JOBS

İşletme Bilimi Dergisi
The Journal of Business Science

SAKARYA ÜNİVERSİTESİ

Sakarya Üniversitesi / Sakarya University
İşletme Fakültesi / Sakarya Business School

i

İNDEKS BİLGİLERİ/ INDEXING INFORMATION

ii

iii

iv

Bu Sayıda Katkıda Bulunan Hakemler
Reviewers List of This Issue

Değerli Bilim İnsanları,

Sizlerin özverili çalışmaları ve desteği ile İşletme Bilimi Dergisi'nin 2019 yılı birinci sayısını (Cilt 7, Sayı 1) çıkarmış bulunmaktayız. Bu sayımızda farklı disiplinlerden araştırmacıların yazdığı 12 makaleye yer veriyoruz. Makalelerden dördü 22-23 Kasım 2018 tarihlerinde Sakarya'da düzenlenmiş olan 2.Ulaştırma ve Lojistik Ulusal Kongresi'nde sunulan bildirinin geliştirilmiş halinden oluşmaktadır.

Bu sayıda sunulan çalışmalardan ilki Ali TAŞ, Oğuzhan ÖZTÜRK ve K. Şeyma ARSLAN tarafından hazırlanan "Stratejik Yönetim Çalışmalarının Örgüt İçi Güç Örüntüsünü Şekillendirmedeki Rolü: Kamu Kurumları Üzerinde Çoklu Örnek Olay İncelemesi" başlıklı çalışmadır. Bu çalışmada kamu kurumlarındaki stratejik yönetim çalışmalarının örgüt içindeki güç örüntüsünü hangi güç alanları ve kaynakları üzerinden şekillendirdiği sorusuna cevap aranmaktadır.

vi

İkinci çalışma, Vugar GAHRAMANOV ve Oğuz TÜRKAY tarafından hazırlanan ve hostel işletmeciliğinde rekabetçiliğin analizi amaçlayan, Hostel İşletmeciliğinde Rekabet Belirleyicileri: İşletmeci ve Turist Görüşlerinin Analizi başlıklı çalışmadır.

Üçüncü çalışma Büşra GEZİKOL, Sinan ESEN ve Hakan TUNAHAN tarafından hazırlanan ve konut fiyatlarında, konutun çevresindeki günlük yaşam aktivitelerine yürüyerek erişilebilirliğin etkili olup olmadığını inceleyen ve 22-23 Kasım 2018 tarihlerinde Sakarya'da düzenlenmiş olan 2.Ulaştırma ve Lojistik Ulusal Kongresi'nde sunulan bildiriden geliştirilen An Analysis on the Relationship between Housing Values and House-specific Factors and Its Neighbouring Amenities in Turkey başlıklı çalışmadan oluşmaktadır.

Dördüncü çalışmamız, Hakan ÇELİK ve Kamil TAŞKIN tarafından hazırlanan SMED Uygulamasının Ayar Süresine ve Birim Maliyete Etkisi: Kabuk Soyma Parlak Çelik Üretim Hattı Uygulaması başlıklı çalışma olup;

çalışmada SMED yönteminin ayar sürelerine ve birim zaman maliyetine etkisi araştırılmaktadır.

Ayhan BAYRAM, Ece ZEYBEK YILMAZ, Çağlar SÖZEN ve Nükhet BAYER tarafından hazırlanan Nomofobi'nin (Akıllı Telefon Yoksunluğu) İçsel Motivasyona Etkisi: Giresun Üniversitesi Öğrencileri Örneği başlıklı beşinci çalışmada nomofobinin içsel motivasyona etkisi olup olmadığı tartışılmaktadır.

Özlem DOĞAN ve Fırat ALTINKAYNAK'ın yazarlığını yaptığı Muhasebe ve Finans Alanında Yazılmış Lisansüstü Tezlere Yönelik Bir İçerik Analizi başlıklı altıncı çalışmada muhasebe ve finansman alanında hazırlanmış lisansüstü tezlere yönelik kategorik bilgileri ortaya koyarak bu alanda çalışma yapacaklar için bir çalışma yapılan konular hakkında genel bir görünümün ortaya konulması amaçlanmaktadır.

Sedat BOSTAN, Gökhan AĞAÇ tarafından hazırlanan Kamu Hastaneleri Birliği Yapılanmasının Sağlık Hizmeti Sunum Süreçlerine Etkisinin Yönetici ve Çalışan Açısından Değerlendirilmesi başlıklı çalışmada 2017 yılında sonlandırılmasına rağmen, yönetici ve çalışanların kamu hastane birlikleri için nasıl bir bakış açısına sahip oldukları tartışılmaktadır.

vii

Derleme şeklinde hazırlanan çalışmalardan Samina BEGUM ve Ulaş ÇAKAR'ın Employee Voice Scale: Is There a Need of Reconsideration of Dimensions? Başlıklı çalışması çalışan sesine ilişkin yazını eleştirel bir yaklaşımla incelenerek alandaki uygulamaların çalışan odağından örgüt odağına yöneldiği göstermeyi; Muhammad Aiman AWALLUDDİN tarafından hazırlanan Human Capital Management in Malaysia: Issues and Strategic Measures başlıklı çalışma, Malezya'da insan sermayesi konularında iç görü kazandırmayı ve sorunları gidermek için alınmış stratejik önlemleri incelemeyi hedeflemektedir.

Transit ticaret ve transit taşımacılık faaliyetlerinin veri uygulamaları, döviz kurlarının değerleme işlemleri ve katma değer vergi istisnası

açılarından inceleyen ve farklılıklarını ortaya koyan Transit Ticaret ve Transit Taşımacılık Faaliyetlerinin Muhasebeleştirilmesi Ve Katma Değer Vergisi Açısından Değerlendirilmesi başlıklı üçüncü literatür incelemesi Gökhan BARAL ve Yaser GÜRSOY tarafından hazırlanmıştır. Gülşen T. AYDIN ve Zübeyde ÖZTÜRK'ün yazdığı Akıllı Kent Lojistiğinin Mekansal İlişkilendirilmesi başlıklı çalışmada Sürdürülebilir kentsel gelişmeyi teşvik etmek için kentsel alanlardaki yük, filo ve bilgi hareketinin akıllandırılmasının yararları, arazi yer seçimine ve kullanımına etkileri, mekansal ilişkilenmesi ile kente ve kentsel yük mobilitesine getirdiği kolaylıkları açıklanmaktadır. Avrupa Birliğinin 181 / 2011 Sayılı Tüzüğüne Göre Otobüsle Seyahat Eden Yolcuların Hakları başlıklı son çalışmada Ramazan DURGUT tarafından AB'ye uyum çerçevesinde olası Türk Yolcu Taşıma Kanunu ve bu kanuna ilişkin çıkarılacak Yönetmeliklerde AB'nin 181/2011 sayılı Tüzüğünün emsal alınmasının Türkiye'ye faydaları tartışılmaktadır.

viii

Görüldüğü gibi, dergimizin bu sayısı da işletmeciliğin farklı disiplinlerinde değerli bilim insanlarının kıymetli çalışmalarıyla oldukça zengin bir şekilde hazırlanmıştır. Dergi politikası olarak bundan sonraki sayılarımızda da işletme bilimine dayalı farklı disiplinlerden gelen çalışmaları yayınlamaya özen göstereceğiz. Bu sayımızda göndermiş oldukları makaleler ile dergimize katkı sağlayan tüm yazarlarımıza, dergimize gönderilen makalelerin değerlendirilmesi için kıymetli vakitlerini ayıran saygıdeğer hakemlerimize ve makalelerin dergide yayınlanmaya hazır hale gelmesi için yoğun bir gayret gösteren editör kurulumuz ve dergi sekretaryamıza teşekkürü borç bilirim. Dergimizin okurlarımız ve bilim insanlarına faydalı olması dileklerimle sonraki sayılarımızda işletmeciliğin güncel çalışmalarını bilim dünyasının hizmetine sunmak için siz değerli bilim insanları ve araştırmacıların katkılarını bekliyoruz.

Doç. Dr. Mahmut AKBOLAT
Editör

İÇİNDEKİLER/*CONTENTS*

Yıl (Year) 2019 Cilt (Vol.) 7 Sayı (No) 1

Araştırma Makaleleri/Research Articles

İÇİNDEKİLER/*CONTENTS*

Yıl (Year) 2019 Cilt (Vol.) 7 Sayı (No) 1

Literatür Derlemesi/Literature Review

X

EMPLOYEE VOICE SCALE: IS THERE A NEED OF RECONSIDERATION OF DIMENSIONS?

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ABSTRACT

Aim: This study critically reviews the employee voice literature and demonstrate the shift of voice arrangement from employee-oriented to organizational-oriented.

Methods: The previous researches and theories concerning management and employee voice were examined, and a conceptual framework of different phases of the flow of employee voice in an organization was developed. The scales adapted to measure employee voice since 1983 to 2015 were scrutinized.

Findings: The finding shows that the scales used in literature are fundamentally measuring the Traditional Employee Voice (TEV), which lacks the ability to cover the overall dimensions of the Modern Employee Voice (MEV).

Results: The result shows that the TEV is one-way communication process while the MEV is two-way communication process. The effect of this result on future studies was evaluated.

Keywords: Modern employee voice; Employee voice dimensions; Employee-oriented voice; Organizational-oriented voice

ÇALIŞAN SESI ÖLÇEĞI: BOYUTLARIN YENIDEN DEĞERLENDIRMESI SORUNSALI

ÖZ

Amaç: Bu çalışmada çalışan sesine ilişkin yazın eleştirel bir yaklaşımla incelenerek alandaki uygulamaların çalışan odağından örgüt odağına yöneldiği gösterilmiştir.

Yöntem: Yönetim ve çalışan sesine ilişkin çalışmalar ve kuramlar incelenerek örgüt içindeki çalışan ses akışının farklı aşamalarına ilişkin bir kavramsal çerçeve geliştirilmiştir. 1983-2015 tarihleri arasında geliştirilen çalışan sesine ilişkin ölçekler incelenmiştir.

Bulgular: Alan yazınında kullanılan ölçeklerin geleneksel çalışan sesini ölçmeye odaklandıkları için modern çalışan sesine ilişkin boyutları tam olarak ele alma yetkinliğine sahip olmadıkları görülmektedir.

Sonuçlar: Geleneksel çalışan sesi tek yönlü bir iletişim süreciyken modern çalışan sesinin iki yönlü bir iletişim sağladığı görülmektedir. Bu durumun ileride yapılacak olan çalışmalara etkisi değerlendirilmiştir.

Anahtar Kelimeler: Modern Çalışan Sesi; Çalışan Sesi Boyutları; Çalışan Odaklı Ses; Örgüt Odaklı Ses

I. Introduction

Employee voice is an important concept that has been examined by researchers for a long time. In the past, collective employee voice (union) was a mechanism adopted by employees to resolve their issues or concerns (Freeman and Medoff, 1984; Miller and Mulvey, 1991). This collective voice was employee-oriented, where the arrangement of voice or in other words the platform for voice is provided by employees themselves in the form of union (Dundon and Gollan, 2007). In such voice behavior, the union is considered as a platform formed by similar group of employees to collectively challenge the management for their rights or issues related to the workplace (Millward et al., 2000). In literature, different terminologies have been used for unions such as collective

bargain and collective employee voice (Freeman, 1976; Hiltrop, 1985; Boxall and Purcell,2003).

A shift from collective employee voice to a more individual employee voice was observed in recent decades (Dundon and Gollan, 2007; Wilkinson and Fay, 2011). Many reasons underlay this shift but one of the major reasons is the change in attitude of organizations towards their employees (Bowen and Blackmon, 2003; Farndale et al., 2011). This change of the attitude of an organization was to cope with the growing competitive business environment, as managers became widely dependable on information from all levels of organization (Srivastava et al., 2006), and to break the monopolistic approach of unions towards issues (Dutt and Sen, 1997; Maffezzoli, 2001). There have been studies reporting that the weaknesses and certain problems in union behavior and union structure dissociate employees and these employees moved toward non-unionized direct employee representation (Lloyd, 2001). A wide range of debate about the effectiveness of non-unionized direct employee voice have generated in the last decade (Dundon and Gollan, 2007; Wilkinson and Fay, 2011). With the emergence of human resource management (HRM), organizations began to focus on individual employee voice, employee participation, information sharing, and collective decision making (Benson, 2000; Edgar and Geare, 2005).

In other words, the arrangement of voice for employee has shifted from "employee oriented" to "organizational oriented" (Wilkinson et al., 2004; Wilkinson and Fay, 2011). "Organization oriented" employee voice has drawn attention from employees and also positively transformed the cognitive behavior of employees from only raising voice to providing valuable suggestions on different issues for the betterment of organization (Morrison, 2011). In highly competitive business world the importance of individual employee voice cannot be emphasized enough for organizations to be successful. Dundon and Gollan (2007) argued that organization's recognition of individual employee voice helps deflect problems and positively affect productivity and quality. This study termed these two types of voice: i) employee oriented as "Traditional Employee Voice" (TEV) and ii) organizational oriented as "Modern Employee Voice" (MEV).

The past researches and theories in management, industrial relation, communication, and social psychology were examined to demonstrate a conceptual framework of employee voice flow through organizations. We

Employee Voice Scale: Is There a Need of Reconsideration of Dimensions

178

proposed the flow of employee voice focusing on MEV and classified it into two cycles. The cycles are divided into different phases. The first cycle is related to employees who are confronted with problems and need to raise their voice for the first time whereas the second cycle is concerned with employees who have experienced the first cycle.

MEV framework highlights the importance of reconsidering dimensions of the traditional scales used to measure employee voice in management related studies. A comprehensive research of articles from 1983 to 2015 was conducted and it was found that the majority of the studies are using six items scale of voice behavior developed by Van Dyne and Le Pine (1998). After analyzing these studies, it was concluded that the previous scales failed to consider the overall dimensions of employee voice in modern organizations, but rather focus on merely one aspect of MEV.

The next section provides an overview of different types of employee voice and shortfalls of TEV, which played a virtual role in the development of MEV. Section-III presented the framework of different phases that employee voice streams, focusing on modern organizational structure. In Section-IV, the dimensions that were frequently used in previous studies are highlighted and addresses the weaknesses of the available scales. The study is concluded by putting forward ideas and suggestions for future research.

II. Types of voice

The literature described that in the past most of the organizations were centralized and employees had a single option to obey orders from the top management (Pugh et al., 1969). This also limited the voice behavior to one-way process and it allowed no other way for employees to join a union to register their grievances. Organizations were not in a position to give an opportunity to employee voice in this regards. Zander (1962) stated that employees should be given a voice in formulating policy regarding their work condition that will lead to job security. Also, Hirschman (1970) stated that employees react to organization' fault in three ways; i) exit- the option of leaving the organization; ii) voice- the option of staying and protesting in hope of improvement; and iii) loyalty- the option of staying with organization longer although lack of improvement in condition. In the time of Zander (1962), Hirschman (1970) and Freeman and Medoff (1984) majority of organizations were centralized and authoritative, employees were considered as a machine. The concept of employee voice was considered as one-way, because the only valid option for

employees to make their demands accepted was through protesting thus forcefully making the other party agree on mutual terms. In other words, the only way to create pressure was through union, a tool of collective bargaining.

Freeman and Medoff (1984) stated that there are two faces of union. The first face is desirable, where union functions as a platform and issues of workers are channel to management creating an improving workplace condition. While the second face is undesirable when union utilize their monopolistic power to make management accept their unjustifiable demands. The undesirable face of union forces organizations to transform their approach towards employees by providing opportunity to raise voice through a platform such as Joint Consultative Committees and Work Councils. Different mechanisms of employee voice were adapted by organizations to their employees in the decision making process which convert the communication process from one-way to two-way. Fish (1990) stated that a true dialogue (two-way construction of meaning) process is required to reduce the problems and deficiencies associated with the traditional flow of one-way commands from the top down.

The two-way communication process consists of a sender (body convening a message), medium (platform) and a receiver of the message. These three factors are common in both the TEV and MEV, but the differences are the mutual agreement and arrangement of these factors. Platform is one of the major factor where disagreement between employees and organization has been observed. On the base of these differences, the communication process of employee voice can be categorized into two types as TEV and MEV. These are discussed in detail below.

2.1. Traditional employee voice

In the past management of organizations were more authoritative and centralized in nature, command would follow from top to bottom, inputs from the lower level were not welcomed, and the management would try to treat employees as machine (Jennings, 1959; Dow, 1988;). In such an environment, employees raising their voice individually would be highly risky and would not be possible to pressurize the management to take action. In many cases the employee would switch job and move to other organizations, therefore the turnover rate was also high (Boswell and Olson-Buchanan, 2004; Olson-Buchanan and Boswell, 2008). The union concept emerged as employees affiliate themselves to a union as a member, where problem faced to the single member would be supported by all members of the union (Newton and Shore, 1992).

Freeman (1976) considered union as an institution of collective voice which helps strengthening worker communities in some situation. Boxall and Purcell (2003) argued that the main focus of representation of employee voice in the industrial relations is collective bargaining and consultation. This is employee oriented approach; platform or arrangement of voice is provided by employee themselves, which is termed as TEV.

The TEV states that the platform for voice is developed by the employees themselves in the form of unions (Dundon and Gollan, 2007; Millward et al., 2000). Although unions provide a wide range of benefits to both employees and employers (Levinson, 1965), at the same time union can be a threat to organization and for all the stakeholders (Holmlund and Lundborg, 1999). Most of management has aversion towards union in organization, as Pettinger (1999) argued that unions mostly focus on their own short-term benefit rather than securing the long-term future of organization, and it defames union and gives rise to argument that they always work for their own vested interest.

The issue with the TEV is the barriers confronting the mutual acceptance of the platform by both parties (employees and management). The platform is the union in the TEV, arrangement by the employee which is not a formal forum recognized by management. Therefore, it is very likely that when issues are raised through this platform, they may not be considered seriously by the management. Consequently, when two parties do not mutually agree on a medium, this disrupts the communication processes that indicate a clear flaw in the communication cycle of TEV. Although literally employee voice is considered as a two-way communication, the disagreement of platform restricts TEV to a one-way communication.

2.2. Modern employee voice

Modern employee voice (MEV) is an organization-oriented approach towards employee voice. In the last few decades, a shift in employee voice mechanism has been observed from TEV towards MEV (Dundon and Gollan, 2007; Wilkinson and Fay, 2011). In MEV the platform is provided by organizations through different ways such as team meeting, open door policy, compliant box, Joint Consultative Committees, and Works Councils. Organizations also assign a specific department to address such issues as Human Resource (HR) department (Bryson et al., 2007 ; Edgar and Geare, 2005). The nature and procedure of MEV is a two-way communication, in which organizations provide different platforms (medium) and different forms of

organizational social media connections where employees can raise their voice regarding issues and suggestions (Budd et al., , 2010). Supervisors and management are responsible to acknowledge the issues and provide solutions in a certain period of time. Therefore MEV, if properly implemented and employees are satisfied, it can be considered as one of the reasons for the decline of union in the world (Willman et al., 2007).

The role of union in the presence of HR department is quite ambiguous and unnecessary because HR department supports individual employee voice, information sharing, collective decision making, and employee participation (Benson, 2000; Batt et al., 2002). For the decline of unionization in organizations, two major reasons are widely documented in the literature (Callus, 1991; Willman et al., 2007). First reason is the internal problem faced by members of union. Sometimes members of a union do not have equal opportunities to address their issues since dominant members hijack the functioning and divert the main purpose of the existence of the union for self-interest. Second and the most important reason is due to the alternative direct non-union voice mechanisms such as employee voice, team meeting, open door policy, and work councils. Other reasons such as political factors, globalization, and social media also hinder unions' activities. Ackers and Payne (1998) stated that recent legislations promoted a more individualistic approach to rights in the workplace, minimized and harder the role of collective representation.

Effective management of employee voice in the modern era is a great challenge for the organizations. Strategic advantages can be created if appropriate mechanism and proper context is provided to smooth flow of voice in the organization. Hence, there is a need to study the flow of employee voice in modern organizations and the issues organizations face if voice mechanism is not properly managed. Hence, in the next section the framework of flow of employee voice is presented, different cycles and phases are identified which can be considered as possible dimensions of employee voice for future studies.

III. Frame work of employee voice

Providing employee voice does not guarantee that it will satisfy the employees. However, creating a satisfactory communication cycle between employee and employer is the backbone of successful organizations. Lind and Tyler (1988) found in their study that converting employee voice into a two-way communication positively affect employees' performance; employees feel that they are valued members of organization, therefore they can concentrate on

their jobs which increases job performance. According to the CIPD's (2013) employee outlook survey, employee voice is defined as "two-way communication between employer and employee. It is the process of the employer communicating to the employee as well as receiving and listening to communication from the employee". Positive communication climate where there is openness of top management, sharing of information between colleagues, and employees' involvement in organizational decision increases trust, profit, and employees' feeling of self-worth (McCauley and Kuhnert, 1992; Smidts et al., 2001).

Studies contributing to employee voice have concluded that employee voice leads to job performance (Colquitt et al.,, 2002), low turnover rate (Iverson and Currivan, 2003), and extra role performance (Purcell, et al., 2008). However, examining more in depth, it is clear that the MEV contributes more to the job performance, retention and extra role activities rather than TEV. For example, as the number of direct voice mechanism increases, employees' attitude towards work tends to improve (Purcell etal., 2008).

In order to effectively manage communication, it is crucial to understand voice flow mechanism that occurs in organizations. Therefore, literature on employee voice flow has been examined and a framework of employee voice flow has been formulated, which is demonstrated in Figure-1 below. This conceptual framework is expected to be helpful in that it provides tentative dimensions for studying MEV. The first cycle is related to employees who are encountered with a problem and need to raise their voice for the first time. The second cycle depends on reaction of employees who have experienced the first cycle. Once employees raise their voice and pass through the first cycle, they have two options; a) if employees had a fair and satisfactory experience then they might continue with the same phases as in the first cycle, otherwise b) if the experience was not satisfactory and employees did not exit from the organization then they will adopt the alternative options in the second cycle. Each of the different cycles and phases are defined and presented in detail below.

3.1. First cycle

First phase – Reasons underlying voice behavior. The first phase consists of reasons underlying the voice behavior of employees. In literature two main reasons are quoted which make employees to raise their voice. The first reason is employee's satisfaction towards workplace, appraisal, and leadership (Brief

and Weiss, 2002; Fisher, 2000). In response to their satisfaction, employees would want to contribute by giving creative ideas for the betterment of organizational performance and productivity. This satisfactory voice behavior is termed as "positive voice" in this study. Offering different direct voice mechanisms as in MEV, the perception and emotional state of employees are expected to be positively changed since they think that management values and considers their suggestions and recommendations.

The second reason is dissatisfaction in the job because of stress or strain employees encounter in organizations. This voice is termed as "negative voice" in this study. De Jonge and Dormann (2006) stated that the continuous cognitive, emotional, or physical effort which are required from employees to perform their job make them stressed and the adverse reaction to the stress leads to strains (Jex et al., 2001). In the TEV as union is the only communication platform and other ways to raise their voice to management are lacking, enormous amount of time and energy would be required for management to handle the negative voice.
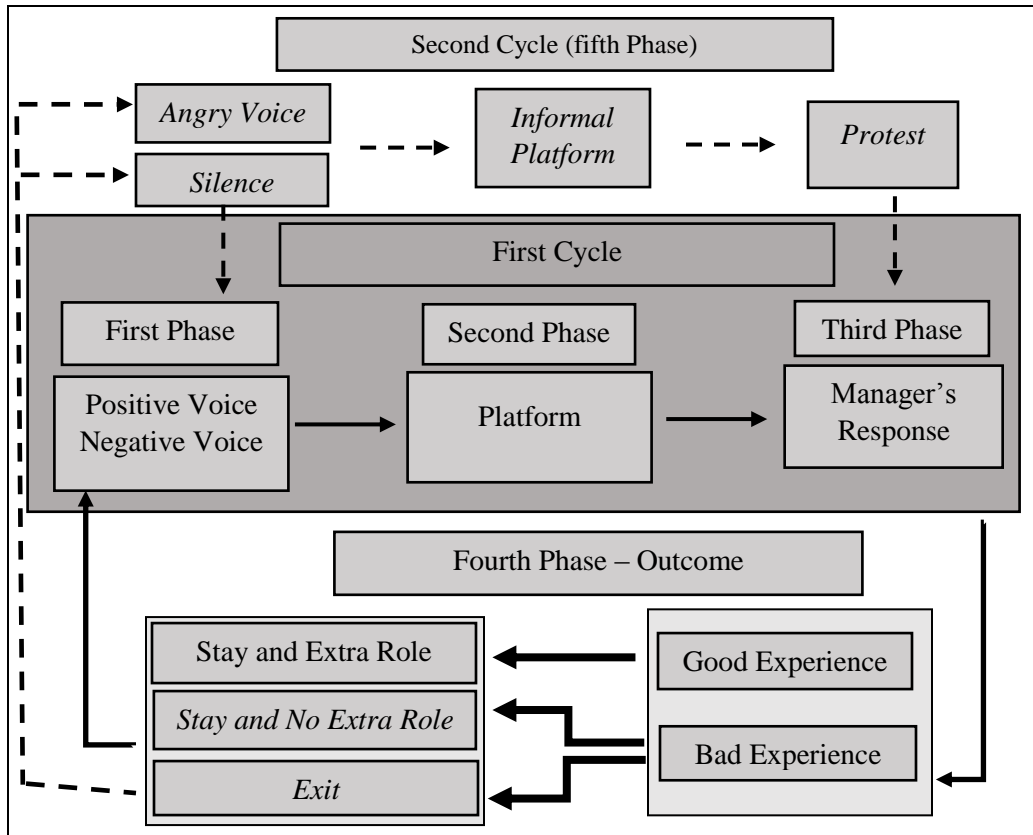
Figure 1.
Framework of employee voice flow through the organization

Positive and negative voice is the reaction of employee towards the behavior of the organization. The employee voice behavior has been grounded in social exchange theory (Blau, 1964). Individuals who feel respected reciprocate with the same amount of respect in return (Cropanzano and Mitchell, 2005). According to Stamper etal., (2009), employees who perceive organizational working environment as positive will in return behave pro organizational, and will use their voice for the betterment of the organization. In contrast if employees perceive the working environment negative, then they will raise negative voice.

Second phase – Platform. Employee voice in an organization does not become a two-way communication until organization provides a platform or mechanism where employees can register their concerned issues or ideas. When an employee is encountered with an issue or suggestion he or she would like to

have a platform in their organizations through which they can register their voice. In some organizations there are different voice mechanisms provided by the management such as suggestion or complaint box, team meetings, work councils, open door policyetc. On the contrary, other organizations follow the TEV and do not provide any voice mechanism. In this case, employees form union and individual employees have few choices other than joining a trade union or raising their voice by protesting which is unfavorable for the management. In the presence of voice mechanism, positive voice is expected to be more frequent than negative voice. Even though there is negative voice, the voice is registered in a formal way through platform. It gives the management's responsibility to address the issue, while employees wait for the result of their complaints without disturbing the workplace.

If a platform is provided by the organization then employee avail the opportunity through which they forward issues to their concerning authority. Detert and Trevino (2010) stated that when employees desire to initiate action or make suggestions for changes, they need to "direct their concerns or suggestions to a specific target with the formal authority to act". In the presence of platform the "positive and negative voice behavior" has a high chance of converting to a two-way communication. In contrast the absences of formal platform, employees adapt union or other informal path to speak upward to manager in organizational hierarchy to address the issues.

Third phase – Manager's response. Manager's response is the third phase of the first cycle. Manager's response is an important factor which contributes to the future of employee voice behavior and impacts the employee's future decision to stay (willingly or unwillingly) or exit from the organization. Freeman and Medoff (1984) argued that manager's response is the focal point for the future of voice practices in any organization. Line manager and senior manager positions are critical and they are obligated to have openness to employee voice although it is in the form of bad news, dissent, warnings, and problem signs (Seeger and Ulmer, 2003). Manager who lacks openness to employee voice can negatively influence the effectiveness of employee voice (Kassing, 1997; Wright and Edwards, 1998).

Managers confront the voice in two-ways, either through a formal platform as in first cycle or protest followed by informal platform which is described under the second cycle. If the employee voice is through a formal platform as in MEV then the manager or human resource department is

responsible to address the issues in certain time which is mostly imbedded by the organizational policy. The manager can demand an appropriate time for response and engage employee by creating a peaceful environment where the two party can approach to situation. In this condition, "give and take" agreement can be established in the lager interest of the organization. On the contrary, TEV does not obligate managers to respond to employee voice and managers sometimes even avoid facing employee voice if it is from employees in lower level of organizational hierarchy. (Beer, 2009).

Fourth phase – Outcomes. After the manager's response, employee voice moves to the outcome phase. In this phase, employees evaluate the response of the manager and based on the response they make future decision whether to stay or exit from the organization.

If the manager's response is satisfactory for employees it will direct the employees to take extra role in the future (Vandewalle et al., 1995; Van Dyne and LePine, 1998). When employees perceive manager's response positive then the employees feel the need of reciprocation and become devoted in their jobs (Van Dyne et al., 2008). In contrast, when employees perceive that the managers are deceiving them, then negative voice will gain more volume and it will lead to conflict between employee and employer. This might lead to exit, if employees have alternative job opportunity. However, if the cost of exiting is high then the employee will remain with organization but the efficiency and effectiveness of the employee will decrease (Withey and Cooper, 1989). The commitment of such employee to an organization is based on necessity rather than emotional attachment to the values and goals of organization. This type of commitment is referred as "continuance commitment" (Allen and Meyer, 1996). The continuance committed employees may either be passive regarding job and will fulfill the minimum requirement or proactively try to change the unfavorable working situation (Cummings and Oldham, 1997).

In accordance to Organ's (1997) five categories (Altruism, Courtesy, Sportsmanship, Conscientiousness, and Civic Virtue) of organizational citizenship behavior (OCB), if the manager doesn't fully satisfy the employee or couldn't solve the issue (may be due to lack of resources) but had honestly tried his or her best to address the issue and employee also perceives the positive attitude of manager, it will lead to positive behavior of employee. For instance in this case sportsmanship will be weighted more than the other categories of OCB, and the intention of the manager will not be questioned. On the other hand

if the manager fully satisfies the employee, the employee will address all the five categories. Theories and researches regarding OCB consider employees' satisfaction as an important factor that contribute to the organizational citizenship behavior (Organ and Ryan, 1995).

The first cycle completes with the fourth phase. Some employees exit while other employees decide to stay in the organization willingly or unwillingly. These employees who stay with the organization can be categorized into two types; the first are those who had good experience throughout the communication cycle, and the second are those who had bad experience. These past experience has a spillover effect on the second cycle of the employee voice communication cycle.

3.2. Second cycle

The impact of the first cycle continues on the second cycle. If the employee had a good experience during the first cycle then the employee mostly adopt the same way moving on to the platform phase, and this process continues till the level of positive perception regarding the employee voice process is confronted by bad experience. However, if employee experience was bad during the first cycle, but the employee decides to stay in the organization, then the employee may adopt an alternative path.

This fifth phase is the alternative path that employees adopt when their experience was bad in the first cycle. The fifth phase consists of three stages; at the first stage when employees are encountered with workplace problem, they adopt two paths, i) employee is confronted with workplace issue and their negative voice is converted into angry voice, and ii) employee is hopeless from the management response thus he or she will remain silent. In the second stage, employees who have angry voice adopt informal platform such as union and move on to the protesting stage. Therefore in the fifth phase these dissatisfied employees bypass the formal platform provided by the organization and revert to TEV process. This alternative cycle will continue until the employees' perception regarding dissatisfaction is covered by favorable positive experience.

In the fifth phase the silent employee will continue to remain silent until there is prominent change in the behavior of the manager or if new manager is replaced (Dyne et al., 2003; Lutgen, 2003; Milliken et al., 2003). Once the employee perceives there is prominent change in the behavior of manager or a new manager who is replaced, then employee will give another chance to the communication process. If he or she is encountered with workplace issues, the

voice flow starts from first phase through fourth phase. And if the experience was satisfactory then employee will continue with this cycle, otherwise the employee will either exit the organization or move to the fifth phase. Increasing number of silent employees leads to a phenomenon known as "organizational silence", where employees withhold information about potential problems and issues (Morrison and Milliken, 2000). The reason of withholding of information is employees' perception that their voice falls on "deaf ears" (Dyne et al. 2003; Harlos, 2001; Piderit and Ashford, 2003). Not only employees' remaining silent but also raising angry voice harms organization in that it creates workplace problem for co-workers (Robinson and Bennett, 1995). If the manager does not response accordingly to the requirement of the situation then this would lead to chaotic circumstances (Piderit, 2000). Therefore the manager needs to response in time to settle down the situation by acquiring a reasonable time period for making a right decision. The best way is to engage the employees in the process by continuous bargaining and arranging meetings to discuss the demands of the employee (Hiltrop, 1985).

This section demonstrated the different phases through which employee voice flows in the organization. In the following section we have tried to construct tentative dimensions of the MEV by combining together the different phases of employee voice with communication theory.

3.3. Communication theory

The framework of employee voice in Figure 1 can be divided into two parts; a "two-way communication" and "one-way communication". In two-way communication there are two parties; one is the sender and the other is receiver and there should be a medium through which the communication takes place. It can also be stated as a process in which a sender sends a message through some medium to a receiver and receiver replies in the form of feed back to the sender.

The first three phases in the first cycle which is represented with background color refers a two-way communication cycle as MEV. There is a sender of message in the form of either positive or negative voice. The message is delivered to receiver through a platform. And the receiver responds to the message. Researches also support that employee voice is a two-way communication where information is exchanged (Benson and Brown, 2010; Wilkinson et al., 2004). The parts written in Italics refer to one-way communication; decisions of employees whether to stay or exit and employees'

reaction toward the organization when he or she decided to stay unwillingly. Even though there is message sent by sender, the platform is informal and not mutually accepted.

In terms of two-way communication, it can be classified into three dimensions; i) Provision of Information by Employee- positive and negative voice behavior in the first cycle and the angry voice in the fifth phase, ii) Platform- the second phase, and iii) Manager's response- the third phase (Van Dyne et al., 2008; Benson and Brown, 2010)

Different words of same meaning are used for provision of information by employees to management, such as voice behavior, employee participation, employee engagement etc. Information provided by employees is basically of two types; the first is related with suggestion for effectiveness and efficiency of organization, or innovative ideas regarding new products or policies. The second is information (concern or complaint) provided when employees encountered workplace problem or different stress and strain related to job. These two types of information are classified as a) positive voice and b) negative voice respectively.

Provision of information by employees to management requires a medium through which they can direct their voice. Medium is one of the important elements for successful communication, and platform plays the role of the medium in MEV. Budd et al., (2010) suggested that organizations must provide a medium to conduct successful communication between their employees and management. For organizations which provide platform to employees to raise their voice, favorable outcomes have been witnessed such as decrease in absenteeism and increase in job performance and productivity (Macleod and Clarke, 2009). Platform also encourages employees' contribution on their jobs and further enhances productivity in organizations (Cascio, 1998; Peltinger, 1999).

Provision of information by employees and platform will not complete the two-way communication until manager's response is added to it. Manager's response is an essential dimension which plays a vital role in the conversion of employee voice into an effective two-way communication. If the manager's response is appropriate from employee's point of view, then the employee will respond in a favorable way. Cropanzano and Mitchell's study (2005) concluded that one shows respect to another as much as he or she feels to be respected by that person. According to Stamper et al., (2009) if the working environment of

organization is positive and the perception of the manager's disregards is low then the employee will behave pro organizational and will use voice more constructively for the betterment of organization.

The three dimensions discussed above contribute to the MEV, while in the TEV only the first dimension (provision of information by employee) is available leaving the other two dimensions (platform and manager response) questionable. The TEV is a one-way communication having a single dimension while MEV is a two-way communication having three dimensions. This leads to the argument that the previous scales used to measure employee voice is basically measuring TEV and lacks the ability to measure the overall dimension of the MEV. In the next section we present the scales used to measure employee voice and demonstrate the weaknesses of these scales.

IV. Scales to measure employee voice

Until now, the shift of voice behavior from TEV to MEV and differences and dimensions of these voice behaviors are discussed. Considering the change of employee voice behavior, one can raise a question; can the scale developed in the past and used to measure TEV also measure the overall dimensions of contemporary MEV? To answer this question we investigated the number of scales developed to measure employee voice in the literature from 1983 to 2015. The selection of articles was based on the fulfillment of two criteria; a) articles that developed a scale and these scales were adopted by other studies; b) articles that adopted previously constructed scale either fully or partially. We excluded researches which developed their own scales yet the scales were not utilized by other studies. Therefore, 34 articles from 1983 to 2015 related to employee voice were selected.

We found that there are four scales most frequently used in other researches. Examination of the articles show that four scales were most commonly used in the voice studies. The first two scales are Farrell's (1983) and Rusbult et al., (1988). Both were developed to measure the Exit, Voice, Loyalty, and Neglect (EVLN) response of employees. The third scale is Van Dyne and Le Pine's (1998), which consisted of six items. The fourth scale is developed by Liang et al., (2012), for promotive voice and prohibitive voice which consisted of six items each. Out of these 34 studies 82 percent adapted Van Dyne and Le Pine's (1998) voice scale, 8 percent included Rusbult et al., (1988) voice scale, and the rest 10 percent used scale of Farrell (1983) and Liang et al. (2012).

Thomas and Daniel (2012) also conducted a meta-analysis about employee voice, which consists of 58 studies that were conducted before 2010. They observed that 34 percent of studies used the voice scale developed by Van Dyne and Lepine (1998), while 20 percent of the studies adopted the scale created by Rusbult et al. (1988). Also 24 percent adapted other published scales of voice, and the remaining 22 percent articles created new item specifically for their own studies.

Therefore, we see that majority of previous studies used the six item scale of voice behavior developed by Van Dyne and Le Pine (1998). The items of the scale are;

1. This particular co-worker develops and makes recommendations concerning issues that affect this work group.
2. This particular co-worker speaks up and encourages others in this group to get involved in issues that affect the group
3. This particular co-worker communicates his/her opinions about work issues to others in this group even if his/her opinion is different and others in the group disagree with him/her
4. This particular co-worker keeps well informed about issues where his/her opinion might be useful to this workgroup
5. This particular co-worker gets involved in issues that affect the quality of work life here in this group
6. This particular co-worker speaks up in this group with ideas for new projects or changes in procedures.

Each of these items measures the participation of employees regarding voice behavior or the provision of information by employees to management. Also the scale of Rusbult et al., (1988) and Farrell (1983) measure merely employees' tendency to engage in voice behavior. This "provision of information by employees to management" is the only dimension of TEV.

Earlier this study highlighted the changing nature of management towards employee voice in the modern era and different opportunities provided from organizations to support employee voice. These changes have broaden the scope and nature of employee voice from one-way to two-way communication (Dundon and Gollan, 2007; Wilkinson et al., 2004; Wilkinson and Fay, 2011). In the two-way communication the role of the management is also considered within the domain of employee voice (Bryson et al., 2007; Edgar and Geare, 2005), whereas in TEV the management role was seen as a counter-role (Staw

and Boettger, 1990). In other words, the domain of employee voice was only limited to voice behavior of employees in the past but nowadays employee voice domain has been widened to include platform and manager's response as in the case of MEV. Therefore the previous scales mostly measure a single dimension "the provision of information by employees to management" which is the only dimension of TEV and lacking the ability of considering "platform" and "manager's response". With the changing nature and domain of employee voice in case of MEV, debate to consider voice behavior as in-role job responsibility for employees is on raise (Detert and Burris, 2007; Thomas and Daniel 2012; Van Dyne et al., 2008). The previous voice scale developed by Van Dyne and Le Pine's (1998) measures employee voice participation as an extra role behavior. The MEV discussed in this study, in which voice behavior is considered as in-role and platform and manager's response come under the domain of employee voice, cannot be measured with the currently available scales. Because all the available scales measures only one component; willingness of employees to participate in voice behavior, which is the first phase of our framework, yet does not highlight other dimensions of MEV.

Therefore it is important to revisit the scales that are used to measure employee voice. With the changing nature of employee voice mechanisms from indirect one-way to direct two-way communication, it is necessary to develop a multidimensional scale to understand employee voice. The previous single dimensional scales need to be reconsidered to fulfill the measurement requirement of the multi-dimensionality of MEV.

V. Conclusion and Recommendations

The purpose of this study was to critically review the changing behavior of employee voice and highlight the shift of employee voice from employee-oriented to organizational-oriented. We presented the types of employee voice and demonstrated that TEV is a one-way communication process while MEV is a two-way communication process. The major reason argued in literature for the shift is the change in attitude of organizations towards their employees and providing them with a more direct voice mechanism. This change in attitude was due to monopolistic approach of unions, dependability of organizations on reliable information sharing and fast growing competitive business environment.

Five different phases is demonstrated through which employee voice flows in modern organization. Which is divided in two cycles; the first cycle

consists of employees who raise their voice for the first time and the second cycle is for employees who have experienced the first cycle. The framework of employee voice demonstrates that employee voice lacking successful employee-employer (two-way) communication will not be valuable for the organization. Although giving employee a voice does not guarantee employee satisfaction, creating a communication cycle between employee and employer is the backbone of successful organizations. The three dimensions assumed from the framework was i) Provision of Information by Employee - including the positive and negative voice behavior, ii) Platform predetermined by the management, and iii) Manager's response - willingness of management to listen to employees.

In the study, the different scales used to measure employee voice and gaps that exist in the literature regarding the measurement of employee voice were highlighted. Majority of the studies between 1983 and 2015 are using the six item scale of voice behavior developed by Van Dyne and Le Pine (1998). This scale is single dimensional, measuring only the participation of employees toward voice behavior or the provision of information by employee to management. Considering that there's a shift in the employee voice from TEV to MEV, it was argued that there's a need to develop a scale to measure two-way communication, which is multidimensional in nature. We would like to present some suggestions for future studies.

The difficulties of existing scales to validate the overall dimensions of the MEV were discussed. It is due to the fact that existing scales measure only one dimension of employee voice behavior. Therefore, we propose for future studies to consider dimensions proposed in the framework of the study and construct a multi-dimensional scale which is expected to measure the overall factors of employee voice in modern organizations.

Hence, Future empirical studies should take into consideration the types of voice mechanism implemented in an organization before adopting any employee voice scales from literature. As there is, a gap between the scales developed in literature and employee voice procedures adopted in contemporary organizations. Therefore, carefully choosing the measurement tool for employee voice behavior will improve the validity of study.

Beyond the theoretical and research implications of the study, practically organization can improve employee voice mechanism by considering the employee voice framework presented in this study. Management can evaluate employee voice mechanism, based on each phase of the framework. It will be

Employee Voice Scale: Is There a Need of Reconsideration of Dimensions

194

helpful in developing and implementing a true two-way employee voice (MEV), which will positively impact the performance of organization.

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Employee Voice Scale: Is There a Need of Reconsideration of Dimensions

196

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