union and non-union forms of employee voice was more than an isolated example. Indeed, joint consultation – in one form or another – was widespread at organizations that did not recognize unions for collective bargaining purposes.

2.19 COLLECTIVE REPRESENTATION

The final form of voice that we consider is collective representation, which existed at about two-thirds of the organizations. Trade unions have always provided a channel for independent voice to employers, either through collective negotiations about wages and conditions or through the pursuit of individual employee grievances.

Additionally, while most other forms of voice that have been considered thus far are concerned with how employees can contribute – ultimately – to improved organizational

performance, collective representation can provide challenges to current priorities and perspectives as well.

The impact on organizational performance may also be positive, but this can be indirect.

The form and impact of collective representation varied substantially among the organizations and this depended on, inter alia, the level of membership, the type of unions and managerial attitudes toward collective representation.

2.20 PERCEIVED BENEFITS OF EMPLOYEE VOICE

Given that isolating cause and effect is problematic, one way in which voice may be seen to impact on employee behaviour and performance is the indirect linkage between practice and outcome.

Many of the managers commented that voice contributed to improved performance because it generated a better environment in which to work. The impact of voice can be seen in terms of performance and the way the business sparkles.

2.21 THE RATIONALE FOR WHY EMPLOYERS BOTHER WITH VOICE

The rationale behind the employers bother with voice has been categorized under three headings.

Table 2.3: Rationale behind employers' bother with voice

Employee Contributions	Improvements In The Way People Are Managed	Improved Performance, As Perceived By The Managers Interviewed
Employee attitudes and behaviours.	Tapping into employee ideas.	Productivity and individual performance.
Loyalty.	The informative and educational role of voice along with relations with recognized trade unions.	Lower absenteeism and (in a few cases) new business arising from employee voice.
Commitment and co-operative relations.		
Along with employee suggestions.		

2.22 EMPLOYEE CONTRIBUTIONS

According to the Customer Service Manager at Bet.com some improvement in employee attitudes and behaviours as a result of employee voice, even though to varying degrees does have a positive impact on employee commitment, even though precise details were difficult to quantify. For instance, at Consultancy Co, a voice mechanism called 'strategy days' allowed workers to have 'a say' over the future direction of the company. To enhance performance is problematic, there does seem to be a strong pattern to suggest that the range of issues to which employees contribute are far-reaching and extensive.

2.23 IMPROVED MANAGEMENT SYSTEMS

In addition to improvements arising from employee contributions, there are also spin-offs that are believed to improve people management systems and processes.

2.24 ORGANIZATIONAL PERFORMANCE

Managerial impressions of the relationship between voice and performance may be that superior organizational performance provides the space and resources to experiment with employee voice.

Managers expressed their belief that there is a clear link between voice and performance. The Human Resource Manager at Scotchem felt that it would be impossible to gain significant improvements without a large element of voice. Interestingly, he suggested that a major advantage of voice was that ‘it greased the wheels of industry’. In that sense the link between voice and performance has a resonance with other ‘indirect’ benefits such as a more co-operative environment. The Manufacturing Director at Scotchem also felt there were very clear, tangible benefits that had actually emerged from voice: quite dramatic and remarkable improvements in quality and productivity.

While it was difficult to actually differentiate the impact of employee voice compared with any other aspect of employment relations at each of the organizations, all of the managers felt that, in their experience, voice was a major contributor to performance improvements.

In this respect, voice was seen as an informal part of daily operations. If staff felt unable to express their voice, either through a lack of confidence or a belief that it would not be taken

seriously, there was little point in having the systems in the first place. The overwhelming impression gained is that voice typically revolves around two-way communications. This is then seen as a way to enhance employee contributions and thus lead to improved levels of performance.

2.25 PRIVATE SECTOR ORGANIZATIONS

According to Mullin, J. L., (Organizations can, traditionally, be distinguished in terms of two generic groups: private enterprise organizations and public sector organizations. The distinction can be made on the basis of ownership and finance, and profit motive. Private enterprise organizations are owned and financed by individuals, partners, or shareholders in a joint stock company.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION TO RESEARH METHODOLOGY

In recent years, employees voice compared with any other aspect of employment relations at organizations, managers feel that in their experience, voice is major contribution to performance and productivity improvement.

For the purpose of this study, we assessed the impact of employee voice and organizational performance at Sister Comfort Filtered Water Company.

3.2 RESEARCH OBJECTIVES

Since the work done was using a case study, it would be appropriate if we revisit the objective.

The specific objectives of the study are as follows:

- To establish how employees voice relates to organizational performance.
- To find challenges faced by employees in contributing to decision-making in an organization.
- To look at means of improving employees voice in the private sector organizations.

3.3 RESEARCH DESIGN

For an effective research work to be conducted into a single institution, a case study approach was adopted because of the investigation strategy involved.

3.4 THE CASE STUDY APPROACH

A case study is a method of research which identifies problems and issues in a scenario in a particular professional context which students are expected to analyze and respond to, guided by specific questions posed concerning the situation. Our approach or method is focused on one case study using Sister Comfort Filtered Water Company, Fawoade in the Kwabre-East District of Ashanti Region as our area of study.

This will serve as a means of developing knowledge of the context of the research and also it is an easy method of conducting research because it allows the use of interviews and questionnaires.

The company has staff strength of 70 who are all males. It has over 2000 customer population. The company is, strategically, noted for running its businesses on shift basis so as to meet its over 2000 customer demand. The age of employees ranges between 20 and 49 years so as to ensure achievement of organizational targets in respect of productivity and performance in all departments.

Breakdown of Company's Departments

The company is composed of six sections, which include Construction, Quality Control, Filtration, Production, Distribution and Finance.

It was realized that, 6 employees representing 8.5 per cent work at the Construction section, 22 employees representing 31 per cent work at the Production section, 6 employees representing 8.5 per cent work at the Filtration section, 4 employees representing 6 per cent work at the Quality Control section, 28 workers representing 40 per cent work at the

Distribution section, and 4 employees representing 6 per cent work at Finance/administration section. This gives a clear picture of the staff strength in the company.

The breakdown of the Company's Sections and functions is presented in table 3.1

Table 3.4 Breakdown of Company's Departments

Construction Section	Quality Control Section	Filtration Section	Production Section	Distribution Section	Finance Section
Block Moulding	Supervisors	Supervisors	Water Machine Operators (Packaging)	Loading	Administrative Manager
Pavement Tiles Laying			Palette Arrangement		Cashier/ Secretary

Source: Researchers' Fieldwork June 2012

3.5 LIMITATION OF THE RESEARCH

In Ghana, due to the confidential nature of most employees, obtaining information becomes difficult due to the relationship between employees and employers. It is time consuming and frustrating since we had to frequent the company several times for the administration and retrieval of the questionnaire for the needed information. The information given by respondents sometimes might not be accurate.

3.6 SOURCES OF DATA

For the purpose of achieving the goals and objectives of the research, primary and secondary sources of data were used.

3.6.1 Primary source

Due to the study approach used, interviews and questionnaires were used as tools for data collection from employees and employers within the organization.

a. Questionnaires

Our source of data was acquired through questionnaire.

b. Interviews

Interview is a systematic oral technique for obtaining data, directly from an individual. It is a conversation between two or more people through which information is collected on a particular subject.

Advantage of Closed-Ended Questions

- Closed-ended questions are more easily analyzed. Every answer can be given a number or value so that a statistical interpretation can be assessed. Closed-ended questions are also better suited for computer analysis. If open-ended questions are analyzed quantitatively, the qualitative information is reduced to coding and answers tend to lose some of their initial meaning. Because of the simplicity of closed-ended questions, this kind of loss is not a problem.
- Closed-ended questions can be more specific, thus, it is more likely to communicate similar meanings. Because open-ended questions allow respondents to use their own words, it is difficult to compare the meanings of the responses.

- In large-scale surveys, closed-ended questions take less time from the interviewer, the participant and the researcher, and so is a less expensive survey method. The response rate is higher with surveys that use closed-ended question than with those that use open-ended questions.

3.6.2 Secondary Source

We outsourced our secondary data from books, journals, the internet and existing data available in the history of Sister Comfort Filtered Water Company. It is cheap and inexpensive.

Advantages of secondary data are that:

- It is cheap and inexpensive.
- It is easily accessible.
- It is already available.
- It saves time and efforts.
- It is unobtrusive.
- It avoids data collection problems and it provides a basis for comparison.

3.7 POPULATION

The target population for the study was all private sector organizations in the Ashanti Region.

3.8 SAMPLE

Sister Comfort Filtered Water Company, sited in the Kwabre-East district of Ashanti Region was the institution for the research. Forty-two out of the 70 employees was used as our sample for the project.

3.9 DATA COLLECTION

Data was collected on the following:

- Gender distribution of respondents.
- Age distribution of respondents.
- Educational background of respondents.
- Views of employees on managerial decisions.
- Employees' suggestions that are taken by management.
- Employees' assessment of performance.
- Process of participation in decision-making.
- Employees' participation in work processes in achieving targets.
- Manager's views about employees' voice in organizational decision-making and performance.
- Challenges faced by employees in contributing to decision-making in the organization.

3.10 RESEARCH ETHICS

Research Ethics

According to Wellington, (2000), An 'ethic' is a moral principle or a code of conduct which governs what people do. It is concerned with the way people act or behave. The term "ethics' usually refers to the moral principles, guiding conduct, which are held by a group or even a profession (though there is no logical reason why individuals should not have their own ethical code)".

Confidentiality

Protect confidential communications, such as papers or grants submitted for publication, personnel records, trade or military secrets, and patient records.

Responsible Publication

Publish in order to advance research and scholarship, not to advance just your own career. Avoid wasteful and duplicative publication.

Responsible Mentoring

Help to educate, mentor, and advise students. Promote their welfare and allow them to make their own decisions.

Respect for colleagues

Respect your colleagues and treat them fairly.

Social Responsibility

Strive to promote social good and prevent or mitigate social harms through research, public education, and advocacy.

Non-Discrimination

Avoid discrimination against colleagues or students on the basis of sex, race, ethnicity, or other factors that are not related to their scientific competence and integrity.

Competence

Maintain and improve your own professional competence and expertise through lifelong education and learning; take steps to promote competency.

Legality

Know and obey relevant laws and institutional and governmental policies.

Human Subjects Protection

When conducting research on human subjects minimize harms and risks and maximize benefits; respect human dignity, privacy, and autonomy; take special precautions with vulnerable populations; and strive to distribute the benefits and burdens of research fairly.

Some of the components of research ethics are:

Disclosure: The potential participant must be informed as fully as possible of the nature and purpose of the research, the procedures to be used, and the expected benefits to the participant and/or society, the potential of reasonably foreseeable risks, stresses, and discomforts, and alternatives to participating in the research. There should also be a statement that describes procedures in place to ensure the confidentiality or anonymity of the participant. The informed consent document must also disclose what compensation and medical treatment are available in the case of a research-related injury. The document should make it clear whom to contact with questions about the research study, research subjects' rights, and in case of injury.

Understanding: The participant must understand what has been explained and must be given the opportunity to ask questions and have them answered by one of the investigators. The informed consent document must be written in lay language, avoiding any technical jargon.

Voluntariness: The participant's consent to participate in the research must be voluntary, free of any coercion or promises of benefits unlikely to result from participation.

Competence: The participant must be competent to give consent. If the participant is not competent due to mental status, disease, or emergency, a designated surrogate may provide consent if it is in the participant's best interest to participate. In certain emergency cases, consent may be waived due to the lack of a competent participant and a surrogate.

Consent: The potential human subject must authorize his/her participation in the research study, preferably in writing, although at times an oral consent or assent may be more appropriate.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION DATA ANALYSIS AND FINDINGS

The purpose of this study was to determine the impact of employee voice on organizational performance. The analysis was based on data collected from management and employees of Sister Comfort Filtered Water Company. Histograms, tables, bar and pie-charts have mostly been used to analyze and present the data gathered. Based on our research objectives, we will basically look at the opinions of employees and employers on employee voice, the assessment on performance and some of the challenges they face when they voice out their concerns. Employees shared their views by answering questionnaires that were made available to them.

4.2 RESPONDENTS IN THE STUDY

The sample population was group of people employed at Sister Comfort Filtered Water Company involved in the construction, quality control, filtration, production, distribution and finance sections numbering 42 out of 70 employees in the company.

4.3 ANALYSIS OF QUESTIONNAIRES

Percentages, histogram, bars and pie-charts were used to analyze the data.

4.4 GENDER DISTRIBUTION OF RESPONDENTS

Data on gender of respondents was taken to assess the company's responsiveness to gender issues regarding its employment policy.

The gender distribution of respondents is presented in table 4.1.

Table 4.5 Gender Distribution of Respondents

	Employees	Gender		Percentage	
		Male	Female	Male	Female
Respondents	42	42	0	60	0
Non-Respondents	28	28	0	40	0
Total	70	70	0	100	0

Source: Researchers' fieldwork June 2012

The table 4.1 above shows the number of respondents according to gender. The company has staff strength of 70 who are all males which means there are no female employees. However, 42 respondents representing 60 per cent of the employees answered the questionnaires.

In spite of the number of respondents, the researchers believe that 60 per cent is a good representation of the voice of all the employees in the company.

The company's policy on preference of offering employment to males as against female was due to the nature of work at the company.

4.5 AGE DISTRIBUTION OF THE RESPONDENTS

The age distribution of the respondents was taken to determine the category of age group that such companies prefer working with.

The age distribution of respondents is presented in Table 4.2

Table 4.6 Age Distribution of Respondents

AGE (YEARS)	FREQUENCY	PERCENTAGE
20 – 29	24	57
30 – 39	16	38
40 – 49	2	5
Total	42	100

Source: Researchers' Fieldwork June 2012

From Table 4.2 above, 24 respondents representing 57 per cent were between the ages of 20 and 29. Sixteen (16) respondents representing 38 per cent were between the ages of 30 and 39. Two (2) respondents representing 5 per cent were between the ages of 40 and 49.

It was observed that most of respondents at the company were in their prime age as 40 respondents representing 95 per cent were below the age of 40 years. This indicates the vibrant nature of the labour force of the company as the work entails more physical activities. Most of the respondents, that is, 28 representing 67 per cent have worked at Sister Comfort Filtered Water Company for more than three years, which means that there are quite a large number of older, knowledgeable employees who will share their skills, knowledge and experiences with less experienced employees. This will also serve as a form of motivation.

4.6 EDUCATIONAL BACKGROUND OF RESPONDENTS

Table 4.3 shows the educational background of respondents.

Table 4.7 Educational Background of Respondents

EDUCATIONAL LEVEL	FREQUENCY	PERCENTAGE
Elementary/Basic education	22	52
Secondary/Technical	12	29
Tertiary/Professional	8	19
Total	42	100

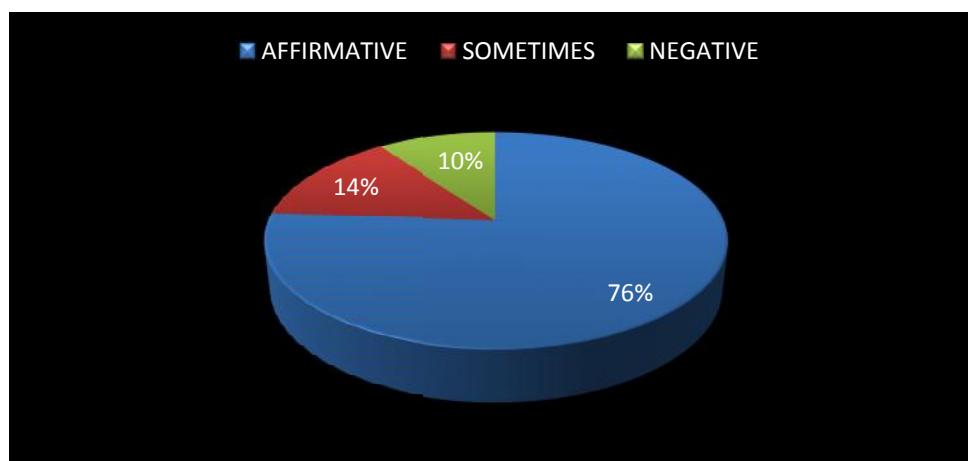
Source: Researchers fieldwork June 2012

From Table 4.3, it is found out that 22 out of 42 respondents representing 52 per cent received education only up to the basic level while the remaining 20 employees representing 48 per cent were Secondary/technical and tertiary/professional holders. It was evident that all respondents are skillful in each section he is posted to work when he is given on the job training and therefore performs to the satisfaction of the management. This implies that higher formal educational background is not pre-requisite to learning the production processes of filtered water, hence seeking employment in the company, although formal education enhances better understanding of the process.

4.7 DOES MANAGEMENT SEEK EMPLOYEES' VIEWS IN DECISION MAKING?

The view of employees on managerial decision is presented in figure 4.2 below.

Figure 4.1: Views of Employees on Managerial Decisions



Source: Researchers fieldwork June 2012

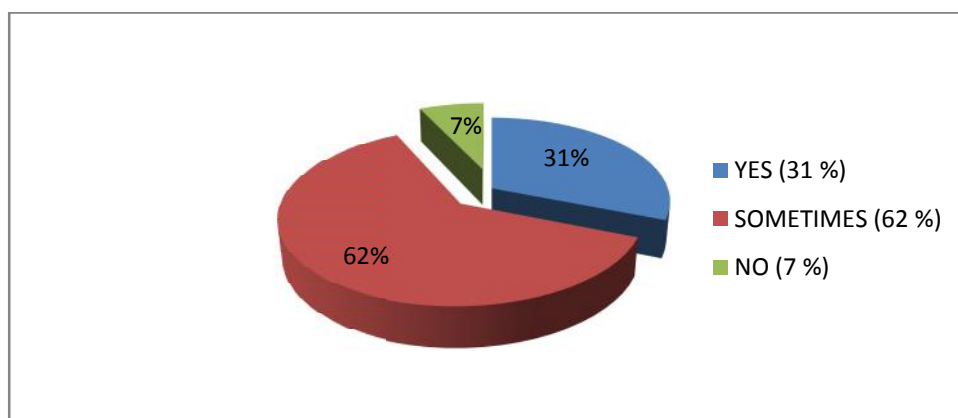
This section focuses on the views of employees on decision making at the organization. Even though Sister Comfort Filtered Water Company is a sole proprietorship yet when asked whether management seeks their views when taking managerial decisions, 32 respondents representing 76 per cent answered in the affirmative, 6 respondents representing 14 per cent said sometimes and only 4 respondents representing 10 per cent answered in the negative. This is an indication that management is aware of the worth of its employees in making decisions for the company.

This result is quite encouraging as a good percentage of the workers are allowed to air their views.

4.8 ARE EMPLOYEES SUGGESTIONS TAKEN?

Data was collected on suggestions that employees make to the management that are taken, and the results is presented in figure 4.3

Figure 4.2: Suggestions That are Taken.



Source: Researchers fieldwork June 2012

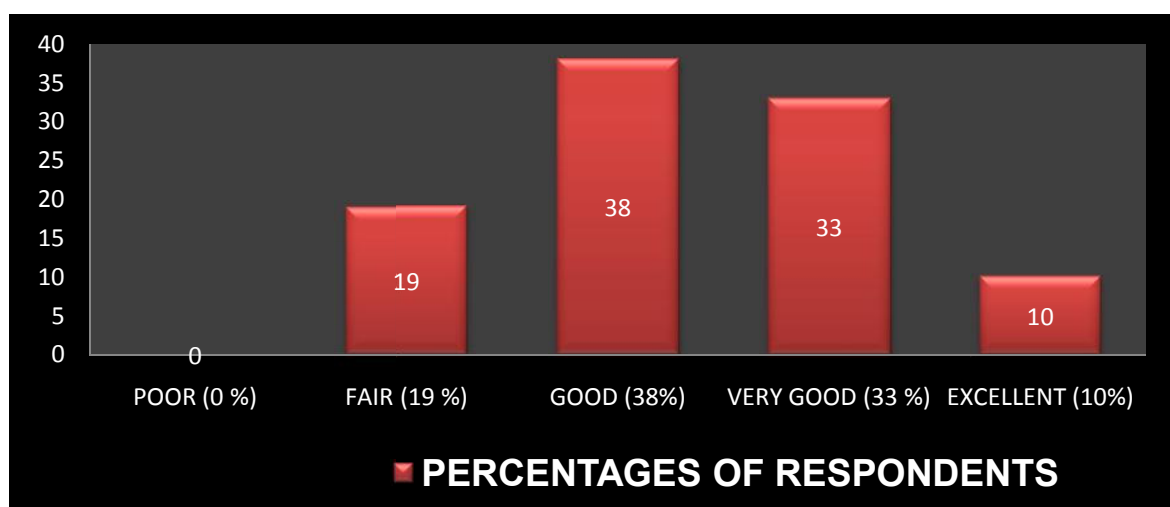
It can be observed from figure that majority of respondents that is 26 representing 62 per cent said their suggestions were sometimes taken, followed by 13 representing 31 per cent of the respondents who said their suggestions were taken and 3 representing 7 per cent said no to

the questions posed. Since the employees' suggestions are taken, it has contributed immensely towards the company's targets through their performance.

4.9 PERFORMANCE ASSESSMENT RATING OF EMPLOYEES

Data was collected to find out how employees assess performance in the company. The results of their responses have been presented in figure 4.4 below.

Figure 4.3: Employees Assessment of Performance



Source: Researchers fieldwork June 2012

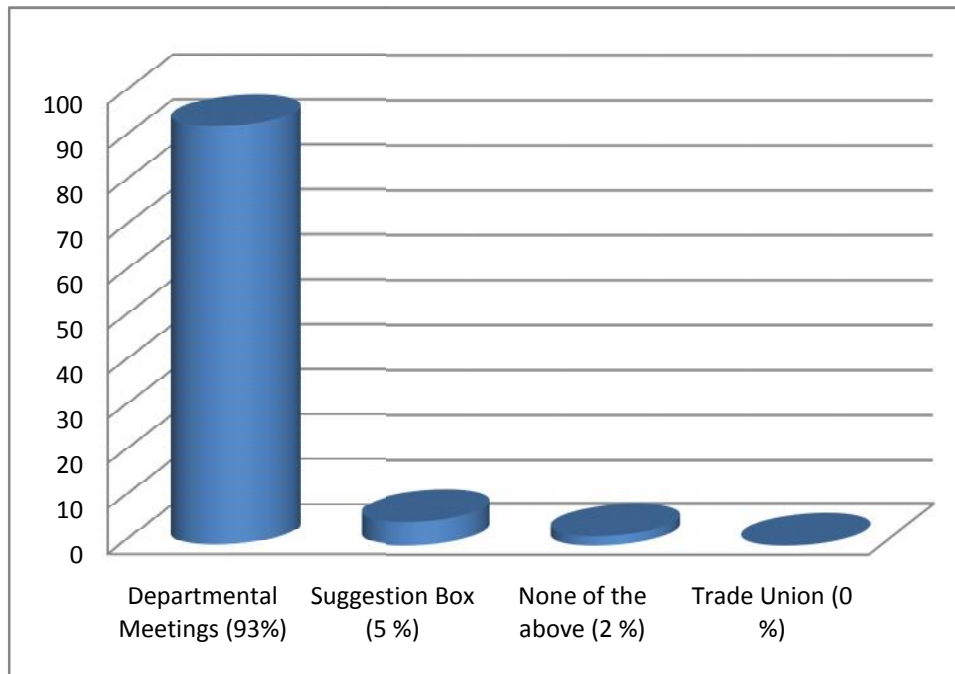
Four (4) respondents representing 10 per cent rated the company's performance as excellent, followed by 14 respondents representing 33 per cent as very good, 16 respondents representing 38 per cent as good and lastly 8 respondents representing 19 per cent as fair. This shows that management and employees are doing well in terms of performance though there is still room for improvement.

The respondents attributed the achievement of success in performance to team work and acceptance of their voice or views. The respondents also told the researchers that apart from the base pay that the company gives to employees, it also allows the distribution section to run on commission basis, that is, the more they sell the greater their commission.

4.10 PROCESS OF PARTICIPATION IN DECISION MAKING

The process of participation in decision making is presented in figure 4.1

Figure 4.4: Process of Participation in Decision Making



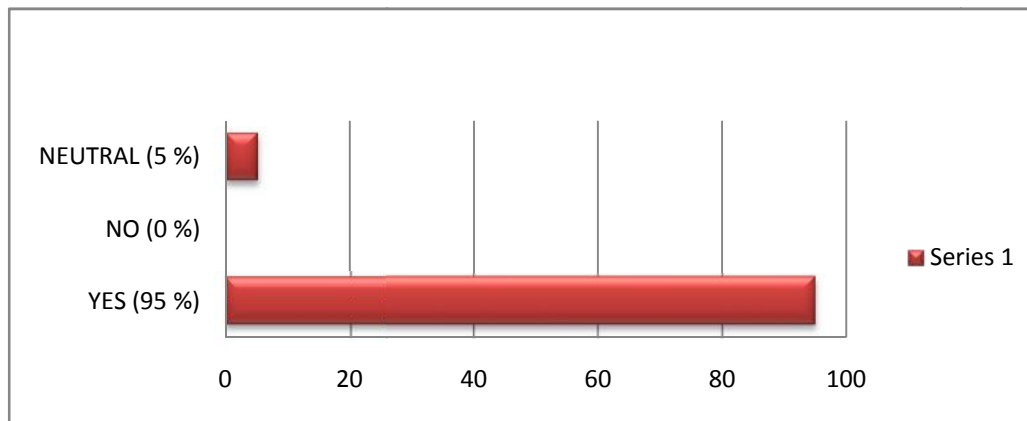
Source: Researchers Fieldwork June 2012

The figure above reflects that 39 respondents representing 93 per cent of the respondents communicate their suggestions through departmental meetings, 2 respondents representing 5 per cent through suggestion box, and 1 respondent representing 2 per cent is of none of the above. There is no Trade Union in the company. This predisposes that management prepares grounds for employees to voice their views and concerns.

4.11 DOES EMPLOYEE PARTICIPATION IN WORK PROCESS HELP TO ACHIEVE TARGETS?

When asked, whether their suggestions and work processes will make their company achieve its targets, 85 per cent of the respondents answered in the affirmative indicating the importance of allowing employees to air their views.

Figure 4.5: Participation in Work Processes in Achieving Targets



Source: Researchers Fieldwork June 2012

It can be observed from the responses from the questionnaires as to whether management seems to be aware of the importance of employee voice, 40 respondents representing 95 per cent answered in affirmative while 2 respondents representing 5 per cent were neutral. Respondents were asked to give reasons why they think their voice is necessary in achieving targets in the company. Quite a number of interesting reasons were given.

Thirty-six (36) respondents representing 86 per cent said their voice or contributions serve as a form of motivation and it inspires them to put up their best. Six (6) respondents representing 14 per cent felt that, target achievement as a collective effort; hence management cannot do the work alone but will need the contributions of its employees. Employees also feel that they are part of the company, therefore, its progress, so their contributions matter a lot. Another reason given was that, employees come into contact with customers and they are much aware of their concerns which can be communicated to their employer for better action to be taken in order to meet their targets. The respondents also thought that views shared will lead to commitment on their jobs. When individual voices become collective voice, it produces the right kind of output. It was deduced that almost all the respondents knew the importance of voice at the workplace as their involvement or participation will go a long way in achieving the company's targets.

Data was also collected to find out the major challenges faced by employees when making suggestions to management. Seven (7) respondents representing 17 per cent of the sample attributed their constraints to the fear of victimization from their employers or management because it is a sole proprietorship. Thirty-two (32) respondents representing 76 per cent also said that, not all their suggestions are taken or there is slow implementation of their suggestions. Three (3) respondents representing 7 per cent also believe there is no need for them to contribute because either they are not taken or it takes a long period in implementing their contributions at a time that may not be really needed.

4.12 THE MANAGER'S VIEWS ABOUT EMPLOYEE VOICE

The impact of these voice mechanisms is regarded as beneficial by both management and Employees. Managers believe that voice acts as medium for the implementation of change, where employees and departmental supervisors are prepared to accept and support change when they have had an input into the organizational change programme.

Workers readily admit that they are now in tune with unexpected organization changes understand management strategies more fully and, above all, welcome the opportunity to have a say during briefings session with their supervisors.

He confirmed it is a practice in their company, he believes in employee voicing because through employees contributions, the company is among the best filtered water producers in Ashanti Region.

The company's administrator has in place welfare policy for its employees by way of absorbing the employees' hospital bills in an event of discharging their employment duties.

4.13 CHALLENGES FACED BY EMPLOYEES IN CONTRIBUTING TO DECISION MAKING

Some of the challenges were that: Sometimes management sought for employees' decisions but it takes long time for its implementation. Some employees feel that being active in participating in decision making will cause them being victimized.

4.14 SOME RECOMMENDATIONS WERE MADE BY RESPONDENTS AS TO HOW EMPLOYEE VOICE CAN BE IMPROVED IN THEIR COMPANY.

Employees who were interviewed proposed that management should organize frequent departmental and general meetings to serve as platform for them to voice out their concerns or grievances. Others also expressed the view that employees should be given more opportunity to participate or get involved in managerial decisions.

CHAPTER FIVE

RESULTS, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter indicates a summary of findings based on the objectives for which this research was undertaken. The objectives of the study was to determine whether employee voice relates to organizational performance, explore ways of improving employee voice, and also to identify the challenges faced by employees and managers in terms of participation and decision making at Sister Comfort Filtered Water Company, Fawoade in Ashanti Region.

It is very important to note that, findings and recommendations in this chapter are fair views compiled from the data presented in the previous chapter. We believe they will go a long way to significantly influence the relationship between employees and management to increase performance of the company, and also to the benefit of the nation as a whole.

5.2 SUMMARY OF FINDINGS

As indicated earlier, the main objective of this research is to determine the relationship between employee voice and its impact on organizational performance. Most of the employees at Sister Comfort Filtered Water Company, when asked whether they participate in decision making answered in the affirmative with 76 per cent, 14 per cent sometimes and 10 per cent answered NO. We convincingly concluded that there is a fairly good relationship between employee voice and organizational performance.

Again, discovering ways of advancing employee voice, we can wrap up that most employees prefer normal departmental meetings be it formal or informal, which will bring all departments together to share views on how the whole company can work as a team to

achieve targets. Suggestion boxes are also a medium by which employees feel will develop or improve the relationship between employees and organizational performance.

Precisely, one of the objectives was to discover the challenges faced by employees and managers, in terms of participating in decision making. Some employees feel that, their active participation in decision making will cause their victimization. Some also believe there is no need for them to contribute because either they are not taken or it takes a long period in implementing their contributions at a time that may not be really needed. Due to the delay, suggestions of employees can be misunderstood and applied wrongly which may eventually lead to ineffective communication barrier.

5.3 CONCLUSION

The voice of the employee is a special element to the success of the organization in times of uncertainty. It is more needed than ever that employers pay attention to this concept.

If the right method of participation is used, then both management and employees will have a fertile ground to produce expected results. This is because employees are tied to their words and have a clearly defined role and freedom to operate and act without being caught in a web of confusion even when consultation is done to quickly resolve issues that will delay positive results for growth in every aspect of the organization.

5.4 RECOMMENDATIONS

The recommendations which need to be taken into consideration in order to make the relationship between employee voice and performance better are:

Employees must be involved in decision making since employee participation is not a tool but management philosophy about how people are enabled to contribute to continuous improvement and the ongoing success of their work in the organization.

Participation is necessary because it increases commitment, retains the best employees and fosters environment in which people choose to be motivated and is important for team building.

It is recommended that managers should ensure that employees speak and are not silent if they want performance to improve and want to be rated on scale of measuring performance as excellent or very good through the following ways:

- Improving role of employees and supervisors in the decision making process.
- The supervisor makes the decision and then attempts to gain commitment from the staff.
- The manager and supervisors invite employees to involve in decision making process and considers the voice of the employee as equal in the process.

Another recommendation is that, the distribution section should be allowed to apply the knowledge, skills, ability and experience in their dealings with customers instead of being restricted. They believe that needs of customers vary, therefore, there is the need to satisfy all customers which may lead to organizational performance.

The employees feel that working with the idea of management alone is good but collective voice is the best and it produces the right kind of results or output.

Lastly, employees desire formal and informal departmental meetings, devoid of intimidation to add their voice towards future success of the organization.

In our view, this research study should serve as a base for further research to be conducted on the company's performance.

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APPENDIX
CHRISTIAN SERVICE UNIVERSITY COLLEGE
DEPARTMENT OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE OPTION)

Please, tick in the appropriate box.

Topic: The relationship between Employee Voice and Organizational Performance.

1. Gender a. Male ☐ b. Female ☐

2. Age (Years

a. 18 – 30 ☐

b. 31 – 40 ☐

c. 41 – 50 ☐

d. 51 – 60 ☐

e. 61 – 70 ☐

3. Level of Education

a. Basic/Elementary ☐

b. Second Cycle ☐

c. Diploma ☐

d. 1st Degree ☐

e. 2nd Degree ☐

f. Professional

4. How many years have you worked with the company?

a. 0 – 5 years ☐

b. 6 – 10 years ☐

c. 11 – 20 years ☐

d. 21 years and above ☐

5. Which Department do you work in?

e.g. Human Resource, Accounts, Production, Filtration etc

.....

6. Does management seek your view in taking its managerial decision?

a. Yes ☐

b. No ☐

7. Do you make suggestion or contribution to management decision making?

a. Yes ☐

b. No ☐

8. By what channel do you make suggestions, contributions or participate in decision making in your company?

a. Departmental meetings ☐

b. Suggestion box ☐

c. Durbar ☐

d. Trade Union Meetings ☐

e. None of the above ☐

9. Are your suggestions being taken?

a. Yes ☐

b. ☐

C. ☐

10. Do you have a Trade Union?

a. Yes ☐

b. No ☐

11. Do the activities of the Trade Union have any impact on company's performance?

a. Yes ☐

b. No ☐

12. In general, what is your assessment of performance of the Sister Comfort filtered Mineral Water Company?

- a. Excellent
- b. Very Good
- c. Good
- d. Fair
- e. Poor

13. If performance is poor, good or excellent, what is the reason? Is it because you are allowed made to be :

- a. Silent
- b. Speak up
- c. Work as a team
- d. Solely managerial guidance

14. Give your reasons why you think your voice or participation is necessary in achieving targets in your company.

.....

.....

.....

15. Do you think management is aware of the importance of allowing employees to voice out their concerns? Yes No

INTERVIEWS

1. Do you have any knowledge or understanding about employee voicing?

Yes ☐

No ☐

2. Can you please tell us what you know about it?

.....
.....

3. Do you see any relationship between employee voicing and performance in the company or organization? Yes ☐ No ☐

4. What challenges do you face in involving employees in decision making?

.....
.....
.....

5. Is your company concern with long term welfare of employees?

Yes ☐

No ☐

6. Do you deal with employees problems fairly? Yes ☐ No ☐

7. Are you fair in your judgment when dealing with employees problems?

Yes ☐

No ☐

8. Are the policies concerning employees properly and equally administered?

Yes ☐

No ☐

9. Does Company recognize employee's performance? Yes ☐ No ☐

10. What safety and health standard policies do you have in place for your employees?.....
.....

11. Have you set any performance standards for the employees? Yes ☐ No ☐

12. Is it daily, weekly, monthly, quarterly, mid-year or annual?

Daily ☐ Weekly ☐ Monthly ☐ Quarterly ☐

Mid-year ☐ Annual ☐