Perception of Effectiveness and Limitations of Employee Voice: A Case of Habib Bank Limited Pakistan

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Abstract- **The recent research have extreme tendency towards effectiveness of employee voice which resulted improved work force satisfaction and commitment level. This study taking workforce at Habib Bank Ltd, which is one of the leading financial institutions of Pakistan. This study implements attitude survey by using closed ended questionnaire to detect effectiveness of employee voice in light of current existing studies and previous exploratory approaches towards the notion. This study proved the theory that maximum number of employee had hold moderate and less knowledge about the role of employee voice and its effectiveness. The aim of employee voice detected out mostly among the younger employee at target institution. Those employees in the bank have had opportunities of voice, the management offered attention to them which emphasis on the perception of effectiveness and limitations of employee voice in Habib bank limited of Pakistan and which ultimately provide a great effect on the employee satisfaction and commitment levels. The study turnout the existing relationship among tenure of employees and management response and perception of effectiveness of employee voice, as seen from study that the effectiveness of employee voice is become subject to time and management factors, its relationship to satisfaction and commitment is very important in the current study.**

Keywords—employee voice, work force satisfaction, commitment levels

I.   Introduction

The Habib bank limited is international financial organization working across the globe. The management structure is implemented in three levels i.e (1) Top management includes CEO, Executive and President (2) Middle management includes area

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manager, regional manager and district manager (3) Non-managerial staff. The organizational commitment, satisfaction and motivation of probable employees are high valued by bank in case of continuous ongoing changes [1]. Due to complexity in change management and leadership in today's business, managers have to establish interactive relationship to employees using modern communication approaches and techniques in order to influence employee perception towards workplace [2][3] [4][5]. Literature provides brief description about the factors and forces which influences employee commitment and satisfaction and other inherent dimensions of the workplace in an organization [1][5][6] [7] [8]. The employee voice is hot research area of human resource management which is explored by different scholars, who has deeply exhibited a strongly influence of employee voice and motivation of employees in an organization [5][6] [7] [8].

II.   Literature Survey

A. *Employee Voice as an Employee Engagement and Involvement Tool*

The traditional approach used for employee voice was trade unions but current literature relates the employee voice with direct communication and engagement of employee with their supervisors. The bottom up strategy is used where communication is established in the form of point of view, feedback and complaints that does not essentially conceal at the back of the representation of a trade union [9]. Employee is optimal approach which increase employee candidacy in decision making by providing involvement and engagement mechanisms. Nowadays more direct communication channels such as meeting with the supervisors and managers are being used [9] [5].

B. *Employee Voice, Satisfaction and Commitment*

The current literature recognizing the fact that employee voice and its inherent contribution to

organization point have direct relationship with organizational commitments and job satisfaction[5][6][7][8].A survey held in Australian context by [6] found that in most organizations, the employees feel highest satisfaction in case of direct voice. One of the most important skills of managers is to influence employee satisfaction and considering their voice by providing continuous encouragement [2][3] [4] [5]. Especially in the time of extreme economic turmoil where redundancies have reduced employee commitment and morale and satisfaction with jobs, involvement by way of voicing out opinions and 'open' access to channel feedback, inherently positively influences jobs satisfaction [8].

III. Research Methodology

A. *Research Philosophy and Approach*

Satisfaction and commitment inherently posits the extent of like or dislike for jobs and the organization employee's work force [6]. The literature in the area of job satisfaction and commitment provide a detail description and argumentation that satisfaction and commitment are 'attitudinal,' thereby, which shows the intensity of like or dislike for jobs and the organization they work for [6]. There is, like or dislike is a product of perception and attitude that is moderated by the degree of involvement in management decisions and issues in the organization that directly influences the individual jobs of the employees. Most of the studies have used attitude surveys under quantitative and descriptive approaches to investigate viable and possible relationships between major and underlying variables and forces influencing job satisfaction and commitment, of which employee voice is one of the newsiest fields.

B. *Research Questions*

The core job of this research investigation is to answer set of questions which are given in paragraphs below.

Q1.1: Are employees who have been given a voice opportunity satisfied with their jobs?

Q1.2: Are employees who have been given a voice opportunity satisfied with their jobs?

Q2: Do employees perceive employee voice to be important?

Q3.1: Do employees who have been with the organization for less than five years, perceive employee voice to be positively effective?

Q3.2: Does the management response influence the perception of employees of the effectiveness of employee voice?

C. *Primary Data Collection*

The source for primary data was the employees in target organization with mixed demographic data. In this regard, voice, satisfaction and commitment, where they have been investigated individually or collectively have made of a closed-ended questionnaire incorporating the use of the 'Likert' scales together with 'ordinal', 'interval' and 'nominal scales [6][7][10][11]. The scales allow for data to be obtained in quantifiable form, which is then transferred onto SPSS for analytical procedures that permits answering the research questions using the most accurate disclosure of information obtained [12].

D. *Secondary Data Collection*

A very comprehensive and exhaustive empirical study requires a nutritious exploration of secondary sources to support the arguments raised and issues discussed and determine the relevance of the present findings. Therein, the study made use of the following secondary sources of data collection to support the research questions and the contrast the findings: books, journals, news articles and case studies [12]. These were obtained using the electronic sources accessible via the university's Blackboard and other academic sources. It was, however, made sure that outdated information is not used, as 'perceptions' and attitudes of employees do evolve with time and are subject to changing economic and social situations prevalent in the business environment[13] .

E. *Sampling Strategy*

The study made use of random sampling and targeted 120 employees of Habib Bank of Pakistan. The sample size was analyzed for the purpose of statistical analysis. A random approach was used for the selection of number of employees regardless of age and gender from the corporation to commemorate a representative sample of employees in an average bank [12]. The information collected for the purpose of the study was strictly limited to the employees of Habib Bank in Pakistan, which is one of the largest banking corporations in the country.

F. *Scale Validity and Reliability and Bias in Findings*

Furthermore, it has been realized that since a random (non-stratified) sample has been drawn for the purpose of the data collection, there may be an inherent risk of age and gender bias present in the findings. The study has attempted to model this bias by using a separate demographic information section in the questionnaire to ensure how age and gender may or may not have influenced the findings, furthermore, ensuring the validity and reliability of

the scale and the finding [12][13]. To ensure validity and reliability of the measurement scale, a pilot study was conducted on 4 respondents who are employees of the same bank, and were not used again for the final data collection [12][13]. At first the study deployed the use of liker scale only for the purpose of data collection but based on the findings of the pilot study, it was identified that a mixture of Liker, nominal and interval scales.

IV. Results and discussion

A. *Demographics*

Figure 1 below shows the age division of the sample, wherein, a majority of the sample respondents belonged to the age group of 30-39 years (34 per cent), followed by 20-29 year olds (26 per cent). As expected age was not found to produce a significance influence upon the findings in the form of age-biasness
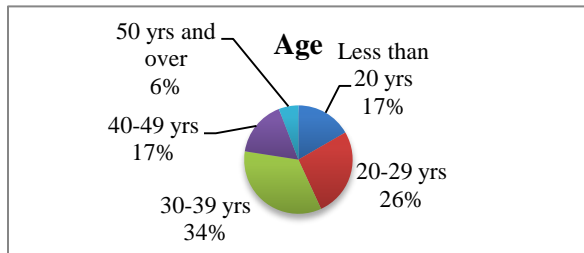

Figure 1. Age classification

Furthermore, the sample constituted of a nearly equal number of males and females, as depicted in Figure 2 below.
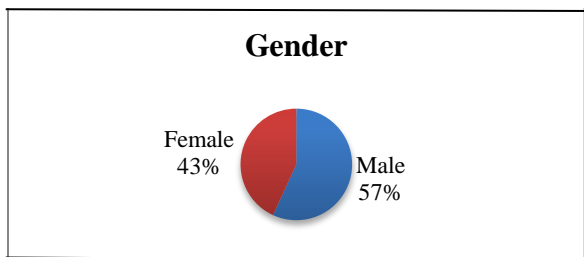

Figure 2. Gender classification

This further indicates a lack of gender bias, as the results would not lean towards a single direction, as both genders have had an equal share of influence. As for the job grades, within the non-managerial section of the staff targeted for the present study, the following division was obtained: 30 per cent of manual works, 24 per cent of administrative workers, 21 per cent of professional and technical staff and 25 per cent of other non-managerial staff. Nearly an equally divided sample representation was acquired for the present study, which further proliferates an unbiased response set, though, it was expected that differences in the non-managerial jobs would not amount to a biased set of responses, owing to a lack
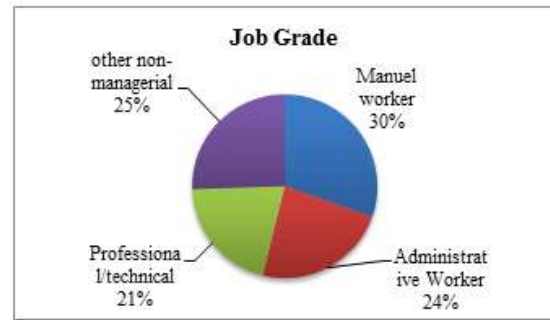

Figure 3. Job grade of differential treatment

Figure 3 above shows job grade of the non managerial level. However, between non-managerial and managerial staff, there is a difference in employee voice, as inherently found in secondary research. Since this was not part of the study, wherein, only non-managerial staff is focused on, the sample representation potentially draws out any possible sign of bias in how the mangers may have responded to the different divisions of staff within.

B. *Job Satisfaction and Commitment Levels*

Job satisfaction is defined as a person-organizational fit based on your experiences with the organization. Using this definition, when employees were inquired of their satisfaction level within the organization, wherein, their responses were obtained using an interval scale, where 5 depicted the highest level and 1 depicted the lowest, employees presented a rather expected outcome. For employees, at large, job satisfaction levels were found to be at the moderate level. However, compared to the respondents who rated that to be in the lowest or highest level, there was a majority (though less significant compared to the number that chose moderate), in the favor of low satisfaction. This all, shows that the employees at Habib Bank are less satisfied (Table 1). The findings are further illustrated on Figure 4 below that indicate that the satisfaction levels of the majority of the non-managerial staff at Habib Bank remain intact at the moderate level. Gender, age and any other biasness was not detected in the findings as indicated by the uniform spread of the data towards one end, as shown in Table 1 below, indicated by the minute variance and standard deviation of the data.

TABLE 1. SATISFACTION LEVELS

Satisfaction level	total	mean	Variance	Standard deviation
Highest	8.82%			
high	11.76%			
Moderate	37.25%			
Low	32.35%			
lowest	9.80%			
Grand total	100.00%	0.2	0.018675509	0.136658368

Similar to job satisfaction levels, when asked to rate their organizational commitment, where 5 depicted the highest level and 1 depicted the lowest level the

employees found their commitment levels to be in, the findings did not come as a shock. A majority of the respondents found their commitment levels to lay on the moderate spectrum, and not entirely either low or high retrospectively as shown in Table 2.

Similar to the findings of job satisfaction of the employees, with regards to commitment levels that the employees curtailed with the organization, there was a minute variance and standard deviation of the data depicting a normal spread of the data, indicating a lack of biasness as shown in Table 2 below.

TABLE 2. COMMITMENT LEVEL

Commitment level	total	mean	Variance	Standard deviation
Highest	4.90%			
high	13.73%			
Moderate	48.04%			
Low	25.49%			
lowest	7.84%			
Grand total	100.00%	0.2	0.030786236	0.17546007

C. *Importance of Employee Voice*

When inquired about the importance of employee voice opportunities for employees, when important decisions are being made in the organization, a majority of the respondents chose to remain moderate with the situation (58 per cent) or 'agreed' with the inhibition (33 per cent), while a significant yet, a slightly less number chose to remain neutral about the subject area. A key 'implied' explanation at this point that could be drawn from this finding is that these employees either have not had a voice opportunity or have not been exposed to a constrictive and positive voice opportunity that has shaped up a moderate to low interest in the area of employee voice and its effectiveness. As the importance of employee voice was measured using a Liker scale, the continuous nature of the variable permitted calculating the mean, variance and standard deviation of the responses. Therein, a variance of 0.2 and a standard deviation of 0.4 depict a certain level of scattered spread of the data, which can be attributable to the differences in the exposure and experiences of employees that result in the manner in which they agree, remain neutral and disagree. Whereby, the data remains inclined towards 'agreement' and remaining 'neutral' to the idea of positive effectiveness of employee voice in the eyes of the non-managerial staff in the bank as shown in Table 3 below. Figure 4 (below) shows that only 8 percent of the employees believed that employee voice allows employees to feel part of the organization and only 9 percent believed that it gives power to the employees, clearly indicates a negative response and less effective aftermath observed by the

employees following their experience with a voice opportunity.

TABLE 3. IMPORTANCE OF EMPLOYEE VOICE

Importance of employee voice	total	mean	variance
agree	33.33%		
Neutral	58.82%		
disagree	7.8%		
Grand total	100.00%	0.555555556	0.213123158

A majority does, however, adhere to its purpose of informing and opening eyes of the manager to issues that are beyond their realization. But, nonetheless, beyond the scope of using employee voice as a channel to inform, employees remain skeptical of its effectiveness in transforming and allotting some real power and role onto the hands of employees so that they would feel al part. Therein, the approach adopted by the managers makes all the difference, as indicated and hinted in the existing literature, proliferating the role played by an open-leadership approach to managing employee voice behavior.
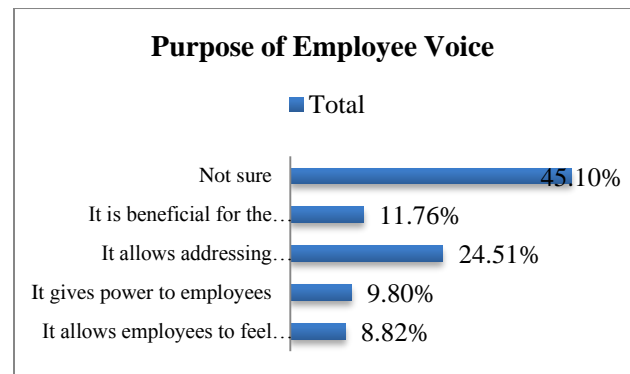

Figure 4. Purpose of Employee Voice

D. *Tenure in the Organization*

Tenure in the organization refers to the time spent in the organization at the time the present study was conducted. Thereby, as illustrated in figure 5, a majority, i.e. 41.5 per cent of the respondents together with 22 per cent had only worked with the organization for not more than 5 years. On the other hand, very few had worked between 11 to 20 years. However, a significant number of employees, mature ones, were found to have worked more than 20 years (10 per cent), while some had only secured tenure of 10 years (14.8 per cent). Only 34 per cent 'mature' and senior employees in the organization further support the inhibition of a moderate level of commitment levels found in the results of the survey, as studies have shown that commitment levels dictate to a certain degree the loyalty and willingness to stay with the organization for longer.
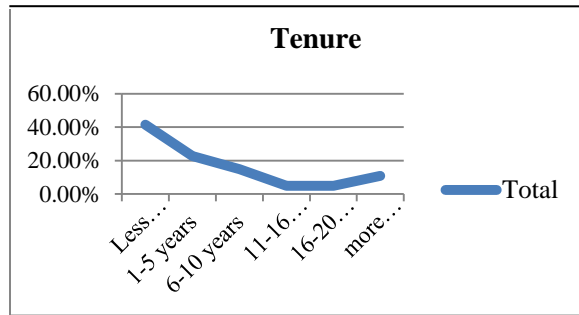
Figure 5. Tenure

E. *Past Voice Opportunities*

Therein, amongst the employees surveyed who have been exposed to a voice opportunity, during their tenure and experience with the organization, the most common form of a voice opportunity, amongst those had such an opportunity at all in the organization was either an employee survey as indicated by 34 per cent of the responses or a direct supervisory meeting as indicated by 30 per cent of the responses. Union representation, however, remained the least popular form of employee voice opportunity amongst the employees in their experience with the organization as shown in Figure 6 below
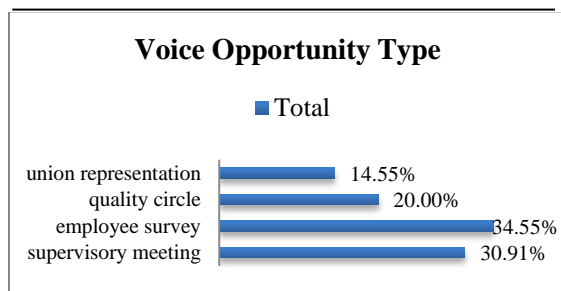

Figure 6. Voice Opportunity Type

There as uniformity in the spread of the data relating to the response of mangers to past employee voice experiences, as indicated by a 0.012 variance and a 0.198 standard deviation as shown in Table 5 and illustrated in Table 4 below.

TABLE 4. Response of Managers to Past Employee Voice Opportunities

Response of managers	total	mean	variance	Standard deviation
highly positive	12.73%			
positive	9.09%			
neutral	14.55%			
negative	30.91%			
highly negative	32.73%			
Grand total	100.00%	0.2	0.012066116	0.109845872

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