

**Employee Voice**

Student's Name

Instructor's Name

[Institutional Affiliation(s)]

Author Note

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## Employee Voice

When talking of the “Employee voice,” it is one of the key features which makes an organization successful. Making your employees feel included and an important part of an organization not only increases their productivity but also promotes the employer-employee relationship. Allowing “employee voice” in an organization promotes engagement of the employees in decision-making but also promotes and polishes their leadership skills. Keeping things transparent and open for the employees promote a sense of trust and reliance of employees on their employer (Dundon et al., 2004). Therefore, HR managers pay special attention to promoting relationships between employees and employers. With the promotion of “employee voice,” the decision making is decentralized, which ultimately improves “responsiveness and flexibility to changing business needs” (Budd, 2010). Consequently, it allows a replacement for labour unions that are more radical and costly and promotes a democratic work environment that allows equal space, authority, and voice to all.

To analyze the impact of “employee voice” in a union in comparison to the unionized industrial sector, I have selected the case study by Peter Haynes titled “Filling the Vacuum Non-Union employee voice in the Auckland hotel industry.” In his study, Hynes has explored the non-union channels of employee voice in the Auckland hotel industry for the during of ten years to explore the effectiveness of non-union and organizationally managed “employee voice” in comparison to the unionized sectors. The case-study focused on the analysis of employee attitudes and their relationships with their employers through interviews and archival data collected from the year 1993 to 2003. The findings revealed that throughout the years, there was an evident increase in the development of “non-union voice channels” by the hotel management “to gauge employees’ concerns and interests at work” (Haynes, 2005). I will here explore the study conducted by Peter Hynes on the HRM (Human Resource Management) system by the hotel “Fiverstar” that adopted some of the best policies and practices to promote

non-union employee voice in their organization. With a staff of over 400 people, “Fiverstar” has one of the most effective and well-managed HRM department. In the year 2000, the HRM manager of Fiverstar hotel took the initiative where he introduced a “training-based quality initiative” to introduce change in policy and HR management.

Before 1992, the HRM managers followed a “hierarchical” order leading to an air of “mistrust” and disruptive management of the labour. Following this militaristic order, the downsizing of the company staff also lowered the morale of the employees. To manage this situation and uplift the morale of the employees, the new HRM manager introduced an “empowerment” approach with an integrated, quality-focused strategy was adopted. The focus of the approach was not only employees but the growth of the company as well, where both the mentioned factors hold a proportional relationship. The four HRM policies central to the strategy included: “training and career development, performance appraisal, job redesign/empowerment and “communication” (Haynes & Fryer, 2000). Before the non-union “employee voice” in the Fiverstar, there was an established union with its representatives meeting the HR manager on a bi-monthly basis to discuss the advice and representation of committee members.

However, with the introduction of non-union employee voice channels, every employee, including those who did not want to be a part of the union, found a chance to get equal representation and involvement in the company matters. The introduction of this revolutionized HRM strategy by Fiverstar allows “All employees are invited to quarterly general staff meetings, where the general manager and human resources director address them and award prizes” (Haynes, 2005). In evaluating the employee satisfaction survey, and increased satisfaction was observed among the workers of the Fiverstar, which would not have been possible in the presence of a union.

In conclusion, Workers in any organization hold the right to voice their opinion since they formulate the central body around which the whole framework of the organization anchors. In an environment where the workers are not given the space to express themselves, it can lead to the failure of the organizations (Dyne et al., 2003). If employees do not feel appreciated or involved, it can lead to discouraging and unproductive attitudes. Lack of acknowledgment can pull the employees to feel stressed and unmotivated to openly contribute to the company's success.

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