

# Employees voice

Psychology, Behaviorism



\* Make it safe for employees to engage in voice. For example, reward the courage that employees show by challenging standard procedures. \* Teach managers how to be exceptional listeners, and to receive and respond appropriately to constructive feedback. \* Teach employees how to make suggestions even when they feel uncomfortable or when others don't agree with them \* Help everyone see the big picture and the value of their individual contributions. Employees who feel connected to the organization are more likely to speak up because they have a vested interest in its success. LePine, J. A. & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: Evidence of differential relationships with Big Five personality characteristics and cognitive ability. *Journal of Applied Psychology*, 86, 326-336.. Whiting, S. W., Podsakoff, P. M., & Pierce, J. R. (2008). Effects of task performance, helping, voice, and organizational loyalty on performance appraisal ratings. *Journal of Applied Psychology*, 93: 125-139 It has also been argued that the way employees are treated through the provision of opportunities for voice may have a more significant impact on commitment than the way employees are paid (Blinder, 1990: 21). <http://www.coursework4you.co.uk/essays-and-dissertations/sample109.php> [http://www98.griffith.edu.au/dspace/bitstream/handle/10072/15400/34180\\_1.pdf?sequence=1](http://www98.griffith.edu.au/dspace/bitstream/handle/10072/15400/34180_1.pdf?sequence=1) <http://www.guardian.co.uk/commentisfree/2012/oct/26/can-company-fire-you-for-way-you-vote> <http://www.guardian.co.uk/commentisfree/belief/2012/apr/28/female-british-muslims-voice> Against Boroff and Lewin's (1997) loyal employees who experienced unfair treatment were more likely to respond by suffering in silence.