THE IMPACT OF EMPLOYEE VOICE ON EMPLOYEE ENAGGEMENT, EMPLOYEE LOYALTY AND TURNOVER INTENTION; MODERATING EFFECT OF SUPERVISORY SUPPORT

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Abstract

Employee input is becoming a key concern in the corporate world these days, and it is always considered as advantageous to both employees and employers. Despite the significance of voice, there has been relatively little study on employee voice and its effects on employee behavior toward the firm. This study intends to add to the body of knowledge in this field by examining employee voice and its influence on employees. The article presents the findings of a study that looked at the relationship between employee voice and employee attitudes toward their firm. The study explores employees' reactions to the company when their voice will be heard and considered, using an employee-centric approach. The purpose of this study is to fill a gap in the literature by investigating the possible link between employee voice and employee engagement, loyalty, and turnover intention, as well as the function of supervisor support as a moderator. Data was collected from 215 individuals from various academic institutions in Islamabad and Rawalpindi using a questionnaire. The study's questionnaire was developed to investigate the effects of employee voice on employee engagement, loyalty, and intention to leave, with the moderating effect of supervisory support. The data was analyzed using Cronbach's Alpha Reliability and Regression. Employee voice has a substantial positive relationship with employee engagement and loyalty, according to the findings. There was also a substantial negative relationship between employee voice and the intention to leave. In this connection, supervisory support revealed to be a moderator. The study concludes with a discussion of the findings' practical implications for firms that must seek to develop an internal communication strategy/voice strategy and a robust method for hearing employees' voices. Additionally, recommendations for future study are addressed.

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CHAPTER 1

INTRODUCTION

1.1 Background:

A reader of scholarly literature on employee voice may easily assume that the subject did not exist before to Albert Hirschman's Exit, Voice, and Loyalty (1970). His work is frequently considered as the field's founding text, implying that no one had given the concept any study prior to him. Albert Hirschman pioneered the notion of voice; however it was restricted to individuals acting as consumers in product marketplaces. Before Albert Hirschman's Exit, Voice, and Loyalty, the concept of voice did not exist (1970). His work is frequently considered as the field's founding text, implying that no one had given the concept any study prior to him. As a result, Freeman and Medoff (1984) were the first to apply Hirschman's theoretical concepts to labor market personnel. They equated voice with collective bargaining. Because of the downturn in collective bargaining in past years, research on workplace power of speech has generally concentrated on how laborers articulate their concerns about their working conditions in the absence of a union, as well as the methods through which employees can have a greater voice over their jobs and the decisions that are made by their employers.

Spencer produced a report in 1986 examining the association between staff retention and the number of accessible voice modes. By investigating both structures and behavior, he was possibly the first academic to analyze employee voice from both human resource management/human resources and organizational behavior viewpoints. This integration was conceivable since OB researchers had not yet classified voice into distinct categories and the HRM/ER and OB conceptualizations of voice were not dissimilar at the time. However, in the 1990s, a split evolved across the disciplines, thus generating the disciplinary silos that currently exist in employee voice literature (Paula K. Mowbray, 2014)

Dundon et al. assert that voice may be seen via a variety of lenses. For many policy, academic, and practitioner actors, the phrase "employee voice" has taken on an ambiguous connotation as a result of the extensive study and analysis that has been conducted around the concept of voice across a wide variety of fields (Poole, 1986; Sashkin, 1976; Strauss, 2006; Wilkinson et al 2010;

Budd et al., 2010). Management of human resources, politics, organizational behavior, psychiatry, legislation, and trade unionism are just a few of the domains where the concept of voice has been seen distinctively from other fields.

Employee voice is associated with a wide range of interests and meanings across disciplines, indicating that it is a representation of individual's dissatisfaction or concern aimed at managers in order to address a particular problematic situation in the workplace. This type of expression of one's voice may be accomplished through the use of a complaint process or a talk campaign. Aside from that, and in many cases concurrently with individual dissatisfaction, voice takes the form of collective organization, in which voice serves as a check on the power of management. Union activity and group negotiating are both examples of pluralist concepts of aggregate workers voice that may be found in the workplace (Turnbull, 2000). The goal of voice as a contributor to managerial decision is to solicit input from staff in order to improve the overall work organization and productivity. This may be accomplished via process improvement or cooperation, or it may be accomplished by encouraging worker engagement (Wilkinson et al 2013). On the other hand, voice may be considered to be an instrument for mutual gain, as productive cooperation amongst industrialization enhancing a company's long viability while also improving financial health of its employees (Kochan and Osterman, 1998). Employee voice may also be defined as a process by which employees attempt to get a word and, in some cases, enhancing organizational activities on problems that impact the jobs as well as the interests of business owners.

Employee voice is becoming a critical component of corporate culture and the advancement of people and enterprises. The word "voice" is commonly used in human resource management (HRM) and labor relations literature (Sako, 1998; Benson, 2000; Roche, 2000). Employee Voice is a phenomenon that has the potential to significantly impact not just employee and organizational productivity, but also the amount of creativity and change inside enterprises. Employee voice has emerged as a new notion for supporting organizational performance and success during the last few years (Dundon, et al., 2004; Royer, et al., 2008).

Employee voice appears to be a significant motivator of involvement, and the earlier appears to be a required pre-condition (step) towards the last mentioned (result) to take place (Macey and Schneider, 2008).Employee voice acquired significant attention in enterprises worldwide in

recent years, and managers and supervisors are taking notice of employees' voices, concerns, thoughts, and proposals. Thus, employee voice is considered in the corporate setting, a sort of personnel management.

1.2 Research gap:

Previously conducted study explored the influence of employee voice on organizational production and engagement, with the supervisor serving as a mediator. Additionally, little study is undertaken on the link between employee voice and loyalty, and has mostly seen employee voice as an outcome of loyalty. The purpose of this study is to investigate the link between employee voice, engagement, loyalty, and desire to quit, as well as the moderating effect of supervisory support.

1.3 Statement of the Problem:

Organizations invest significant resources in recruiting people and then in training and development of those personnel. Once hired, they must make every effort to retain those personnel and prevent the expense of acquiring new employees.

With shifting employee needs in today's society, engaging and keeping employees has become extremely difficult and hard. Employees desire specific things in their workplace, including respect, trust, and acknowledgment. Employees begin exploring for new employment opportunities when they do not feel appreciated at work, when their concerns are ignored, or when their difficulties go unresolved. When these conflicts develop inside an organization, they can result in employee discomfort, disengagement, a lack of responsibility for the company, and even the intention to leave the organization and eventually quit one's employment. Thus, engaging your staff, attaching them (in terms of loyalty), and maintaining them are critical for businesses, which may be accomplished by listening to their voices.

Employees are frequently regarded undervalued assets/resources of the firm due to the quick changes in technology and business settings. They are an often-overlooked source of information in the workplace, with unique insights on how the firm operates on the ground floor and are frequently the source of new ideas and proposals. By effectively leveraging these insights, businesses may begin grappling with the implementation of changes and process reform.

Employee suggestions are crucial for businesses because they add variation to the pool of strategic ideas. Without the ability to articulate fresh ideas, it is impossible to convert them into novel procedures, techniques, and merchandises. Even though it is importance in place of work, people frequently experience discomfort when speaking freely about organizational challenges (Dutton, Ashford, O'Neill, Hayes, and Wierba, 1997; Milliken, Morrison, and Hewlin, 2003). It can result in low staff morale, employee's disengagement then plans to leave.

The majority of research on employee voice is conducted in western settings, whether public or private. Employee voice is a growing trend in Pakistan; yet, it has not yet acquired significant traction inside our enterprises. It is noted that no procedures or channels for implementing employee voice practices have been devised. Employee voice is one of the universal human resource principles that assist businesses regardless of the organizational context or sector, in attaining a strategic advantage (Redman & Wilkinson, 2009). When employee voice is utilized in enterprises, it frequently results in increased corporate performance and employee well-being.

1.4 Research Questions:

Questions of Research are as follows:

- Why it's critical for firms to listen to their employees?

- What are the important consequences of employee/worker voice on their well-being plus organizational success?

- What's the association amongst employee voice and engagement, employee loyalty, and intention to leave?

- What role does supervisory support play in outcome that employee voice has on worker engagement, loyalty, and desire to leave?

1.5 Research Objectives:

Following are Research's exploratory objectives:

- This study's overall purpose is to ascertain the nature of the linkage between employee voice and engagement, along with employee loyalty and intention to leave.

- To identify the influence of employee voice in overall functioning of the firm.

- To identify the supervisory support's function in listening to, recognizing, agreeing with, and accepting employees' voices.

- Investigate the impact of employee voice on employee conduct/how people behave differently when their ideas and opinions are considered.

1.6 Significance of the Study:

A company's most important asset is its workforce, the more you know about them, the more effectively you can keep them happy, motivated, and on track to fulfill their full potential. Employees contribute to a business's expansion/growth through a variety of practices, tactics, ideas, proposals, and interventions. The goal of this investigation is to find out if listening to employees affects their sense of belonging to the organization, how frequently they feel engaged in their work environment, how visibly their loyalty is boosted when their voice is heard by senior management or supervisors, and how blatantly they want to continue working for the same organization; not intending to leave. Employee voice is impracticable if the supervisor is deaf to it, and hence the supervisor's function will be examined in this study.

1.7 Scope of Research:

Personnel/ employee are a business's most important resource; they're a competitive edge. You want to recruit and keep the finest; you want to inspire and stimulate them, and you want them to feel a sense of ownership in the company's objective (Anne Mulcahy). There are numerous strategies and human resource practices that assist organizations in involving employees in day-to-day operations/decision making; increasing their loyalty and devotion to the company; and retaining the most talented workforce; however, this study focuses on the implementation/adoption of an employee voice strategy in order to accomplish all of the above mentioned goals (i-e engage employees, improve their loyalty towards the organization and retain the talented employees). And, in order to do all of this, the supervisory position is examined, because employee voice is meaningless if it is not listened to or given preference.

1.8 Terminologies:

The factors examined in the study are:

1.8.1 Employee Voice:

Jenkins and Delbridge (2013) describe voice as a "soft" management strategy that is a powerful determinant of employee engagement (Rees et al., 2013; CIPD, 2014). The ability of an employee to influence organizational decision-making, according to Lucas and colleagues (2006) is referred to as employee voice. It is an effective approach of beneficial collaboration between an employer and an employee with the goal of enhancing the firm's long-term viability and the economic well-being of employees (Emelilifeonwu and Valk, 2018). Employee voice describes the procedure through which employees communicate thoughts and ideas to employer; how these perspectives are subsequently used to shape the company's future direction.

1.8.2 Employee Engagement:

Employees who are engaged demonstrate vitality, resilience, and superiority in work; enthusiastically as well as voluntarily absorbed in work, and are accessible to business through periods of trouble. The statement refers to a favorable, pleasurable state of mind linked with labor that is characterized by vigor, commitment, and concentration. (Nivedita Jha, 2019).

1.8.3 Employee Loyalty:

Employee loyalty is demarcated as a solid aspiration to remain a participant of a company (Turkyilmaz et al., 2011), to work in accordance with the company's vision and values (Durking, 2007), to exert maximum effort in the company's best interests (Becker et al., 1995), and to work overtime when necessary (Guillon and Cezanne, 2014). Loyal workers are individuals who are committed to the company's success and contemplate that being employed for the organization is in best interests. Not only would they choose to remain with the company, and they're also not actively pursuing other employment opportunity.

1.8.4 Turnover Intention:

Turnover intention is the process through which workers think about quitting their jobs, intend to look for work, and intend to depart (Carmeli and Weisberg, 2006). It is described such as

employee's intention to resign their existing position or company willingly. Additionally, workers' thinking and preparing to leave their job and organization for a variety of causes.

1.8.5 Supervisory Support:

Supervisory support indicates how much a leader values their employees' contributions and is concerned about their well-being; a leader who has a great amount of supervisory support helps people feel heard, respected, and cared about. This metric indicates the amount to which manager's attention about welfare of their employees in addition value their efforts. Supervisors are organizational agents that are in charge of supervising and assessing employee performance. As a result, employees frequently view their supervisor's comments as a sign of the organization's concern for them (Eisenberg et al., 2018).

CHAPTER 2

LITERATURE REVIEW

2.1 Employee Voice and Employee Engagement

In recent years, the concept of employee voice has received a lot of attention; it has a long history in a range of disciplines, resulting in the ideas' elasticity of understanding (Wilkinson, Donaghey, Dundon and Freeman, 2014). In practice, an employee can use their voice by chatting with coworkers over a cup of coffee, bringing up a work issue with their boss, or participating in an annual employee survey (Dr Kevin Ruck, 2017). Employee voice is defined by Van Dyne, Ang, and Botero (2003) as conscious communication of work-related thoughts, facts, and viewpoints. As a result of employee voice arrangements, employees are able to convey their concerns and ideas to management and (potentially) influence management thinking and organizational decisions (Bryson, Gomez, Kretschmer, & Willman, 2007; Dundon & Gollan, 2007). In addition, voice arrangements allow management to address issues, provide comment, and gain understanding into employees' concerns (Bryson, 2004). Consequently, employee voice arrangements are essential for employee involvement, employee engagement, and managerial communication (Tzafir, Harel, Baruch, & Dolan, 2004).

Employee voice may be expressed in a variety of ways, both explicitly and implicitly. The term "indirect voice" refers to the practise of a third party, typically a trade union, delivering employee concerns or suggestions to management via this method (Forth & Millward, 2002). The term direct voice refers to two-way communication between management and employees without the necessity for a third-party intermediary (Forth & Millward, 2002). The most efficient way to communicate is through direct speaking, nearly without a doubt (Peterholland, 2016). Direct speech is the most effective technique to get management to respond, according to current research (Holland, Pyman, Teicher, & Cooper, 2011; Pyman et al., 2010). Employees report higher levels of conflict in environments where they do not have a direct voice (Bryson et al., 2007). Studies on the demand-resources model of employment show; that having a direct voice in the workplace can help alleviate some of the negative effects of being in a high-demand position (Bakker et al., 2005; Bakker, Demerouti, & Snaz-Vergel, 2014). To further understand the link between employee voice and engagement, we will use the notion of direct voice, which

is related with involving the employees and is incorporated in an organization's human resources management policies and practices (Tzafrir et al., 2004). It is a form of social interchange that expresses an organization's goals and attitudes about the employment relationship through the use of employee voice (Boon & Kalshoven, 2014). There may be less social contact and lower levels of employee commitment if employees are unable to voice their true concerns and participate in decision-making (Beugre, 2010). As a result, in supportive work environments, where employees have the opportunity to participate and influence decision-making, as well as problem-solving processes, the potential for a more pleasant workplace emerges. For the majority of companies, a critical distinction is the level of employee engagement that results from supportive work environments.

Engagement is well-documented as a critical component influencing work-related attitude (Christian, Garza & Slaughter 2011). According to Macey and Schneider (2008), engagement is defined as the belief that 'pro-social' employee action may result in beneficial outcomes for both individuals and businesses. Contributing ideas, knowledge, and views to the workplace might be regarded a measure of employee engagement. (Dr Kevin Ruck, 2017). Kahn defined engagement as the "harnessing of organizational members' selves to their work obligations" and added the idea of psychological "presence" as a result makes employees feel alert, connected, integrated, and focused in their work performance. Engaged workers, according to May et al. (2004), are those who are completely involved in their work. An employee's sense of agency is strongly linked to their level of engagement, as shown by Rees et al. (2013). However, Gruman and Saks argue that 'relatively less emphasis has indeed been devoted to the relationship between voice and engagement' (2014, p. 459). Employee voice and engagement were studied by Rees, Alfes, and Gatenby (2013). It was shown that employee opinions of employee voice activity that supports organizational transformation has both a direct and indirect impact on their engagement levels. Workers' attitudes toward management may improve if they have more opportunities to voice their concerns (Dietz, Wikinson & Redman, 2009). An employee's sense of agency is strongly linked to their level of engagement, as shown by Rees et al. (2013). However, Gruman and Saks argue that'relatively less emphasis has indeed been devoted to the relationship between voice and engagement' (2014, p. 459). Employee voice and engagement were studied by Rees, Alfes, and Gatenby (2013). It was shown that employee' opinions of employee voice activity that supports organizational transformation has both a direct and indirect impact on their engagement

levels. Workers' attitudes toward management may improve if they have more opportunities to voice their concerns (Dietz, Wikinson & Redman, 2009).

Many changes in the literature have led to the definition of employee voice as employees expressing their thoughts, propositions, and attitudes about a problem to relevant officials or colleagues with the aim of enhancing the operation of their departments or organizations (Morrison, 2011; Rees et al., 2013). Employees who feel empowered to speak up have a more positive view of management (Holland et al., 2011). To test this hypothesis, Kwon et al. (2016) used the Job Demand-Resource (Bakker and Demerouti, 2007) model, hypothesizing that workers who believe they have the opportunity to participate in decision-making activities are more engaged in their work. It has been shown in previous research that employee voice has a positive correlation with other desired employee behaviours such as organizational commitment/engagement (Farndale et al., 2011), work satisfaction (Holland et al. 2011, Wood and De Menezes 2011) and willingness to remain in the company (Spencer, 1986). Despite the fact that voice is one of the four pillars of engagement, it has received the least attention in the engagement literature (Purcell, 2013). As Rees and colleagues (2013) point out, little research has been done on the relationship between workers' perceptions of their ability to speak up and their participation in the business. As Rees, Alfes, and Gatenby (2013) remark, employee voice was historically connected with union representation and bargain collectively, but is now more widely recognized as a range of approaches in which individuals have a role in how their organization functions. In the context of the workplace, this is characterized as employees voicing their thoughts and ideas on how to improve or change the current situation. Employees may respond more enthusiastically if their concerns are taken into consideration and action is taken. An important part of an organization's internal communication is its employees' ability to express their ideas and opinions. Encouraging workers to learn and solve challenges connected to their jobs, acknowledging their efforts and giving them a voice in company decision-making while also showing care for the needs and feelings of employees, and giving them feedback all contribute to a higher degree of employee engagement (Baumruk, 2006).

H1: **Employee voice has a positive impact on employee engagement such that greater the employee voice, greater would be the employee engagement.**

2.2 Employee Voice and Employee Loyalty

It is often said that the performance of an organization's personnel determines whether it will succeed or fail. In order for the company to succeed, it is critical that its employees remain committed to it and not actively seek out new employment opportunities. It's becoming more common for workers to switch professions regularly since they have access to a variety of options. A loss is experienced by the firm because of the resources used to enhance staff capabilities in order to boost overall performance, resulting in increased gross output for the business (Sachin Murali, 2017). An organization's success is growing more and more reliant on the involvement, devotion, and loyalty of its employees (Rodrguez et al., 1999). In light of the economic demands on the 'psychological contract' between employers and workers, organizations have prioritised employee loyalty (Naus, van Iterson, & Roe, 2007; Sverke & Goslinga, 2003). Loyalty may be regarded as a virtue, according to Logan "a strong bond between an employee and his or her employer, even if it is not financially feasible for the individual to remain with the company. Similarly, (Elegido, 2013) defined " Employee Loyalty as "a deliberate commitment to furthering the employer's best interests, even if doing so may involve sacrificing some element of one's self-interest in excess of that required by one's legal and other moral commitments." According to Dutot (2004), loyalty is described as a "relationship of trust, resistance to opportunistic conduct when presented with an outside employment offer," while Peretti & Igalens (2015) defined loyalty as "large length of service in the firm, reduced tendency to seek outside job offers, and a strong sense of belonging." "A sense of belonging" and long-term employment in the business were also mentioned by Colle (2006). If a firm wants to endure and be effective, its employees' commitment to the company, their passion for their work, and their level of emotional engagement are all crucial factors to take into account (Bakker & Schaufeli, 2008). Workers' loyalty may be defined in many different ways, according to both professionals and studies. For example, Hirschmann in his book Exit, Voice and Loyalty claims that employee loyalty is an attitude that pushes workers to debate, express themselves, and resist leaving the organization at this time; (2) Podsakoff et al. (2000) indicate that employee loyalty is a readiness to embrace organizational goals and stay with the organization despite tough and challenging situations; and (3) Koç (2009) indicates that employee loyalty is a desire to continue with the organization despite difficult circumstances. Another way to define loyalty is to say that it is a feeling of emotional attachment or devotion to

an organization that grows over time in response to a higher level of pleasure. An employee's expectation are met or exceeded in an internal review process, and this leads in employee satisfaction.. As a result, a widespread emotional disposition toward the company develops among employees, increasing their feeling of devotion to the firm (ZayasOrtiz et al., 2015). Since this is the case, employees are expected to maintain an upbeat mood and show dedication and cooperation with their coworkers in order to keep the company running smoothly. The development of positive organizational citizenship behaviour and the building of a workplace environment favorable to organizational success are both made possible by a transparent work environment (Obedgiu et al., 2017). Loyal employees aren't interested in other career opportunities, and they're also uninterested in other companies' offerings (Turkyilmaz et al., 2011). Employees show their loyalty to their employer by adhering to the firm's mission and beliefs, making major contributions to the organization, and portraying the company in a positive light to different stakeholders (e.g., Durkin, 2007; Davis, 2015). Employees that have a strong sense of commitment are more likely to work late hours, have lower absenteeism, and do higher quality work (e.g., Durkin, 2007; Guillon and Cezanne, 2014).

There has been a lack of research into the correlation amongst employee voice and employee loyalty. Workers who are invested in the company's success may be more inclined to participate in solving problems and to provide their ideas for improvement, say some experts. It is possible that an employee's tone of voice might be seen as a potential danger factor. The plan's benefits and drawbacks must be considered by employees. Even when they know that their proposals might have negative implications, such as damaging interpersonal ties inside the workplace, employees still want their input on the matter so that management can gather team information in order to discover a holistic solution to their problem. However, some researchers have observed that an employee's behavior motivates loyalty (Meng and Huang, 2015). Employees who have a low level of loyalty are more likely to think about whether or not their ideas will be implemented, whereas those who have a high level of loyalty are more likely to offer proposals to improve the organization's existing position because they have a better feeling of self-efficacy. Employees' sense of self-efficacy, according to Xiang et al. (2014), can have a favorable impact on their behavior. Loyal workers take the initiative to raise their voices in the workplace. This is similar to Hirschman's model, which projected a positive correlation between loyalty and voice: although more loyal workers may be expected to voice their problems more freely than less loyal

employees, this ignores the underlying power dynamics in any employment connection (Edwards et al., 1995; Hamilton and Feenstra, 1997; Whitley, 2003). Hierarchies exist inside organizations, and individuals at the top can have a significant impact on the work from those at the bottom of the hierarchy. When managers or the company as a whole voice dissatisfaction or propose ways to improve current methods or products, it might be perceived as an attempt to undermine their own authority. Management may perceive employees who raise their worries as disloyal or a disruptive influence in such a circumstance (Butler, 2005; Upchurch et al., 2006). Abdullah et al. (2009) found that a higher level of employee happiness can lead to more employee involvement, which in turn can lead to a greater level of employee loyalty and a greater sense of belonging to the organization. When workers are satisfied with their working circumstances, collaboration and cooperation, their connection with their supervisor, and their opportunity to express their issues and also have a role in the organization's top management or supervisors, they are more likely to remain loyal (Pandey & Khare, 2012). Employees' increased dedication and devotion to the company can be attributed to their hopeful assessment of the availability of channels for their ideas to be heard (Farndale et al., 2011).

H2: Employee voice has a positive impact on employee loyalty such that greater the employee voice greater would be employee loyalty.

2.3 Employee Voice and Turnover Intention

The desire or wish to quit one's current job is what is meant by an employee's intention to depart (Lee 2002; Udechukwu et al, 2007). Individuals' conscious and intentional willfulness toward a voluntary and permanent leave from an employer organization is described as turnover intention, as per Rastgar and Pouresrahimi (2013) as well as Davoudi and Fartash (2013). It's not uncommon for employees to have a strong desire to leave their jobs for various reasons. Individuals have the right to choose whether or not to continue working or leave the company, as according Robbins in (Priansa, 2016) turnover intention. Mobley in (Sudaryono, 2014) states that "turnover intention" refers to a person's desire to leave a company; particularly, a person's assessment with his or her present position as a result of dissatisfaction may prompt a person's desire to leave and seek another job. Turnover intention is a term used to describe an employee's

desire to quit his present employment because he or she has found a better opportunity elsewhere. An individual's intent is the most closely linked quality to the actions they take (Fishbein & Ajzen, 2000). A person's intention to engage in or refrain from certain acts is the first step in determining their actual conduct (Prestholdt et al., 1999). As a result, experts believe that a person's actions may be predicted based on their motivation (Kurniawatya, 2019). Workers' willingness and desire to leave their positions on their own will is known as "turnover intention" (Zeffane, 1999).

Because they can voice their thoughts, employees are less inclined to quit their jobs (Long W. Lam R. L., 2016). Employees are more likely to see themselves as valued parts of their businesses when they are given the opportunity to voice their ideas throughout the decision-making process, according to study (Lind & Tyler, 1988; Morrison & Milliken, 2000). Employees are more likely to increase their loyalty to a company if they believe their employers respect them (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Loi, Ngo, & Foley, 2006). Thus, employees' voices can help lessen leaving intentions. A study by Withey and Cooper found that workers are less likely to quit a company if they are aware that their input might have an impact. Additionally, individuals who have a voice in their work environment feel more in control of their immediate surroundings, which gives them hope that they can make a difference in their workplace (Tangirala & Ramanujam 2008). A situation of collective apathy and disengagement may be adopted by workers who believe they have little control over the direction their organizations are headed (Morrison & Milliken, 2000), leading to an increase in their intentions to leave the company (Milliken, Morrison, & Hewlin, 2003). Some contend that allowing employees to share their thoughts has the opposite impact (Long W., Lam R., 2016). As long as employees feel heard, they'll believe that their ideas matter and that they can have an impact on the company's direction. Individuals are more inclined to utilise their voice and less likely to leave a company if they think they can exert influence using the accessible speech mechanism (Boroff & Lewin, 2000: 53). Effective use of voice tactics by university staff, according to Olson-Buchanan and Boswell (2002), reduces job-hunting and resignation intents.

H3: Employee voice is negatively associated with turnover intention such that greater the employee voice lower will be the turnover intention.

2.4 Employee Voice, Supervisory Support and Employee Engagement

When supervisors show real concern for their employees' well-being and show appreciation for their efforts, this is known as supervisory support. Supervisors are organizational agents tasked with monitoring and evaluating the performance of employees (O. Opeyemi Ogueyungbo, 2020). Thus, employees see their supervisor's words as a sign of the company's interest for them. Consequently (Eisenberg et al, 2018). The term "supervisory support" covers a wide range of actions, both task-specific and interpersonal in nature. Performance activities are overseen and analysed, and workers' interests, well-being and contributions are taken into consideration (Mohammed & Ali, 2016). Employees want their bosses to be kind and supportive (Eisenberger et al., 2002; Kottke and Sharafinski, 1988). Immediate supervisors may build trust and inspire a shared vision, encourage innovation to help the company expand, support growth, and celebrate triumphs (Muhammad Shafiq, Impact of Compensation, Training, and Development, and Supervisory Support on Organizational Commitment, 2018).

Using voice arrangements, management may talk about problems, provide feedback, and learn about the worries of their staff (Bryson, 2004). Consequently, employee voice arrangements are crucial for employee involvement, employee engagement, and management communication (Tzafir, Harel, Baruch, & Dolan, 2004). Notably, senior management creates the conditions and structures that encourage employees to speak up (Beugre, 2010). Senior management might not want to hear the opinions of their employees, which could deter them from speaking out if they see them being dismissed as "deaf" by their subordinates, states Dr. Kevin Ruck (2017). Deafening silence can lead to employee disengagement, according to Beugré (2010). As a result of this, workers may get irritated, disillusioned, and disengaged (Price et al., 2001 cited in Beugré, 2010) if they believe that their bosses' internal voice dialogues are a sham. 'Having a voice and being listened to is one of the most critical antecedents of involvement,' said Purcell and Hall (2012, p. 3). Workers who are recognised and supported by their employer are more likely to be engaged in their work, according to studies by Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001). One of the most important roles of a manager or supervisor is to serve as the "voice of management" and inspire employees to work together toward a common objective (Therkelsen & Fiebich, 2004). When it comes to promoting employee voice and engagement, supervisors may either be the most effective champions or the most stifling

roadblocks, as per Therkelsen & Fiebich, (2004) or to achieving the company's long-term objectives (Deconinck & Johnson, 2009; Marchington, 1995). Employees who receive positive feedback from significant players (supervisors) are more engaged, as per Otken and Erben (2010).

H4: Supervisory support acts as a moderating factor in the link between employee voice and engagement.

2.5 Employee Voice, Employee Loyalty and Supervisory Support

Because it involves gauging the reaction of another person; the one who is the intended recipient of the stated concern, Withey and Cooper say that predicting voice may be challenging. Voice from employees may have a significant impact on the employee's boss. Prior to speaking up, workers must consider how their bosses would influence their own voice because of the power imbalance. Supervisors might act as "voice managers" by listening to their workers' ideas and suggestions. Prior research on Hirschman's approach have failed to take into account the importance of supervisors' perceptions about themselves as voice controllers in influencing their employees' willingness to speak up (Dalton & Todor, 2000). Supervisory acts and behaviors should support employees' positive attitudes and sentiments in order to build a level of ethical commitment and loyalty, as stated by Jermgan and Beggs (2005). Fostering a sense of community and a sense of belonging may be accomplished through the leadership of immediate supervisors. Muhammad Shafiq, Organizational Commitment: The Effects of Compensation, Training, and Support from Management, 2018).

Supervisors believe that one of the most important aspects of their job is cultivating daily employee commitment to the organization's mission and goals (Alfes et al., 2013). It's a trade-off between the firm's social resources and the employee effort and loyalty to their employer (Kurtessis et al., 2015). It has been shown that employers see supervisory support as an important link in the supply chain, according to Zhang et al (2008). As a result of the Social Exchange Theory, employees are expected to respond to their superiors' efforts to assist them with effort and devotion. Optimism and higher levels of performance are more likely to be achieved by employees who believe they have the ability to effectively communicate with

administration, to either raise issues or offer recommendations. Employees' commitment and loyalty may be enhanced if managers can successfully interact with them and influence their decisions (Holland et al., 2011). Employee loyalty and a feeling of community are fostered by managers who interact effectively with the company's internal stakeholders and employees. Also it enables workers become more aware of their surroundings and better understands the organization's dynamic aims (Welch & Jackson 2007, p.193).

H5: *Supervisory support acts as a moderating factor in the link between employee voice and employee loyalty.*

2.6 Employee Voice, Supervisory Support and Turnover Intention

Because they can voice their thoughts, employees are less inclined to quit their jobs (Long W. Lam R. L., 2016). Researchers have shown that when employees have a say in the company's decision-making process, they value their own contributions more than those of their peers (Lind & Tyler, 1988; Morrison & Milliken, 2000). Employees are more likely to increase their loyalty to a company if they believe their employers respect them (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Loi, Ngo, & Foley, 2006). Thus, employees' voices can help lessen leaving intentions. A study by Withey and Cooper found that workers are less likely to quit a company if they are aware that their input might have an impact. When employees have a voice, they feel valued and in control, which lessens their desire to leave the company. Since cognitive engagement and ethical leadership/immediate supervisors are likely to lead to an increase in employee voice, it is likely that departure intentions will diminish as a result (Long W. Lam R. L., 2016). Those who follow supervised ethical leaders are more likely to stay because of the character traits (like fairness and trustworthiness) and ideals (like care for the well-being of others and society as a whole, attainment of common objectives rather than selfish ones) of their ethical leader (Brown & Trevio, 2006; Trevio et al., 2003). Because employees feel that leaders and organizations have similar traits, they are more inclined to believe that organizations respect the same ideals as ethical leaders/supervisors, resulting in stronger organizational attachments and fewer leave intents as per Eisenberger & Stinglhamber (2011). Creating a sense of purpose, optimism and unselfish love in their supporters encourages them to engage in higher-voice

conduct, which results in a stronger desire to stay with the organization (Aboobaker, 2019). When employees feel safe to voice their concerns without fear of reprisals, they are more likely to create an emotional connection with the business and reciprocate by showing an interest in staying with the company (Okechukwu Ethelbert Amah, 2019).

H6: Supervisory support acts as a moderating factor in the link between employee voice and employee's turnover intention.
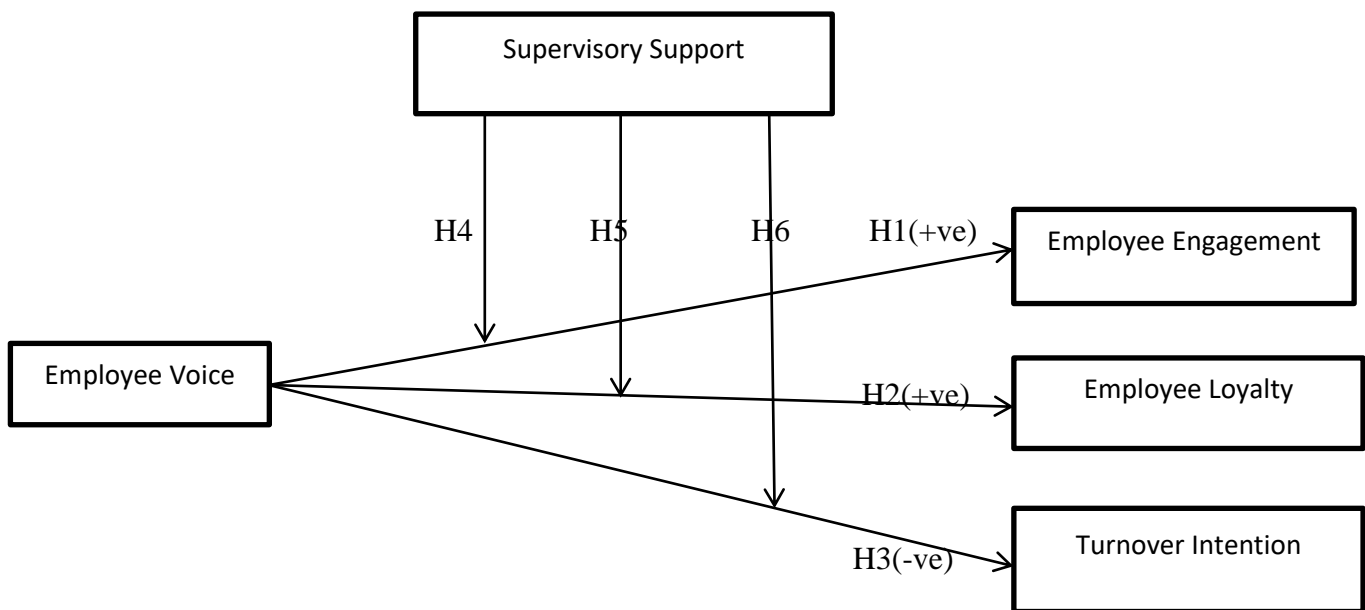
2.7 Theoretical Framework:

Fig. 1 Research Framework/Model

CHAPTER 3

RESEARCH METHODOLOGY

This section details the method accustomed to perform research and determine effect of employee voice on employee engagement, employee loyalty, and turnover intention; all of which are moderated by supervisory support. The methodology section includes information on the sample, population, study design, statistical tools, and data analysis processes utilized throughout the analysis.

3.1 Research Approach:

The research is explanatory in that it explains how the independent variable (employee voice) affects the dependent variables (EE, EL, and TOI), as well as how the moderating variable (SS) indicates the extent of link concerning the dependent and independent variables.

3.2 Time Horizon:

The data collection process took two months and was finished by the end of December 2021. The data are cross sectional in nature. A cross sectional study examines data from a population at a certain particular instant. Participants in this study are chosen based on their exposure to certain factors of interest.

3.3 Population Frame:

This study is conducted among teachers, assistant professors, and professors in the education institutes of private sector of Islamabad and Rawalpindi. The data was collected from a range of schools, colleges, and other institutions throughout Pakistan's twin cities. Education makes a substantial contribution to a country's productive potential by assisting individuals in realizing their strengths and capabilities (Abotsi et al., 2018). Teachers are regarded as the highly competent members of a society whose support is critical and who are capable of executing any vocation (Nargis Noor, 2021).

3.4 Sample Selection:

A subset of a population is represented by a sample (Hair, 2015). A sampling strategy is used since it is not possible to gather data from the whole population in a short period of time. In my research, I employed a non-probability sampling approach called judgmental sampling, which is also known as authoritative or judging sampling, in which the researcher selects items to sample based on prior information or skilled judgment. Once study sections have been collected in a way that does not guarantee that all members of a population have an equal chance of being picked, non-probability sampling takes place. A random sample of 300 employees was chosen, and 215 responses were gathered within the allotted time range. The sample size was calculated using Cochran's formula; considering an estimated number of teachers in the target population to be 500, with a confidence level of 95% and confidence interval of 5. So the sample size needed to be considered was 215.

3.5 Unit of Analysis:

Any entity that is analyzed by a researcher is referred to as a unit of analysis. Each member of the organization is a distinct unit and constitutes a subset of that population. It does not matter whether the data is collected from an organization or an individual; it is entirely dependent on the nature and purpose of the research. At the most fundamental level, the unit of analysis is the person, while at the macro level, it is the group. The unit of analysis in my research is solely organization's personnel. All pertinent data were gathered from educational institutes' workers.

3.6 Data Collection:

A survey questionnaire was used in this research to collect data. Primary data for analysis may be collected with the use of a survey questionnaire. Over and above the examination of previous studies, several articles were consulted in the development of survey questions. Questionnaires based on the following sources were developed:

Voice: The scale for this variable was adopted from Van Dyne and Lee Pine's pioneering work (1998), with slight modifications. The items included are "I develop and make recommendations concerning issues that affect my organization." "I speak up and encourage others in this department to get involved in issues that affect the group."

Employee engagement: The employee engagement scale was taken from Rees et al. (2013) from UWES work & wellness survey; minor modifications were made in order to go well with this study. The items are "At work I feel I'm bursting with energy." "At my job I feel strong and vigorous." And "I am enthusiastic about my job."

Turnover intention: The intention to leave questionnaire was modified from G. 2004. Roodt. The items in this scale are like "How often have you considered leaving your job?" and "How often have you felt that your job satisfies your personal needs?

Employee loyalty: The scale for this variable was adopted from the article Employee loyalty: The impact of job satisfaction and organizational commitment (Chetna Pandey, 2012). The scale items are "I speak positively about the organization to friends." "I would not change the organization if I got an offer."

Supervisory support: The scale for supervisory support is embraced from Rhoades et al study (2001). Like "I speak positively about the organization to friends" "I would not change the organization if I got an offer." And "I enjoy discussing my organization to others."

3.7 Statistical technique:

SPSS (Statistical Procedures for the Social Sciences) is a program for data analysis. SPSS provides numerous methods for defining the area of the investigation. Statistical methods are mathematical formulae, models, and procedures that are used to raw research data in order to conduct statistical analysis. Statistical approaches gather material from investigation data and provide numerous methods for evaluating heftiness of investigation results.

3.8 Instrument Reliability and/or Validity:

Reliability tests aid in establishing the reliability and validity of variable analyses in relation to quantitative data. This is performed by usage of SPPS reliability test. In my study, regression, correlation, and the Cronbach Alpha Test will be employed. Linear correlation is a numerical method that is used to examine the association amongst dependent and independent variables. Regression analysis aids in determining if a hypothesis should be accepted or rejected.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction:

Questionnaire outcomes will be analyzed in this chapter using the statistical application SPSS. The findings of the tests would then be reported in descriptive form and used to evaluate the research hypothesis. Ultimately, the section will conclude all of the findings and the hypothesis's status.

4.2 Preliminary Analysis:

4.2.1 Missing Values:

To begin, I performed a missing-value analysis on all scales evaluated. There were no missing values in the sample.

4.2.2 Demographics:

Demographics	Narrative		Frequency	Percentage
Gender	Valid	Male	103	44.9
		Female	112	52.1
		Total	215	100
Age	Valid	25 to 35	118	54.9
		36 to 45	71	33.0
		46 to 55	26	12.1
		Total	215	100
Qualification	Valid	Graduate	58	27.0
		Post-Grad	79	36.7
		Doctorate	67	31.2
		Diploma	11	5.1
		Total	215	100
Designation	Valid	Professor	31	14.4
		Asst. Prof.	59	27.4
		Teacher	125	58.2
		Total	215	100

Table 1: Demographic Frequency Table, N = 215

4.3 Primary Data Analysis:

4.3.1 Reliability Statistics:

Cronbach's alpha is a extent of internal consistency, which refers to how narrowly linked a group of objects is to one another. It is regarded as a measure of the dependability of the scaling mechanism. Cronbach's alpha grows in synchrony with the average inter-item correlation as it increases (holding number of items constant).The dependability of a measure of a notion is defined as its consistency across time (Bryman and Bell 2015, p.158). Five-scaled questions were encompassed in the survey in order to deliver a better understanding of robustness of construct consistency of measurements of each variable. This was discovered by means of the Cronbach's Alpha coefficient for every variable. When it comes to internal reliability testing, Cronbach's Alpha measuring approach is often used (Bryman & Bell, 2011, p.159). The Cronbach's Alpha values for each component of this study are presented in the following table 3. It is demonstrated below that the data employed in this research is credible and appropriate for the purposes of this investigation. The Cronbach Alpha for each variable is more than 0.80, indicating that the items have a high level of internal consistency among them.

Variable	Mean	SD	Cronbach's Alpha	No. of items
1.Employee Voice	22.43	6.49	**0.962**	6
2. Employee Engagement	32.08	8.72	**0.816**	9
3. Employee Loyalty	22.42	6.21	**0.963**	6
4. Turnover Intention	22.33	5.61	**0.964**	6
5. Supervisory Support	19.08	5.03	**0.948**	5

Table 2: Reliability Statistics, a > 0.9 = excellent, a > 0.8 = good, Cronbach Alpha for each variable

4.3.2 Correlation coefficient:

It is a statistical measure that measures the degree of the relationship between the relative movements of two variables, known as the correlation coefficient. All of the values are in negative one-to-one range. The presence of a calculated value that is greater than or equal to 1.0 suggests that the correlations measure is flawed. When a correlation coefficient is less than one, it suggests an ideal negative link, and when it is more than one, it shows an ideal positive relationship. A correlation coefficient of 0.0 shows there is no linear relationship between the

movements of the two variables. The correlation between the variables that were used in this research is indicated in the following table.

Variables	Mean	St. Dev.	1	2	3	4	5
1. Employee Voice	3.739	1.082	1				
2. Employee Loyalty	3.509	0.722	0.909** 0.000	1			
3. Supervisory Support	3.816	1.006	0.860** 0.000	0.891** 0.000	1		
4. Turnover Intention	2.922	0.250	-0.713 0.000	-0.687 0.000	-0.709 0.000	1	
5. Employee Engagement	3.565	0.969	0.696** 0.000	0.737** 0.000	0.739** 0.000	-0.709 0.000	1

Table 3 Correlation Analysis, N= 215, St. Dev. = Standard Deviation, *p < 0.05, **p<0.01

The above table 3 provides means, standard deviation as well as correlation of our main variable under study. As we hypothesized earlier that EV has a positive and significant correlation associated with EL; with a value of 0.909 (at $p < 0.01$). So, this value is in accordance with our hypothesis that Employee Voice positively and significantly impacts Employee Loyalty; such that increase in employee voice increases employee loyalty. EV shows a significant positive correlation of 0.860 (at $p < 0.01$) with our moderating variable Supervisory Support. Employee voice is correlated with employee's Turnover Intention with a value of -0.713 ($p < 0.01$), supporting our hypothesis that Employee Voice has a adverse influence on Turnover Intention; such that increase in Employee Voice decreases employee's Turnover Intention. Additionally Employee Voice shows noteworthy positive association to Employee Engagement; with rate of 0.696 (at $p < 0.01$). This value supports our hypothesis that increase in Employee Voice has encouraging effect on employee engagement such that greater the employee voice, greater would be the employee engagement.

4.3.3 Regression Analysis:

In finance and business analysis as well as other sectors, this statistical method may be used to determine the significance and kind of link between a certain dependent variable and a group of

independently varying factors. For the purpose of explaining or forecasting the outcomes of a dependent variable, linear regression utilizes only a single, independent variable.

Predictor	Dependent variables			
Employee voice		Employee Engagement	Employee Loyalty	Turnover Intention
	R Square	0.484**	0.827**	0.508**
	B	0.696**	0.909**	-0.713**
	St. Error	0.044	0.019	0.037

Table 4: Linear Regression between Employee Voice and Dependent Variables Employee Engagement, Employee Loyalty, Turnover Intention; St. Error = Standard Error; *p<0.05 (two tailed), **p<0.01 (two tailed)

In above table R square value is used to find out how well the independent variable is able to predict the dependent variable. In my investigation the independent variable is Employee Voice (EV) and dependent variables Employee Engagement (EE), Employee Loyalty (EL) and Turnover Intention (TOI). Keeping in view the values obtained in the table 5 indicate that independent variable i-e employee voice forecasts a variance of 0.484 which means that employee voice predicts a change of 48.4 percent in employee engagement at $p < 0.01$. In the same way the value of 0.827 or 82.7 percent change in the dependent variable i-e employee loyalty at $p < 0.01$. Similarly, employee voice predicts a variance of 0.50 or 50 percent change in employee's turnover intention at $p < 0.01$.

In the above table 4 the beta coefficient point to effect of independent variable to dependent variable. From the values mentioned in the table a change of 1 standard deviation/point in employee voice would increase employee engagement by 69.6 percent at $p < 0.01$. This value is in support of our hypothesis *H1:* Employee voice has encouraging effect on employee engagement such that greater the employee voice, greater would be the employee engagement. Likewise a change of 1 standard deviation/point in independent variable i-e employee voice would change/or bring an increase in dependent variables by 0.909 or 90 percent at $p < 0.01$ for employee loyalty. This also supports our hypothesis *H2*: Employee voice has a positive impact on employee loyalty such that greater the employee voice greater would be employee loyalty. Similarly a change of 1 standard deviation/point in employee voice would decrease employee's

turnover intention by 71 percent at p < 0.01. Similarly this value has shown that our hypothesis *H3*: Employee voice is negatively associated with turnover intention such that greater the employee voice lower will be the turnover intention; is supported.

Interactive Variables	Dependent variables			
Employee voice x Supervisory Support		Employee Engagement	Employee Loyalty	Turnover Intention
	R Square	0.545**	0.848**	0.806**
	B	0.738**	0.921**	-0.898**
	St. Error	0.007	0.004	0.003

*Table 5: Linear Regression between Moderating Variable and Dependent Variables; *p<0.05 (two tailed), **p<0.01 (two tailed)*

In the above table R square value is used to find out how well the moderating variable i-e supervisory support moderates the association amongst employee voice and dependent variables. Analyzing values of R square for employee engagement we can say that our moderator predicts a variance of 0.545 or 54.5 percent for this variable, at a p < 0.01. Likewise the supervisory support as moderator predicts a variance of 0.806 or 80.6 percent for employee loyalty, at p < 0.01 and a variance of 0.824 or 82.4 percent for employee turnover intention at p <0.01.

The above table 5 shows the standardized beta coefficient; which indicates the strengthening role moderating variable (supervisory support) plays in the connection concerning independent variable and dependent variables. From values mentioned in the table it can be said that with 1 percent increase in supervisory support would increase association between employee voice and employee engagement by 0.738 or 73.8 percent at p < 0.01; supporting the hypothesis *H4: Supervisory support acts as a moderating factor in relation between employee voice and engagement*. In the same way with 1 percent increase in supervisory support the strength of affiliation between employee voice and employee loyalty increases by 0.921 or 92.1 percent at p < 0.01. The results support the hypothesis *H5*: Supervisory support acts as a moderating factor in the link between employee voice and employee loyalty. Similarly, with 1 percent increase in supervisory support the negative affiliation amongst employee voice and turnover intention decreases by 0.898 or 89.8 percent at p < 0.01. This result supports the hypothesis *H6*:

Supervisory support acts as moderating factor in link between employee voice & employee's turnover intention.

CHAPTER 5

DISCUSSION

Employees want to be heard, and hearing their ideas may help a firm grow and develop. Employees who feel heard are more productive and engaged. When employees have a voice, they use it. 82 percent of employees have ideas that might help firms reach their goals, according to one survey. Likewise Employees can become more engaged if given the chance to express themselves and provide fresh ideas. Using employee voice approaches can increase employee engagement, which is described as employee-employer contact. Disengagement may hurt a company's financial line. According to Gallup, disengagement costs a company around one-third of an employee's salary. Participating in employee feedback and responding appropriately develops a sense of belonging and cooperation, which enhances employee engagement, willingness to work hard and go the additional mile, and hence increases employee loyalty. Engaged employees and loyal ones have a lower chance of quitting. In short, listening to employees enhances productivity, fosters new ideas, solves company-related challenges, and adds to the firm's success. It also benefits employees by improving their feeling of belongingness and contentment.

According to the findings from the results employee voice has been an important driver in engagement and findings have proved correlation among these two factors to be strong. Previous studies claim that increase in employee voice increases engagement. Rees et al. (2013) discovered that voice was substantially and positively associated with engagement. They asserted that there is a strong likelihood that employees 'perception of voice and engagement are related. Additionally, if employees feel comfortable sharing their thoughts, opinions, and concerns at work, they may demonstrate a higher degree of involvement. As a result, firms should promote and facilitate employee input. Employees who think their company gives them with the opportunity to participate in decision-making activities put forth more energy and become even more involved in professions, according to research conducted by Kwon et al. (2016). Additionally research of (Nawaz Ahmed, 2017) demonstrates that a well-informed employee who has the chance to express his or her opinions is in a stronger position to increase his or her level of involvement with the business, according to research.

According to the conclusions of this study's findings, considerable positive association between employee voice and employee loyalty have been observed. Deng Qi's (2018) investigations conclude and endorse our study there is a significant beneficial correlation between employee's loyalty and the voice conduct of newer skilled professionals, according to research. The results of my research demonstrated a strong negative correlation between employee voice and the intention to leave the company. This conclusion is supported by a number of prior investigations. There is a strong correlation between the number of opportunities for workers to voice their problems and opinions and their likelihood of staying with the organization, according to Ahmed Imran Hunjra et al research (Ahmed Imran Hunjra, 2010). My research shows that employees who feel they have the freedom to express themselves are more likely to stay with the company that gives them this opportunity (Budd and Zagelmeyer, 2010; Nouri and Parker, 2013; Stone, 2005). When managers take the time to listen to their personnel, they may create harmonious teams. When employers disregard their employees' suggestions and concerns, they foster turnover. Listening should be as important as any other task in their supervisory responsibilities; listening should be a priority. When examining employee voice, the supervisor's involvement cannot be overlooked. My investigation emphasizes critical character of managers in listening to their employees.

In accordance with Masterson et al. (2000)'s argument that employees have two important official relations at work: an anterior relation with their direct supervisor and a dorsal connection only with company, the study focuses from both supervisory support and voice as antecedent variables to engagement. Study of Peter Holland (2016) identified that supervisory sustenance and vocal arrangements that are direct; significantly mark engagement of employees. Employee voice and supervisor's support in listening to and considering employee's suggestions and concerns increase employee's engagement to the organization. Supervisory support improves the good link between employee voice and employee loyalty, according to the findings of this study. To yet, however, there has been no inquiry into this connection. When it comes to making sure that workers feel heard, appreciated, and valued, supervisors play a crucial role. They help to show them that their ideas, proposals, and concerns are taken seriously. Employee voice and loyalty are moderated by managerial support, as may be deduced.

When an employee feels that their supervisor is competent and capable to react to their voice (i.e., accessibility to organizational resources, involvement in decision-making, and impact on the management team's attitude towards growth and advancement), individuals are far less inclined to resign as a result of this. The conclusions of this research are supported by the findings of Long W. Lam et al (2016), who found that supervisory support and employee voice lower employees' leaving intents.

CHAPTER 6

CONCLUSION & RECOMMENDATIONS

6.1 Conclusion:

Employee voice and engagement, as well as employee loyalty and desire to quit, were examined in this study. Using data from the study, researchers revealed a strong association between employee voice and employee engagement. This shows that when employees are given the opportunity to express themselves, they become more invested in their job. As a result, ensuring that employees have a voice assures their involvement, which in turn increases their commitment, motivation, and productivity in the pursuit of the company's goals and objectives. The goal of this study was to investigate the impact of employee involvement on employee loyalty, and the results showed that giving employees the opportunity to engage and be active in corporate affairs had a significant positive impact on employee loyalty. When employees feel valued and appreciated, they are more likely to come up with new ideas and go the extra mile.

Further the investigation's objective was to determine the effect of employee voice on employee inclinations to depart. The findings of the research demonstrated; employee voice negatively impact employees' intention to leave. Keeping personnel is critical for businesses because it protects them from productivity losses and enables them to maximize the investment made in hiring those individuals. Organizations incur significant expenditures as a result of staff turnover. Long-term benefits can only be achieved by a company with a willing force of workers who are engaged, loyal, and devoted to the organization they work for and who desire to remain with business for an extended time frame. Additionally the investigation's objective was to pin down moderating effect of supervisor's support on all the factors mentioned above and the results demonstrated a significant effect of supervisory support on them. Employee voice is meaningless unless someone in your immediate vicinity listens to it and values it. The supervisor's position is critical in listening to employees' concerns and providing regular feedback.

Finally, intention of research was to examine outcome of employee voice on employee's conduct, how employees behave differently when their voice is heard. Employee voice is the process through which individuals convey their perspectives to employer. It is the most

important tool for workers to use in order to exercise authority on work related issues. When employees have a strong voice; employers profit, since it encourages innovation, productivity, and organizational advancement. For employees, this often results in improved job gratification, more influence, with improved progression prospects. As a result employees feel valued and their self-esteem boosts up their engagement in work increases, employees' loyalty towards firm is enhanced and they feel like serving their organization for a long term. By including more personnel in decision-making processes, you may also embrace a greater range of ideas and viewpoints, resulting in a more balanced approach that appropriately represents your business and people.

6.2 Recommendations:

Employee voice, engagement, loyalty, turnover intention, and supervisory support will all be investigated in this comprehensive qualitative study. The supervisor will serve as a moderator. As a result of this study, there are a number of implications for both theoretical and organizational research. First, employee loyalty has been identified as a stimulant and motivation for employee voice, and many experts consider employee voice as a result of employee loyalty. The scope of this study has to be broadened. More research on the problem might find more outcomes/effects of employee voice in both public and private enterprises. HR is becoming more strategic, establishing an employee voice strategy should be an integrated approach for firms. Most companies already have a variety of methods for collecting employee input, but they're usually created and implemented separately. As a result, rather than adding to a streamlined, complete overall perspective, such methods frequently clash, duplicate, or create gaps. As a result, an employee voice plan must be developed and implemented to better understand the overall employee experience, as well as to listen to their comments, ideas, and concerns in a more focused and defined manner, because employees expect to be allowed to speak out and be heard.

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Employee Voice Questionnaire

My name is Ambreen Sultan; I am an MBA student from Bahria University Islamabad Campus. For the completion of my degree I have to do research study for the topic *"Impact of Employee Voice on Employee Loyalty, Turnover Intention and Employee Engagement; moderating effect of Supervisory Support."* The aim of this study is to find out the relationship that employee voice has with employee loyalty, turnover intention and employee engagement, also the role a supervisor plays in this relationship.

I request you to fill out this questionnaire for me. Please read out the instructions and questions carefully and answer each question accordingly. Thank you so much for your time!

For each of the questions below, select option on the given scale where **strongly disagree=1, disagree=2, neutral=3, agree=4 and strongly agree=5**

Employee voice

1	I develop and make recommendations concerning issues that affect my organization.	1	2	3	4	5
2	I speak up and encourage others in this department to get involved in issues that affect the group.	1	2	3	4	5
3	I communicate my opinions about work issues to supervisor or others in this dept.	1	2	3	4	5
4	I keep well informed about ideas where my opinion might be useful to this organization.	1	2	3	4	5
5	I get involved in issues that affect the quality of work.	1	2	3	4	5
6	I speak up with ideas for new projects or changes in procedures.	1	2	3	4	5

Employee Loyalty

1	I speak positively about the organization to friends.	1	2	3	4	5
2	I would not change the organization if I got an offer.	1	2	3	4	5
3	I enjoy discussing my organization to others.	1	2	3	4	5
4	I will work for the organization indefinitely.	1	2	3	4	5
5	I am not emotionally attached to organization.	1	2	3	4	5
6	This organization is of great personal meaning to me.	1	2	3	4	5

Supervisory Support

1	My supervisor pays attention to me.	1	2	3	4	5
2	My supervisor offers guidance for solving job related problems.	1	2	3	4	5
3	My supervisor trusts me.	1	2	3	4	5
4	My supervisor is open to new ideas.	1	2	3	4	5

5	The amount of supervision given to me is right.	1	2	3	4	5

Turnover Intention

1	How often have you considered leaving your job?	1	2	3	4	5
2	How often have you felt that your job satisfies your personal needs?	1	2	3	4	5
3	How often are you frustrated when not given the opportunity at work to achieve your personal work related goals?	1	2	3	4	5
4	How often do you dream about getting another job that will better suit your personal needs?	1	2	3	4	5
5	How likely are you to accept another job at the same compensation level offered to you?	1	2	3	4	5
6	How often do you look forward to another day at work?	1	2	3	4	5

Employee Engagement

1	At work I feel I'm bursting with energy.	1	2	3	4	5
2	At my job I feel strong and vigorous.	1	2	3	4	5
3	I am enthusiastic about my job.	1	2	3	4	5
4	My job inspires me.	1	2	3	4	5
5	When I get up in the morning, I feel like going to work.	1	2	3	4	5
6	I feel happy when I work intensely.	1	2	3	4	5
7	I am proud of the work I do.	1	2	3	4	5
8	I am immersed in my work.	1	2	3	4	5
9	I get carried away when I am working.	1	2	3	4	5