# CHAPTER ONE

# INTRODUCTION

## 1.1 Background to the Study

Seeking innovative ways to gain a sustainable competitive advantage, one often overlooked yet crucial factor is the role of employee voice in the decision making process. Employee voice refers to the ability of employees to share their thoughts, ideas, and concerns with management and influence decision making processes. This concept has gained significant attention in recent years due to its potential to drive innovation, improve employee engagement, and enhance overall organizational performance. Decision according to the oxford advance learner is the action of deciding a conclusion reached and a judgment arrived at. Therefore, decision-making are the most germane activities of management of multifarious organization ranging from small-scale organization to multinational corporations. Decision-making styles throughout organizations are changing because the task, the environment and the people have changed. We are no longer marching troops into battle; we do not want blind obedience. Competitive advantages are now the result of employee making decision thinking being creative and asking questions. When most managers are honest, they will acknowledge that their employee often have greater knowledge about the work than they do. Clearly, effectiveness can only be achieved with their total involvement management at time, see decision to the heart of their job in that, they must always choose what is to be done who will do it where and most at time now it will be done. It is based on the above that the research wishes to assess the impact of employee participation in decision making and also on organization productivity in Nigeria private sector organization using Tuyil Pharmaceutical Ltd.

Interaction between management and employees affects many facets within the business environment. Categorizations of these relationships respect of the project have been identified. With employee voice in relations to organizational performance. The term "employee voice" has a relatively long history in academic literature, dating back to the 2000s when used in relation to

employees' effort to change dissatisfying work situations. This was a focus on declining firms and employees in terms of exist and voice.

The word 'voice' was argued that it made good sense for both company and workforce to have a 'voice' mechanism. This is concluded that giving employees opportunities to voice their dissatisfaction increased the likelihood that they would stay with the organization. However, the management literature contains two major conceptualizations. The first approach describes speaking up behavior 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 promote voice in these ways. Summarizing the literature, it is concluded that that the term voice is used to represent the intentional expression of work-related ideas, information, and opinions".

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 concept of informed employee voice, which in turn, can potentially contribute to higher levels of employee participation in decision-making in organization.

In today's business environment there is intense competition, organizations are forced to seek ways to be more flexible, adaptive, and competitive as they are faced with competitive pressures, and rapidly change in markets. Organizations are find out that employee are the most important asset, Success depends on involving the workforce's to generate new ideas and new innovation to enable them have competitive advantage over competitors.

## 1.2. Statement of the Problem

In Nigeria today, there has been lot of controversy as to whether an employee should participate in managerial decision-making or not. Many writers argued that employees should contribute in making decision especially where it affects them or their job. It is expected that such participation will serve as training and testing ground for future members of upper management. The authors maintained that qualified reasonably honest and company oriented individual are not available at these lower organization all level but the big question is qualified individuals really available? These underlay the need for an investigation study.

Employee engagement is rapidly becoming central in the senior management lexicon within an increasing number of organizations, concerned they are to maintain a competitive edge in ever more demanding financial and market conditions. Reflecting the normative dimension to human resources management (HRM), it has long been argued that added value derives not merely from competing on price or product quality, but also from the ability to extract a greater degree of wiling employee commitment to corporate objectives. Hence, what matters is the way in which employees choose to undertake their jobs and, crucially, the extent of discretionary effort' they are prepared to expend. in these terms, raising levels of employee engagement is the latest in a long line of managerial strategies aimed at releasing employee discretion and aligning employee interests more closely with managerial goals, predicated on the assumption that this will in turn boost organizational performance. Initiatives to increase employee engagement are now widespread in both the private and public sectors in the UK, and it has become a key performance indicator for many organizations, which quantify engagement levels through annual staff opinion surveys, looking for improvements that will feed through into performance and customer service.

## 1.3 Research Questions

The following are the research questions:

i.    To what extent does employees' formal voicing influence organizational productivity?

ii.   What is the effect of employees' informal voicing on organizational productivity?

iii. What are the long-term effects of employee voice on organizational success and sustainability?

iv. How does employee voice relate to employee empowerment and autonomy?

## 1.4    Objectives of the Study

The purpose of this research study is to assess the impact of employee's participation in managerial decision making in private sector organization in Nigeria a with reference to

Tuyil Pharmaceutical Ltd the main objectives are.

i. To examine if employees' formal voicing has positive influence on organizational productivity

ii. To investigate whether there is significant relationship between employees' informal voicing on organizational productivity

iii. To examine the long-term effects of employee voice on organizational success and sustainability

iv. To investigate how does employee voice relate to employee empowerment and autonomy.

## 1.5    Research Hypothesis

Ho1; employees formal voicing does not have direct influence on organizational productivity

Ho2; there is no significant effect of employees' informal voicing on organizational productivity

Ho3; Employees formal voicing does not have long-term effects on organizational success and sustainability

Ho4: Employees' formal voicing does not relate to employee empowerment and autonomy

## 1.6.    Justification for the study

Generally, the finding from the research will improve and add to exiting literatures and serve a source of reference to the management of private sector organizations and researchers for an informed policy making and recommendation regarding similar research in future. Since, the

perceived relevance of this study is base on the relationship between employees' voice and it impact on the organization performance. This study will reveal to the management of Tuyil pharmaceutical, Ilorin through its finding on the need to create and sustain organization culture that will encourage employees' voice in the Tuyil pharmaceutical. The outcome of this study will help all student, academia and researchers in this field in the understanding of the concept of employees' voice . The study will contribute to the existing literatures on the need to understand the relevance of employees' voice on organizational performance in Tuyil pharmaceutical, Ilorin.

## 1.7    Scope of the Study

This study focus on employees' voice and organizational performance as it contribute to organization productivity and profitability by looking the relevance of employees' joint consultation both formal  or informal voicing. The study however, covers all staff of Tuyil pharmaceutical, Ilorin, kwara state Nigeria.

## 1.8    Operational Definition of Key Terms

**Employee** : An individual who work part time under a contract of employment, whether oral or written, express or implied and has recognized right  and duties. A person may b an employee in employment law but have a different status for tax purpose. Employers must work out each workers status in both employment law and tax law

**Employees' voice**:  Employees' voice is the means by which employees communicate view on employment and organization issue to their employer. It's the main way employee can influence matters that effect them at work.  For example, effective voice contributes towards innovation, productivity and business improvement. The purpose is to gain employee input to improve work organization and efficiency more generally, perhaps through quality circle or teamwork or eliciting workforce engagement.

**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 other's' view prior to management making a final decision.

**Formal/ Direct Voicing:** Where contract is between individual or small group of employees and their immediate manager.

**Informal/ Indirect Voicing**: Where contract is between management and an employees intermediary, such as a shop steward or other employee representative, who act a the agent for a larger group of work

**Participation:** The sharing of power between employees (or their representatives) and management in the making of joint decision

**Involvement:** Involvement or employee involvement can be define as creating an environment in which an employee participates more in a day activities of an organization

**Organizational Performance:** organization performance comprises the actual output or result of an organization a measured against its intended output (or goals objectives) how ever performance management applies to teams and organization as well. Organizational performance involve the recurring activities to establish organizational goals monitor progress toward the goals and make adjustments to achieve those goals more effectively and efficiently

**Organizational Productivity**: Organization productivity is determined by a board range of factor some can be evaluate quantitatively while other required a qualitative analytical approach

**Organization profitability**: A profitable organization is the one that generates more money than it expends. Profitable organizations are businesses that use a variety of tactics to make a profit. Profitability is the primary goal of all business ventures. Without profitability the business will not survive in the long run

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

In this chapter, we will examine a wide range of employee voice mechanisms from other studies. We examine how voice is defined by manager and how they link voice with improve the organizational performance or efficiency. The evidence suggests that employee voice is more extensive in term 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 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 motion 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 time, 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 Conceptual Review

### 2.2.1 Employees voice

'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 2018; Sako 2018; Roche, 2020; Benson 2020] 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, 2012 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 'voice 'mechanisms .This had both a consensual and a conflictual image: the one hand ,participation could lead to a beneficial impact on quality

and productivity ;while on the other it could deflect problem 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 wilkison [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 base on three specific employee motives within the existing management literature on silence and voice disengaged behavior based on resignation, self-protection behavior based on fear, and other oriented behavior based on cooperation. it is a useful extension of the concept that illustrate some of the underlying reasons that derive the way that discussed primarily from the concept of pro social voice as this is where organization wide practice 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 2014 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 manager for benefit of the organization. There were five broad ways in which the manager 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.

**Organization performance**

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

**2.2.1.1 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 representative-union or nonunion-to communication the views of the workforce to manager 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 expected 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 improvement 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.

**2.2.1.2 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 task ;deciding how their task are to be accomplished ;appointing their own team leader from among the members of the group.

**Collective Bargaining:** A process in which the representative 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.

**2.2.1.3 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 act 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 representative discuss and consider each other's' 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 communications:** A direct form of voice where information is disseminated from management, in the making of joint decisions.

**Participation:** The sharing of power between employees or their representatives and management, in making of joint discussions.

**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 different how much influence employees say they have would like to have.

**Scope of employee voice**: The range of issues or matter on which employees or their representative 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 labor

## 2.2.2 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, union, 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 o national policy affecting trade unions are also discussed with the discussed with the Trades Union and the government.

In many respects employee's voice is seen in terms of either collective participation or as an alternative to union representation. Many commentators write as if voice intended to undermine

or compete with other 'true' representation structures. This follows the Ramsay(1997)view that employers are only interested in participation for defensive purposes.

## 2.2.3 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 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.

## 2.2.4 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 (Dudon, 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.

**2.2.4.1Potential 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 nonunion 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 organization. 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 o non-union voice.

## 2.2.4.2 Characteristics of employee voice

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

- Discretionary (it's not actually required): Refers to employee voice that is voluntarily expressed, without being required or expected

Involves employees speaking up or sharing ideas beyond their formal job responsibilities

This is characterized by Proactive communication, Initiative-taking, Willingness to share opinions and ideas

**Benefits:**

   - Encourages innovation and creativity

   - Fosters a sense of ownership and engagement

   - Can lead to improved decision-making

**Challenges**

   - May be seen as disruptive or unnecessary

   - Can be difficult to manage or respond to

   - May create conflicts or power struggles

- Challenge oriented: Refers to employee voice that is voluntarily expressed, without being required or expected

Involves employees speaking up or sharing ideas beyond their formal job responsibilities

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**Benefits:**

   - Encourages innovation and creativity

   - Fosters a sense of ownership and engagement

   - Can lead to improved decision-making

**Challenges**

   - May be seen as disruptive or unnecessary

- Can be difficult to manage or respond to

- May create conflicts or power struggles

- 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 see that their opinions count and make a difference. They speak out and challenge when appropriate".

"Effective employee voice is about affording employees the employees the opportunity to develop their knowledge and skills so that they can contribute to decisions normally reserved for management (Dundon & Gollan (2007). Several studies have shown that, a collective spirit of employee voice in an organization indicate a positive relationship between employee voice in an organizational performance (Patterson et al.1997; Sako, 1998; Gollan, 2001)

**2.2.4.3 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 voices; 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 | Agreeging with the group due to low self –efficacy to make a difference |

**2.2.4.4 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 changes, stimulate innovation and cope with high uncertainty in the market. Most of the generation employees want to work in companies that can actively listen and embrace their ideas.

**2.2.4.5 Employee involvement and empowerment**

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

Employee involvement involves in one on one approach between the employee and management. This is more direct method of handling a work project as the individual employee is include in all aspect of the outcome of the project. The employee affect the process itself by making decision with management which both encourage the employee to become more involved in the project

Participatory management practices involve subordinate staffs and their manager in sharing information problem solving and decision making endeavors. Furthermore employee participation is define more broadly by McCabe and Lewin (2000) as consisting of two element. First is the expression of grievances or complaints n a work context by employee to the top management of the organization. The second element is the participate of employees n the decision making process o the company or organization. Thus employee participation does not only involves decision making process but the entire welfare of the employees

**2.2.4.6 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 and (1999), some organization gives their employee reward and recognition for performing their duty diligently. All these method improve and strengthen the communication between the employee and the top management of an organization

When an employee participates in a business activity it means h shares the activity with other. These other form one team with the employee and the team are 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 member are encouraged to participate Employee's job satisfaction plays a vital role in the way carry their duty and responsibility. Most employees resign from their job since they feel not satisfied with their responsible 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 organization. Productive employees come up with new ideas and strategies to enable the organization survive in the tumultuous economic environment. According to Robinson (2004) productivity is a performance measure that includes both efficiency and effectiveness. Effective and high performing "organization have a culture that encourage employee involvement hence employee are more willing to get involved in a goal setting making or problem solving activities results higher employee performance" According to Guest and Hoque (1994) argue that most employee commit themselves to decisions and goals that they have taken part in formulation which make them feel that they own the goal and objective that they have been actively involved in formulation

**Example 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 future. Examples of employee    programs include suggestion boxes safety committees and idea weeks.

**Different forms of employee voice**

Two   finding stood out from employee voice were: 1. Embracing upward problem solving voice mechanisms. 2. Second is representative participation.

Upward problem solving in practice

All the organization downward communication is one form or another with about one third making use of electronic media

. Two way communications are major form of voice at all the sites e.g. staff meetings

. The uses of employee attitude surveys are used in organization e.g. questionnaire

. The matrix tem e.g. group brainstorming consultancy e.g. union meetings

**Representative participation in practice**

About two-thirds of the organization had some form of joint consultative committees (JCCs) were more common in larger multi site workplace and about half the unionized workplace had JCCs compared with all but one of the non union firms

Several organization specifically set up non union channels alongside the union frame work or include non union forms of employee voice was more than an isolated example indeed joint consultation in one form or another was widespread at organization that did not recognize unions for collective bargaining purposes.

**Collective representation**

The final form of voice that we consider is collective representation which existed at about two thirds of the organization. Trade union have always provided a channel for independent voice to employers either through collective negotiation 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 improve organizational performance collective representation can provide challenges to current priorities and perspectives  s well.

The impact on organizational performance may also be positive but this an be indirect

The form and impact of collective representation varied substantially among the organization and this depended on alia the level of membership the type of union and managerial attitudes toward collective representation.

**Perceived benefit of employee voice**

Given that isolating cause and effect is problematic, one way in which voice may be seen to impact on employee behavior 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 work. The impact of voice can be seen in terms of performance and the way the business sparkles.

**2.2.4.7 Therationale 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' bothers with voice.**

| Employee contributions. | Improvements in The Way People Are Managed. | Improved Performance, As Perceived by The Managers Interviewed. |
| --- | --- | --- |
| Employee attitude and behaviors. | Tapping into employee ideas. | Productivity and individuals performance. |
| Loyalty. | The informative and educational role of voice along with relations with recognized trade union. | Lower absenteeism and (in a few cases) new business arising from employee voice. |
| Commitment and cooperative relations. | | |

| | | |
|---|---|---|
| Along with employee suggestions. | | |

### 2.2.4.7.1 Employee contributions

According to the customer service Manager at Bet.com some improvement in employee attitude and behaviors 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.

### 2.2.4.7.2. Improved management systems

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

### 2.2.4.7.3 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 of scotchem also felt they were very clear, tangible benefit 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 compare with any other aspect of employment relations at each of the organizations, all of the manager 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 system 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 level of performance.

**2.2.4.8 Private sector organizations**

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

**2.3 Theoretical Review**

**2.3.1 Social Exchange Theory**

Social exchange can be traced by different scholars. From the study of the economy, Adam smith and David Ricardio, the architects of modern capitalism, suggested that any philosophy promoting any hard work for money was dangerous for the nation. Everyone must harbor strong belief in their own ability to generate income. Some, such as John Malthus argued against any form of public welfare, since the coddling of the poor will enable them to generate more of their pitiful kind (it is actually a kinder act to simply let them die away). John Stuart mill's utilitarianism was more humane, suggesting that every act of every human being should be classified according to it utility. Useless activities were scorned. All these philosophies, upon which American capitalism and our economy is centrally based, emphasized the economy or personal value of behavior. The idea was that hard work benefits the individual and the nation, while frivolity benefits no one. Social exchange theory has its origin in structural anthropology (Levi-straus), Behavioral psychology (Skinner,albert Bandura), utilitarian economic(Ricardo,

Adamsmith, mill), sociology(George Homans, Peter Blaus), and social psychology (Thibaut & Kelly).

### 2.3.1.2 Focus of social exchange theory

Individual interact for profit or the expectation of it. Remember that behavioral psychology [a.k.a. operant conditioning, stimulus-response psychology] explains all behavior in terms of its reward seeking/punishment avoiding motivation. Out of a very basic desire to seek reward and avoid punishment, individual [ a.k.a. organism, subject, units] create sets of strategies that they believe will increase odds in their favor. We learn what is rewarding by emitting an array of behaviors until one of them result in a positive reinforcement.

Thus, throughout life, but beginning in infancy, we are trained [i.e., we learn, our behavior is modified] so that our behavior and thought processes are consistent with the goals of the persons doing the socializing. The fact that those socialization agents working for the state [ i.e., the society, the culture, the larger set of values] brings the psychology of this development theory into the social world.

### 2.3.1.3 Basic Assumptions of social Exchange Theory

1. People who are engaged in interaction are rationally seeking to maximize profits [Could this be a selfish and hedonistic view of human nature?]. Thus, Social Exchange [SE] theory into the social world.

2. Most gratification among humans is located in others. Dyads or small groups are the unit of analysis.

3. People have access to information about social, economic, and psychological aspects of interaction that allows them to consider alternative, more profitable situations relative to their present condition.

4. People are rational and calculate the best possible means to compete in rewarding situations. The same is true of punishment avoidance situations. SE is organismic mechanistic to the extent that the individual is not in control of the expectations for his/her behavior. Individual reactions are narrowly defined as acceptable

5. People are goal oriented in a freely competitive system. SE is a formal Theory.

6. Exchange operates within cultural norms.

7. Social credit is preferable to social indebtedness. SE is Nomothetic

8. The more deprived the individual feels in the terms of an act, the more the person will assign value to it. Again, SE is homothetic-based on general laws.

**2.3.2 Family Development Theory**

The family Developmental Framework [FDF] is the result of a combination of factors. Family studies have long been sensitive to the charge that it is a "soft" science, and thus, chooses to name any theory a framework, rather than a theory. It has something to do with the language of science, and not the actual predictive, explanative, or descriptive power of the ideas in family studies. The main concept in the FDF is the family life cycle idea. Simply put, it is theorized that all families that are in the same stage of the family life cycle will resemble each other in important ways.

The concept "family life cycle" is used as a demographic factor [Sorokin, Zimmerman, Rountree, Loomis, 2008]. It is seen as a control variable in research, and social status. Family size at various stages of the life-cycle has also been related to family economics and poverty. Family life cycle is also a process variable [Glick, Duvall], associating changes in interactive processes [symbolic interaction] with changes in the family constellation [number and ages of members]. From Human Development theories, FDF theories borrowed Havighurst's concept of the development task [e.g., a "task which arises at or about a certain period in the life of an individual]. The successful completion of development tasks leads to the individual's growth, development, maturation, happiness and success with later, more difficult tasks. The failure of achievement of development tasks leads to unhappiness, low self-concept, and difficult with later tasks. Theoretically, families have developmental tasks too. Imagine a young couple, madly in love. One of their first developmental tasks is to pare down their friendship network to only those who support their union. In other words, the couple will alter their single lifestyles to a common, coupled one.

Family Developmental Framework proponents first posed a definitional dilemma: What is family? Several definitions vied for "best definition" Status, from the vague ["Any family group

that tends to be more or less a closed system of social interaction…. in order to explain events within the family of interaction, we must often have recourse to events outside the system, but we may also very frequently explain family events by means of other family events." [ Waller & Hill, 1951]

Given this type of thinking, it is easy to conceptualize those interacting personalities, each at a different stage of development, all contributing to the relative development of all others. However, given the statistical fact of abnormality among human beings, conceptualizing is about all that ever get done with this theoretically analysis. The notion of family structure, taken from structural functionalism, describes a family ideal with positions tied together by roles and guided by norms. Here the family has functional value for society, as well as for individuals. The concepts of role strain, role clusters, and development of personality are borrowed from symbolic interaction theory.

Understanding individual development is aided by human development ideas, such as the acquisition of language. In fact, Piagetian ideas about development through adolescence and Eriksonian notions about the developmental stages through to adulthood are also part of the theory. Concept of the sequential regularity of normal family history [e.g., every family goes through the same stages], family careers, and ole sequences follow the line of simple age/role content ratios, including the number of children, ages of family members, parental marital stability, and so on Individual Development occurs in a growing, changing family, therefore, it is theoretically important to consider the individual in the context. In other words, the individual stages from infancy through early childhood and school age to adolescence are mediated by the quality of individual family members and the integrity of family structure.

The stages of family life begin with Young Adulthood and the Transition to marriage. These are research topics on their own, with a very large body of supporting literature. According to FDF, we should view families in the process of growth and development, like an ongoing cycle of events. At any given point in the lifecycle of a particular family, there are "grandparental" and "New Generational" families in the process of demise and birth.

There are generally agreed upon ages for developmental tasks to be completed. Of course, these change from one historical era to the next. Thus research has attempted to operationalize the concept of developmentalism. However, in every case the family developmental framework never has predicted behaviors or conditions any better than age of respondent or length of marriage. Methodologically, developmental research demands longitudinal sampling, which is expensive. There have been some intergenerational studies, but only a few.

**Disadvantages of the theory**

Little empirical support for strict "stage" development past the Piagetian ideas of formal operations. Critical periods versus important phases. Nearly impossible to operationalize all variables and follow whole families across multiple lifespan. Problems of internal consistency some propositions generated from this perspective violate each other: Nature vs Nurture is still a controversy, but developmental theories house both sides of the dispute.

In conclusion of this theory, it stipulates that an individual/employees' voice may be influenced by the family, traits, background and credo which he hails from.

**2.4 Gap in literature**

With the aid of exact literatures which shows that, the relationship between voice and engagement is partially mediated by both trusts in senior management and, to a lesser extent, the employee-line manager relationship.

However, in light of the study reflections above, employee voice should be encouraged and enabled, but engagement initiatives must be based upon genuine reciprocal trust rather than used to mask work intensification, and debates should focus on how best to develop those managerial skills necessary to cultivate discretionary effort for the positive benefit of both organizations and their employee.

# CHAPTER THREE
## METHODOLOGY

### 3.1 Preamble

In order to present a coherent contribution to body of knowledge, a study needs to be systematic and logical in nature. This chapter is therefore concerned with the systematic method used in carrying out the study. It includes the problem description of research methods, research design and population of the study, sample size determination, sampling technique, sources of data collection , research instruments, model specification and methods we of data analysis. The aim of this study is to study effect of entrepreneurial culture on organization outcome, a research endeavor deemed best served by quantitative methods [Ward,2007]

### 3.2 Research Design

The methodological approach that will be used in this study is a cross-sectional survey (i.e a case study design). A case study design is used because it helps in the description of the situation or relationship between the Study and the target population. According to Burns and Grove, (2003) research design is defined as a method for planning a study with maximum control over factors that may interfere with the validity of the findings. This will be conducted Tuyil Pharmaceutical Staff. Primary data will be elicited using structured questionnaire design to collect information needed to answer the research questions. The data which will be collected would be analyzed using quantitative technique

### 3.3 Population of Study

A population is made up of all considered elements or subjects or observation relating to a phenomenon of interest to the researcher (Asika, 2000). For the purpose of this study, the population consist of the permanent staff Tuyil  Pharmaceutical, Ilorin, as at August 2023/2024. The total staff is 150. According to (Stutley & Bailey as cited in Stienstra, et al 2012) if the population  of your study less than 30 and 50 respectively the researcher  should study all. Because the staff population is more than 30 and 50 hence, sample size determination will be determined.

**3.4      Sample Technique and Sample Size**

According to Nnamdi (2012) defined sample as a representative of the population and can also be defined as the proportion of total number of an element in a population. The sample is usually taking from the target population of study site where information will actually be gathered. Hence, sample will be selected from staff in each of the department and levels in Tuyil Pharmaceutical, Ilorin.

**Sampling Techniques**

Sampling techniques can be either probability sampling technique or non probability sampling techniques. Probability sampling techniques include sampling include simple random sampling systematic sampling stratified sampling cluster area sampling while non probability techniques include convenience sampling judgmental sampling and quota sampling techniques. This research will adopt the probability sampling techniques using the sampling technique method which aid the ability to cover the specified area of research and give all members equal chances of participation s well s prevent every element of bias associate with data collection. Lottery method will be used to recruits participant in this study.

**Sample size Determination**

A representative sample is a miniature or replica of the population, at least to the characteristics under investigation. The sample size will be determined using the Taro Yamani formula to determine the sample size, with the application of an approximation of a 95% confidence and 5% error tolerance

The Taro yamani formula is given thus;

$$n = \frac{N}{1 + N(e)^2}$$

Where, n = sample size

N= population

e = level of significance

Therefore substituting the number below to determine the sample the sample size for the staffs

N = total population of staffs =140

n =?

a = $0.05^2$

n = 140 _____

1+$0.05^2$(140)

= 140 _____    =103.70

1.35

Therefore the determined sample size for the staff is 104.

Using the above Taro yamani formula the research will sample of Tuyil pharmaceutical staff 104 structured questionnaire will be distributed across Tuyil pharmaceutical selected.

**Sample Frame**

In this study the sample frame comprises of permanent staffs of Tuyil pharmaceutical Ilorin as at 2024

**3.5     Data Collection Method**

Data is a word referring to all necessary raw information collected from the various source on the site data can be sourced primarily or secondarily. Primary data often refer to a raw data obtained from the questionnaire interview and other sources. This source of data is used to obtain first hand information while the secondary data are the processed information that kept in record for different purpose. They also information collected from opinions of experts on the same subject. The secondary data include publish works record journals report etc during the cause of this research data will be collected using the secondary sources of Tuyil pharmaceutical, Ilorin .

**3.6     Instruments for Data Collection**

**3.6.1  Reliability of research instrument**

Reliability ensures that instrument at every  point in time consistently measure what is design to measure is depending on stand objectives given same results or slightly variation   with explanation Okafor (2009) as well stated that there are three principle method of testing reliability of research instrument namely; test, reset method, split half method and test for internal consistence for the purpose of this research, the researcher will make use of test re set and split half method

### 3.6.2　Validity of research instrument

There are for method of measuring external validity is face content criteria and content. Face and content validity will be carried out in this work. Content validity will be used to measure the appropriateness of wording of the instrument and the object of study and the face validity will enable the researcher to make claim to have measure what is intended to have measure (Steven 2010). To ensure content validity of this instrument, the researcher will confirm if the format intend to use in designing the instrument is appropriate for obtaining the required information form the respondent.

### 3.7　Method of data analysis

Descriptive and inferential statistics will used to analyze the data. The type of descriptive statistics employed were frequency distribution and simple percentage to analyze personal data of the respondents and research questions in the study. The hypotheses are being analyzed through inferential statistics through ANOVA and regression using the statistics package for social science (SPSS).

### 3.8Model Specification

Oprationalisaion is the process of breaking constructs into variable to enhance measurement. The constructs re divided into both independent (x) and dependent (y) variables as follows;

$Y = f(X)$

$Y=(y1,y2,y3…...yn)$

$X= (x1,x2,x3…..xn)$

Construct X……………………………..employees' voice(EV)

Construct Y ………………………………. Organizational performance

| X | Y |
|---|---|
| Employees' voice | organization performance |
| X1= formal voicing | y1= organizational productivity |
| X2= informal voicing | y2= organizational profitability |

In view of the variables stated above, the focus of this research will be on:

X- Employees' voice　　　　　　　　　　　　Y- Organization performance (OP)
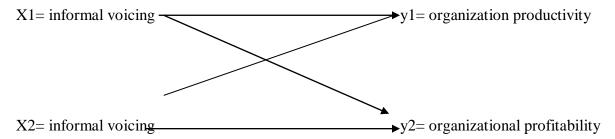
X1= informal voicing ⟶ y1= organization productivity

X2= informal voicing ⟶ y2= organizational profitability

## 3.9 Limitations of the Study

This research is constrained by limited resources available to conduct the study. Major limitation to this study deadline set by the research work. Second that there is absolutely no grant or funding to support this research works.

## DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

### 4.1    Introduction

This section focuses on the presentation, analysis and interpretation of the data gathered. The data obtained for the study is presented in the table analyzed and interpreted using frequencies and simple percentages. The bio data of the respondents was first dealt with after which the Main focus of the study was treated.

The statistical package for social science (SPSS) packages was used to analyze frequencies and testing the hypotheses.

### 4.2    Presentation of Data

A total number of 140 questionnaires were distributed. A total of 120 c0pies were returned and analyzed.

| Questionnaire | Respondents | Percentage (%) |
|---|---|---|
| Returned and useful | 120 | 85.7 |
| Not Returned | 20 | 14.3 |
| Total | 140 | 100.0 |

**Field survey: 2025**

### 4.3    DATA ANALYSIS AND INTERPPRETATION

The questionnaire was divided into two parts;

Part A This contained respondents' Demographic data

Part B This forms the focus of respondent's assessment for evaluation

### 4.3.1 Analysis of Demographic Data

**Table 4.1 Sex**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| Male | 80 | 66.7 | 66.7 | 66.7 |
| Valid female | 40 | 33.3 | 33.3 | 100.0 |
| Total | 120 | 100.0 | 100.0 | |

**Field survey: 2025**

The table below shows the sex distribution of the respondent. It shows that 66.7% are males while 33.3% are females. This implies that the respondents are made up of more males than females

|  | Frequencies | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| 30-34 | 30 | 25.0 | 25.0 | 25.0 |
| 35-39 | 70 | 58.3 | 58.3 | 83.3 |
| Valid | | | | |
| 40- above | 20 | 16.7 | 16.7 | 100 |
| Total | 120 | 100.0 | 100.0 | |

**Field survey: 2025**

The table above shows the age of the respondent. It show that25.0% are between 30-34 years 58.3 are between 5- 39 years, while16.7 are between 40 years and above. This implies that the respondents consist more of the range of 35-39 years.

**Table 4.3**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| Christianity | 40 | 33.3 | 33.3 | 333 |
| Islam | 80 | 66.7 | 66.7 | 100.0 |
| Valid | 0 | 0 | 0 | |
| Others | 120 | 100 | 100 | |

| | | | | |
|---|---|---|---|---|
| Total | | | | |

The table above shows the religious of the respondents. It shows that 33.3% are Christian 66.7% practice Islam.

**Table 4.4**

| | Frequency | Percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| Single | 30 | 25.0 | 25.0 | 25.0 |
| Married | 70 | 58.3 | 58.3 | 83.3 |
| Valid | | | | 100.0 |
| Divorced | 20 | 16.7 | 16.7 | |
| Total | 120 | 100.0 | 100.0 | |

From the table above 25.0% of the respondents are single, 58.3% are married, while 16.7% are divorced. This implies that we have more of married respondents.

**Table 4.5 Educational Background**

| | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|
| HND | 10 | 8.3 | 8.3 |
| B.Sc. | 20 | 16.7 | 25.0 |
| M.Sc. | 50 | 41.7 | 66.7 |
| Other Higher Certificates | 40 | 33.3 | 100.0 |
| Total | 120 | 100.0 | |

From the table above, 8.3% are HND, 16.7% are B.Sc Holders, 41.7% are M.Sc Holders, whie 33.3% have other forms of higher qualification.

**4.3.2 Test of Questionnaire**

In the above tables SD –Strongly Disagree, D – Disagree, U – Undecided, A – Agree, and SA – Strongly Agree

**Table 4.6 Your Organization Gives the Employees Opportunity of Been Heard in the Work Place**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| Strongly Disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid | | | | |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree | 20 | 16.6 | 16.6 | 100.0 |
| Total | 120 | 100.0 | 100.0 | |

**Field survey: 2025**

The table above shows the response of the respondents on their attitude towards the voice opportunity given to the employees in the work place. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree, 16.6% strongly agree.

**Table 4.7    There is a good communication system between the organization and the employees**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid | | | | |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree | 20 | 16.6 | 16.6 | 100.0 |
| Total | | | | |
|  | 120 | 100.0 | 100.0 | |

**Field survey: 2025**

The table above shows the response of the respondents on their views towards the communication system between the organization and the employees. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree.

**Table 4.8   The Organization improves more in listening to the voice of the employees**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid |  |  |  |  |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree | 20 | 16.6 | 16.6 | 100.0 |
| Total |  |  |  |  |
|  | 120 | 100.0 | 100.0 |  |

**Field survey: 2025**

The table above shows the response of the respondents on their attitude towards the organization attentiveness to the employees. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree.

**Table 4.9   Employees are been encouraged to contribute to the progress of the organization**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid |  |  |  |  |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree | 20 | 16.6 | 16.6 | 100.0 |
| Total |  |  |  |  |
|  | 120 | 100.0 | 100.0 |  |

The table above shows the response of the respondents on their preception towards the participation of employees towards the progress of the organization. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree

**Table 4.10   The production rate of the organization increases in a fast rate.**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid |  |  |  |  |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree | 20 | 16.6 | 16.6 | 100.0 |
| Total |  |  |  |  |
|  | 120 | 100.0 | 100.0 |  |

**Field survey: 2025**

The table above shows the response of the respondents on their perception towards the high productivity of the organization. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree.

**Table 4.11   There is high productivity by the employees in the Organization.**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid |  |  |  |  |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree | 20 | 16.6 | 16.6 | 100.0 |
| Total |  |  |  |  |
|  | 120 | 100.0 | 100.0 |  |

The table above shows the response of the respondents on their perception towards the high productivity rate of the organization . From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree.

**Table 4.12   The organization records high profit through the sales proceeds of the organization.**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid |  |  |  |  |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly  agree | 20 | 16.6 | 16.6 | 100.0 |
| Total |  |  |  |  |
|  | 120 | 100.0 | 100.0 |  |

The table above shows the response of the respondents on their views towards the profit made by the organization. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree.

**Table 4.13   The production capacity improves the aids of the employees of the organization**

|  | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral | 20 | 16.7 | 16.7 | 58.4 |
| Valid |  |  |  |  |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly  agree | 20 | 16.6 | 16.6 | 100.0 |

| | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| Total | 120 | 100.0 | 100.0 | |

**Field survey: 2025**

The table above shows the response of the respondents as regards the capacity of the employee of the organization. From the responses given by the respondents, 25.0% strongly disagree, 16.7% disagree, 16.7% were unable to decide, 25.0% agree and 16.6% strongly agree

**Table 4.14   Adequate systems are put in place for effectively managing organization productivity**

| | Frequency | percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| strongly disagree | 30 | 25.0 | 25.0 | 25.0 |
| Disagree | 20 | 16.7 | 16.7 | 41.7 |
| Neutral Valid | 20 | 16.7 | 16.7 | 58.4 |
| Agree | 30 | 25.0 | 25.0 | 83.4 |
| Strongly agree Total | 20 | 16.6 | 16.6 | 100.0 |
| | 120 | 100.0 | 100.0 | |

**Field survey: 2025**

The table above shows the response of the respondents on their attitude towards the adequate systems put in place towards the productivity of the organization. From the responses given by the respondents, 14.3% strongly disagree, 15.0% disagree, 12.9% were unable to decide, 30.4% agree and 27.5% strongly agree.

**4.4   Test of Hypothesis**

Re-statement of hypothesis

**Ho1**:Employees' formal voicing does not have positive influence on organizational productivity.

**Ho2**: There no significant relationship employees' informal voicing on organizational profitability.

**Ho3**: Employees' formal voicing does not have positive influence on organizational profitability.

**Ho4**: There is no significant relationship between employees' informal voicing on organizational productivity.

**Ho5**: Employees' formal voicing does ot have positive influence on organizational productivity.

**Model Summary**

| Model | R | R square | Adjusted R Square | Std. Error of The Estimate |
|-------|-----|----------|-------------------|----------------------------|
| 1 | 630 | 397 | 395 | 2.83518 |

       a.   Predictors: (Constant), formal voicing

a   Dependant Variabe: Productivity

b  Predictors: (Constant), Formal Voicing

**Interpretation of Results and Decision**

The result from the model summary table above shows the impacts of formal voicing on the productivity of employees' activities in the university system to be 39.7%(R square 0.397). the Anova table shows the Fcal as 182.910 at 0.001 level of significance. This implies that employee formal voicing has significant impact on employee productivity.

**Coefficients**

| | Understndized Coefficient | | Standerdized Coefficient | T | Sig |
|---|---|---|---|---|---|
| | B | Std | Beta | | |
| ( constant) | 4.09 | .541 | | 7.442 | .000 |
| 1 Formal voicing | | .032 | .630 | 13.524 | .000 |

a. Dependent Variable: Productivity

The coefficient table shows a simple model that express formal voicing and productivity. The model shows Constant and B which is the value of coefficient. Values from the table above shows that for every deviation increase in Productivity, Formal Voicing contributed 42.8%. Thus, we reject the null hypothesis and embrace the alternate hypothesis.

**Ho2**: There is no significant relationship between employees' informal voicing on organizational profitability.

**Model Summary**

| Model | R | R square | Adjusted R Square | Std. Error of The Estimate |
|---|---|---|---|---|
| 1 | .873 | .761 | .761 | 2.30502 |

a   Predictors: (Constant), Informal Voicing

**ANOVA**

| Model | Sum of squares | Df | Mean square | F | Sig. |
|---|---|---|---|---|---|
| Registration | 4730.439 | 1 | 4730.439 | 890.332 | .000 |

| | | | | | |
|---|---|---|---|---|---|
| Residual | 1477.047 | 278 | 5.313 | | |
| Total | 6207.486 | 279 | | | |

a  Dependant Variabe: Profitability

b    Predictors: (Constant), Informal Voicing

**Interpretation of Results and Decision**

The result from the model summary table above shows the impacts of informal voicing profitability to be 76.2%(R square 0.762). The Anova table shows the Fcal as 890.332 at 0.001 level of significance. This implies that informal voicing has significant impact on profitability of the university.

**Coefficients**

| Model | Understndized Coefficient | | Standerdized Coefficient | T | Sig |
|---|---|---|---|---|---|
| | B | std. | Beta | | |
| ( constant) | 2.784 | .440 | | 6.327 | .000 |
| 1 formal voicing | .768 | .o26 | .873 | 29.838 | .000 |

a.Dependent Variable: Productivity

The coefficient table shows a simple model that express informal voicing and profitability. The model shows Constant and B which is the value of coefficient. Values from the table above shows that for every change increase in Profitability, Informal  Voicing contributed 76.8%. Thus, we reject the null hypothesis and embrace the alternate hypothesis.

**Ho3**: Employees' formal voicing does not have positive influence on organizational profitability.

**Model Summary**

| Model | R | R square | Adjusted R Square | Std. Error of The Estimate |
|---|---|---|---|---|
| 1 | .705 | .497 | 495 | 3.35152 |

a. **Predictors**: (Constant), formal voicing

**ANOVA**

| Model | Sum of squares | Df | Mean square | F | sig |
|---|---|---|---|---|---|
| Registration | 3084.791 | 1 | 3084.791 | 274.526 | .000 |
| Residual | 322.695 | 278 | 11.233 | | |
| Total | 6207.486 | 279 | | | |

**a** DependantVariabe: Productivity

b Predictors: (Constant), Formal Voicing

**Interpretation of Results and Decision**

The result from the model summary table above shows the impacts of formal voicing on the organization profitability in the university system to be 49.7 %(R square 0.497). The Anova table shows the Fcal as 274.626 at 0.001 level of significance. This implies that employee formal voicing has significant impact on organization profitability.

**Coefficients**

| | Understndized Coefficient | | Standerdized Coefficient | T | Sig |
|---|---|---|---|---|---|
| | B | Std | Beta | | |
| ( constant) | 5.529 | .620 | | 8.915 | .000 |
| 1 formal | | | .705 | 16.572 | .000 |
| voicing | .894 | .054 | | | |

a. Dependent Variable: Productivity

The coefficient table show a simple model that express formal voicing and profitability. The model shows Constant and B which is the value of coefficient. Values from the table above shows that every increase in Profitability, Formal Voicing contributed 0.894%. Thus, we reject the null hypothesis and embrace the alternate hypothesis.

**Ho4**: There is no significant relationship between employees' informal voicing on organizational productivity.

**Model Summary**

| Model | R | R square | Adjusted R Square | Std. Error of The Estimate |
|---|---|---|---|---|
| 1 | .927 | .859 | .859 | 1.36978 |

a        Predictor: (Constant), informal voicing

**ANOVA**

| Model | Sum of squares | Df | Mean square | F | sig |
|---|---|---|---|---|---|
| Registration | 3183.302 | 1 | 3183.302 | 1696.593 | .000 |
| Residual | 521.609 | 278 | 1.876 | | |
| Total | 3704.911 | 279 | | | |

**A** DependantVariabe: Productivity

B    Predictors: (Constant), informal Voicing

**Interpretation of Results and Decision**

The result from the model summary table above shows the impacts of informal voicing on the productivity of the university to be 85.9%(R square 0.859). The Anova table shows the Fcal as 1969.593 at 0.001 level of significance. This implies that informal voicing has significant impact on the productivity of the university.

**Coefficients**

| | Understndized Coefficient | | Standerdized Coefficient | T | Sig |
|---|---|---|---|---|---|
| | B | Std | Beta | | |
| ( constant) | 1.100 | .253 | | 4.341 | .000 |
| 1 formal voicing | .908 | 0.22 | .927 | 41.190 | .000 |

a   Dependent Variable: Productivity

The coefficient table shows a simple model that expresses facilities, equipments and effectiveness. The model shows Constant and B which is the value of coefficient. Values from the table above shows that for every change increase in Productivity, Informal  Voicing contributed 90.8%.  Thus, we reject the null hypothesis and embrace the alternate hypothesis.

 **4.9   Discussion of Findings**

This study examines the relevance of employees voice on organizational performance, the variable used for how dependent construct employee voice are formal voicing and informal voicing, while for the independent construct organizational performance, the variables are profitability and productivity. Four questions were asked and the results derived showed informal voicing has significant impact on the productivity of the university.

# CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDTIONS

### 5.1    Introduction

This chapter of this research work gives an overview of the research work from chapter one to four. This chapter also examine the theoretical and empirical findings as discovered by the researcher. The purpose of this study is to examine the relevance of employee voice  on organizational performance. Four hypotheses of the research which was tested using correlation and regression analysis.

### 5.2 Summary of the Work

This research work started with chapter on the introductory part discussing the background of understanding on the term employee voice techniques, followed by he research problems, objectives, questions, hypotheses nd the organization of the two construct for explanation and measurement mechanism. Under employee voice, variable are formal voicing and informal voicing , while for the independent construct organizational performance, the variables are profit ability and productivity.

Chapter two comprises o the conceptual framework, empirical framework, empirical framework and gap in literatures. The conceptual  framework discussed the variables relevant to the study. The chapter three expressed the methodology that was adopted to obtain data which is the hallmark of research. Chapter four analyzed the data gathered from the field work applying due statistical   tools and the results were duly interpreted

### 5.3    Findings

The findings. For this study are divided into two part namely; theoretical findings and empirical findings. The theoretical finding are abstracted from the literature review in chapter two while the empirical findings  are derived from data generated from the field by the researcher.

1.   Family Developmental Framework (FDF) is the result of a combination factors. Family studies have long been sensitive to the charge that is a "soft" science, and thus, chooses to name any theory a framework, rather than a theory. It has something to do with the language of science, and not the actual predictive, explanative, or descriptive power of the ideas in family

studies. The main concept in the FDF is the family cycle idea. Simply put, it is theorized that all family that are in the same stage of the family life cycle will resemble each other in important ways.

2. In the work of Jeremy Wright, when he concluded a theory on time management that every individual should make for everything, and everything will simply fit well where it is supposed to fit.

3. Most of the employees in the university are made up of males tan female as the frequency distribution from the research conducted shows that 66.7% are males ns 33.3% are females. In addition to this, most of the workers are married. Most of the employees are M.Sc holders.

4. The study found out that employee formal voicing has significant impact on employee productivity.

5. The study also revealed that informal voicing has significant impact on Profitability of the university.

6. This study also found out that the formal voicing has significant impact on organizational profitability.

**5.4 Conclusion**

Employee voice is essentially about managing interaction between management and employees within the business environment. Categorization of these relationship are in respect of the project have been identified, with employee voice in relations to organizational performance. There is a significant growth I thee adoption of employee voice technique to accomplish order different sectors, which requires employees' participation.

**5.5 Recommendations**

Based on the findings of the study, the following recommendations can be summarized thus:

- Organizations should create a well detailed work layout, including assigning resources and estimating the participation of the employees from the lowest ranked employee to the highest ranked employee.
- Organizations should manage issues such as, forecasting of future occurrence, customer relationship, quality, communication and so on effectively. And to ensure that the

organization and all stakeholders have the common understanding on how the organization future will be managed.

- Employee voice plan should be reviewed on a regular basis to determine how organizations are progressing in terms of schedule cooperation.

### 5.5.1 De-Limitation of the Study

Taken only one university for the study is relatively small compared to the number of universities in Nigeria. And also, the result of the finding cannot be generalized on other universities across the globe.

### 5.5.2 Suggestions for Further Studies

This research work focus on the relevance of employee voice on organizational performance. The study examine the effect of only two factors on employee voice. Hereby suggest that further studies in the research topic be carried out using more factors a variables.

### 5.5.3 Contribution to Knowledge

This research will contribute significantly to the sparse knowledge in the area of employee voice. Also, the study will be useful for developing policies in the organization. Firms can use the result of the finding to make decisions and help to change their performances. The study serves as an addition to existing literatures in this area evaluating and validating the findings realized prior to this study and carried out in other parts of the world.

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## APPENDICES
## APPENDIX I
Questionnaire

**Introduction:**

We appreciate your participation in this questionnaire, which aims to explore the impact of employee voice in decision making on sustainable competitive advantage at Tuyil Pharmaceutical Ltd. Your responses will be kept confidential and used solely for research purposes.

**Section 1: Demographics**

1. Department: _____

2. Job Title: _____

3. Length of Service at Tuyil Pharmaceutical Ltd: _____

**Section 2**: Formal Employee Voice and Productivity

1. How often do you participate in formal employee voice mechanisms (e.g., regular meetings, surveys)?
(a) Daily        (b) Weekly      (c) Monthly    (d) Rarely      (e) Never

2. How would you rate the impact of formal employee voice on your productivity?
(a) Very positive       (b) Somewhat positive         (c) Neutral    (d)    Somewhat    negative
(e) Very negative

3. How does formal employee voice influence your decision-making processes?
(a) Very influential    (b) Somewhat influential      (c) Not very influential
(d) Not at all influential

4. What factors facilitate or hinder the positive impact of formal employee voice on productivity? (Select all that apply)

(a) Leadership support        (b) Clear communication channels   (c) Employee engagement

(d) Organizational culture     (e) Other (please specify)

5. Can formal employee voice predict organizational productivity and performance?

(a) Strongly agree     (b) somewhat agree   (c) Neutral     (d) Somewhat disagree

(e) Strongly disagree

**Section 3**: Informal Employee Voice and Productivity*

1. How often do you participate in informal conversations about work (e.g., chats, social media)?

(a) Daily        (b) Weekly     (c) Monthly    (d) Rarely      (e) Never

2. How does informal voice affect innovation and creativity?

(a) Very positive       (b) Somewhat positive        (c) Neutral     (d) Somewhat negative

(e) Very negative

3. How does informal employee voice influence teamwork and collaboration?

(a) Very positive       (b) Somewhat positive        (c) Neutral     (d) Somewhat negative

(e) Very negative

4. Do you notice a difference in productivity between organizations that encourage informal employee voice and those that don't?

(a) Significant differences     (b) Some differences  (c) No differences      (d) Unsure

5. Can informal employee voice improve organizational productivity by increasing employee satisfaction?

(a) Strongly agree      (b) somewhat agree    (c) Neutral      (d) Somewhat disagree

(e) Strongly disagree

**Section 4**: Long-term Effects of Employee Voice

1. What are the long-term consequences of ignoring or suppressing employee voice?

(a) Decreased productivity      (b) Increased turnover      (c) Reduced innovation

(d) All of the above      (e) Other (please specify)

2. How does employee voice influence organizational adaptability and resilience?

(a) Very positive      (b) Somewhat positive      (c) Neutral      (d) Somewhat negative

(e) Very negative

3. What is the relationship between employee voice and organizational learning and innovation?

(a) Very positive      (b) Somewhat positive      (c) Neutral      (d) Somewhat negative

(e) Very negative

4. Can employee voice predict organizational sustainability and long-term success?

(a) Strongly agree      (b) somewhat agree    (c) Neutral      (d) Somewhat disagree

(e) Strongly disagree

5. How does employee voice impact organizational reputation and stakeholder relationships?

(a) Very positive      (b) Somewhat positive      (c) Neutral      (d) Somewhat negative

(e) Very negative

**Conclusion:**

Thank you for taking the time to complete this questionnaire. Your input is valuable to us, and we will use it to improve our decision-making processes and enhance our sustainable competitive advantage at Tuyil Pharmaceutical Ltd.