



Employee Voice and Job Satisfaction: An Application of Herzberg's Two-factor Theory

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ABSTRACT

The purpose of this empirical paper is to provide an understanding of the role of practicing employee voice in improving job satisfaction levels through the application of Herzberg two-factor theory. A cross-sectional design using a questionnaire was collected from 300 non-managerial employees at one of the largest private organizations in Jordan. Confirmatory factor analysis was executed to confirm the fitness of data to the proposed hypothesized model. Discriminant and convergent validity along with composite reliability were estimated to ensure the validity and the reliability of the instrument. Finally, structural equation modeling (SEM) by Amos was used to test the proposed hypothesis of the study. The findings reported a positive relationship between employee voice and job satisfaction. It indicates that the acknowledgment of employee voice creates a motivational environment which improves job satisfaction levels. Therefore, organizations need to reinforce and support employees' expression of ideas which may contribute to the growth of organizational effectiveness.

Keywords: Employee Voice, Job Satisfaction, Herzberg Theory, Structural Equation Modelling

JEL Classifications: M0, M12

1. INTRODUCTION

Despite the benefits of practicing employee voice and the reason for it to be encouraged, it appears it is not the current situation in many private and public sector organizations. It has been remarked that levels of satisfaction and productivity outputs in many organizations extensively diminish as employees do not have the privilege to voice their inputs and opinions on issues related to their organization. Moreover, employees who are facing work-related problems decide to either endorse their organization leaders' judgment or keep silent. Besides, they might jeopardize their jobs once they choose to express their opinions (Dwomoh, 2012).

Empirical and theoretical studies emphasized on the benefits and advantages of employees voice and inputs to improve organizational effectiveness (Zhang and Xiuyuan, 2014). Providing the opportunity to employees to have a greater impact on how they carry out their job and encouraging their inputs are believed to be valuable for both organizations and employees (Kim et al., 2010). Therefore, employee voice is considered an essential form of motivation that helps employees maximize their

efforts and feel more satisfied (Dwomoh, 2012). An effective employee voice appears once: Employees opinions are requested and listened to besides realizing that their views are taken into consideration and make a difference (MacLeod and Clarke, 2009). Accordingly, organizations need to depend on the collective efforts of their employees and listen to their input and realize that it is a fundamental piece in solving problems and creating alternatives (Yin, 2013).

2. RESEARCH PURPOSE AND SIGNIFICANCE

Jordan as an intermediate income country which lacks natural resources has always depended mainly on the human capital for growth and development. Also, dissimilar to other countries around the region, especially the Gulf region, Jordan does not have valuable resources such as oil, still but it has been considered till our days as a human assets exporter to other countries of the surrounding region (Nusair et al., 2012). Jordan accomplishments in the field of human resource management throughout the past

years have been remarkable. For that reason, Jordan is an interesting context which can produce substantial findings.

Throughout the previous years, voice has been largely neglected (Purcell, 2014). Moreover, research on voice behavior in organizations biased to the western side of the world. Most of the studies implemented in the western countries reflects the philosophy and values of the West (Umar and Hassan, 2013; Brinsfield et al., 2009; Detert and Burris, 2007). More specifically the possible relationship between employee voice and job satisfaction has mostly been ignored and neglected by researchers (Holland et al., 2011; Wright, 2006). Moreover, ignoring such a probable relationship between these two constructs is unacceptable for many reasons. First, employee voice has been proven to be positively associated with other work attitudes, behaviors, job results, and overall organization performance (Jones et al., 2009; Wood and Wall, 2007; Cox et al., 2006). Second, the outcome of employee contribution and involvement on job satisfaction is well-established from modern psychology studies and literature. Finally, job satisfaction is well known to be an important variable along with organizational variables such as performance (Holland et al., 2011).

Employee voice as a form of communication and expression of ideas and recommendation about the work-related issues can be considered a motivational factor, which leads to job satisfaction. Once employees have the opportunity to express their opinions and ideas at the workplace, they tended to feel more valued and appreciated at their organizations which will motivate them and make them feel satisfied and content. Accordingly, the main objectives of the study are briefly specified as follows:

1. To contribute in filling the gap of studies related to the relationship of employee voice and job satisfaction.
2. To contribute to the body knowledge of human resource management by providing practical implications.

3. LITERATURE REVIEW

3.1. Employee Voice

Employee voice as a type of employees' behavior is challenging but constructive. Positive views, ideas or concerns about the job related issues, are said to be connected to a selection of work procedures and processes, where the employee speaks up about the failures in the existing work processes and the need

for improvement and developing the procedures and processes (Liang et al., 2012). Employee voice has been defined in many ways within organizational literature. Table 1 presents a number of definitions of employee voice in the previous two decades.

Regardless of the fact that words may be different, these concepts and definitions share many significant features (Morrison, 2011). First, the notion of voice described as an action of verbal or oral expression, where a message is transmitted from a source which is the sender to a receiver. Second, the term voice is a discretionary or voluntary behavior where individuals decide whether to engage and being involved or not, a choice that is influenced by a number of aspects. Last, the concept of voice as being constructive and positive in its purpose or intent where the aim is to bring out improvements and positive change, not only criticism or vent (LePine and Van Dyne, 1998).

Employee voice can be observed and inspected in several ways within organizations. Initially, the presence of a blueprint which simplifies and permits voice. Then, an environment which encourages employee's ideas and opinions. Last of all, is the impact level of voice, where the employee's views and ideas truly influence the outcome of the decisions (Farndale and Awamleh, 2011). On the other hand, employee's decision to speak up relies on their evaluations of the consequences of their actions, whether it will be positive or negative. In other words, employees will risk voicing their opinions and suggestions when they recognize that their action will not be penalized or disciplined (Avey et al., 2012). Therefore, many workers do not speak out because they fear that the disadvantages of doing so might outweigh the advantages (Detert and Edmondson, 2011).

Van Dyne et al. (2003) presented and developed the idea of employee voice and silence as multidimensional constructs based on the work of the previous researchers and scholars. In their model of voice and silence, they declared that there are motives behind the individual's behavior to voice or keep silent. They focused on three different employee causes or motives which are (self-protective, disengaged, and other-oriented). Therefore, based on these motives, they divided employee voice into three main dimensions namely defensive, prosocial and acquiescent (Van Dyne et al., 2003). First, the acquiescent voice discusses employee's oral expression of opinions and information, where they feel low self-esteem, disengaged and

Table 1: Employee voice definitions in organizational literature

Author/s	Definition/concept
Van Dyne and LePine (1998)	Promotive behavior that emphasizes expression of constructive challenge intended to improve rather than merely criticize. Making innovative suggestions for change and recommending modifications to standard procedures even when other disagree. (p. 109)
LePine and Van Dyne (1998)	Non-required behavior that emphasizes expression of constructive challenge with the intent to improve rather than merely criticize. (p. 854)
Van Dyne et al. (2003)	Intentionally expressing rather than withholding relevant ideas, information, and opinions about possible work related improvements.
Detert and Burris (2007)	The discretionary provision of information intended to improve organizational functioning to someone inside the organization with the perceived authority to act, even though such information may challenge and upset the status quo of the organization and its power holders. (p. 869)
Morrison (2011)	"Discretionary communication of ideas, suggestions, concerns or opinions about work-related issues with the intent to improve organizational and unit functioning."

not capable of making a difference in their organization. Then, defensive voice discusses employee's expression of opinion and information that are stirred through a need to protect their selves by shifting attention or focus, blaming others, or receiving praise for achievements. Finally, prosocial voice involves the oral expression of ideas and information which is established by being cooperative and proposing useful ideas meant for change to benefit and help the organization. Therefore, based on the previous discussion this study is interested in the prosocial voice dimension as the operational definition in the context of this study. The reason behind choosing this type of behavior is that defensive voice and acquiescent voice as communicative behavior are considered inconsistent with the common concept of voice which is about expressing ideas suggestions or information which may be used to result in growth and benefit the organization (Morrison, 2011).

3.2. Job Satisfaction

Job satisfaction had been introduced and defined in many different ways. Some scholars consider it is purely on how happy and content an employee is with his/her job, in different words, whether he/she likes the job or not or individual facets of jobs, for example: Supervision or nature of work (Spector, 1997). It refers to how much employees like or dislike their job and many faces of it (Locke, 1976). As stated by Ashwathapa (2008), it is the extent of overall positive feeling, which employees have to their work. Besides, it is the main element which leads to appreciation and the accomplishment of objectives which lead to fulfillment feelings (Kaliski, 2007). While, Hulin and Judge (2003), provided a different interpretation of job satisfaction that it consists of multi-dimensional psychological responses to an individual's work, then these individual responses have rational, emotional, and behavioral aspects. It reveals employees emotional state, beliefs and improves through mental. Emotional reactions and responses to the job and the job dimensions (Rich et al., 2010).

Hussein et al. (2013) indicated that job satisfaction is a significant element in all sectors for the reason that it is anticipated to achieve a better workforce retention rates and better-quality service delivery. Moreover, it appears that employees have the tendency to view their work with unfavorable and favorable feelings; it is the degree of contentment and pleasure connected with work. Apparently, if employees like their job strongly they are expected to experience a higher job satisfaction, whereas employees who do not like their job will feel dissatisfied (Ashwathapa, 2008). A prosperous organization usually has satisfied, and pleased employees whereas deprived satisfaction can paralyze the organization. Job satisfaction distresses organizational managers and leaders for the reason that it has an impact on significant organizational results (Sinha and Shukla, 2012). As argued by De Grip et al. (2009), employees who feel satisfied and content were found working at the highest limits of their abilities. Therefore employee's satisfaction at their job is considered a valuable element for organizations. In fact, satisfaction reveals the employee's emotional state and beliefs, and can improve or deteriorate through mental and emotional reactions to the job and the job dimensions. Employees tend to view their work with unfavorable and favorable feelings (Rich et. al, 2010).

3.2.1. Herzberg's motivator-hygiene theory

This study intends to look at job satisfaction from the perspective of Herzberg's hygiene-motivation theory, which has been addressed by many scholars in order to examine job satisfaction (Temple, 2013; Steingrimsdóttir, 2012). This theory determined that different aspects cause job dissatisfaction and satisfaction, also the emphasis on recognizing the individual's needs and the strengths they identify with the purpose of satisfying these need, therefore which can be useful for the outcome of this study. Herzberg's theory categorizes the factors, which affect job satisfaction into hygiene, and motivational factors. The hygiene factors such as (organization policy, pay, supervision and co-workers relationships, job security, working conditions) can lead to job dissatisfaction, on the other hand, do not upsurge the level of job satisfaction. Whereas the motivational factors such as (recognition, achievement, promotion, growth, work, and responsibility) can lead to job satisfaction, however do not reduce the level of dissatisfaction (Herzberg et al. 1959). They added that, however, it is essential to fulfilling the hygiene elements to reduce job dissatisfaction, it is more necessary to concentrate on the motivational elements in order to improve and escalate job satisfaction. Satisfiers or motivators contain the factor or aspects, which is built on the nature of the job itself, whereas hygiene aspects are related to the environment surrounding the job such as supervision and company policy. Hygiene aspects are essential to avoid the bad and negative feelings at the workplace. In contrast, motivational aspects are the actual factors, which motivate employees at the workplace (Herzberg, 1966). In brief, hygiene factors specify aspects of work, which retain employees from being unhappy or dissatisfied. On the other hand, the motivational factors specify aspects of work that provide the employees the feeling of being content and satisfied.

3.3. The Relationship between Employee Voice and Job Satisfaction

Human resource managers and practitioners must be aware of the association among employees voice and job satisfaction. According to Wulandari and Burgess (2011), communication openness as a form of voice and job satisfaction were positively related. They argued that the openness in the communication is positively linked with job satisfaction in the workplace. Employees feel contented in expressing and saying what they have on their minds, they can easily access, share information and feel that their managers and colleagues are pleased to listen regularly with an open mind to their ideas, recommendations or reports.

Once employees sense that their Leaders and colleagues are communicating flexibly, they will have more self-confident and feels comfortable at work. Communication openness in the place of work may be more willing of engaging with employee's job satisfaction. Genc (2010) argued that more upward communication gives employees a sense of being taken into consideration by the management and employers since it creates an atmosphere of active participation in the organization, which consequently results in employee job satisfaction. This indicates that the more employees feel involved in the environment of work the more likely they have a greater levels of satisfaction which can leads to a greater performance and productivity for organizations.

Sinha and Shukla (2012) noted that the more upward communication from employees to the management level, the more job satisfaction achieved. When the employees feel that they can speak up and deliver their ideas, thoughts and recommendations to the management, they will feel more satisfied than employees who cannot express and deliver their ideas and opinions. Upward communication can provide a better level of job satisfaction inside the organization environment. Hoogervorst (2014) concluded that management should recognize and realize the positive impact of permitting and encouraging employee's voice in organizations. It improves levels of satisfaction and generates a meaningful place of work for employees. Employees need their managers to consider their opinions, recommendations, and ideas. They need to let them recognize the necessity of expressing themselves. Moreover, for employees to get their leaders attention, they have to guarantee that they similarly reveal the commitment and care about being part of the organization. Based on previous studies and literature, findings evidently reported a positive effect of employees 'voice behavior on job satisfaction'. Therefore, this study will examine the relationship between employee voice and job satisfaction. This led us to the following hypothesis:

Hypothesis 1: There is a significant positive relationship between employee voice and job satisfaction.

4. METHODOLOGY

4.1. Sample Description

The targeted population of the study consisted of all the non-managerial employees working at one of the Jordanian private organizations. A random sample of 346 non-managerial employees was selected in order to answer to the questionnaire. Accordingly, the 300 finalized questionnaires were regarded as valid and represented good percentage since they denoted nearly 87 percent of the targeted sample.

4.2. Measurement

This study paper adopted an organized structured questionnaire established from previous research linked to employee voice and job satisfaction. The questionnaire was divided into three sections:

1. General information. Age, gender, position and education.
2. Employee voice. This study adopted a reliable employee voice scale of Van Dyne and LePine (1998) to measure the employee's expression of valuable ideas and information which meant for change and being cooperative in order to benefit and help the organization. The measurement comprises (6 items) and it rated on the five-point Likert scale (1= strongly agree, 2= agree, 3= neutral, 4= disagree, 5= strongly disagree).
3. Job satisfaction. The job satisfaction survey (JSS) was chosen to evaluate the employees feeling toward their job at their organization. JSS was originally developed by Spector (1985). This measurement contains 36 items (promotion= 4 items, pay= 4 items, supervision= 4 items, contingent rewards (rewards based on performance) = 4 items, nature of work = 4 items, fringe benefits= 4 items, operating conditions (required procedures and rules) = 4 items, coworkers= 4 items, and communication = 4 items). The scale rated on the 6-point Likert scale (1= Disagree very much, 2= disagree moderately,

3 = disagree slightly, 4= agree slightly, 5= agree moderately, 6= agree very much).

Finally, this study conducted Cronbach's alpha test, which is considered the most common test of inter-item reliability and consistency (Sekaran, 1992), to measure employee voice behavior and job satisfaction dimensions. The Cronbach's alpha value must range between 0 and 1 to approve the reliability of the instrument (Sekaran, 1992). In this study, the value of Cronbach's alpha for each dimension was over 0.84. Reliability values generated were >0.70, which indicate an approval of instrument reliability testing (Nunnally, 1978). The values ranged from 0.81 to 0.89. This study used structural equation modeling (SEM) using Amos since SEM can offer more goodness of Fit indices for the confirmatory factor analysis (CFA) and structural model, providing more greater empirical findings (Hair et al., 2006). Therefore, all survey items were subjected to CFA, each item was fit to its latent factor (e.g., all employee voice items created employee voice factor).

5. DATA ANALYSIS AND RESULTS

5.1. CFA Measurement Model

There are three types of fitness indices: Absolute fit (root mean square error of approximation [RMSEA], GFI), incremental fit (Tucker Lewis index [TLI], NFI, CFI) and parsimonious fit (ChiSq/df) indices. However, there is no agreement between researchers which of the fitness indexes to apply. Hence, Hair et al. (2010) and Holmes-Smith et al. (2006) suggested to use of minimum one fitness index from each type of model fit. Therefore, this study applied (RMSEA <0.8), (TLI >0.9), normed Chi-square (ChiSq/df <3.0) in order to determine model fit (Hair et al., 2006).

5.1.1. Employee voice

Employee voice construct contained 6 items from Van Dyne and LePine (1998) scale, to investigate non managerial employees' expression of opinions and ideas. Moreover, employee voice was theorized and tested as a first order. In view of that, the first model did not yield adequate fit indices despite the fact that factor loadings were >0.6 (Hair et al., 2006). The fit indices values were ChiSq/DF =6.401, TLI =0.911, and RMSEA =0.134. Consequently, the modification index has to be examined to determine the correlated items from the model and apply this proper adjustment with the purpose of improving the model fit Hooper et al. (2008). Therefore, after addressing the modification indices the model showed a significant improvement on all the fit indices. The fit values are ChiSq/DF =2.522, TLI =0.965, and RMSEA =0.071, representing a good model fit. The λ coefficients were all significant at $P < 0.001$ and all measurements had significant loadings >0.6.

5.1.2. Job satisfaction

Job satisfaction contained 36 items (overall satisfaction) from Spector (1985) scale, to investigate the overall satisfaction of the non-managerial employees. Moreover, it has nine sub-scales where each sub scale contains 4 items, which are categorized as follows: Pay, promotion, supervision, contingent rewards, and nature of work, fringe benefits, operating conditions, coworkers, and communication. The first model of job satisfaction yielded

all the required acceptable fit values. The fit values were ChiSq/DF =1.340, TLI =0.949, and RMSEA= 0.034. However, all factor loadings were not above the threshold of 0.6. Therefore, items below the threshold of 0.6 were dropped which are CR4 (Contingent reward 4) and FB4 (Fringe benefits 4). Hence, the model showed a significant improvement in all the fit indices as shown. ChiSq/DF =1.293, TLI =0.960, and RMSEA =0.031, representing an acceptable model fit. The λ coefficients were all significant at $P < 0.001$ and all measurements had significant loadings >0.6 .

5.2. Construct Validity and Reliability

An evidence of the existence of convergent and discriminant validity along with composite reliability support the assumption of the construct validity of any instrument (Maser, 2011). Researchers have the ability to establish construct validity through presenting the correlations among a measure of a construct and many other measures which have to correlate with it theoretically (convergent validity) or different to it (discriminant validity) (Westen and Rosenthal, 2003). Table 2 presents the different threshold for the tests applied in this study to ensure construct validity and reliability. Tables 2 and 3 present the results of employee voice and job satisfaction convergent and discriminant validity.

CR values were above the value of 0.7 in the range of 0.764 to 0.889 indicating a good internal consistency reliabilities. As for average variance extracted (AVE), all values were above less the threshold of 0.5 ranged between 0.502 and 0.700 except nature of work dimension which yielded an AVE value less than the threshold. The motive behind excluding this construct from the model is that it explains $<50\%$ of the variance in comparison to its own or indicators (Hair et al., 2011; Goetz et al., 2010). However, the remaining constructs within the measurement model demonstrated an adequate convergent and reliability.

Meanwhile, discriminant validity is described as the construct uniqueness or distinctiveness and defined as the extent to which a construct is different from other constructs (Bhattacharjee, 2012). In this study, a common method was used to evaluate the discriminant validity namely the Fornell-Larker criterion. In this specific method, the square root of AVE values should be greater than the correlation between each pair of constructs in order to achieve discriminant validity (Fornell and Larcker, 1981). It shows that the indicators or items have more in common with the targeted construct than with the other constructs within the

measurement model As a result of the square root of the AVE for all constructs in this study exceeded the squared correlations of every pair of constructs. Therefore, verifying the existence of discriminant validity.

5.3. Structural Model

SEM using maximum likelihood estimation in Amos software is applied to test the hypothesis of the study. Specifically, we simultaneously the measurement and structural model (the relationship between exogenous construct and endogenous construct). Overall the model yielded a strong fit to the data (ChiSq/DF =1.591, TLI =0.921, and RMSEA =0.044) proposing the hypothesized model fit the data well. In terms of hypothesis test, hypothesis 1 predicted a significant positive relationship between employee voice and job satisfaction. The path coefficient of employee voice to job satisfaction is ($\beta = 0.405$). This value indicates that when transformational leadership goes up by 1 standard deviation, job satisfaction increases by 0.405 standard deviations. Moreover, the effect of employee voice on job satisfaction is significant ($P < 0.01$). Thus, the result supports the hypothesis which predicted that employee voice has significant positive relation with job satisfaction.

6. DISCUSSION AND PRACTICAL IMPLICATIONS

Based on the current researcher's knowledge, this can be considered one of the first research studies if not the first examining the impact of employee voice behavior on job satisfaction in the context of the middle east and especially Jordan. This study offers a deeper understanding of the motivational role of employee voice behavior which generates an environment that supports and emboldens ideas, opinions and suggestions which will reflect the feeling of satisfaction for employees. This study's theoretical contributions to literature are; first, in agreement with the previous studies, employee voice has a significant positive impact on job satisfaction. The outcomes of this study are consistent with the results of previous studies (Okpu and Jaja, 2014; Sinha and Shukla, 2012) (Holland et al., 2011). Second, Herzberg two factor theory supported the relationship between employee voice and job satisfaction through considering employee voice as a motivational element which leads to job satisfaction and does not reduce job dissatisfaction. Last is conducting this study within a different context and culture.

This study revealed that employee voice is considered as unique and crucial element in improving job satisfaction levels and emboldens employee to be involved in their organizational vision implementation. Therefore, organizations should:

- Building a constructive and productive climate which emboldens employees ideas and opinions which can contribute to the success and growth of organizations.
- Motivating employees through broadening their interests and inspiring them to think differently and involve them in organizational problems and opportunities by generating a dynamic environment where employee voice is accepted.
- Decision makers and leaders especially human resource managers must cultivate and create strategies and schemes

Table 2: Construct validity and reliability analyses

Instrument	Dimension	CR	AVE
Employee voice		0.889	0.574
Job satisfaction	Pay/salary	0.829	0.551
	Promotion	0.815	0.525
	Supervisor	0.866	0.511
	Contingent rewards	0.764	0.520
	Fringe benefits	0.875	0.700
	Nature of work	0.787	0.482*
	Operating conditions	0.801	0.502
	Coworkers	0.803	0.507
	Communication	0.814	0.524

AVE: Average variance extracted. *AVE <0.5 - There is no significance level for the convergent validity

Table 3: Discriminant validity (Fornell Lacker criterion)

Constructs	CW	EV	PS	P	S	CR	FB	OC	COM
Coworkers (CW)	0.714								
Employee voice (EV)	0.238	0.754							
Pay/Salary (PS)	0.682	0.327	0.743						
Promotion (P)	0.246	0.270	0.312	0.728					
Supervisor (S)	0.231	0.250	0.335	0.592	0.714				
Contingent rewards (CR)	0.188	0.166	0.234	0.644	0.520	0.720			
Fringe benefits (BF)	0.521	0.258	0.556	0.185	0.152	0.126	0.836		
Operating conditions (OC)	0.566	0.339	0.559	0.528	0.495	0.446	0.429	0.711	
Communication (COM)	0.429	0.173	0.468	0.392	0.306	0.229	0.277	0.470	0.724

such as joint consultation and structured feedback with the intention of encouraging and motivating employee voice behavior.

7. LIMITATIONS AND FUTURE RESEARCH

This study is different from other studies in many ways: It examined employee voice and job satisfaction.

- In a context of developing country.
- Private organization.
- The current investigation in the Middle East on employee voice behavior context is not sufficient to contribute in offering comprehensive and considerable outcomes.

This study has several limitations. First, it completely concentrated on one Jordanian organization; thus, the findings cannot be generalized to the Jordanian public and private organizations. Moreover, there is a clear lack of previous studies in view of the impact of employee voice on job satisfaction in literature for the aim of comparison. One more limitation is cross-sectional design. Accordingly, longitudinal studies might provide a better understanding of the impact of employee voice on job satisfaction.

As there are limitations to this current study, future upcoming studies have to involve longitudinal design towards exploring the correlation between employee voice and job satisfaction. Different data collection design and methods, such as focus group or interviews could be noteworthy and valuable in understanding in depth the impact of employee voice on job satisfaction. Finally, future research may investigate the mediating or moderating factors between this relation such as leadership style or organizational support.

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