"IMPACT OF EMPLOYEE VOICE ON EMPLOYEE LOYALTY, EMPLOYEE PERFORMANCE, EMPLOYEE PRODUCTIVITY, AND EMPLOYEE RETENTION: MODERATING ROLE OF HR PROFESSIONALISM OF MANAGERS, AND HR MANAGERIAL ACCOUNTABILITY"

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ABSTRACT

The article centers around the concept of the employee voice in an association. The arrangement and translation of voice have been given basic consideration among analysts, experts lately. The concept in this study shows an outcome of the research of the Impact of Employee Voice on the loyalty, performance, productivity, and retention of the employees under the influence of the moderators that are HR Professionalism of Managers, and HR Managerial Accountability in a Service Sector (i.e., Public Sector) of Pakistan. The chosen individual of the research comprises of employees of few of the Public Sectors of Pakistan. Researcher collected the data by using non-probability sampling technique and by spreading out the questionnaire through online means (i.e.,) Google Forms and accumulated data from 309 civil servants. Researcher got the feedback from the civil servants by the usage of the quantitative methodology by means of distribution of the questionnaire comprising of 35 questions that were taken from existing research and literature to measure the variables studied in this research accurately. Data Analysis was performed to carry out the appropriate results, analysis, and development of the model by using the SPSS 26.0 software, and the results reveals that all the seven hypotheses were supported and the relationship among the variables discussed are highly significant. Practical Ramifications These discoveries will help the policymakers, the public authority of Pakistan, leader chiefs, chiefs (deputy, assistants) and other lower/definitive staff to form new strategies and practices.
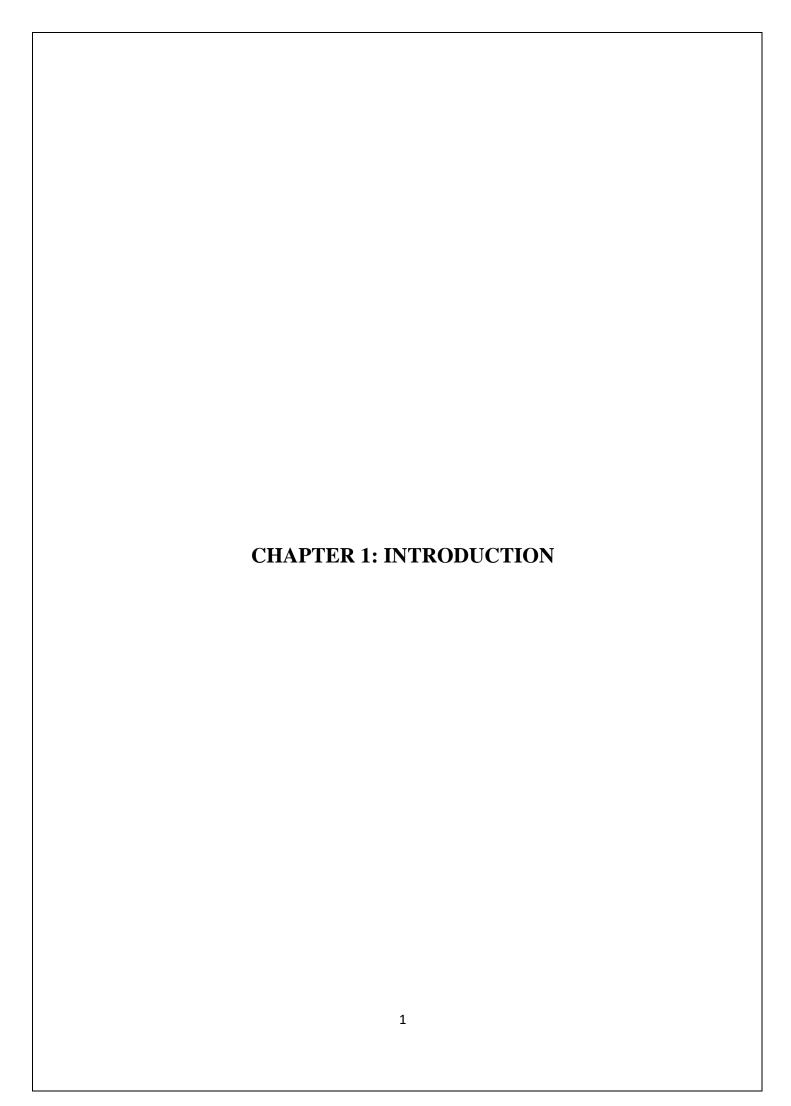
KEYWORDS:

Employee Voice, Employee Loyalty, Employee Performance, Employee Productivity, Employee Retention, HR Professionalism of Managers, HR Managerial Accountability, Government Servants, and Public Service Sector.

Contents

CHAPTER 1: INTRODUCTION

This chapter provides the outline of the project including the following headings that are research introduction, background of the research, problem statement stating the reason this research is conducted and issues faced by the mentioned party, research questions, research objectives, research significance, scope of the research, and contribution this research will made.

1.1. Research Introduction

The aim behind this paper is to extract out that how the loyalty, performance, production, and retention of employees is affected by the phenomena of employee voice within the public service sector, what are the problems that we can overcome by not only highlighting them but also by proposing measures for them as well. As in this case study only a public sector is chosen therefore according to the research plan 309 questionnaire will be floated inside the divisions of different Public Sectors of Pakistan, they might include Government and Semi-Government Universities to carry out the proper results. It is an axiom that any association relies upon its workers and that representatives are the important part of any association. Without their representatives, associations can't implement their techniques into the real world. To accomplish their objectives associations, need to assemble an inner culture adequate to make solidarity and pride among workers and ready to go about as a "strategic advantage which is hard for rivals to duplicate" (Quirke, 2008, p.7). The authoritative culture is explicit to any association as it depends on "its esteems, purpose and work processes" (Hume, p.4). A decent inside communication also relies upon knowing and thinking about the assessments of the workers; due to lack of communication in the organization different issues like lack of inspiration, turnover, or abandonment, and finally leaving or quitting the organization is left. Individuals' attitude towards the functioning body is critical as it impacts the proficiency of the association. The feasibility of the employee voice relies upon successful data sharing. The employees who are knowledgeable about employee voice they will definitely build the degree of employee loyalty and commitment with the organizations. Simply by understanding the union strategy employees can turn out to be more involved. On the off chance that individuals get to know the organization strategy, who believes them and who they can trust, they can assemble a proficient and skillful association. Trust on the management of the organization can encourage an increase in the employee responsibility. The consequences of adopting an educated employee voice way to deal

with interior communication is critical and a proof that the worth of correspondence is understood. Pakistan has been putting great efforts in improving Service Sector (public). The main purpose of such reforms is to make this sector much more effective, efficient, responsible, unbiased, reasonable, and to also enhance the quality of services, and to strengthen the national wealth by generating more productivity and profit from this sector.

The idea of employee voice has drawn an extensive consideration in exploration since the 1980s essentially in the disciplines of Employment Relations/Human Resource Management (ER/HRM) and Hierarchical Conduct (i.e., Organizational Behavior). Every one of these disciplines centers around various parts of employee voice, the prior studies on the organizations for workforces have 'something to do with' providing hierarchical directions (Freeman, Boxall, and Haynes, 2007; Gollan, Kaufman, Taras, and Wilkinson, 2015; Wilkinson and Fay, 2011) and the last option thinking about voice as an 'additional-job is the upward communication (Morrison, 2014, p. 174) with the aim to work on administrative operations. The reason for voice is seen by every one of these disciplines in an alternate manner. ER/HRM points of view are supported by the presumption that it is a principal popularity based ideal for workers to broaden a degree of command over organizational decision-making inside an alliance (Kaufman, 2015; Wilkinson, Gollan, Lewin, and Marchington, 2010). In this way, one and all have to have a voice and lack of odds to communicate that voice may antagonistically affect employees' respect. Intriguingly, OB points of view are backed more by a worry with authoritative enhancements, along these lines passing on it substantially more to administrative tact to lessen or change existing voice game plans due to, for instance, a monetary slump (Barry and Wilkinson, 2016). Employee voice is one of the means for the employee over which personnel pass on their observations, beliefs, and prospects to the employer or to its organizations management. The employee voice permits and gives the equal rights to each and every employee of the organization to effectively take part in raising their voices over various issues that are directly connected with their work and prosperity. Voice of employee support joint benefits for the employees, the management of the employees they interact with and for the organization as well. The perspectives, considerations and thoughts shared by the employee of an association plays a crucial role in the advancement, innovativeness, and better approaches at the working environment of any organization. The sharing of ideas, opinions, and views improves the performance of the employees, satisfaction towards job, work, and organization, engagement, commitment i.e., loyalty with the organization, participation, and other factors for the employees. In spite of the fact that worker voice is by all accounts valuable together, research proposes that

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the greater part of the representatives feel unheard at their work environments (Wilkinson et al., 2018). The exploration additionally shows that organizations perceive the moral worth of employee voice however it isn't polished and focused on. The negligence towards employee voice can trigger disappointment, dissatisfaction and can result into the bigger conflicts management might face by its employees at their end. It is hence critical to take care of the employee voice. Employee voice is acquiring familiarity in the present information economy. Expanding innovative advances have opened up new paths where the employees can raise their interests. In the current period, disregarding employee voice can be dangerous. In such a situation, employee voice must be focused on by the organizations the most. Associations should take actions about taking responsibility about taking care of the employee voice which practically means speaking up your concerns. HR must take guarantee that employees are being heard. Surprisingly, employee voice creates a range of thoughts, considerations, and perspectives, which assists in working on the HR and the organizations at large. The voice of employee should accordingly be seen productively and advanced as a piece of authoritative culture.

1.2. Background/Circumstances:

A hypothesis of a public service sector was first found in the advancement of the democracy-based city-state depicted by Plato in *The Republic*. His idea emerged from the thought that individuals are 'not autonomous of each other, but rather need the guide and co-activity of others in the creation of the necessities of life'. A public area that was involved in risk management the board dealings with the private area, whose help was expected to save a piece of the Roman armed force positioned in Spain. Notwithstanding, proof from Chinese researchers proposes that public area associations existed in that country in the Xia Administration, numerous hundreds of years earlier than in Europe. The overall meaning of the public area incorporates government ownership or control rather than simple power involved, for instance, the pursuit of public power or the execution of public arrangement. On focusing we can see and state that the support of public or employees or individuals present in the Government and Semo-government sectors and all institutions falling under these categories basically shapes and make the public sector. For this situation, the differentiation of the public area from the commercial area is quite clear it is noticeable as far as work connections and the right of practicing public authority is concerned. The following circle incorporates various diverse semi administrative

offices that are, in any case, considered as the immediate source of responsibility inside government. Models range from federal retirement aide assets to local advancement organizations. The exterior circle is populated by state-claimed ventures, typically characterized by the public authority's control or its possessing most of offers. From 1980s, various established nations saw extensive privatizations of state-claimed endeavors, regardless of whether in segments or in full (models range from carriers to the telecom section), even though public proprietorship stays on being a boundless division. The word public area is likewise utilized for insightful purposes, exclusively, as a differentiation to the private area and public area. It considers the planning of the extent of state exercises inside the wider economy (additionally considering correlation across existence). Additionally, it features particular instances and working practices inside the public area. Researchers are increasingly faced with the trouble of describing the public area. Privatization, nomination of public power (for instance, in jails), the combined public-private arrangement of administrations, normally viewed as "public," just as institutional revisions have made the identification of the public area troublesome, particularly for motivations behind near investigation. As far as some might be concerned, in this manner, the thought of the public area has lost all reasonable strength, given those issues of characterizing clear limits. An expanding trend of doing research on voice of employee demonstrates that a significant mark of hierarchical achievement is a company's capacity to cause employees to feel appreciated. Offering workers with a portion of voice is a necessary part of building up a work force that is glad, useful, and locked in. It's not until a representative is persuaded that his ideas assume a fundamental part in vibrant that they become ready to convey thoughts, concerns, and feelings. Representative voice makes it possible to formulate a corporate culture around regard and shared values. Notwithstanding, this subject is one that stays a fuzzy gray defined situation at numerous associations.

1.3. Problem statement

Every institute has some type of culture formed by its leadership. The culture in an establishment and the style of leadership oversees the engagement of its employees. Businesses need to focus on aspects such as employee voice which encourage employees' engagement, productivity of the employees, motivation of employees to perform better, that plays role in the retention of the employees and decreases the overall turnover rate of the company which further stimulus the

factors such as loyalty. The Service sector organizations of Asian country are ruled by complicated and outdated stratagem, most of the laws and rules that are sometimes inconsistent and clashing, and these stratagems proved to be utterly unproductive for the structure production. Course of action and approach publicly in-service sector is unharmonized and unqualified to shield the general notice staggeringly. The notions within the service sector, organizations are very inexplicit & indefinite, that is extremely troublesome to know and accompany by the secular retainer correspondingly. The method to unravel the problems and manage the things are whole useless. Documentation and transmission processes between the lay workers are extremely old fashioned, as these are controlled through non-automatic means that is one of the major matters faced by the sub-ordinates of service sector. Unavailable regulating orders and unclear schedules, the lower degree civil employees found chance to mold ordinance and guidelines in line with their determination and accomplish consequently. Ministry of Asian country is slightly involved and did not take any note to disclose the prevailing shortcomings within the educational (service) organizations. Civil Servants do not know much regarding their fundamental rewards, directorate assistance and disrespectful system particularly in our region within the service sector management, ease is usual observe to go after. The civil employees mold the scheme in line with true and do their occupation duties that embellish a significant ground of unskillfulness within the company and influence the structure achievement. Since, each public corporation is created of employees flourishing their expertise, inspiring them to excessive level of achievement and guaranteeing that they still fulfill their commitment that is necessary to execute structure goal. Service sector's civil servants square measure thought-about as rational in phrase of their decisions rather than backing ancient traces, they endeavor to induce regard for his or her household lives, operating task, record, and abide. Public section is additionally according as helpful relatively personal portion in several nations in words of HR operations that square measure additional significantly established publicly organizations as compared to non-public division. Public service sector generally actions systemized and state-controlled plan of action to govern HR. Moreover, public division manifest inflated tenderness with regards to civil attendant. A lot is communicated and illustrated on prosperity in the work environment, yet many puzzle over whether 'putting individuals first' is only an exterior and that is it not for business regulation, connotation representation and the prominent of common right issues, bosses would see representatives as an essential troublesome monetarily mischief, as in past times. Some academic examination has showed that the responses

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of representatives to the nature of working life and prosperity at work and a lot of this proposes undeniable degrees of disappointment, irritation, and separation. In Employees' Voice, HRM Practice, and Management in the Public Area: Multi-layered Prosperity at Work, it is realized that public area representatives are even less fulfilled than those in the private area, there has been almost no examination into the impacts of operational informative encounters on employee prosperity in undeveloped associations. There is even some uncertainty concerning whether a prosperity reasoning that can be applied in the private area can promptly be reached out to the public area. Public service sector employees face a lot of issues regarding raising their voice and communicating their workplace problems to their higher ups as there is no proper channel and mechanism for them to do so therefore, it's not easy for public sector employees to deliver their issues to the higher management. Another difficulty employees of public sector face in raising and delivering their voice to the upper management is that their hierarchy structure is quite complex which does the let the lower staff of the organizations to reach out the authoritative management easily. This research is conducted on the public service sector of Pakistan to find out what issues are faced by the government employees at their workplace in Pakistan regarding approaching their higher ups and communicating their voice, issues, ideas, thoughts, and opinions about certain complications to the higher management and how much supportive their upper management and superiors are towards the complications faced by their employees.

1.4. Research Questions

The research questions involved in this study are based on the concept of the impact of employee voice enactment on employee loyalty, performance of employee, production, and, retention of employees either it impacts positively or negatively and to analyze how the moderators are enhancing and stabilizing the impact of independent variable on the dependent variables, what efforts are made by public service sectors of Pakistan to overcome the issues and what mechanisms and other platforms are offered to the employees to give them an opportunity to raise their6 voice and improve the aspects of employees in that way. The research questions are based on the research objectives of this paper, thar are as follow:

1. Whether the voice of the employee of the organization effects the loyalty of the employees?
2. Whether employee performance of an organization is affected by the voice of the employee?
3. Whether employee voice affects the productivity of the employee?
4. Whether the voice of the employee of the organization influences the loyalty of the employees?
5. Whether the moderating effect of HR Professionalism Managers and HR Managerial Accountability?

1.5. Research Objectives

The role of the mechanisms of voice of employees in the public sector, professionalism of managers and managerial accountability inside an organization, it is very imperative to keep employees updated about the important decisions and information circulation among the employees to give them importance to sustain them and to also boost confidence of the employees and achieve better results. Human Resource Management (HRM) plays a main job in the development of the employees in the workplace. Workmen are the ones who introduce objective, put forward, and execute them. HR applications such as voice raise mechanisms can help to build frame of mind, behavior, and expertise of worker outcome in better compensation and obligation of worker, thereby donating to innovation at the workplace. For this reason, organizations, researchers are currently focusing on the study of the association of employee voice and its influence on the loyalty, performance, productivity, and retention of employee under the moderators HR Professionalism of Managers and HR Managerial accountability. The goal of this analysis is that:

1. To analyze and explain the impact of employee voice on the loyalty of employees.
2. To analyze and explain the impact of employee voice on the performance of employees.
3. To analyze and explain the impact of employee voice on the productivity of employees.
4. To analyze and determine the impact of employee voice on the employee retention.
5. To determine the role of HR Professionalism of Managers as a moderator on the relationship between the Employee Voice and the dependent variables involved.

6. To analyze the role of HR Managerial Accountability as a moderator on the relationship between the Employee Voice and the dependent variables involved.

1.6. Significance of Research

The significance of this research is to investigate the consequence of employee voice on the following aspects (i.e., loyalty, performance, productivity, and retention) of the employees under the moderating influence of HR professionalism of managers, and HR managerial accountability. How the mechanisms and concept of employee voice can be enhanced especially in the public sector of Pakistan. Civil servants in public service sector will benefit from the study findings all over the Pakistan after the proper publication of the results we will gain from surveys and questionnaires from the employees in public sector. Government offices, universities etc. will be able to make proper decisions to improve voice mechanisms, programs, and platforms. Government of Pakistan will be able to do so with the help of the results that will be provided in this research paper. It will also be helpful for the employees to know how they can raise their voice against any kind of important decision making, any discrimination occurring around them, for their career growth and many other qualities.

1.7. Scope of Research

The scope of the scrutiny is to determine the impact of voice of the employee on the loyalty, performance, productivity, and retention of the employees under the moderating effect of HR professionalism of managers and HR managerial accountability in citizen service division of Pakistan. The statistical distribution of the representative sample in this scrutiny is of 309 employees/responses. The target market of the study are the employees of the public service sectors of Pakistan. The limitation in this examination is that the lack of time, lack of interest of employees due to their own burden of work, and a clash of concept because employee voice is most of the times considered as the communication among personals.

1.8. Contribution of Research

The contribution this study can make is that it can help the Government of Pakistan to make policies with respect to the employee voice observes that impacts on the workplace participation which can lead to the increased and decreased interest of the employees in the organization and their workplace performance, their loyalty to their organization and work, their productivity, and their retention in that organization. To introduce different programs, mechanisms, processes, and different platforms that can help the members to raise their voice and share their, ideas, thoughts, issues, and problems they might be facing at their workplace stations due to lack of such programs, and lack of information. By providing such platforms career growth can take place, because they will help in the productivity of the employee, turnover rate will be decreased as employees will become more loyal to the organizations they are working in if they will be heard, their performance will also improve with the easy flow of information and awareness to every important decision taking place around them. This paper can also help the other public service sectors to figure out the problems they might have in their organizations that might be neglected. Furthermore, it will also help the Government of Pakistan to be aware of the conditions of the public service sectors of Pakistan and they can take proper measures to overcome the issues.

CHAPTER 2: LITERATURE REVIEW

This chapter of the paper explains about the components involved in this research like independent and dependent variables and the role of moderators in the enhancement and diminution of the relationship among these variables and the impact of these variables upon each other according to the situations mentioned (defined) in research papers.

The idea of employee voice has been obviously shown in the literature that employees who obstinately consider that they can openly and unreservedly impart their particular expectations and worries to the board of the association, and who accept that they can contribute to the dynamic interaction, are probably going to display hopeful perspectives and will show helpful work practices (Holland et al., 2011; Rees et al., 2013). Employee voice has incited positive result to associations across the societies and economic sectors of the world (Morrison et al., 2011). Farndale, Van Ruiten, Kelliher, and Trust Hailey (2011) on this note provide verification, contending that employee voice bears the cost of employees chance to energetically communicate their brains, and incites the belief that their commitments are imperative, it agrees at serious level of regard towards the administration of corporate firms, subsequently, there is a nearby link between employee voice, productivity, authoritative execution, and improvement of representative confidence in senior administration.

2.1. Employee Voice:

According to researchers the most commonly used term in the practitioner and academic literature on Human Resource Management and industrial relations in recent years is 'Voice'. The term voice was coined by Hirschman, and it was applied to describe: "it is an attempt or effort to bring changes in any organization rather escaping or running away from the matters which can be questionable. According to Hirschman employees always react to a situation which they are not satisfied with either they leave that issue as it is or leave the organization or they object against that situation. Employee voice is as of now a grounded worry in human relations the board writing (Marchington, 2015) which perceives the advantages associations accumulate from hearty frameworks of employee contribution and investment. Fulfillment with employee voice, as far as having adequate freedoms for giving vertical input, has been perceived as a driver of employee commitment (Ruck and Welch 2012). Be that as it may, the employee voice idea is at this point under-investigated in advertising writing. This is amazing given the potential

experiences advertising and correspondence the executives specialists and scholastics could propose to help pioneers to take advantage of employee perspectives. This perspective widens originations of the job of inner communicators as it goes past the idea that: 'An inside advertising professional can go about as the association's true voice to address interior publics in a firm, planned manner; this fundamental rule of outside advertising practice ought to be applied inside, also.' (Seltzer, Gardner, Bichard, and Callison, 2012 p. 135). Just as attention to inside publics, inner correspondents can stimulate employee voice commitments. Besides, they can assume an essential part by passing on employee perspectives to ranking directors and working with authority openly. As Rees, Alfes, and Gatenby (2013) notice, employee voice was initially compared with employee's union registration and collective bargaining, yet it is presently more as often as possible considered a scope of manners by which representatives have a say concerning what continues in their association. This is summed up as employees' 'making some noise' with useful thoughts that intend to improve or change the norm. In the event that employee voice is paid attention to and followed up on workers might react with uplifted commitment. Employee voice is truly a part of interior correspondence that may decidedly influence representative commitment with the association. In some random circumstance, individuals have two possible ways of reacting to disappointment: to leave or to voice their disappointment. Later on, the term was utilized to "address the deliberate articulation of business-related thoughts, data, and feelings" and by Budd, Gollan and Wilkinson, (2010) to allude to the cooperation in associations. The term informed employee voice is utilized (Knight and Haslam, 2010) to "depict hierarchical cycles that empower representatives to feel good educated and to have a say concerning what continues in their association" recognize five distinct worker voice types, i.e.: correspondence/trade of perspectives, critical thinking, collective picture of ideas, commitment, a say about problems. The main thing, trade of perspectives, involves just in trading talks about issues between the employee and the directors. The subsequent one, critical thinking, gives a chance to the employee to give input on specific issues. Aggregate portrayal outperforms the singular discoursed between a worker and a director and addresses the voice of a gathering; supervisors are educated with regards to the perspective of the work power. Giving employee the rights of speaking up improves commitment, having a say about issues, infer higher contribution of the staff. Other than the right to speak freely likewise having the right to raise voice is also reassuring for employees. It would be generally recognized that individuals act differently while working. The distinction in conduct prompts different sorts of voicing the assessments. The behavior at workplace environment given to the employees decides the

behavior of employees they show in return. Here arises a question that: Are the workers who fear losing their employment liable to voice their viewpoint? In this manner, are the representatives who have been wrongly accused or abused prone to voice their thoughts? Regardless of whether they used to do this, we are positive that they won't ever repeat the experience, regardless of the consequences for the organization. Three explicit kinds of employee voice capacity to work behavior, i.e.: Prosocial Voice, Cautious Voice, and Passive Voice. The main voice which is keen on the advantage of the association is the Pro-Social Voice. The Submissive Voice upholds the thoughts of the gathering out of denial while the Cautious voice is driven essentially by dread and will in general direct the consideration somewhere else.

Furthermore, Specialists consider that associations can defeat inward communication issues if they: build trust in the association, wipe out the ill-disposed relationship that regularly exists among the executives and representatives who talk up and assuming they give proof that the association does more than suggest esteeming the things that it says it respects. Employee voice can add to the representative commitment and subsequently to a further developed execution, however provided that here is certified information sharing. If individuals observe that their work is appreciated, they are encouraged to work more diligently. Responsibility of the staff can be upgraded by the improvement of the nature of the information provided. Specialists think about that "permitting individuals the chance to take care of their perspectives and suppositions upwards is the fundamental most significant driver of commitment" (Greene, A. 2015). Research show that organizations which gave the labor force the chance to be heard, to voice their disappointment have a lower staff stream. The employees ought to be given freedoms to raise their interests or to make ideas. Giving information in itself isn't enough as the information shared should be communicated, put into situation/consideration, explained, and so forth. Dundon and Gollan, (2007) consider that the "insight, among workers, that their voice plans bear the cost of minimal utility, could be deciphered as a sign that administration is dishonest" (p. 1188). They likewise stress the possibility that "powerful employee voice is tied in with bearing the cost of workers the chance to foster their insight and abilities so they can add to choices ordinarily held for the board" (p. 1186). To acquire the most extreme advantages for the employees and the organizations, the workplace has been a perfect place, for example an environment that energizes useful thoughts for the advantage of the association, an environment that reduces to the fear of anxiety disposition.

It is a fact that employees are the most valuable assets and strong foundations of any organization and without employees an organization cannot grow, achieve its goals, aims, objectives, strategies, and build strong base in the market. To overcome any obstacles and misunderstandings organizations need to strengthen their interpersonal communication by introducing and running different conversation mechanisms in the organization. Employee voice exists where the organization has put mechanisms in place to enable it to have an ongoing conversation with its staff, in different ways, to ensure every voice is heard. "Voice of employee" is clearly concerned about the idea of "participative administration'. Stueart and Moran (2007) in their review it is inferred that participative administration engages workers through group building and henceforth openly partaking in such exercises offers them the chance to easily be essential for the dynamic interaction. Employee voice only exists in an organization where the employees of that organization are given the right and opportunity to present their ideas, views, thoughts, where employees can raise their voice against any difficulty, issues, discrimination, work pressure or any other problem they face without any social and workplace consequences, where their opinions will be given importance and consideration, where there voice will be listened when any important matter is discussed in the organization because employees can influence the actions and decisions of an organization through their feedback. Past research on employee voice has revealed huge insight into the variables of employee's voice and its method and its effect on the way that it can end up being viable for an organization. These investigations propose a differing scope of relevant and individual variables which clarify representatives' cooperation in voice.

2.2. Employee Voice and Employee Loyalty

As the various researchers and their research states that the managers of the organizations believe that giving the opportunities to the employees to raise their voice will benefit the organization in multiple ways - for example, raising voice can increase the loyalty, trust, and commitment of the employees towards their job and organization, the performance of the organization and employees will increase and the absenteeism will be decreased (Wilkinson, 2014). Loyalty can alter the reaction, empowering an individual worker to stand high and struggle (voice) for what appears to be acceptable instead of fleeing from the real world (exit).

While Hirschman clarified voice in his hypothesis as an endeavor to alter as opposed to fleeing from an unsuitable financial relationship in work setting or the public existence of people. In another aspect, the Hirschman hypothesis shows the presence of leave choice can generally decrease the likelihood that voice will be heard thus Hirschman presented the component of faithfulness. Loyalty demonstrates a sensation of devotion and connection to a firm where an individual is a part. The presence of confidence successfully uplifted the expense of exit. Accordingly, it manages the cost of laborers to stick with the unwanted firm for some time, in this manner diminishing overabundance exists (Unler E, 2019). Being devoted to a firm shows an individual accepts the association throughout even in some undefined time frame, which endorses that the right turns will be more than balance some unacceptable ones. Considering that exit is kept under control, representatives are bound to declare their voice system. While the firm couldn't likewise bear to disregard the voices for a really long time as it is adverse for a firm. Research worker have revealed that supervisors recognize various advantages to a firm from empowering voice - for instance, expanded loyalty of employees and responsibility, expanded hierarchical execution and diminished absenteeism (Wilkinson, 2014). Employee voice via grievance filing is positively related to intent to leave their organizations, whereas loyalty was negatively related to grievance filing. In short, loyal employees who experienced unfair treatment were more likely to respond by suffering in silence. Loyalty of employee indicates to the employee's ability to remain with the associations, in any event, when the readiness might conflict with the workers' personal matters. As indicated by the examinations, employee loyalty is viewed as a significant build in understanding worker practices at work (Yee et al., 2010). Not just that, loyalty of employees is likewise observed to be a basic contribution to accomplishing the objectives of the associations. Employee loyalty refers to the degree to which the employees are dedicated to the organization. As indicated by Avey et al. (2012), the loyal representatives would have tremendous feelings of holding and obligation toward their organizations. The resolute workers would likewise make individual amendments in the light of a genuine concern for the organizations (Eisenbeiss, 2012). The importance of employee contributions to the business can increase with their operating time at the organization. Hence, a company's policies continually make efforts toward growing employee loyalty to facilitate their prolonged tenure. Several corporations aim to a tough scenario and losses in profits due to the employee exits. The frequent turnover of employees will impact the effectiveness and spirit of those who stay within the enterprise. Employee loyalty is outlined in varied ways in which. Loyalty means that an indication of one's commitment to a company, typified by the relative advantage of a person's

identification with, and active engagement in, the operations of a firm. Once the employee believes upon the values, mission, and statements of a company, it will manifest associate intense aspiration to stay a relationship therewith enterprise, a development describes in an exceedingly the word as loyalty. Employee loyalty is a structure behavior that expresses adherence to the firm to extend interests. In different words, loyalty may be a status that emphasizes the correlation between labors and also the company, successively impacting the choice of an employee to hold on with a specific organization (Wilkinson, 2020). The organization should satisfy workers to make them loyal towards their organizations. It implies that the lower the employee's satisfaction the lower will be the spirits and motivation to fulfill the task or duties.

H1: Employee voice is positively associated with Employee loyalty

2.3. Employee Voice and Employee Performance

Employee performance is often outlined as the behavior presented by employees while fulfilling a specific task appointed by the employer. It conjointly relates to the result made by a specific employer in a company. Employee performance is related to the accomplishments of each employee in harmony with the various rules, rules or expectations of the organization or leader. The role of employee performance suggests the skills and abilities of every individual worker in a corporation. Therefore, to improve the performance of the employees the management of the organization should focus on the platforms which can provide the employee to deliver their opinions, share their ideas, discuss their issues and problems they are facing, and an environment where employees can not only communicate but can deliver and inform about their problems freely and easily, only in this way the performance of the employees can be improved with the help of providing them with the opportunity to raise their voice. Performance is that the final consequence or conclusion of someone throughout sure intervals of obligation in contrast to the quality of the tasks, the goals or benchmark that are adamant prior to and agree. Performance is related to the job satisfaction of the employees, compensation, skills, individual abilities and how much the voice of the employees is heard. Zehir and Erdogan, (2011) observed that a connection exists between employee voice and employee performance. Their examination discoveries were that performance of workers and hierarchical responsibility are connected with

administration conduct, they presumed that employee voice or quiet in essence straightforwardly impacts the presentation of workers and their responsibility towards the association. Stretching out valuable ways for raising voices to representatives can prompt more certifiable mentalities towards the board (Dietz, Wilkinson, and Redman, 2009). Research on employee voice recommend that representatives who accept to have the chance of raising voice adequately pass on their ideas/concerns/conclusions to the administration and are bound to depict a hopeful mentality and show superior execution levels.

H2: Employee voice is positively associated with Employee performance

2.4. Employee Voice and Employee Productivity

In motivating and a successful association, the employees are the vital component to bring feasible serious benefit to firms and without being useful and displaying successful work conduct. Employee productivity has been vital in both HR the board and hierarchical conduct writing just as authoritative the board specialists. Rees et al., (2013) stress that employee productivity is what employee/worker produce with the least effort. Efficiency is a proportion to quantify how well an association, individual, industry and country shows input assets, work, materials, and machines, into completed merchandise and administration with further developed turnaround time. There exists gradually expanding competition from the business today and studies has reliably shown that worker perform better assuming they have a thought that their endeavors and works are valued and esteemed consistently. This portrays that it is essential to keep efficiency high by rousing and supporting workers to drive the association's business in accomplishing put forth objectives for the association. Staying useful isn't only liability of individual workers, yet rather it is the obligation of the board of the association to guarantee that strong work culture is set up for the association to acknowledge elite execution culture in the association among its labor force. An organization where representatives are presented to distressing working conditions, productivity is contrarily affected and that there is an adverse consequence on the conveyance of administration. Then again, in the event that functioning conditions are better, productivity will increase and there will be a positive impact on representative work conduct. Exit voice theory is additionally a critical hypothesis when one is

assessing the idea of employee voice corresponding to employee productivity. The hypothesis was started by Hirschman. The hypothesis is set up to clarify the relationship between employee voice, higher productivity, and lower rate to stop the turnover. The hypothesis specifies that there are two sorts of reaction to unsuitable circumstances in an association. The first is an exit or leaving without attempting to fix things. While the second is a voice which means making some noise, ready to communicate and convey to check the weaknesses of the administration. Employee productivity depends on the satisfaction of the employees with their job, with their workplace environment, management of the organization, and with their organization in some random association, the work of its human asset assumes an indispensable part in adding to the accomplishment of the organization. Associations need to have a sound and dependable inside communication framework set up, to such an extent that it tends to its employee's interests, proposals, assessments, and guidance. A two-way direct communication is fundamental for bosses just as representatives (Gollan, 2013). The lack of a voice framework in an association might prompt low degree of inspiration and laxed disposition among representatives along these lines influencing individual and generally speaking association proficiency and adequacy. The viability of the employee voice pivots after sharing of data inside the association. A very much informed employee with an amazing chance to raise his/her voice is in a superior situation to upgrade his/her commitment level with the association. If the employees will be provided with the chance of speaking up for them only then they will feel at ease. If organizations come to realize that the well-being and growth of their organization is connected to the employee voice raising their concerns only then organizations can achieve their competitive advantage easily among other competitors, through the organizations can also build trust among their employees and the management. The impacts of utilizing a employee voice approach and acquiring methods of interchanges for workers are critical and a proof for employee that their voice is esteemed and perceived across the hierarchical order. Business developers who are focused on further developing employee productivity don't really need to endorse huge raises, give extravagant gifts, or guarantee new motivations. In any case, there are more viable and viable ways of creating more prominent productivity and effort from your labor force. Everything begins with employee commitment. Not committed employees are a challenge for the organizations on the other had committed employees will be more participative, will stay longer with the organization and work for the betterment of the organization along with the management. Productivity might be assessed as far as the result of a worker in a particular timeframe. Normally, the efficiency of a given specialist will be evaluated comparative with a normal for representatives accomplishing

comparative work. Since a significant part of the accomplishment of any association depends upon the usefulness of its labor force, worker efficiency is a significant thought for organizations. Employee productivity can be characterized as how much work (or result) created by a worker in a particular timeframe. As a supervisor, it's vital to see how long it requires for your partners to finish explicit responsibilities, and assuming there are any barricades or interruptions en-route that you could assist them with surviving. Organizations that need open correspondence among supervisors and representatives are welcoming productivity issues in the work environment. Administrators ought to be open to their representatives and viably convey assumptions and obligations. This business the executives approach assists with expanding employee productivity, as workers feel straightforwardly associated with the association's main goal and objectives. Eventually, executing powerful correspondence conventions can cultivate productivity and increment work fulfillment. Putting resources into employee productivity is beneficial in guaranteeing an organization's capability to further develop their benefits and supportability as business pioneers play a persuasive part in recognizing and tending to the main drivers of employee productivity issues in their organizations. So, productivity of the workers can be expanded by taking care of their concerns.

H3: Employee voice is positively associated with Employee productivity

2.5. Employee Voice and Employee Retention

In an environment where retention of employee is becoming a big issue for the management, it is basic for organizations to comprehend the reason why a few employees left, and others stay for the primary concern. Employee retention is characterized as an organization's capacity to prevent worker turnover, or the quantity of individuals who find employment elsewhere in a specific period, either deliberately or automatically (Van Gramberg, 2020). Expanding employee retention directly affects business execution and achievement. Organizations need to keep their best employees around to succeed. This is the objective of employee retention. Employee retention alludes to the techniques an association creates to reduce employee turnover risks and the progressions it sets up to hold its basic ability. retention of employees is not an easy task for the organizations and HR officers today. The concept of

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unionization is associated with the retention of employees and how the wages and other needs and wants of the employees are managed, as stated by Hirschman. From many studies in the past on voice of employees found there are several factors that are involved in the retention and intention of employee quitting the organization for example, Becker researched on the retention and exiting rate of employee in the organization that pay low wages to their workers. It is cleared from different studies that opportunity given to the employee to raise their voice has decreased the rate of turnover of employees. If organizations provide such mechanisms to the employees to raise their voice against any issue or conflict, they are facing in their organization the turnover rate of employees can be decreased and employee can be retained. Just like Eigen and Litwin (2014: 173) stated that for voice improved perceived legitimate opportunities and providing fair and neutral procedures can help in overcoming the issues and problems employees face at organization and help in the employee retention. Management of the organization are responsible for providing proper voice channels and mechanisms through which problems of each employee can be resolved and the organization should encourage its employees to raise their voice if they face any problem. The concentration of the management is on those employees who are committed with the organization, they show less signs of leaving the organization because of the fact that the individual is provided the opportunities to raise their voice using a conventional system for raising their voices. Accordingly, in organizations where there are formal employee voice component and complaint methods, workers stay drew in for the association expanding authoritative responsibility level among them. Comparable examinations were directed by Barry, (2016) which fights that that worker dedication level decides to pick either voice or leave. Presence and execution of voice mechanisms in associations lead to low rate of employees' turnover. The employees will stay in the organizations and won't left if they are given the rights, and opportunities to speak up their mind and deliver their voices against any discrimination, there will be lee possibility of those employees leaving the organization. In the subsequent review, he proposed that considerable level of voice system in the organization encourages better standards among employees that their issues and concerns will be tended to. Employee voice mechanisms and management practices anticipate firm-level exit rates. They investigated the force of these variables utilizing information from a 1998 media communications industry. As a customary voice system, they observed that presence of worker association projects lower quit rates, as they control factors, for example, remuneration and different acts of human asset that might be affected by collective bargaining. Exit Voice hypothesis is that as opposed to voicing a worry,

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employees may just stop their occupations; turnover intention, in any case, is a precursor to the choice to stop (Naveed Iqbal, 2021).

H4: Employee voice is positively associated with Employee retention

2.6. HR Professionalism of Managers as a moderator:

Nadia K. (2021) studied the connection between employee voice and managerial professionalism/leadership among food court and eatery networks. Their exploration showed that an open attitude is all the more enthusiastically acknowledged to employee voice, employee fulfillment, and employment studies. It is found or observed that the professionalism of the managers of any organization plays a great role in providing ease to the employees because if a professional manager does not know the issues face by its employees, the concerns they have, and their ideas, the manager won't be able to maintain a balanced environment for its employees. A professional managers should be capable enough to provide a sound and balanced workplace for its employee by providing them the opportunity to easily deliver their suggestions to the higher ups. Professionalism implies the business and utilization of those procedures that an individual attempt to further develop his work status and improve his social and monetary condition. Proficient supervisor knows how to expand the development of the organization. It is the behavior and personality that an individual present at work environment. Proficient administrator takes care of business through colleagues. They comply with the time constraint and drives subordinates for accomplishing reliable objectives. It requires specific abilities and strategies that a supervisor must have to work with powerful management in the organization. The word "profession" was used for specific occupation, for example, instructing, designing or medication before. A significant and critical attribute of these terms was that it requires a serious level of abilities and expertise. These capabilities make an individual helpful and competent. Command on these skills isn't accomplished in short time frame or in single day however these are achieved throughout a critical timeframe. It gives permit to a person to work and work in specific field in most appropriate way. Professionalism is the characteristics of effective manger having expert knowledge and certain characteristics. Professional manager is more effective in rendering their professional duties. They are responsible and cares for the individual needs of

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his/her subordinates. Professional manager is well-aware about their own strengths and weaknesses and also keeps themselves aware about the potentials of employees. Professional manager provides positive feedback to their subordinates. They continually motivate and stimulates team members to achieve organizational goals. Each association is driven by a capable and successful pioneer or chief. These individuals are of great expertise, and they have the aptitude in running the organization in fruitful manner. The primary job of professional manager is to oversee individuals and assets to accomplish organizational objectives. Effective supervision is just possible when employees also collaborate with the managers. Professional managers take care of business through colleagues. They comply with the time constraint and motivates their employees for achieving hierarchical objectives. Professional managers constantly learn from their past mistakes and blunders they made and wins favor and confidence of colleagues. Professional managers know their employees and are also aware of the ways through which they can get the attention of their employees. Professional managers should know their strengths and weakness and also of their employees. Professionals speak with their workers in brilliant and powerful way. Knowing the weaknesses and strengths of your own self is critical in the fruitful and smooth running of association. Professionals know how to best utilize the abilities of their employees (Alm, James and Torgler, 2011). The managers are responsible for the guidance of the employees as well, if the employees face any conflicting situation with an individual then the managers can be called as professional managers. Viable supervisors and pioneers make a solid effort to help the advancement of a successful workplace. In a period of union decline, the word voice described as the extent to which individual employees can express their dissatisfaction to their line manager and contribute to decision-making to resolve conflicts. Managers are normally selected and the take acclaim for the past achievements of the organization. To get more employee commitment, directors should always remember to focus on individuals. the professional managers not only need to stay focused on the overall objective but also onto the individual ones, in this way employees will have stay more motivated towards their tasks and objectives of the organizations will be performed, and the development of the organization will increase. There are few employees who trust their managers too much and just do as they command without bothering if it is right for them or not. Wherever an employee work there is a need of trust between the employees and their professionals and managers, if the professionals of that specific organization lack the trust of the employees there will be consequences of less collaboration and development. Studies show that there is a strong communication level among the employees and their professionals because of the information

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shared among them, every employee in the organizations wants to be heard and it the core responsibility of the professionals, through this method professional managers can gain the trust and commitment of the employees with their organization and the future of the organization can be secured. Cheng (2015) expressed that directors/manager play a huge part in pushing employees to raise their voice. In some studies, it is observed that most of the managers does not support the concept of employee voice and employee raising their voice against what they feel is wrong and suggest that employees need to stay quiet no matter what happens, they need to cooperate with the management and higher ups actions.

H5(a): Managers' HR professionalism moderates the relationship between employee voice and employee loyalty

H5(b): Managers' HR professionalism moderates the relationship between employee voice and employee performance

H5(c): Managers' HR professionalism moderates the relationship between employee voice and employee productivity

H5(d): Managers' HR professionalism moderates the relationship between employee voice and employee retention

2.7. HR Managerial Accountability as a moderator:

Prosocial Voice is an ability of the manager who is responsible for creating an environment that is positive and where a sense of community and support is present for their employees which helps in achieving the objectives of the organization. The concept of Prosocial voice depicts that the managers should spread positivity in the workplace for their employees through any channel formal or informal. In this idea different groups in the organization plan a meet up and share ideas and thoughts about their groups and create a sense of harmony and also get to know each other we for future collaboration. This concept will help those organizations and employees who don't stand and speak up for themselves rather stay quiet and face the difficulties. This concept gives the courage and awareness to those employees who might be facing tough situations at their workplace regarding raising their voice, any discrimination,

abuse, sexual harassment. This will also be beneficial for those individuals who are new to work, who lack confidence, who lack motivation, who lack sense of raising their voice (Keith, 2021). The issues employees face due to silence are absence of inspiration, low self-esteem, low self-confidence, and results in ultimately quitting the organization. Managers are accountable for creating an environment in the organizations for their employees where the employees can feel at ease, comfortable , and have the opportunity to raise their concerns this will boost their motivation to work better, and build their trust in the organization, also the employees will become loyal towards their organization, their performance will improve, their commitment towards their job and organization will enhance, their productivity level up, and lastly they won't thought of quitting such organization where the managers will hold themselves accountable for not only the well-being and better livelihood of the employees but also linking the betterment of the employee with the success of the organization as well. Managers should be responsible of listening to the issues of the employees even though they might not be to their liking, but it is the responsibility of the managers to give an ear to what an employee wants to say. This is also observed that the managers do not like it if the employees raise their voice, and therefore, they are not provided with any mechanism, platform, or channel where they can raise their issues. Most of the times it is observed that employees of the organization inform about their situations on any social media platform just like LinkedIn, Twitter, etc, and pour out their heart and frustrations through those platforms but they don't and can't say a word against their managers or boss inform of them because of the fear of losing their job. Therefore, the managers of any organization should make such efforts through which their employees can be satisfied, and good word of mouth prevails about the organization, and the organization can grow better. There also exists such organizations which restricts their employees to say what they are told to say, they cannot deliver their own suggestions or ideas rather the organizations made them to speak what organization or management is telling them to speak and they are not allowed to mentioned their own point of view, in short they are not given the right to speak their mind, instead they speak the tongue of their management or the script provided to them. Employee voice helps in how effective the managers at their workplace can seek the views of employees, respond to suggestions from employees, and allow employees to influence final decisions. Effective managers have particular qualities that works with smooth running of the organization. Accomplishment in the managerial field to a great extent relies on comprehension of such factors that assume huge part in the forming of conduct and disposition. Proficient supervisors are well-informed about their colleagues this helps them in the distribution of resources according to the

specific task to be performed. The organization whose communication level among its employees will be strong their management and organization will succeed in the business field. Managers are not only responsible for giving orders but should also be good at listening to their employees, means they need to be a good listener as well, and must give importance to the ideas of their colleagues or employees (Nadia, 2021). Managers are accountable for put out hierarchical objectives and guide colleagues to accomplish them.

H6(a): HR Managers' accountability moderates the relationship between employee voice and employee loyalty

H6(b): HR Managers' accountability moderates the relationship between employee voice and employee performance

H6(c): HR Managers' accountability moderates the relationship between employee voice and employee productivity

H6(d): HR Managers' accountability moderates the relationship between employee voice and employee retention

2.8. Government Servants:

Government worker implies any individual serving regarding the undertakings of the public authority, whether or not compensated by pay, and incorporates each individual who is approved to get, keep, convey, or burn through cash in the interest of Government. The reality of the burden of the minor punishment of rebuke on an Administration worker doesn't without anyone else remain against the thought of such individual for advancement, as his qualification for the advancement must be decided, on account of advancement by position, based on a general evaluation of his administration record, and on account of advancement by choice on merit, based on his legitimacy categorization which is again founded on a general appraisal of his administration record. A government attendant is an individual working in the government division, an authoritative compartment, agency, or public section enterprise. Civil workers working for the principal and nation regime, and to report to the government, which does not belong to any organization.

2.9. Public Service Sector:

Public Service Sector /Administration's area is biggest and quickest developing area on the planet economy, bookkeeping biggest offer in complete result and work in most evolved nations. Public area, part of the economy made out of all degrees of government and government-controlled endeavors. It does exclude privately owned businesses, deliberate associations, and families. A public service is an aid expected to serve all individuals from a community. Public organizations incorporate directions given by an administration to individuals residing inside it, either directly through open area offices or by financing arrangement of administrations by private organizations or willful associations (or even by family families, however phrasing might contrast contingent upon setting). Other public administrations are attempted for the benefit of an administration's occupants or in light of a legitimate concern for its residents. The term is related with a social agreement (generally communicated through just races) that specific administrations ought to be accessible to all, paying little heed to pay, actual capacity or smartness. Instances of such administrations incorporate the fire unit, police, flying corps, and paramedics (see additionally open assistance broadcasting). Indeed, even where public administrations are neither openly given nor freely supported, they are typically dependent upon guideline going past that applying to most financial areas for social and political reasons. Public policy, when made to the public's advantage and with its inspirations, is a kind of open help. Public sectors embody public merchandise and administrational assistance services like the defense, patrol, armature, civil transport, general schooling, medical management, and people operating under the government itself, like elective officers.

2.10.　　　Theoretical Framework:

CHAPTER 3: RESEARCH METHODOLOGY

This section of the research gives information about the methodology that is used by the researcher to carry out the research properly. The brief introduction of the independent variable i.e., employee voice, dependent variables including employee performance, employee productivity, employee retention, moderators including HR professionalism of managers, and HR managerial accountability. It also elaborates about the for this research.

3.1. Research Methodology

A survey was taken on from various investigations in view of factors viable. This review centers around seven factors where employee voice is the autonomous/independent variable and employee loyalty, employee performance, employee productivity, and employee retention, are the reliant/dependent factors, whereas HR Professionalism of Managers, and HR Managerial Accountability are the moderators. The diverse develop and their connected measures are talked about as follows:

3.1.1. Employee Voice:

The scale adopted for employee voice comprises of 5 points Likert scale ranging from 1 = strongly agree to 5 = strongly disagree. 5-point rating of Likert is related with these so reactions would be checked easily.

3.1.2. Employee Loyalty:

The scale used for measuring employee loyalty is the same as employee voice. The analysis was done using SPSS 26. Reactions are measured through 5-point level of arrangement of Likert scale.

3.1.3. Employee Performance:

Employee performance is an estimation of how well or how inadequately an employee perform their necessary work obligations and how speedily they fulfill their time constraints or prerequisites. Responses are evaluated through the use of 5-point scale of Likert.

3.1.4. Employee Productivity:

An individual's productivity is how much work they can do in a given amount of time. The same scale is used for measuring employee productivity as well i.e., Likert scale.

3.1.5. Employee Retention:

Retention of employees is characterized as an organization's capacity to prevent employee turnover, or the quantity of individuals who find employment elsewhere in a specific period, either deliberately or automatically. The scale used to measure employee retention is 5-point Likert scale.

3.1.6. HR Professionalism of Managers:

HR professionals should build their trust on employees. Reactions were measured using Likert scale at 5-points.

3.1.7. HR Managerial Accountability:

HR Managers are accountable for their devotion to employees. Response was evaluated using 5-point Likert scale.

3.2. Population and size

In this study the data gathering was done through questionnaire that was floated among the employees of public service sector. The questionnaire which was distributed among employees consisted of seven items Employee Voice, Employee Loyalty, Employee Performance, Employee Productivity, and Employee Retention. Moderators are HR Professionalism of Managers, and HR Managerial Accountability. The Sample size chosen for this study was 309. The methodology used in this paper is enumerative policy by spreading examination between civil employees comprising 35 interrogations consisting of (demographics: gender, age), furthermore, twenty questions were asked about the dependent variables and five questions were asked about independent variable moreover, ten questions were asked about two moderators to get the correct information about the objectives of the research.

3.3. Statistical Technique:

SPSS was first introduced and launched in 1968 by SPSS Inc., and later on was acquired by IBM in 2009. It was created for the management and statistical analysis of social science data. SPSS 26 stands for Statistical Package for the Social Sciences (a software) was used for analysis or evaluation of the information and data gathered through the questionnaire. The questionnaire was floated among the civil servants of the public service sector of Pakistan through online means and for that purpose Google form (an online service to gather data) was used to receive the responses of the employees/candidates to be and able to get a grasp on the most reliable feedback. SPSS (Statistical Package for the Social Sciences) is a software that is also known as IBM SPSS Statistics, is a software package used for the purpose of the analysis of statistical data. It helps in the analysis of the data gathered.

3.4. Measures

This survey comprises of seven variables namely, Employee Voice (EV), Employee Loyalty (EL), Employee Performance (EPER), Employee Productivity (EPRO), and Employee Retention (ERET). Moderators are HR Professionalism of Managers (HRPM), and HR Managerial Accountability (HRMA). Likert scale was used to evaluate the variables. The

element was all assessed adopting a 5-point Likert type scale (1 = strongly agree to 5 = strongly disagree).

3.5. Means of data gathering

The method of data gathering used for this analysis is Google form, and the approach that is employed by the man of science for form dissemination are going to be "by electronic mail" form dispersed to government level public servants' unit presently operating in numerous service sector company in Asian country to induce their response on the topic of the analysis variables. In this research the data is only collected from the government sector organizations of Pakistan.

3.6. Sampling technique

Non-probability sampling techniques is used when the population have equal chance of being chosen to obtain data from the survey's sample but the chosen audience or the audience that is going to be selected does not know and are unsure that they will be selected for the data gathering. Non-Probability sampling approach in this study is used to gather information from the public servants therefore, non-probability experimenting is used in this research paper.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1. Reliability

Cronbach's alpha is an activity used to evaluate the dependability, or inward consistency, of a bunch of scale or test things. At the end of the day, the dependability of some random estimation alludes to the degree to which it is a steady proportion of an idea, and Cronbach's alpha is one approach to estimating the strength of that consistency. Cronbach's alpha tests to check whether numerous investigated Likert scale reviews were solid or not. These inquiries measure inert factors covered up or undetectable factors like: an individual's honesty, mental issues, or transparency. These are undeniably challenging to gauge, all things considered. Cronbach's alpha will let you know how firmly related a bunch of test things are collectively. The results of all the variables evaluated or analyzed are reliable as the value of Cronbach alpha is greater than the standard value that is o.6, the Cronbach alpha's value of the first variable i.e., independent variable "Employee Voice" is 0.629, the Cronbach alpha's value of the first Dependent variable is i.e., "Employee Loyalty" is 0.771 greater than the standard value that is 0.6, similarly the Cronbach alpha's value of our second Dependent variable that is "Employee Performance" is 0.653 greater than the standard value that is 0.6, the Cronbach alpha's value of third dependent variable that is "Employee Productivity" is 0.768, and the Cronbach alpha's value of fourth dependent variable that is "Employee Retention" is 0.638. Moreover, the Cronbach alpha's value of our moderators that are "HR Professionalism of managers" is 0.843, and value of "HR managerial accountability" is 0.802 greater than the standard value of 0.6 as shown in Table 4.1. So, the reliability test is a pass.

Reliability Statistics

Variables	Cronbach's Alpha	N of items
Employee Voice	0.626	5
Employee Loyalty	0.771	5
Employee Performance	0.653	5
Employee Productivity	0.768	5
Employee Retention	0.638	5
HR Professionalism of Managers	0.843	5

HR Managerial Accountability	0.802		5

TABLE 4.1 RELIABILITY STATISTICS OF VARIABLES

4.2. Descriptive Statistics

According to Shield in 2013, descriptive research is utilized to portray attributes of a populace or peculiarity being contemplated. It doesn't address inquiries concerning how/when/why the qualities happened. Maybe it addresses the "what" question (what are the attributes of the populace or circumstance being contemplated?). Also, the conceptualizing of descriptive research (categorization or taxonomy) precedes the hypotheses of explanatory research. Descriptive research can be called as statistical research. The fundamental objective of this sort of examination is to depict the information and qualities of what is being contemplated. The thought behind this kind of examination is to concentrate on frequencies, midpoints, and other factual computations. Albeit this examination is exceptionally exact, it doesn't assemble the causes behind a circumstance. Distinct exploration is principally done when a scientist needs to acquire a superior comprehension of a subject. That is, investigation of the past instead of things to come. Distinct examination is the investigation of the current certain peculiarities. Descriptive is utilized to examine the respondent's demographics while inferential measurements are utilized to test the supposition. Under descriptive statistics it can be evaluated that there was 62.1 percent of male population and 37.9 percent of female population that participated in the online survey circulated through Google forms among the employees of different public service sector of Pakistan. To set up the normality of the data descriptive measurement has been produced that is introduced at table shown above.

Demographic Statistics

Demographic Variables		Frequency	Percentage	Cumulative Percentage
Gender	Male	192	62.1	62.1
	Female	117	37.9	100.0

Age	18 - 30	250	80.9	80.9
	30 – 40	33	10.7	91.6
	40 - 60	26	8.4	100.0

TABLE 4.2: DEMOGRAPHIC STATISTICS

4.3. Correlation

A correlation coefficient is a mathematical proportion, which means a measurable connection between two variables. The factors might be two sections of a given data set of perceptions or observations, regularly called a sample, or two parts of a multivariate arbitrary variable with a known distribution. The Pearson correlation in the table of correlation coefficient, otherwise called r, R, or Pearson's r, is a proportion of the strength and bearing of the direct connection between two factors that is characterized as the covariance of the factors separated or subdivided by the result of their standard deviations. This is the most popular and most regularly utilized kind of relationship coefficient. (Weisstein, 2020) The value of correlation is greater than 0.7 and the significance of the variables is less than 0.5 therefore, the relationship between all the variables is strong and significant. The Pearson Correlation value of employee voice and employee performance is 0.525 so the strength of the relationship between these two variables is moderate. The values shown in the table given below are extracted by feeding data into the software that is SPSS and this table and the data inside it is extracted from it through which further analysis is performed onto the information obtained. Table 4.3 provide us knowledge about the mean, standard deviation and correlation regarding our independent variable that is employee voice (EV), further it provide us information about the dependent variables that are employee loyalty (EL), employee performance (EPER), employee productivity (EPRO), and employee retention (ERET), also provide the evidence about the moderators of the study HR professionalism of managers (HRPM), and HR managerial accountability (HRMA) that how they are playing their role as moderators. This table will give information about the hypothesis we assumed earlier in the study and their connection and relationship with each other either they are positively related to each other and what kind of association is present among them, the values of the variables obtained through running SPSS will explain if the variables have any familiarity

among themselves or not. If our hypothesis stands correct or not, and if they will be acceptable or are they going to be rejected on the basis of the specific criteria of significance value to be evaluated and analyzed and also we will observe the value of p and value of r needs to be checked if they have any association positive or negative these values will decide the strength and weakness of the relationship among the variables we are studying in this research.

Correlation Coefficient between Variables

Variables	Mean	Std. Dev.	1	2	3	4	5	6	7
Employee Voice	3.854	0.571	1						
Employee Performance	4.020	0.621	.525**	1					
Employee Loyalty	4.051	0.671	.635**	.651**	1				
Employee Productivity	4.047	0.654	.483**	.615**	.703**	1			
Employee Retention	3.438	0.695	.373**	.293**	.306**	.418**	1		
HR Professionalism of Managers	3.693	0.793	.533**	.430**	.564**	.446**	.334**	1	
HR Managerial Accountability	3.754	0.742	.530**	.496**	.616**	.479**	.382**	.750**	1

N = 309, Std. Dev. = Standard Deviation, *p < 0.05, **p < 0.01, ***p < 0.001

Table 4.3: Correlation Coefficient between Variables

The table 4.3 define the relationship among the variable mentioned and discussed in this study. According to the hypothesis employee voice is positively associated with the mentioned dependent variables that are employee loyalty, employee performance, employee productivity, and employee retention, also that the moderators are positively impacting the relationship among those variables. The table of the correlation indicates that there is a presence of strong, positive, and significant impact of the independent variable onto to dependent variables and also that they are correlated significantly. If we talk about the impact or influence of employee voice onto the Variable i.e., employee performance it can be observed by the table that ($r = 0.525$, $p = 0.000$) which is less than 0.01 so this relationship shows that if the organizations provide their employees with the opportunity of raising their voice their performance will increase as well. Similarly, if we observe the values given in the table again and discuss the relationship of the other variables with the employee voice like employee loyalty the values ($r = 0.635$, $p = 0.000$) in the table shows that if the employees are given the platform to raise their concerns the turnover rate will decrease and the loyalty of employees towards the organization will increase was well, less number of employee s will leave the organizations and less number of employee will think about leaving or quitting their current workplace. Furthermore, we can examine the association of employee voice with the productivity of the employees through the values given in the table ($r = 0.483$, $p = 0.000$) that is less than 0.01 so the involvement of these two variables is positive and it can be said that employee productivity can be increased with the increase in the raise of employee voice. Moreover, the connection between employee voice and employee retention can also be seen from the table ($r = 0.373$, $p = 0.000$) the significance value is less than 0.01 so the relationship is highly significant and employee intention of exiting the organization can be decreased through the use of employee voice mechanisms and employee voice concept. Last but not the least the association of employee voice with the moderators of the study is also positive and significant given the values for moderators that are HR professionalism of managers (HRPM) ($r = 0.334$, $p = 0.000$), HR managerial accountability (HRMA) ($r = 0.382$, $p = 0.000$) the values of the significance vale is less than 0.01 so there relationship with employee voice is significant if the managers are professional enough to take care of the concerns and the voice of the employees many other variables mentioned in the thesis can be controlled, same goes for the accountability of the managers that the managers are accountable the most for the concerns,

problems, and issues faced by the employees of the organization and those managers should be aware of all the worries of the employees. The relationship between employee performance (EPER) and employee loyalty (EL) has a moderately positive relationship ($r = 0.615$, $p < .01$). The significance value is 0.000 which is less than 0.01 and indicates that the relationship is moderately positively significant. Similarly, the relationship between employee performance (EPER) and employee productivity (EPRO) ($r = 0.615$, $p < .01$) also shows a moderately positive relationship with a significant value of 0.000. The relationship between employee performance (EPER) and employee retention (ERET) from the above correlation tables is shown that ($r = 0.293$, $p < .001$) and the relation is fairly positive between the two variables. Furthermore, the trend between employee performance (EPER) and HR professionalism of managers (HRPM) ($r = 0.430$, $p < .01$) is positive as shown from table the significance value is 0.000 which is not actually zero according to SPSS therefore, the relations is moderately positive among the two variables. Moreover, the relationship between employee performance (EPER) and HR managerial accountability (HRMA) has a moderately positive relationship ($r = 0.496$, $p < .01$). The significance value is 0.000 which is less than 0.01 and indicates that the relationship is moderately positively significant. Similarly, the relationship between the other variables shown in the table also have positive relationship like employee loyalty (EL) have positive relationship with all the other variables that are employee productivity (EPRO) ($r = 0.703$, $p < 0.01$), employee retention (ERET) ($r = 0.306$, $p < 0.01$), HR professionalism of managers (HRPM) ($r = 0.564$, $p < .01$), HR managerial accountability (HRMA) ($r = 0.616$, $p < .01$) and these results shows that the relation is positive and significant as the value of significance is 0.000. Furthermore, if we talk about employee productivity (EPRO) it also has positive relationship with other variables like employee retention (ERET) ($r = 0.418$, $p < 0.01$), HR professionalism of managers (HRPM) ($r = 0.446$, $p < .01$), HR managerial accountability (HRMA) ($r = 0.479$, $p < .01$) and these results shows that the relation is positive and significant as the value of significance is 0.000. Also, the relations of variable employee retention (ERET) with HR professionalism of managers (HRPM) ($r = 0.334$, $p < .01$), HR managerial accountability (HRMA) ($r = 0.382$, $p < .01$) and these results shows that the relation is positive and significant as the value of significance is 0.000.

4.4. Regression

Regression or regression analysis is a process which determines the intensity and relationship between dependent variables and the independent variable either they are showing positive relationship or negative, and if the relationship is significant or not.

Model Summary of Dependent Variables

Model 1	R	R Square	Adjusted R Square	F Change	df1	df2	Sig. F Change
Employee Loyalty	0.635	0.403	0.401	207.014	1	307	0.000
Employee Performance	0.525	0.276	0.273	116.867	1	307	0.000
Employee Productivity	0.483	0.234	0.231	93.642	1	307	0.000
Employee Retention	0.373	0.139	0.136	49.663	1	307	0.000

Table 4.4.1: Regression Analysis Model Summary

The table 4.4.1 of Model Summary shows the information about the values of R and R Square about the dependent variables. The R represents the simple correlation of independent variable employee voice (predictor/constant) and the dependent variable that is employee loyalty with the value of 0.635 which shows that the relationship or the change variation is moderately correlated. The relationship between these two variables is correlated as the value of R is positive and significance value is less than 0.05 (Sig < 0.05). The table indicate the regression model that depicts the significance of dependent variable. As the regression row and significance shows that p = 0.000 which is less than 0.05, so the outcome is that the statistical significance of the regression model is that it is a good fit for the data. The regression table provide us with the necessary information to predict dependent variables including employee loyalty (EV), employee performance (EPER), employee productivity (EPRO), and employee retention (ERET) from independent variable that is employee voice (EV), as well as determine whether employee voice contribute statistically significantly to the model (by looking at the sig. column). The value

of R Square of employee loyalty given that is 0.403 or 40 percent influence of employee voice is on the employee loyalty at $p < 0.05$. Similarly, with the change in the value or R square the variance and influence of independent variable onto the dependent variable can be observed easily.

Coefficient of Dependent Variables

Model 1	Unstandardized Coefficient		Standardized Coefficient	t	Significance
	B	St. Error	Beta		
Employee Loyalty	0.746	0.052	0.635	14.388	0.000
Employee performance	0.571	0.053	0.525	10.811	0.000
Employee productivity	0554	0.057	0.483	9.677	0.000
Employee retention	0.454	0.064	0.373	7.047	0.000

Table 4.4.2: Coefficient of Dependent Variables

The table 4.4.2 shown above states that the mentioned values of variables provide us with the necessary information to predict employee productivity (EPRO) from employee voice (EV), as well as determine whether employee voice contribute statistically significantly to the model (by looking at the sig. column). So, the standardized value of beta shown in the coefficient table depicts that strength and the effect of independent variable onto the dependent variable therefore, the values mentioned in the above table shows that the slight change of standard deviation or points in the independent variable employee voice can increase the employee loyalty by 63.5 percent at $p < 0.05$. this result support our first hypothesis we made that *H1: Employee voice is positively associated with Employee loyalty*, that with the increase in the value of employee voice the variable employee loyalty will increase as well. Similarly, if we talk about our second variable the 1-point change in standard deviation of employee voice can bring changes and can influence the dependent variable that is employee performance by the figure 52.5 percent. So, from this statement we can say that the second hypothesis we assumed *H2: Employee voice is positively associated with Employee performance* is true and that employee voice can bring changes in the employee performance if there will be change in the employee voice variable then it will directly impact the dependent variable that is employee performance. Furthermore, if we observe the value of employee productivity mentioned in the above table the 48.3 percent change

in employee productivity is caused by the slightest change in the standard deviation of employee voice so the third hypothesis that is *H3: Employee voice is positively associated with Employee productivity,* support this hypothesis by stating that the rise in the independent variable i.e., employee voice there will definitely be a rise in the employee productivity as well. Lastly, change in the standard deviation of employee voice will bring positive changes in the variable employee retention as the beta value 0.373 shows that means there will be a 37. 3 percent positive change in the retention of the employee if the value of employee voice increases so this also proves our fourth hypothesis *H4: Employee voice is positively associated with Employee retention.*

4.5. Moderation Model

Preacher and Hayes Process

Model Summary of Moderators:

Model Summary of Moderators

Model	R	R Square	SE	F	df1	df2	p
Employee Loyalty	0.692	0.479	0.401	207.01	3	305	0.000
Employee Performance	0.563	0.317	0.265	47.286	3	305	0.000
Employee Productivity	0.536	0.288	0.308	41.173	3	305	0.000
Employee Retention	0.416	0.173	0.404	21.359	3	305	0.000

Table 4.5.1: Preacher and Hayes Moderation Analysis Model Summary, Moderating Variable: HR Professionalism of Managers (HRPM)

The **table 4.5.1** highlights the value of R Square that can be used to find out the impact of moderating variable i.e., HR Professionalism of Managers (HRPM) on the relationship of employee voice on employee loyalty. Considering the value of R Square for employee loyalty we can say that our moderator is assuming the change of 0.479 or 47.9 percent as for employee loyalty, at $p < 0.01$. Similarly, for employee performance there is a variance of 0.317 or 31.7 percent, for employee productivity the change occurred is of 28.8 percent, and lastly for employee retention the change happened to 17.3 percent.

Model Summary of Moderators

Model	R	R Square	SE	F	df1	df2	p
Employee Loyalty	0.719	0.517	0.219	109.01	3	305	0.000
Employee Performance	0.597	0.357	0.250	56.557	3	305	0.000
Employee Productivity	0.552	0.305	0.300	44.646	3	305	0.000
Employee Retention	0.444	0.197	0.392	25.081	3	305	0.000

Table 4.5.2: Preacher and Hayes Moderation Analysis Model Summary, Moderating Variable: HR Managerial Accountability (HRMA)

The **table 4.5.1** highlights the value of R Square that can be used to find out the impact of moderating variable i.e., HR Managerial Accountability (HRMA) on the relationship of employee voice on employee loyalty. Considering the value of R Square for employee loyalty we can say that our moderator is assuming the change of 0.517 or 51.7 percent as for employee loyalty, at $p < 0.01$. Similarly, for employee performance there is a variance of 0.357 or 35.7

percent, for employee productivity the change occurred is of 30.5 percent, and lastly for employee retention the change happened to 19.7 percent.

Coefficient of Moderators:

Preacher and Hayes Process

Coefficient of Moderators

Model		Coeff/ b	SE	t	p	LLCI	ULCI
Employee Loyalty	**Int_1**	-0.081	0.045	-1.782	0.075	-0.1707	0.0084
Employee Performance	**Int_1**	-0.103	0.048	-2.155	0.031	-0.1987	-0.0090
Employee Productivity	**Int_1**	-0.075	0.051	-1.463	0.144	-0.1780	0.0261
Employee Retention	**Int_1**	0.107	0.059	1.814	0.070	-0.0091	0.2246

Table 4.5.3: Preacher and Hayes Moderation Analysis Model Summary, Moderating Variable: HR Professionalism of Managers (HRPM)

Interpretation:

Table 4.5.3 shown above indicates that how the moderator HRPM is affecting the relationship of independent variable that is employee voice (EV) and employee loyalty (EL), the value of Int_1 and value of p reveals the interaction between these variables, if the value of coefficient is positive then that means the moderator is affecting the relationship of the variables positively and if it is negative then the moderator is influencing the connection negatively. So, by looking at the **table 4.5.3** of Model and at the row of **Int-1** and the column of **p** we can see that the value of p is 0.075 that means $p > 0.05$, the relationship between employee voice and employee can observed through the above-mentioned values. The value of coefficient is -0.0812 which shows

that the moderator HRPM is negatively affecting the relationship of the variables if employee voice increases the moderator HRPM will decrease the effect of employee voice on employee loyalty. The hypothesis *H5(a): Managers' HR professionalism moderates the relationship between employee voice and employee loyalty,* is supported by the results mentioned earlier. If we look at the row of **Int-1** and the column of **p** we can see that the value of p is 0.031 that means $p < 0.05$, so it can be said that the relationship is significant and the hypothesis for this relationship is true/acceptable. The value of coefficient is -0.1039 which shows that the moderator HRPM is negatively affecting the relationship of the variables. if employee voice increases the moderator HRPM will decrease the effect of employee voice on employee performance. The hypothesis *H5(b): Managers' HR professionalism moderates the relationship between employee voice and employee performance,* is supported by the results mentioned earlier. By observing the model table, at the row of **Int-1** and the column of **p** we can see that the value of p is 0.144 that means $p > 0.05$. The value of coefficient is -0.0759 which shows that the moderator HRPM is negatively affecting the relationship of the variables. if employee voice increases the moderator HRPM will decrease the effect of employee voice on employee productivity. The hypothesis *H5(c): Managers' HR professionalism moderates the relationship between employee voice and employee productivity,* is supported by the results mentioned earlier. If we look at the row of **Int-1** and the column of **p** we can see that the value of p is 0.706 that means $p > 0.05$. The value of coefficient is 0.1078 which shows that the moderator HRPM is positively affecting the relationship of the variables. if employee voice increases the moderator HRPM will increase the effect of employee voice on employee retention. The hypothesis *H5(d): Managers' HR professionalism moderates the relationship between employee voice and employee retention,* is supported by the results mentioned earlier.

Coefficient of Moderators

Model		Coeff/ b	SE	t	p	LLCI	ULCI
Employee Loyalty	**Int_1**	-0.085	0.045	-1.886	0.060	-0.1752	0.0037
Employee Performance	**Int_1**	-0.131	0.048	-2.713	0.007	-0.2270	-0.0362

Employee Productivity	**Int_1**	-0.055	0.053	-1.042	0.298	-0.1600	0.0492
Employee Retention	**Int_1**	0.126	0.060	2.091	0.037	0.0075	0.2464

Table 4.5.4: Preacher and Hayes Moderation Analysis Model Summary, Moderating Variable: HR Managerial Accountability (HRMA)

Interpretation:

Table 4.5.4 indicates the influence of moderator HRMA is having on the relationship of employee voice over other dependent variables. If we look at the row of **Int-1** and the column of **p** we can see that the value of p is 0.060 that means p > 0.05, so it can be said that the moderator HRMA is affecting the relationship of employee voice and employee loyalty in such a way that if employee voice increases the employee loyalty will decrease due to the moderator. The value of coefficient is -0.085 which shows that the moderator HRMA is negatively affecting the relationship of the variables and the hypothesis that is *H6(a): HR Managers' accountability moderates the relationship between employee voice and employee loyalty* we assumed earlier is true and acceptable. If we look at the row of **Int-1** and the column of **p** we can see that the value of p is 0.007 that means p < 0.05, so it can be said that the relationship between employee voice and employee performance is significant and the hypothesis for this relationship is true/acceptable, that means moderation exists and if we see the value of coefficient that is -0.1316 which states that the moderator HRMA is affecting the relationship of the variables negatively. That means if the employee voice increases due to the presence of the moderator the employee performance will decrease and so the hypothesis assumed earlier that is *H6(b): HR Managers' accountability moderates the relationship between employee voice and employee performance,* is a supported by the results. If we look at the row of **Int-1** and the column of **p** we can see that the value of p is 0.298 that means p > 0.05, so it can be said that the relationship is insignificant and the hypothesis for this relationship is unacceptable. The value of coefficient is -0.0554 which shows that the moderator HRMA is negatively affecting the relationship of the variables. So, the hypothesis we discussed earlier that is *H6(c): HR Managers' accountability moderates the relationship between employee voice and employee productivity,* is acceptable. By observing the model **table 4.5.4**, at the row of **Int-1** and the column of **p** we can see that the value of p is 0.0373

that means $p < 0.05$, so it can be said that the relationship is significant and the hypothesis for this relationship is true/acceptable. The value of coefficient is 0.1269 which shows that the moderator HRMA is positively affecting the relationship of the variables. So, it can be declared that the hypothesis ***H6(d)****: HR Managers' accountability moderates the relationship between employee voice and employee retention,* is a good fit and is supported by the results mentioned earlier.

CHAPTER 5: RESULTS

5. RESULTS

5.1. Test of Hypothesis

Twelve hypotheses were hypothesized from this study which indicates that:

Hypothesis 1: Employee voice is positively associated with Employee loyalty

According to the regression analysis, the Table 4.3 shows that the relationship between the variables employee voice and employee loyalty is positive as per the significance value that is 0.000 states. They are positively statistically significantly related and contribute to each other. This shows that employee voice has positive influence or impact on employee loyalty and direct relationship among them as well. With the increased chance of raising employee voice the loyalty of employees will increase.

Hypothesis 2: Employee voice is positively associated with Employee performance

According to the regression analysis from Table 4.3 it is observable that the relationship between the variables employee voice and employee performance is positive as per the significance value that is 0.000 states mentioned in the table of coefficient. They are positively statistically significantly related and contribute to each other. The results show the positive and strong relationship between the employee voice and the employee performance. With the increase in employee raise of voice the performance of the employees will get better as well as they will meet more opportunities to express their ideas, problems, and issues.

Hypothesis 3: Employee voice is positively associated with Employee productivity

According to the regression analysis from Table 4.3 it is observable that the relationship between the variables employee voice and employee productivity is positive as per the significance value that is 0.000 states mentioned in the table of coefficient. They are positively

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statistically significantly related and contribute to each other. This analysis shows that the relationship between employee voice and employee productivity is highly positive and employee productivity can be increased with the increase in the opportunity to raise their voice.

Hypothesis 4: Employee voice is positively associated with Employee retention

According to the regression analysis from Table 4.3 it is observable that the relationship between the variables employee voice and employee retention is positive as per the significance value that is 0.000 states mentioned in the table of coefficient. They are positively statistically significantly related and contribute to each other. This shows that employee voice has positive influence or impact on employee retention and direct relationship among them as well. With the increased chance of raising employee voice the retention of employees will increase as well and turnover rate and turnover intention rate will decrease.

H5(a): Managers' HR professionalism moderates the relationship between employee voice and employee loyalty

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee loyalty and the moderating role of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.1 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.3 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H5(b): Managers' HR professionalism moderates the relationship between employee voice and employee performance

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee performance and the moderating influence of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.1 that the moderator is assessing the change or variance according to the changing values of R square

mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.3 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H5(c): Managers' HR professionalism moderates the relationship between employee voice and employee productivity

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee productivity and the moderating role of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.1 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.3 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H5(d): Managers' HR professionalism moderates the relationship between employee voice and employee retention

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee retention and the moderating role of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.1 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.3 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H6(a): HR Managers' accountability moderates the relationship between employee voice and employee loyalty

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee retention and the moderating role of the moderator

i.e., HR professionalism of managers, we can observe from table 4.5.2 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.4 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H6(b): HR Managers' accountability moderates the relationship between employee voice and employee performance

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee retention and the moderating role of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.2 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.4 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H6(c): HR Managers' accountability moderates the relationship between employee voice and employee productivity

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee retention and the moderating role of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.2 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.4 states that the moderator is enhancing the relationship of the two variables positively or negatively.

H6(d): HR Managers' accountability moderates the relationship between employee voice and employee retention

According to the Preacher and Hayes method use for the evaluation of the association between the employee voice and employee retention and the moderating role of the moderator i.e., HR professionalism of managers, we can observe from table 4.5.2 that the moderator is assessing the change or variance according to the changing values of R square mentioned in the table and is resulting in impacting the relationship of the two variables greatly and positively. Similarly, table 4.5.4 states that the moderator is enhancing the relationship of the two variables positively or negatively.

5.2. Discussion

Employee Voice and Employee Loyalty

Employee Voice is the most important of every organizations because if there will be employee silence the organizations may face the issues we discussed in this study and one of them is employee loyalty, because employee loyalty is important for any organization because if employees look for other opportunities in the market the current organization will lose its worthy and valuable employee and that will be a great loss for an organization because employees are considered the most valuable assets for the organizations, therefore, if the organizations does not provide their employee with the trust to raise their voice and that they won't face any negative outcomes in the result of raising their voice the employees will have more trust on their organization and the loyalty of the employees will be more strengthen with the passage of time. According to Kaufman (2020), loyalty can be defined as the attachment of an individual with a certain thing, group of people, tasks and duties attached to that person. And human nature states that the individual make efforts to achieve the specific thing to whom its loyalty is attached. From chapter 4 and 5 it can be seen that the employee loyalty has a strong relationship with the employee voice as increase in the opportunities provided to the employees the more the loyalty of the employees will be enhanced.

Employee Voice and Employee Performance

Employees are the core part of the organization and their performance poor or good directly affects the performance of the employee, performance of the whole organization and also the growth and success of the organization therefore, the concept of employee voice is

extremely necessary for the better performance of the employees so that they can stay motivated and actively perform their tasks and duties without any hurdle or, depression, anxiety, and stress. Similarly, from this study and its results it can be observed that employee voice has a strong relationship and connection with the employee performance because if the employees will give the chance to speak up only then they can state their issues they might be facing during performing their tasks.

Employee Voice and Employee Productivity

Employee productivity is connected with employee voice as mentioned in the section of findings and analysis from the table 4.3, it is analyzed that employee voice has a positive and significant association with the employee productivity in this study. If the employees of an organization are given the chance to raise their voice because it is influencing their productivity, then the employee productivity can be increased which will directly benefit the organization as the wealth of the organization will increase and the organization will grow.

Employee Voice and Employee Retention

Employees can only be retained at the organization if the idea of employee voice will be implemented by the organizations in their workplace where the employee can easily reach out to the higher management of the organization and can raise their voice and interests in front of the management, in this process employee voice plays a great role if there will be no mechanism or idea of employee voice inside the organizations, it will be very difficult for the organizations to retain their employees and change their mind of quitting their organization. From the chapter 4 it can be seen evidently that the employee voice has a positive association with the employee retention.

Employee Voice, Employee Loyalty, and HR Professionalism of Managers

HR Professionals are responsible to enhance the loyalty of the employees with their organizations and to do so they should look after the needs of their employees. Now a days employees are concerned about not being listened; therefore, the HR professionals should introduce the concept of employee voice in their organizations through which their employees can be listened and the loyalty of employees with the organization can be enhanced. Dhir, S.

(2020) states that loyalty of employees is a term which can be defined as an employee's strong commitment that connects the employees to its organization even though the organization is good or not for the personnel. The moderator HRPM is enhancing the association between the two variables according to the values given in the table 4.5.1 and 4.5.3.

Employee Voice, Employee Performance, and HR Professionalism of Managers

The professionalism of managers of HR department is dearly important for any organization and its employees because if the managers lack the qualities of a professional manager, they won't be able to perform the duties of a manager properly therefore, the employees will not be satisfying with the manager who is not even capable of listening to the voice of the employees. The results section and findings and analysis section clearly depict the strength of connection among the employee voice and the employee performance.

Employee Voice, Employee Productivity, and HR Professionalism of Managers

The organizations where managers do not focus on the issues faced by the employee and does not bother with their voices and concerns that organization can hardly grow. HR professional manager is not only responsible for the success of the organization and only the organization itself but that personnel is also responsible for the betterment of the employees if the employees of the organization are not happy with their managers due to lack of attention of the professionals towards the employee, then the productivity of the employees will decrease which will ultimately affect the growth and success of the organization. Similarly, this study states that the employees voice mechanisms and platforms can bring increase and better productivity of the employees.

Employee Voice, Employee Retention, and HR Professionalism of Managers

This heading states that the association of employee voice with employee retention is increased by 17 percent from table 4.5.1 if there is a slight change in the standard deviation of the employee voice and from table 4.5.3 it can observe that the moderator HRPM is positively influencing the association of the two variables. The professionals are responsible for overcoming the rate of exits and making such amendments which forces the employee to stay in their own organization due to the platforms and opportunities provided by that organization. The concept of employee voice can benefit both the organization and the employees as well, because

if the professionals want to know the concerns of the employees they need to make such mechanisms through which employee can reach them out easily and can share their views, and problems easily, in this way professionals can make better arrangements for the employees ease which will make them stay in that organization and to not think of exiting the organization.

Employee Voice, Employee Loyalty, and HR Managerial Accountability

Employee loyalty's major connected is with the success of the organization, like the managers of the employees are accountable for the making such opportunities which attract the employees and they themselves desire to stay in an organization where the managers are considering their concerns. Managers are accountable to provide employees with such channels through which employee can reach its managers easily by delivering their voice of thoughts, ideas, problems, and issues. According to this study, table 4.5.2 and table 4.5.4 is making the connection of employee voice and employee loyalty clear and most importantly the part that the moderator HRMA plays in the strength and weakness of their relationship.

Employee Voice, Employee Performance, and HR Managerial Accountability

According to this study, the concept of employee voice states that the employee performance is directly connected with how much freedom is given to the employees of an organization by its management to raise their voice about any important decision to be made and all to raise their voice for any issues they might face. For this we evaluated the relationship of employee voice and employee performance as shown in table 4.3 the relationship of both the variables is significant, and from table 4.5.2 and 4.5.4 it can be observed clearly that the role of moderator HRMA is that it is enhancing and decreasing the impact of employee voice on employee performance.

Employee Voice, Employee Productivity, and HR Managerial Accountability

Let's talk about the employee productivity and the role of a management in enhancing the productivity of the employees also what mechanisms the management is providing to its employees to improve their productivity through the concept of employee voice. If we talk about the relationship of employee voice and employee productivity according to the findings and analysis section, we can see that the moderator HRMA is negatively affecting the association of

the two variables, if the influence of the employee voice is greater on the variable employee productivity, the moderator will improve the effect by playing its role as shown in the table 4.5.2 and 4.5.4.

Employee Voice, Employee Retention, and HR Managerial Accountability

Retaining the employees is not an easy task for the organization and the management, management of the organization hold great responsibility in retaining their employee by observing and fulfilling the needs and wants of the employees in their workplace, similarly, employee voice have a strong influence on the retention of the employees in any organization, if the management focuses on the issues faced by the employees and the reason of them quitting the organization, the management can take immediate actions to overcome such important issue of employee turnover and exits. From the table 4.5.2 and 4.5.4 it can be seen clearly that there is observable change in employee retention if employee voice changes, increases or decreases, also from the other table it can be noticed that the moderator HRMA is positively enhances the influence of employee voice on employee retention.

CHAPTER 6: CONCLUSION AND RECOMMENDATION

6. CONCLUSION AND RECOMMENDATION

This chapter concludes the entire research, provides limitations of the research, and also provide recommendations for future research to be performed.

6.1. Conclusion

The study findings showcased that there is an indestructible constructive correspondence allying employee voice with employee performance, employee productivity, and employee retention, under the role of moderators HR professionalism of managers, and HR managerial accountability who suggested that here is also a straight outcome of employee voice resulting greater loyalty of the employee, greater the performance, more the productivity, and so more is the retention of the employees possible. All the variables mentioned in this research are closely related to the concept of employee voice. This research concludes that if employees are given the opportunity to raise their voice, concerns, issues, problems, suggestions, and opinions, giving opportunity to take part in decision making of important issues by the management of their organization, and also to introduce such mechanisms in the organization that can make it approachable for the employees to reach their higher ups.

The analysis was performed through the use of the software SPSS, after extracting data from SPSS, the data was analyzed accordingly. The tests performed under the section of findings and analysis such as reliability test, descriptive statistics test, correlation test, regression tests and moderation test (using Preacher and Hayes Method or Technique), all these tests clearly show the relationship and connection of independent variable i.e., employee voice with the other dependent variables that are employee loyalty, employee performance, employee productivity, and employee retention, and also the role of moderators that are HR Professionalism of Managers, and HR Managerial Accountability how they are playing their role in influencing the association of the independent variable with the dependent variables discussed in this article. So, the results prove that the hypotheses we assumed in this study are correlated and have strong relationship with each other , if the employees of the organizations are given the rights, proper channels, platforms, and properly developed mechanisms to raise their concerns regarding the important issues, decisions to be made, and to share their problems there will be more the loyalty of the employees towards their organizations, greater will be the employee performance as they

will be able to focus on the matters happening in the company due to more access of information, there will be more employee productivity as employees will work hard and with greater motivation towards the well-being of the company and towards their career development, employee retention rate will be increased; employees will be more willing to stay in the organization where their voice will be heard, and the mentioned moderators are have strong associations with the variables mentioned and great impact on their relationship as well. So, this study shows that the concept discussed in this research that employee voice has a moderately strong and positive relationship with the dependent variables that if employee loyalty, employee performance, employee productivity, and employee retention rate will be increased employees will be more willing to stay in the organization where their issues and problems will be heard, and that the moderators mentioned in this research have a strong impact on the relationship of the variables.

6.2. Recommendations

First of all, the government of Pakistan needs to act about the idea presented in this research that is employee voice and give awareness about this idea among the employees of public service sector organizations. Furthermore, the organizations specially those which comes under government needs to thoroughly consider the problems face by civil servants in their offices that they are unable to share with their upper management, therefore, the authoritative personals of the organizations need to make arrangement to introduce such mechanisms which can help the employees to reach out easily to their higher management. Moreover, the researchers need to focus on the mechanisms that can be used by the organizations to resolve the issues regarding voice of the employees. Lastly, the managers or professionals of the organizations also need to make efforts to help the employees in raising their voice and resolving their problems and concerns. The main authorities of the organization need to develop confidence in the employee to raise their issues. The HR managers or professionals need to be open so that employees can reach out to them easily.

6.3. Future implications

In future research this article provides a ground and basis for the researchers that how employee voice will take turns and will impact the organizations, businesses, and the society. For employee voice to continue being 'a vibrant area of research and practice that engages with cutting edge theory as well as with workers and their organizations in everyday lives' (Budd 2014, p. 485). The researcher can study concept of employee voice with different variables and their impact on the public sector of Pakistan on the greater scale.

6.4. Limitations

Just like any examination, this study incorporates limits that are important. In the first place, the review has a little sample size. Regardless of whether the sample size impacted the outcomes is hard to decide. Later on, a review with a bigger sample size for information investigation ought to be led all across Pakistan. With time and asset compels considered, the examples in this study mirror a tight extent of undertakings. Future examinations should choose better venture tests the nation over and endeavor to lessen result deviations that are owing to local contrasts.

CHAPTER 7: REFLECTIONS

7. REFLECTIONS

This section of the research shows the analysis and evaluation of the paper, mainly a measurement of the concentrations and vulnerability of the research, any complications or limitations came across while compilation of the thesis and how these obstacles were overwhelmed. Likewise, an assessment of the viability of the picked technique can be anticipated along with an evaluation of how my own individual exploration and the researcher capabilities have been created.

The complications and issues faced by the researcher was first there was lack of time for the research to be done in much more detail, this is why the employees of all the public sector organizations, universities, and schools were not easy to reach in such short time, that why I could only approach to limited number of employees and public service sector organizations of Pakistan. Secondly, the issues I faced regarding questionnaire was that I had to search a lot for each and every variable and within one article or research paper I had to search another link or reference given to find out already researched articles containing questions that I could use in my own research paper. It took me quite long more than two weeks just to find out the articles who could help me out in making my own questionnaire as at this stage of study I cannot make my own questions to collect and evaluate the data and could not find the authentic results that's the reason I had to work a lot on the questionnaire. Furthermore, the complications I faced during the filling out of the questionnaire there were quite few numbers of people specially in government organizations who knew how to fill out those google form questionnaire and for what purpose are actually google form questionnaire are used, it took me more at least two weeks to collect the required data from the target audience. Lastly, the issue I faced was the lack of awareness with the concept of the study, i.e., not many asked about the idea of the thesis but a very few number of people asked about it and if we talk about government sector employees they have no idea what is employee voice or there could be any mechanisms and platforms that can be made to raise their issues and voice that mostly gets neglected in the workplace environment. If we talk about the capabilities that built during this study are clarity of most of the steps, process, and procedures during the transmission of the research.

CHAPTER 8: REFERENCES

8. REFERENCES

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CHAPTER 9: APPENDIX

9. APPENDIX

9.1. QUESTIONNAIRE

I am a Student of MBA; the following questionnaire is a part of the research project being carried out on the behalf of Bahria University Islamabad under the supervision of Dr. Safa Riaz. A study of Public Service Sector of Pakistan. You are requested to kindly fill the items carefully and make sure no item is omitted. Your personal information shall be kept confidential, and all the data provided by you will only be used for research purposes. Kindly give your views/ opinions to the questions given below. The information given below will only be used for the Analysis.

Thank you!

Section A: Demographics

Gender:

  a. Male
  b. Female

Age:

  a. 18 - 30
  b. 30 - 40
  c. 40 – 60

Section B: Employee Voice, Employee Loyalty, Employee Performance, Employee Productivity, and Employee Retention

For each of the questions mentioned below a specific scale is used that is Likert scale, so kindly select every option accordingly i.e., 1 = strongly agree to 5 = strongly disagree

Employee Voice		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Senior managers understand the term employee voice	1	2	3	4	5
2.	Employee voice can build a shared vision for the organization amongst all staff	1	2	3	4	5
3.	Employee voice means consulting with staff on strategic issues	1	2	3	4	5
4.	There is a range and scope of employee voice mechanisms in your organization and there are ways in which different voice mechanisms have been used in the organization	1	2	3	4	5
5.	There is a perceived impact of voice on attitudes and performance	1	2	3	4	5
Employee Loyalty		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
6.	Have you ever thought of quitting?	1	2	3	4	5
7.	Are you willing to work hard for your company?	1	2	3	4	5
8.	Will you make every effort to complete the task that your company gives to you?	1	2	3	4	5
9.	Are you willing to sacrifice your personal interest for the benefits of your company?	1	2	3	4	5
10.	Do you feel a sense of belonging here?	1	2	3	4	5
Employee Performance		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

11.	I am always recognized for quality work done	1	2	3	4	5
12.	I am given feedback concerning the quality of my work	1	2	3	4	5
13.	I continuously seek more information, knowledge, and skills to perform better on my job	1	2	3	4	5
14.	Easy flow of information from my superior improves my job performance	1	2	3	4	5
15.	My manager ensures that I have a continued access to essential information	1	2	3	4	5
Employee Productivity		**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
16.	I usually complete my work on time.	1	2	3	4	5
17.	I can find creative solutions to my work-related problems	1	2	3	4	5
18.	I am satisfied with the quantity of output that I produce.	1	2	3	4	5
19.	The production target of my company is achievable for me	1	2	3	4	5
20.	I do my work without wastage of raw materials	1	2	3	4	5
Employee Retention		**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
21.	The management of my organization is not interested in resolving individual employee	1	2	3	4	5

22.	The management of my organization encourages employees to voice their problems	1	2	3	4	5
23.	The management of my organization has not provided enough mechanisms (for example, suggestion systems, grievance procedures, etc.) to allow employees to effectively voice their dissatisfaction	1	2	3	4	5
24.	I get the feeling that my superior does not want to hear about my complaints	1	2	3	4	5
25.	The organization encourages suggestions to improve situations that are dissatisfying to employees	1	2	3	4	5

Section C: HR Professionalism of Managers, and HR Managerial Accountability

Kindly answer the following question:

HR Professionalism of Managers		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Does HR have good relationships with current top executives?	1	2	3	4	5
2.	Does HR have good relationships with current line managers?	1	2	3	4	5
3.	Does HR focus on employee issues?	1	2	3	4	5
4.	Does HR seek to continuously improve?	1	2	3	4	5

5.	Does HR have good relationships with current employees at the workplace?	1	2	3	4	5
HR Managerial Accountability		**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
6.	Does HR seek to build relationships of trust with employees?	1	2	3	4	5
7.	Do employees have to follow strict directives, rules, policies and standard operating procedures?	1	2	3	4	5
8.	Does HR develop, train, and retain employees?	1	2	3	4	5
9.	The management in my company is held very accountable for their actions at work	1	2	3	4	5
10.	To a great extent, the success of my company rests on its management	1	2	3	4	5

Thank you!

✓
MBA/BBA

1st Half Semester Progress Report

Name of Student(s)	ZAINAB RAMEEN
Enrollment No.	01-321202-020
Thesis/Project Title	Impact Of Employee Voice On Employee Loyalty Employee Performance Employee Engagement Employee Commitment Meeting Rec Of HR Compensation Of Manager & HR Manager Arrange Early

Supervisor Student Meeting Record

No	Date	Place of Meeting	Topic Discussed	Signature of Student
1	25th Oct 2021	Bahria University	Literature Review	
2	30th Oct 2021	Bahria University	Theoretical Framework discussed	
3	13th Nov 2021	Bahria University	Help with finding the questions	
4	20th Nov 2021	Bahria University	Questionnaire discussion	

Progress Satisfactory ✓   Progress Unsatisfactory ☐

Remarks: _____

_____

_____

_____

Signature of Supervisor: _____ Date: **30-01-22**

Name: Dr. Safa Riaz

Note: <u>Students attach 1st & 2nd half progress report at the end of spiral copy.</u>

Page 1 of 2

✓
MBA/BBA

2ⁿᵈ Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Zainab Rameen
Enrollment No.	01-321202-020
Thesis/Project Title	IMPACT OF EMPLOYEE VOICE ON EMPLOYEE LOYALTY, EMPLOYEE PRODUCTIVITY, EMPLOYEE PERFORMANCE, AND EMPLOYEE RETENTION: MODERATING ROLE OF HR PROFESSIONALISM OF MANAGERS, AND HR MANAGERIAL ACCOUNTABILITY

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	30-12-2021	UNIVERSITY	LITERATURE REVIEW	
6	02-1-2022	UNIVERSITY	DATA ANALYSIS	
7	13-01-2022	UNIVERSITY	SPSS ANALYSIS (3-HRS SESSION)	

APPROVAL FOR EXAMINATION

Candidates' Name: __Zainab Rameen__   Enrollment No: __01-321202-020__

Project/Thesis Title: IMPACT OF EMPLOYEE VOICE ON EMPLOYEE LOYALTY, EMPLOYEE PRODUCTIVITY, EMPLOYEE PERFORMANCE, AND EMPLOYEE RETENTION: MODERATING ROLE OF HR PROFESSIONALISM OF MANAGERS, AND HR MANAGERIAL ACCOUNTABILITY

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at _____ that is within the permissible limit set by the HEC for thesis/ project MBA/BBA. I have also found the thesis/project in a format recognized by the department of Business Studies.

Signature of Supervisor: _____   Date: _____

Name: **Dr. Safa Riaz**   **30-01-22**

Thesis

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