

# Employee Voice and Employee Performance of Seven Up Bottling Company, Benin Plant

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## Abstract

*This study examined Employee voice and employee performance of seven Bottling Company, Benin Plant. A hypothesis was drawn from the research question and a self-administered questionnaire was used to measure the relationship between the variables using the sample size of 111 respondents from selected case study. The analysis of collected data was done through the simple percentage (%) and Pearson Moment Correlation Analysis test. The study found that there is a strong significant positive relationship between hybrid voice and job satisfaction in Seven up bottling company, Benin plant, Edo state. Based on the finding, the researcher concludes that employee voice has a significant and positive relationship with employee performance. It was therefore recommended that employees should encourage hybrid voice which will help in determining the challenges within the organisation and increase job satisfaction.*

**Keywords:** Employees, Employee voice, performance, hybrid voice, job satisfaction.

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Date of Submission: 01-12-2023

Date of Acceptance: 12-12-2023

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## I. Introduction

The term employee voice was coined by Hirschman in 1970 and it was used to define: “any attempt at all to change rather than to escape from an objectionable state of affairs”. In his opinion, in any given situation, people have two potential ways to respond to dissatisfaction: to leave or to voice their dissatisfaction (Facquet 2019). Employee Voice is a term that has been widely used in the practitioner and academic literature on human resource management (HRM), organizational behaviour (OB) and industrial relations in recent years. In their seminal work, Freeman and Medoff (2019) associated employee voice with union monopoly representation and in particular with the role of unions articulating concerns on behalf of the collective. As such, collective voice was viewed as an integral part of democratic representation in the workplace, but which also could bring about benefits for employers. With the fall in union density and coverage, analysis of voice in workplaces has shifted to how workers communicate with managers and are able to express their concerns about their work situation without a union, and on the ways in which employees have a say over work tasks and organizational decision-making (Kochan, 2019). The term “employee voice” is a concept that appears in the academic literature from both human resource management and industrial relations perspectives (Beardwell 1998, Benson 2000). EV refers to giving employees a say regarding aspects of decision-making in their workplace. Freeman and Medoff (2019) popularised EV and defined it as a two-way communication between workers and managers that is advantageous to both the parties. Later on, the term was used by Van Dyne, (2013) to “represent the intentional expression of work-related ideas, information, and opinions” and by Budd, Gollan and Wilkinson, (2010) to refer to the participation in organizations. The term informed employee voice is used (Knight and Haslam, 2010) to “describe organizational processes that enable employees to feel well informed and to have a say about what goes on in their organisation”. However, the concept of employee voice in relations to employee performance has attracted much attention in recent times, especially between management of organisations and trade unions. Employee voice comprises of all kinds of opportunities where an individual employee will have a chance to express himself and exert some influence on workplace decisions (Boxal & Purcell, 2011). Employee voice is described as championing and speaking up on certain fundamental issues bothering employee productive work behaviour (Morrison, 2011). Appropriately, corporate organisations have to depend on the collective efforts of their employees and listen to their input and ensure that it is an essential piece

in resolving issues and problems and establishing substitutes (Yin, 2013). Employee voice is a suitable factor in determining employee engagement, and employee performance, however there is limited information of this study, it is on this premise that this study intends to examine employee voice and employee performance in Nigerian manufacturing organisation.

### **Problem Statement**

In spite of advantages and benefits of practising employee voice and the need to encourage it, it seems it is not the current situation in many organisations in Nigeria workplace. It has been observed that degree of employee satisfaction which influences their productivity level in some organisations largely reduce as employees are not given such opportunity to express and communicate their inputs and opinions on issues related to their organisations, and this is much tolerated in some firms in manufacturing company such as seven up bottling company, Benin Plant in Nigeria. Employees who are encountering job associated challenges decide to reluctantly accept their organization management judgement or remain silent and this becomes a case of "if you cannot beat them, you rather join them." Moreover, the fear of losing their jobs or endanger their jobs once they choose to communicate their opinions and feelings make some of them remain silent and also the no-job syndrome makes many of Nigeria employees to support management in the face of detrimental attitudes to their productivity, which is why most employee tend to form a union in which they can have a representative to speak on their behalf. It has been observed recently that once employees communicate on seemingly bad ideas or attitude of managers or management such employees are tagged anti-management and they tend to frustrate such individuals' efforts. There is a whole of issue surrounding employee welfare, safety on the job, work-life balance, compensation and remuneration amongst others in Nigeria workplace. Should anyone decide to communicate with this management of such organisation will discreetly show such individual exit way out of the company. These and much more are the issues bordering around employee voice in Nigerian organisation which need an intervention and decisive way of ameliorating the conflict between organisation and employees. It is based on this, that this study wanted to evaluate how employee voice affects employee performance in Seven Up Bottling Company. Thus, the study aims to evaluate the significance of drivers and components of employee voice on the performance of employee of Seven up bottling company, Benin plant, Edo State.

### **Research Question**

The following questions were raised form the study which is what is the significant relationship between hybrid voice and job satisfaction in Seven up bottling company, Benin plant, Edo State?

### **Research Hypothesis**

**Ho:** There is no significant relationship between hybrid voice and employee job satisfaction in Seven up bottling company, Benin plant, Edo State.

## **II. Literature Review**

### **Conceptual Review**

#### **Employee Voice**

Traditionally, the term 'voice' describes two-way communication between employers and employees through a third party – trade collectives (Freeman & Medoff, 2014) but was seemingly limited to articulating ideas about better ways of working, expressing grievances, addressing those grievances and possibly resolving them in a mutually beneficial way. Extending the view of Freeman and Medoff (2019), contemporary conceptions of voice go beyond simply raising concerns and participating in workplace decision making to achieve organisational goals, employee voice is now central to how employees and management communicate (Holland, 2014; Holland, Cooper, Pyman, & Teicher, 2011). As noted, the normally accepted view of 'voice' has been that it was articulated via collective recognition and representation – a form of collective voice. However, collective representation has not been the exclusive means of communication between workers and management nor has it been the only mechanism for employee influence in the workplace. As collective density has fallen in recent years, analysis of voice in workplaces has often focussed on how workers and managers are able to express their concerns and discuss work tasks and organisational decision-making through effective channels other than the conduit of collective representation (Holland 2014; Holland, Cooper & Hecker, 2016). As research and analysis has developed around the concept of voice in a broad range of disciplines, "employee voice" has become a term meaning different things in different contexts depending if the term is used by policy writers, academics or practitioners (Poole, 1986; Strauss, 2006). Premeaux and Beardwell (1998) in their study of why low status employees might withhold their ideas, opinions or complaints, define voice as stating views or opinions about workplace matters, including the actions or ideas of others, suggested or needed changes, and alternative approaches or different lines of reasoning for addressing job-related issues. Gau (2020) and Tangirala and Ramanujam (2008) also define employee voice in terms of providing suggestions, feedback or questions about the way an organisation is functioning. However, these perspectives

tend to focus on the benefit to the organisation of employee voice and do not carry with them any explicit aspects of mutual benefit to both the organisation and employee, or direct benefit to employees.

### **Hybrid Voice**

Hybrid voice is where both direct voice and collective voice are present within an organisation simultaneously and potentially act to complement each other (Boxall & Purcell, 2011; Bryson, Gomez & Willman, 2004). Such complementarity brings with it the opportunity for developing sophisticated human resource management strategies that focus on the contribution of employees and a management seeing collectives as a complementary communication channel and partner, providing one element of a 'bundle' of voice mechanisms for the effective management of employee relations (Holland, 2011; Bryson, 2004). Bryson (2004) argues that a hybrid system of multiple voice mechanisms better reflects the composition and diverse needs of the contemporary workforce, based on the view that multiple channels of communication are better able to give rise to more effective employee communication, involvement and participation across a broad spectrum of workplace issues. Thus, suggests Bryson (2007), increasing the quality of relations between management and employees. Budd (2010) shows that non-collective representative and direct voice measures can coexist with collective voice, furthermore, this coexistence is demonstrated in practice through the operation of works council structures in Europe (Terry, 2019). In support of hybrid voice system, it can be seen that the development of participative problem-solving practices, high involvement work system (HIWS) and self-managing teams, illustrates that management is increasingly prepared to adopt complex and complementary voice systems as part of initiatives intended to achieve sustained competitive advantage (Boxall, 2007; Guest, 2003). Bryson (2004) also suggests that trade collective effectiveness may increase under hybrid arrangements through the provision of additional information and influence.

Boxall and Purcell (2016) contend that the use of hybrid voice arrangements means that it is incumbent upon management to invest time and money in employee communication strategies while at the same time engaging with collective-based collective consultation and bargaining, all driven by the promise of mutual gains (Holland, Cooper & Hecker, 2016). More significant than the investment of time and money, according to Bryson (2004), is that the adoption of hybrid voice systems also means that management must embrace a new way of working, accept dual authority and be prepared to share power with trade collectives. Management must also accept the trust that comes with a hybrid voice arrangement (Bryson, 2004). Boxall and Purcell (2016) argue that this may be easier said than done. The form that employee voice takes within an organisation, and the way voice is articulated, be that direct voice, collective voice or a hybrid form, will influence and be influenced by the attitudes and values of management.

### **Employee Performance**

Employee performance refers to the actualization level of employees and often depicts the achievement of an organizational goal (Boxall and Purcell, 2016). Employee performance can be evaluated using criteria such as employee competency, efficiency, capability and expedition in attitude tasks, accuracy, employee commitment, job satisfaction and performance attainment. Therefore, this study used job satisfaction to measure employee performance. However, there may be a trespass between the assessor and the appraised in terms of the criteria used to evaluate post-performance. Since performance realization is a comprehensive opinion that contains various meanings, there are limitations to clearly defining performance in service perseverance like the banking industry. However, the thought of performance is a wide-reaching, construct thought that generally refers to positive aspects and is regarded as a positive prospect of attaining organizational objectives, despite some theoretical ambiguities (Salmivalli, 2001). Service companies like banks have a distinct nature in which interactions between employees and customers are face-to-face. In other words, there may be a gap in how job merit is evaluated between more general undertaking boldness and service boldness like banks. That is, while companies generally evaluate performance achievement from a financial probability such as efficiencies or profitability. Banks evaluate it from a nonfinancial lookout such as customer feedback (e.g. a mere thank you or praise). This implies that there is a clear difference between the means of evaluating employee performance for other firms and for service firms.

### **Employee Job Satisfaction**

Job satisfaction refers to the happy and positive sentiments of employees regarding their jobs and work environment (Yu, Ariza-Montes, Giorgi, Lee & Han 2020), constitutes cognitive, emotional feedback towards their jobs and manifests itself through the comparison of actual consequences and expected consequences (Karatepe & Uludag, 2017). As the experience and contentment obtained through their job tend to extend to the satisfaction levels towards life perceived by the individual, it influences the individually perceived layer of deduction towards life and the growth of the company (Yu, Ariza-Montes, Giorgi, Lee & Han 2020). The positive/negative emotion perceived by employees of the organization can manifest itself in individual tendencies, emotions, job characteristics and work environment (Davis 2004); when needs such as salary,

advancement opportunities, support and benefits, work conditions, intermingling with coworkers and organizational guidelines are sufficiently met, they may lead to positive therapy towards livelihood such as engagement, agitation and interest towards the job they perform (Netemeyer & Maxham, 2017). Karatepe and Uludag (2017) utilized overall remuneration towards work, a pleasure towards one's superiors and colleagues, organizational policies, support, salary, realization occasion and customer association as variables to measure job satisfaction. Warr (2019) defined job satisfaction is the degree to which a person reports satisfaction with Warr (2019) defined job satisfaction as the degree to which a person reports satisfaction with extrinsic and intrinsic factors. Job satisfaction is a factor that engenders the employee to work in a long term in a position. The organization is always concerned with increasing the work process's effectiveness and efficiency as the demand for better quality services from customers and clients (Lipiec, 2001). The most valuable assets in any organization today are not its production line, its inventory, nor its branches, but its employees who create the organization (Tooksoon, 2011). Through job satisfaction, organizations can measure achievement goals, commitment, productivity, and performance (Gopinath, 2020; Omar et al., 2020; Sembiring et al., 2020). Besides, job satisfaction helps employees to promote their commitment, reduces burnout (Wang et al., 2020), and turnover intention. Similarly, like many organizations, the police force has always tried to seek effectiveness in retaining talented, hardworking, and dedicated employees. When an employee become dissatisfied with their intrinsic factors (such as memory and motivation) and extrinsic factors (such as pay or reward), the employee might perform their work tasks poorly and result in poor performance, absenteeism, laziness, and low morale (Paoline 2014 & Gau, 2020). Another factor such as work environment also explains well on job satisfaction among police personnel in Western police organizations (Kumar, 2017). For example, data was collected from 500 police personnel ranging from constables to inspectors in India. The results suggested that demographic factors, organizational characteristics, and job characteristics impacted job satisfaction among police personnel (Kumar, 2017). Researchers have also posited that job satisfaction among police officers can be predicted across different countries such as India.

### **Employee Vice and Employee Performance**

As Kulewicz (2019) discovered, we all have a natural inclination to generate ideas, both favorable and negative, about the people we work with and about ourselves. Consistent and frequent assessments are recognized as a vital aspect of existence. The performance standards are created through evaluations of earlier work. The technique was related to measurable outcomes, such that if an employee underperformed, their pay would be decreased, and if they outperformed, their pay would increase. In the current setting, an employee's worth is determined not only by the output (results) they produce, but also by the inputs (efforts) they are willing to invest in the organization. Multiple studies have demonstrated that an employee's productivity is dependent not just on their compensation, but also on their intrinsic motivation, which is proportionate to their salary. The association between a company's success and its employees' opinions has been the subject of much study during the past decade. The views of employees have a direct impact on the performance of an organization. There are two important performance variables to examine here: (a) the performance of the individual employee, and (b) the performance of the company. The relationship between employee productivity and business performance is direct. The basic objective of human resource management is to care for employees from the time they are hired until they depart the organization. The HR department would do everything it takes to increase employee output. As a significant contact point for employees, Human Resources has a direct and meaningful impact on business outcomes (Boselie, Paauwe & Jansen, 2000). Human resources may either make or break a company. Since HR is responsible for hiring new employees, it is incumbent upon them to choose competent candidates. HR professionals are also accountable for listening to employees and addressing their problems, as well as encouraging and supporting managers and top management to do the same. Because if employees believe they are not being heard, it can negatively affect their morale and productivity. Beale thinks that worker participation offers a significant threat to the conventional dominance of labor unions in the workplace. Employee involvement programmes provide an alternative to the union as a source of information, ideas, and interpretation of workplace experiences. Programs that intentionally establish a new culture that competes with the conventional wisdom and values often stated by the union are those that encourage employee participation (Beale, 2014). Additionally, it is essential to recognize that despite management's best attempts to avoid unions and representative involvement, the level of dedication does not appear to have increased. Workers currently respect representation by their unions and other groups that speak on their behalf more and more. Therefore, it is obvious that decreased job dedication and motivation arise when a company does not enable or pay attention to the employee's voice through indirect techniques. Storey and Sisson (2014) make a similar claim, arguing that if management disregards unions and engages in direct connection with workers, employee commitment will decrease immediately. As stated by Ackers, Marchington, Wilkinson, and Dundon (2003), "when unions are excluded from the EI [Employee engagement] initiative, their apathy or hostility may be a primary cause of its failure." According to the social partnership principle, union membership in EI [Employee involvement] can increase its efficacy for both management and employees. Any organization's primary

objective should be to build a highly productive workforce. Having highly productive staff contradicts Taylor's business management philosophy in numerous ways. According to the Chartered Institute of Personnel and Development, high performance working "may be viewed as everything that 'Taylorist employment practices' are not." It would be unjust to minimize F.W. Taylor's impact on the development of management theory at the start of the twentieth century. Nevertheless, HPW is diametrically opposed to hiring methods that promote efficiency over employee growth and diversity. This method is effective for low-cost, low-variety products and services that need a substantial amount of routine labor. HPW is most effective in businesses that focus less on mass customization and more on tailoring products and services to the specific needs of individual consumers. The relationship between employee voice and employee performance is a topic that has been covered from a variety of angles and with a wide range of assumptions. Certain authors also emphasize the direct voice effect more. Evidence demonstrates that direct employee voice is more effective at enhancing organizational outcomes than indirect employee voice. According to Heller (1998), "larger degrees of influence sharing are associated with higher decision quality and efficacy and significantly less underutilization of people's experience and talents". When employees have a direct say in decision-making, they are more likely to report high levels of job satisfaction (Cotton, 2018). In addition, they assert that when workers have a large role in decision-making, the group works better together and individuals are more invested in the outcomes. The ideas of Bryson, Willman, Gomez, and Kretschmer (2007) demonstrate that employee voice and input has a substantial influence on human resource management. As previously stated, this has a direct impact on the worker and the worker's output.

### **Theoretical Framework**

This study is anchored on . Medium theory, developed by a number of researchers including Innis (1951). The theory asks questions about message dissemination, about how the medium enables long term messages to be established, and the ability to respond either individually or with everyone involved (Humphreys, 2013). Information richness is defined by Daft and Lengel (1986) as the ability of information to change understanding within a time interval. In this context, media vary in the capacity to process rich information, where richness differences are related to the capacity for immediate feedback, the number of cues and channels used, personalization and language variety (Daft and Wiginton, 1979). As Daft and Wiginton, 1979 observes, rich media enable people to interpret and reach agreement about unanalysable, difficult, and complex issues, while lean media are appropriate for communicating about routine activities. Welch (2012) observes that there is a surprising dearth of work on internal communication media and argues that medium theory offers a useful conceptual framework to enable the consideration of internal media. Welch suggests that 'consideration of medium theory in the context of internal communication can encourage fresh perspectives such as a focus on the interplay between internal communication message content and its mediating format'. Fernandez (2013) conclude that 'the richness of a communication media is constructed socially and is related mainly to experience with the media and with the communication partner'. However, Qvortrup (2006) rejects the more deterministic elements of medium and richness theories, arguing that the Internet requires a different perspective, one based more around complexity theory. This theory is relevant to the current investigation because it shows that communication between employee and organisation is a vital tool which enables increased and satisfactory performance from both employee and the organisation.

### **Empirical Review**

Various scholars investigate the concept of employee voice and employee performance, some of these scholars are examined below: Ruck (2016) examined informed employee voice: the synthesis of internal corporate communication and employee voice and the associations with organisational engagement in United Kingdom, the empirical work adopts a critical realism approach. A cross-sectional research design was used. The ICOEQ was administered at five organisations followed by interviews and focus groups. Quantitative data analysis suggests that internal communication is more strongly correlated with emotional organisational engagement than with cognitive or behavioural organisational engagement. Ratings of senior manager communication and line manager communication and satisfaction with employee voice are positively associated with organisational engagement. Standard multiple regression analysis indicates that informed employee voice is a significant predictor of organisational engagement. Possible explanations for the findings include a focus on shareholder value and the consequential neglect of employee value and the marginalisation of internal communication in academia and practice. Theoretical implications include the adoption of employee voice more fully into internal corporate communication theory, the addition of familiarity as an attribute of internal communication media and the identification of three explanatory factors for the exercise of internal 'power over -dominance'.

Constantin and Baias (2014) did a study on Employee Voice –Key Factor in Internal Communication in Romania, Lanka. The study was conducted by using a random specimen of ten arm of People's bank of Ampara district. Respondents for the exam were client service assistants and pole assistants in each branch.

Survey design was used, questionnaire was the intelligence collection skill employed. Data were collected from 54 respondents. In line with the conjecture researcher concentrated on junction testing based on numeration Pearson correlation. The aftereffect of the study showed a positive kinship between employee voice and employees' performance in the stated firm.

Dundon, Wilkinson, Wilkinson and Ackers (2019) conducted a survey on the meanings and purpose of employee voice, the study used analytical framework for examining the different 'meanings, purposes and practices' of employee voice. The data were collected from eighteen organizations in England, Scotland and Ireland. Managers defined voice very much in terms of the perceived contribution to efficiency and tended to downplay notions of rights; however, the linkages between voice and performance outcomes remain problematic. Overall, employee voice is best understood as a complex and uneven set of meanings and purposes with a dialectic shaped by external regulation, on the one hand, and internal management choice, on the other. The evidence suggests that the degree to which voice practices are embedded in an organization is much more important than reporting the extent of any particular individual or collective schemes for employee voice.

Sablok and Bus (2014) conducted a survey on employee voice in foreign owned multinational enterprises in Australia, this was conducted through face-to-face interviews with the HR managers of a sample of 171 foreign owned multinational enterprises operating in Australia. To examine the character of employee voice practices, frequencies and cross tabulations were conducted. Logistic regression analysis was carried out to determine the influence of a union presence and strategic human resource management approach on employee voice practices. The findings provide a comprehensive snapshot of the current character and influences of employee voice approaches adopted by multinational enterprises in the Australian context.

Kitur and Rop (2016) did a study on Employee Voice and Its Effects on Organizational Productivity: A Case of KPLC Eldoret in Kenya, The study employed case study research design. The researcher adopted stratified and simple random sampling designs to select a sample. The study employed questionnaires in collecting data which was later analyzed through the use of descriptive statistics. Data was later presented in frequency tables and percentages. The findings established that the effects of employee participation in decision making on productivity at Kenya Power and Lighting Company are that it leads to varied options, enhances and improves quality services, gives broader perspective, and bring more alternative solutions leading to total customer satisfaction hence improved profits. Another benefit is that it enhances employee engagement. The major challenges associated with involvement of employee on decision making are that employees fear to air their opinions during decision making process, and that the organizational structures do not fully enhance employees' participation in decision making.

Şimşek and Gurler (2019) also conducted a study on Employee Voice and its Effect on Work Engagement: Explicating from the Turkish Teachers' Perspectives in Turkey, in order to collect the data for this study, Employee Voice and Work Engagement scales were used. All scales were adapted to the school environment by translation and back translation method. The construct validity and reliability of the scales were examined through Exploratory Factor Analysis, Confirmatory Factor Analysis and Cronbach Alfa, Composite Reliability, Average Variance Explained values. In the first step of the data analysis process; arithmetic means, standard deviations, skewness and kurtosis values were calculated. Relations between the variables were measured by the Pearson product-moment correlation coefficient and regression analysis. Consequently, the results of study show that there is a positive and significant relationship between employee voice and work engagement. Besides, employee voice is a significant predictor for work engagement. The findings of the study exhibit that the level of teachers' employee voice and work engagement are high degree.

### **III. Summary of Literature Review**

The literature reviewed in this chapter includes the view that managers must be constantly aware of the fit between employee voice arrangements and management style as a way of building successful organisations populated by committed, engaged and high-performing employees. The research reported in this chapter which addresses a broad range of aspects associated with employee voice arrangements indicates a positive relationship where genuine and responsive voice arrangements have been developed. While this is found to result in a more effective workplace, it can arguably only be done through developing and implementing strategies and structures that allow employees to meaningfully contribute to, and participate in, various aspects of workplace decision-making (Holland, 2014). For example, Blyton and Turnbull (1998) argue that specialist knowledge is increasingly located away from the apex of the organisation, thus more cooperative approaches are required to secure increased commitment from skilled and essential employees in order to build a sustainable competitive advantage. Furthermore, Blyton and Turnbull (1998) argue that modern forms of participation are a conscious shift away from power and control toward strategies that engage employees and build commitment and a sustainable competitive advantage. The presence of unions supports the development of sophisticated human resource management processes such as high-performance work systems (HPWS), even if unions themselves are not directly involved. In line with Research Proposition two, research conducted in the early 2000s (Kepes & Delery, 2007; Lansbury & Wailes, 2003) indicates that increased competition and deregulation led to a focus on

the connection between organisational performance and internal resources and relationships. It is also argued that the development of human resource management strategies which emphasised direct communication and relationship building within the organisation have a major impact on the organisation's sustained competitiveness (Holland, 2014; Boxall & Purcell, 2011; Holland et al., 2011). The literature presented in this chapter also points to the integration of employee performance and employee voice within frameworks of manufacturing company hence, various scholars investigated the relationship of employee voice and performance at various level however, none of them was examined in Seven-Up Bottling Company, it is on this bane that the researcher intends to investigate the impact of employee voice and employee performance over time

#### IV. METHODOLOGY

The descriptive survey design was used for the study, the survey research design adopted becomes imperative because of the nature of the study. This is a survey study carried out to investigate employee voice and employee performance of Seven up Bottling Company, Benin, Edo State, it also makes use of instrument which includes questionnaires, interviews and personal observation for the proper analysis of data. This study focuses on employee voice and Employee Performances of Seven up Bottling Company, Benin plant, Edo State. The organisation of study is located at Iguosa, Benin-city, Edo State. The population is the total number of the respondent of larger group of the study. The population of the study comprises of employees of Seven Up Bottling Company, Benin Plant, Edo State, the respondents for the study consisted of a total of one hundred and Fifty-Four (154) staff which was selected from all departments of the organisation. The sample method used for this study is the simple random sampling techniques, in other words, the entire 154 staff of Seven Up Bottling Company, Benin Plant, Edo State was too large for the study, to get sample size from the community population (Taro Yamane, 1973) formula was taken into consideration. Confidence level of 95% and 5% sampling error was considered; this formula was used to get the sample from respondents for the interview.

$$\text{Formula} = n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size or respondents for this research

N = Population size

E = The level of precision (A 95% confidence level or 5 precision level, was assumed)

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

$$n = \frac{154}{1 + 154(0.05)^2}$$

$$n = \frac{154}{1 + 154(0.0025)}$$

$$n = \frac{154}{1.385}$$

$$n = 111.19$$

Therefore, the sample size used for the study is 111 Staffs of Seven Up Bottling Company, Benin Plant, Edo State. Data is the numerical value of information used for analysis (Ekwedu 2015). The data used for this project was from the primary source: Primary sources refers to first hand data collected by the researcher in the way of administering questionnaire and research in the field. The research instrument used in this study is the questionnaire method. These questionnaires was administered to 111 staff of the case study based on the recommendation of the sampling technique. Content and face validity test was used by the researcher to ensure that their instrument used was valid to the study, it was sent to three lecturers in the Department of Business Administration, Ambrose Alli University and the project supervisor who read the question properly to avoid ambiguity. The test-retest reliability test was used to determine the reliability of the instrument. The instrument was administered on a group of 40 respondents for the pre-test and the post-test.

Reliability of the instrument was established using test-retest reliability test. The computation is below:

	Pre-test	Post-test	D	D <sup>2</sup>
SA	11	08	3	9
A	09	13	-4	16
SD	3	2	1	1
D	4	1	3	9
			-----	
			35	

$$\text{Formular} = 1 - \frac{6 \sum d^2}{N^3 - N}$$

Where N=4

Note: Ignore the negative sign during computation.

$$1 - \frac{6(35)}{4 \times 4 \times 4} = \frac{1 - 210}{64} = \frac{-209}{64} = -3.265625$$

Since  $3.5 > 0.70$ , it shows that the instrument is reliable

The data gathered was analyzed using Pearson Product Moment Correlation Coefficient Analysis. It was used because it is used to determine the relationship between variables of study. It was aided by SPSS version 21

## V. DATA ANALYSIS AND TEST OF HYPOTHESIS

**Table 1: Analysis of Returned and Unreturned Question**

Items	No. of Respondents	Percentage (%)
Returned	92	82.88
Unreturned	19	17.12
Total	111	100%

Source: Field Survey (2023)

From table 1, 92 respondents representing 82.88% completely filled and “returned” their questionnaire while 19 respondents representing 17.12% could “not return” their questionnaire. This is because some of the respondents failed to return their questionnaire.

### Demographic Analysis (Personal Data)

**Table 2: Sex Respondent Analysis**

Items	No. of Respondents	Percentage (%)
Male	50	54.35
Female	42	27.45
Total	92	100%

Source: Field Survey (2023)

From Table 2, it shows that 50 respondents representing 54.35% are Male respondents while 42 respondents representing 27.45% are Female respondents. Thus, indicating that Male respondents are more than the Female respondents.

**Table 3: Age Respondent Analysis**

Items	No. of Respondents	Percentage (%)
25yrs -30 yrs	47	51.09
31yrs – 40yrs	35	38.04
41 yrs and above	10	10.87
Total	92	100%

Source: Field Survey (2023)

From Table 3, it shows that 47respondents representing 51.09% are between the ages of 25 – 30yrs, 35 respondents representing 38.04% are between the ages of 31– 40yrs, while 10 respondents representing 10.87% are between the age of 41yrs and above.

**Table 4: Marital Status Analysis**

Items	No. of Respondents	Percentage (%)
Single	33	35.87
Married	56	60.87
Divorced	3	3.26
Total	92	100%

Source: Field Survey (2023)

From Table 4, it shows that 33 respondents representing 35.87% are Single, 56 respondents representing 60.87% are Married, while 3 respondents representing 3.26% are Divorced.

**Table 5: Religion Analysis**

Items	No. of Respondents	Percentage (%)
Christianity	66	71.74
Islam	22	23.91
Others	4	4.35
Total	92	100%

Source: Field Survey (2023)



From table 4.4, it shows that 66 respondents representing 71.74% are Christians, 22 respondents representing 23.91% are Islam while 4 respondents representing 4.35% practice other religions.

**Table 6: Educational Qualification Analysis**

Items	No. of Respondents	Percentage (%)
OND	25	27.17
HND	30	32.61
B.Sc	25	27.17
Post Graduate	12	13.04
Total	92	100%

Source: Field Survey (2023)

From table 4.5, it shows that 25 respondents representing 27.17% are OND degree holders, 30 respondents representing 30% are HND degree holders, 25 respondents representing 27.17% are B.Sc degree holders, while, 12 respondents representing 13.04% are Post Graduate degree holders.

**Test of Hypothesis**

The hypotheses raised in the study are tested in this section.

**Hypothesis**

Hi: There is no significant relationship between hybrid voice and employee job satisfaction in Seven up bottling company, Benin plant, Edo state

Ho: There is a significant relationship between hybrid voice and employee job satisfaction in Seven up bottling company, Benin plant, Edo state.

**Correlations**

		HYB_VOI	EMP_JOB
<b>HYB_VOI</b>	Pearson Correlation	1	.851**
	Sig. (2-tailed)		.000
	N	92	92
<b>EMP_JOB</b>	Pearson Correlation	.851**	1
	Sig. (2-tailed)	.000	
	N	92	92

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result shows that  $r = 0.851$  (85). It shows that there is a strong positive relationship between hybrid voice and employee job satisfaction in Seven up bottling company, Benin plant, Edo state. Since the p value  $0.00 < 0.001$ , it shows that the result is statistically significant at 0.05 level of significance

**VI. Discussion of Findings**

The Hypothesis shows that there is a significant positive relationship between hybrid voice and employee job satisfaction in Seven up bottling company, Benin plant, Edo state. The result shows that  $r = 0.851$  (85) at 0.05 level of significance. This corresponds with the findings of Bryson (2004) who argues that a hybrid system of multiple voice mechanisms better reflects the composition and diverse needs of the contemporary workforce, based on the view that multiple channels of communication are better able to give rise to more effective employee communication, involvement and participation across a broad spectrum of workplace issues.

**VII. Summary**

This study has examined the employee voice and employee performance of seven up bottling company, Benin plant. The study sought to seek for the relationship between employee voice and employee performance, thereby examining the sub-variables. The aim of this study was to find answers to the persistent problems confronting Employee voice and Employee performance. Results obtained from the test of hypothesis three shows that there is a strong positive relationship between hybrid voice and employee job satisfaction in Seven up bottling company, Benin plant, Edo state, since  $r = 0.93$  and p value  $0.00 < 0.001$ .

**VIII. Conclusion**

The study concluded that employee voice has a significant and positive relationship to employee performance, furthermore the study specifically concluded that there is a significant and positive relationship between hybrid voice and job satisfaction as hybrid voice explains the combination of collective and direct voice is very essential for the enhancing employee job satisfaction and performance.

## **IX. Recommendations**

The following recommendation was made by the researcher:

Managers in general need to recognize that both type of voice concerns namely direct and collective should be welcomed to aid organisational performance and employee performance.

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