

The role of employee voice mechanisms in enhancing employee engagement A study of opinions of a sample of employee in Middle Euphrates banks Governorates

Prof. Dr. Ihssan Dahash Chalab , Abbas Hussein Abbar Al-Karawi

Al-Qadisiyah University / College of Administration and Economics

Corresponding Author: Abbas Hussein Abbar Al-Karawi

Abstract : This research aims to uncover the role of the worker's voice mechanisms in enhancing employees' engagement represented by (physical, cognitive engagement, and emotional engagement). The current study relied on a questionnaire tool to measure the level of availability of employee voice mechanisms and employee engagement with private banks in central Euphrates governorates. (Diwaniyah, al-Najaf al-Ashraf, Babil, Muthanna, and Holy Karbala) The/ Republic of Iraq. And by using special statistical packages in the program (SPSS.V.25) and (AMOS.V.25), the results of normal distribution, modeling of the structural equation, reliability coefficient, internal validity, arithmetic mean, standard deviations, relative importance, and a matrix were extracted. Correlation, and regression coefficient, as results of the study, showed the existence of a correlation and influence between mechanisms of employees' voice in increasing level of employee involvement in their employee.

Keywords: employee voice, employee engagement, physical engagement, cognitive engagement, emotional engagement.

First part: Research Methodology

First: - Research problem

Human resource has become of most important organizational resources that rely on business organizations to achieve of desired market position, and if we acknowledge role that local private banks play in of economic transformation process based on excessive international competition, great similarity in services provided by banks in general has become a challenge for many in them, who led their management to search for different ways of differentiation, may enhance of employees voice in banks in order to motivate them to engagement in these banks. From this perspective of emerges research problem who is reflected in fundamental question " What is appropriate employee voice mechanisms through which private banks can of enhance motivate employee in management in order to motivate engagement?"

And it can be summarized as research problem above by raising a number of research questions as follows:

- 1) What is the level of mechanisms used by private banks to express employees voice?
- 2) What is level of employee engagement in studied banks?
- 3) How do employee voice mechanisms contribute to enhancing employee engagement in studied banks?

Second: - Research objectives

The main objective of current study the of role played by employee voice mechanisms studied banks management in improved employment engagement. And emanates from this goal a number of important goals that can be summarized as follows

- 1) Determine type and level of mechanisms adopted to express employee voice in private banks..
- 2) Clarification the level of employee engagement within private banks through physical, cognitive and emotional engagement .
- 3) Find out how contributes employee voice mechanisms in enhancing employee engagement in studied private banks.

Third: - importance of research

The importance of this research is informing private banks of modern administrate the concepts and need to define importance of investment employee voice mechanisms and employee engagement within these banks.

Also, this research attempted to match important issues in human resource management of indicating importance of paying attention to close relationship between them and that did not receive enough attention from local researchers. On other hand current research attempted to draw attention of administrations in local private banks that only option to overcome environmental challenges is to ensure retention of employee engagement in job tasks by listening and motivating them to engagement within bank.

Fourth: - procedural definitions

Can be illustrated study variables and procedural definition as follows:

1) **Employee Voice Mechanisms:** - An integrated system of mechanisms that employee adopts to express his opinion and suggestions and communicate with management intention of participating in work-related decision-making in a way increases employee engagement in work and establishes trust between them and management

2) **Employee Engagement:**- A positive, emotional, mental, and behavioral work to motivates employee of engagement in organization's work of invest (effort, time, and resources) in order to improve organization's performance raise its productivity and image among stakeholders.

A- **Physical Engagement:** outcome of physical effort that employees devote to implementing tasks, goals, organizational activities and interact with them, as well as addressing problems that limit performance of required performance.

B- **Emotional Engagement:** emotional state that urges employees to invest their abilities, Innovativeness and think pride, confidence and positivity towards organizational, and this state results from individual's possession of emotional resources that qualify him for that particular optimism, self-efficacy and self-esteem.

C- **Cognitive Engagement:** It refers to an integrated combination of experiences, knowledge and skills that help employee in of engagement in job and provide their best potential of create a positive vision towards organization.

Fifthly: - Research hypotheses

H₀₋₁: There is a statistically significant correlation between employee voice mechanisms and employee engagement. Several sub hypotheses are branched out from this hypothesis:

H₀₋₁₋₁: There is a statistically significant correlation relationship between employee voice mechanisms and physical engagement dimension (physical involvement, emotional and cognitive engagement).

H₀₋₁₋₂: There is a statistically significant correlation relationship between employee voice mechanisms and emotional engagement.

H₀₋₁₋₃: There is a statistically significant correlation between employee voice mechanisms and cognitive engagement dimension.

H₀₋₂: There is a statistically significant effect of employee voice mechanisms in employee engagement. Several sub-hypotheses are branched out from this hypothesis:

H₀₋₂₋₁: There is a direct effect employee voice mechanisms in physical engagement.

H₀₋₂₋₂: There is a direct effect employee voice mechanisms in its dimensions (capacity, charity, and integrity) in emotional engagement.

H₀₋₂₋₃: There is a direct effect employee voice mechanisms in its dimensions (capacity, charity, and integrity) in cognitive engagement.

Sixth: - hypothetical search model

After addressing problem, objectives, and importance of research and in light of what has been clarified towards results of previous studies, a hypothesis plan for research was prepared, see Figure (), who contributes in explaining nature and type of relationship between variables within in research, as follows:

1) **independent variable:** Included employee voice mechanisms, and this variable is represented in being a one-dimensional variable with (36) items, and scale was adopted (Çakar, 2017).

2) **dependent variable:** It centers on employee engagement and includes three dimensions (physical, cognitive and emotional engagement) by (6 items for each), and scale was adopted (Rich et al., 2010).

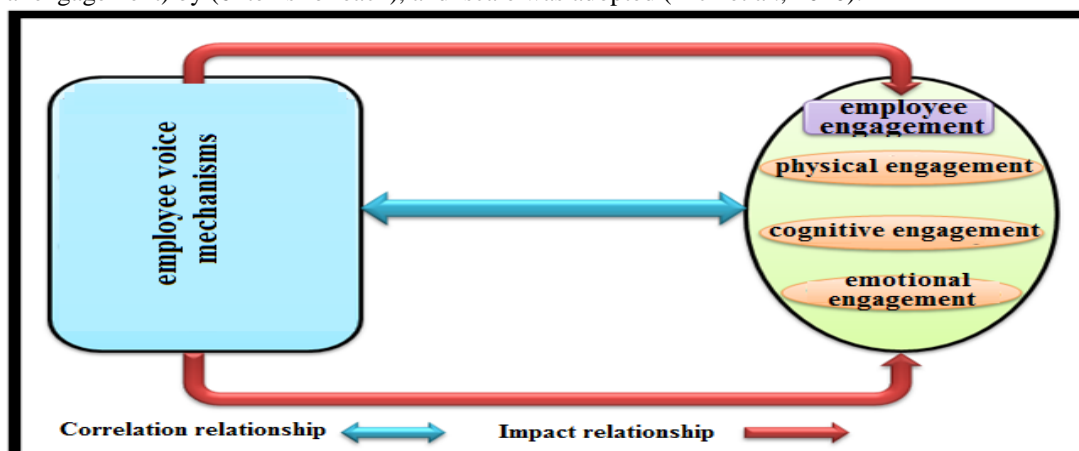


Figure () hypothetical search plan

Source: Prepared by researcher

Seventh: - Study Sample

The study population is represented in workers in private middle Euphrates banks, whose number is (732) working individuals, and therefore study sample according to (Kergie & Morgan, 1970: 607) equation of (252), and accordingly study distributed (400) questionnaire forms to studied sources and retrieved Of these (383) questionnaires, after classifying data, it was found that forms valid for analysis amounted to (376) questionnaires.

second part: theoretical framework of research

Concept of Employee Voice

The concept of the employee voice has helped increasing the awareness of the vocal behaviors within the organization that through it the satisfaction of the employees is guaranteed and they are to be granted the freedom and independence in expressing their opinions(Hedley,2015:4),whereas the readiness of the employees to express their fears in a proactive way contributes in improving the organizational performance , achieving integrity, sustaining the safety of the employees and the quality of the work.(Foglia& Cohen,2019:155). And hence the concept of the voice of the employees can be reflected through the table() that illustrates what can be manged to be found about the concept of the voice of the employees.

Table() The concept of the Employees Voices from the point of view of group of authors and researchers.

S.No.	The name of the Author, Year and Page No.	The Concept
1	Hirschman,1970:30	any attempt at all to change rather than escaping the objectionable state of affairs, or it is attempt at changing the practices, policies, and outputs of the firm from which one buys or the organization to which one belongs.
2	Parker & Collins,2010:634	A type of proactive action behavior
3	Kuutas,2016:5	A form of the interchangeable relationships that cares for the emotions of the employees towards the organization.
4	Walburn,2017:2	Using operations, frameworks, and mechanisms in order to enable the employees and grant them the freedom and independence to participate in decision making.
5	Abdul Latif & Arif,2018:510	Expressing the ideas, opinions and dissatisfaction and the needs of the individual in the workplace in a constructive way, to improve the unsatisfactory conditions
6	Foglia& Cohen,2019:155	Discretionary communication of ideas, opinions, and suggestions that aim to produce improvements inside the organization and addressing the problems and improving the process of making decision and eliminating the immoral behaviours.
7	Bas& Tabancali,2020:186	The expression of the employees about their personal ideas and the levels of their involvement in the operations of making organizational decisions to improve the level of workplace and addressing the problems, grievance, mismanagement and its reduction.
8	Kim& Leach,2020:1	An encouraging behaviour that focuses on expressing the constructive challenges that is targeting the improvement of the ways of implementing the required tasks.

From the above mentioned it can be said that the voice of the employees represent an integrated organization of mechanisms that the employee relies on to express his opinion and suggestions and communicating with the management to participate in making organizational decisions that has a connection with the work in a way that increases the engagement of the employees in the work and solidify the confidence between them and the management.

The Mechanisms of the Employees Voice

The mechanisms of the employees voice is represented by the official voice of the employees that is considered as input which is more organized in exchanging the ideas and suggestions through using the frameworks of the organization which sustain the consistent implementation, and reduces the discretionary powers of the managers(Mowbray et al.,2014:5: Abdulgalimov et al.,2020:2) While the second mechanism is represented by the unofficial voice of the employee that express the unofficial voice of the employee through the conversations and the ideas that are related to the workplace through the unofficial conversations or meetings or messages or e-mails, which means that the mechanisms of the voice that are unofficial represent taking procedures that corrective and contribute in addressing the interior problems of the work(Kwon& Farndale,2018:4). And the third mechanism reflects the direct

voice of employee which refers to the dual direction that occur directly between the employees and the managers and individuals without interference of a third party.(Holland et al.,2016:4)to express their opinions or fears (Rasheed et al,2017:5) that it depends on the employees themselves, And the last mechanism is represented by the indirect employee voice which refer to the collective representation of the employees through the associations of the labourers or other representations Non- union (Wilkinson et al.,2004:299), like the work council or the consulting committees(Nawakitphaitoon,2017:3 OKPU & Kpakol,2018:25). And through this mechanism the fears of the employees are being shown as well as their suggestions towards the management(Rasheed et al,2017:5)

The Concept of the Employees Engagement

The concept of employees engagement has attracted the attention of many authors , writers and academics in this field and the reason behind that belongs to the contribution of this concept to the achieving of the organizational success and the competitive feature(Shaik&Makhecha,2019:4). Besides the expressing of the positive state of mind and dedication, comprehension and elevating the spirit of the employees in the work(Vermooten et al.,2019: Schuler,2019:2 : Lipson,2020:1: Eldor & Vigoda- Gadot,2017:526) As the engagement of the employees represents one of the most important initiatives that contributes to developing the talents of the employees and consequently it helps in assuring the achievement of performance improvement and the competitive feature of the organization.(Kwon&Park,2019:1 : Kim et al.,2013:248 :Tarique &Schuler,2010:122) And in order to clearly understand the involvement of the employees the Table () illustrates what have been made about concept of the employees engagement for group of researchers, academics and practioners in the concerned field.

The Table () The Concept of Employees engagement for a group of Researchers.

S.No.	Researcher	Concept
1	Khan,1990:694	Investing the members of the organization to perform their functional roles, as the engagement occurs when the individuals materially, knowledgeably and emotionally employee themselves to perform the roles that are assigned to them.
2	Shuk& Wollard,2010:89	The context that the organization uses to build an emotional and knowledgeable positive relationship with the employees.
3	Breevaart et al.,2012:305	The feelings and the behaviours that express the positive case that is satisfactory, and vital, and dedication to work.
4	Marcus& Gopinath,2017:502	A concept that is distinctive mentally, emotional and behavioural that is related to the individual role of the employees.
5	Phuangthuean et al.,2018:99	Resources of the organization(Time, the mental power, and Effort) that the employees invest in order to achieve their task in work.
6	Wang& Tseng,2019:2320)	The mental and physical state that the employees utilizes to achieve the functional required tasks.
7	Weideman & Hofmeyr,2020:7	A state of work in which the employees are in a state of engagement that is physical and mental in their functional roles.
8	Ismul& Kesuma,2020:2	The mental, physical and bodily effort that the employees offer in order to improve the organizational performance.
9	Vlontzos et al.,20121:5	The degree in which some party is ready to adopt the behaviours of the other party.

From the above it can be said that the employees engagement is a positive, emotional, behavioural mental blend that works on stimulating the employees to absorb in the works of the organization and investing (effort, time, and resources) necessary for improving the performance of the organization.

The Dimensions of the Employees Engagement

The dimensions of the employees engagement represent the main derives for the employees' performance, and these dimensions represent the body engagement and this dimension all the methods through which the employees interact with the organization (Schaefer et al.,2002:7). (Christian et al.,2011:89) sees that the bodily involvement represent the sum of the effort that the employees desire to make in the work assigned to them. And the second dimension is represented by the emotional engagement which refers to all the methods that through which the employees can use their emotions in the work(Schaefer et al.,2002:9). And that is it in its role works on improving the satisfaction of the employees about the organization and that is because the employees that are emotionally engaged show proactive behaviours for the initiative to implement the tasks of the work, the thing that stimulates the employees to show huge care in the natural resources and the ideas to address the hardest problems(Schaufeli&Bakker,2004:296: Bakker& Demerouti,2008:211)And the final dimension is represented in the Cognitive engagement which is often called the as the absorption consequently the cognitive engagement refers to the high level of focus for the employees engagement in creating the positive image about the organization(Schaufeli et al.2002:71: Patterson et al.,2006:4).

The third part: - applied Aspect of Research

First: - Analysing Normal Distribution Of Research Data

It is noticed from results of Table (3) that significant value of Klumgrove - Simonrov test and Shapiro - Willick test is higher than (0.05), and this matter indicates that data follow a normal distribution, which means rejecting null hypothesis and accepting alternative hypothesis that assumes that the data drawn from studied community follow normal distribution. Natural.

Table (3) normal distribution of variables and dimensions of study

Variables ¹	Kolmogorov-Smirnova	Shapiro-Wilk
EMVO	0.129	0.897
GAPH	0.165	0.865
GAEM	0.151	0.873
GACO	0.115	0.936
ENGA	0.118	0.896
	Sig.= P > 0.05	Df= 376

(1) Staff Voice Mechanisms (EMVO), Physical Engagement (GAPH), Emotional Engagement (GAEM), Cognitive Engagement (GACO), and Employee Engagement (ENGA)

Second: - Reliability measurement tool

Reliability refers to consistency of study scale, Reliability of results that can be obtained from scale over different time periods, and structural stability of measuring instrument is verified by using Cronbach Alpha test, as significant value must be higher than (75%), and Table (4) shows coefficient Cronbach alpha of variables included in analysis.

Table (4) Cronbach alpha coefficients for study dimensions and variables

Variables	Cronbach Alpha for all variable	Dimensions	paragraphs	Cronbach's alpha for each dimension
EMVO	0.975	Unidimensional	36	0.975
ENGA	0.973	GAPH	6	0.974
		GAEM	6	0.973
		GACO	6	0.983

results of Table (4) related to Cronbach alpha coefficients for variables included in analysis indicate that all values ranged from its reliability coefficients (0.973-0.983) and this is evidence that measurement tool is characterized by relative reliability and stability that suits requirements and opinions of studied sample.

Third: - Descriptive statistics

1) Variable Employee voice mechanisms

results of Table (5) indicate that employee average of arithmetic averages of variable of mechanisms of employees' voice reached (4.02), which is higher than hypothetical mean of five-point Liker gradient of (3) with a standard deviation of (0.579) and level of agreement reached (80%). importance of this variable was reinforced by twenty-first paragraph (Emvo21), which states (convey creative proposals to co-employees about developing products and services) with an arithmetic mean of (4.20), a standard deviation equal to (0.869) and a relative importance of (84%), while paragraph came seventh (Emvo7), which states (I encourage others to use appropriate means to express their voices on issues related to employee engagement) in last place, as it got lowest arithmetic mean of (3.80) and a standard deviation of (0.822) and a relative importance equal to (76%). This means that considered banks must employee to encourage their employees in order to adopt appropriate means in order to express their opinions and requirements without harming position and reputation of bank, which requires bank to develop their capabilities by (24%) in order to build a clear and understandable perception among employees Towards Actions carried out by bank to achieve their goals and requirements.

Table (5) Results of descriptive census of variable of employees' voice mechanisms

No	mean	standard deviation	Relative importance%	Order of importance	No	mean	standard deviation	Relative importance%	Order of importance
Emvo1	4.06	0.739	81%	15	Emvo20	4.03	0.796	81%	20
Emvo2	3.91	0.723	78%	31	Emvo21	4.20	0.869	84%	1
Emvo3	4.15	0.819	83%	2	Emvo22	3.97	0.804	79%	26
Emvo4	3.93	0.726	79%	29	Emvo23	4.09	0.828	82%	9

Emvo5	3.99	0.747	80%	23	Emvo24	3.80	0.648	76%	35
Emvo6	4.07	0.777	81%	14	Emvo25	3.89	0.719	78%	32
Emvo7	3.80	0.822	76%	36	Emvo26	3.95	0.773	79%	28
Emvo8	3.89	0.722	78%	33	Emvo27	4.07	0.851	81%	13
Emvo9	4.09	0.817	82%	8	Emvo28	4.10	0.805	82%	7
Emvo10	4.05	0.785	81%	18	Emvo29	4.03	0.791	81%	19
Emvo11	3.92	0.774	78%	30	Emvo30	4.00	0.761	80%	22
Emvo12	3.98	0.769	80%	25	Emvo31	4.07	0.792	81%	12
Emvo13	4.02	0.693	80%	21	Emvo32	3.95	0.661	79%	27
Emvo14	4.10	0.777	82%	6	Emvo33	4.06	0.741	81%	16
Emvo15	3.98	0.743	80%	24	Emvo34	4.14	0.827	83%	3
Emvo16	4.08	0.748	82%	10	Emvo35	4.11	0.765	82%	5
Emvo17	4.13	0.791	83%	4	Emvo36	4.07	0.761	81%	11
Emvo18	3.86	0.661	77%	34	EMVO	4.02	0.579	80%	***
Emvo19	4.06	0.834	81%	17					

2) Employee Engagement Variable

It is noted from results of Table (6) that general rate of employee engagement variable is (4.07) with a standard deviation equal to (0.692) and relative importance of its value (81%), and this indicates that physical engagement dimension is what contributed to enhancing and improving employee engagement at banks study has an arithmetic mean of (4.20), a standard deviation of (0.749) and a relative importance equal to (84%), while dimension of emotional engagement came in second place with an arithmetic mean equal to (4.17), a standard deviation of (0.778) and a relative importance of (83). cognitive engagement dimension ranked last with an arithmetic mean of (3.85), a standard deviation of (0.732) and a relative importance of (77%), and this indicates need for studied banks to pay attention to cognitive engagement of employee by motivating them to develop their skills and knowledge By accessing training employee in interest and developing their expertise related to functional tasks assigned to them.

Table (6) Results of descriptive census of employee engagement variable

No	mean	standard deviation	Relative importance%	Order of importance	No	mean	standard deviation	Relative importance%	Order of importance
Gaph1	4.21	0.837	84%	4	Gaco1	3.77	0.797	75%	5
Gaph2	4.20	0.818	84%	2	Gaco2	3.93	0.908	79%	2
Gaph3	4.20	0.862	84%	3	Gaco3	3.95	0.953	79%	1
Gaph4	4.13	0.828	83%	6	Gaco4	3.76	0.694	75%	6
Gaph5	4.19	0.874	84%	5	Gaco5	3.89	0.849	78%	3
Gaph6	4.25	0.841	85%	1	Gaco6	3.80	0.814	76%	4
GAPH	4.2	0.749	84%	first	GACO	3.85	0.732	77%	third
Gaem1	4.24	0.879	85%	1	ENG A	4.07	0.692	81%	***
Gaem2	4.18	0.878	84%	3					
Gaem3	4.13	0.869	83%	5					
Gaem4	4.19	0.821	84%	2					
Gaem5	4.16	0.846	83%	4					
Gaem6	4.10	0.869	82%	6					
GAEM	4.17	0.778	83%	Second					

Fourth: - hypothesis testing

1) Correlation hypotheses

This paragraph is concerned with employees' voice mechanisms of correlation between mutual trust as an independent variable, employee engagement as a dependent variable, and dimensions of each of them. Therefore,

Table (7) illustrates matrix of correlation relationship between research variables.

	EMVO	GAPH	GAEM	GACO	ENG A
EMVO	1	.842**	.859**	.630**	.848**
GAPH	.842**	1	.937**	.667**	.947**
GAEM	.859**	.937**	1	.687**	.955**

GACO	.630**	.667**	.687**	1	.851**
ENGA	.848**	.947**	.955**	.851**	1
** . Correlation is significant at the 0.01 level (2-tailed).				Sig. (2-tailed) = 0.000	
				N= 376	

first main hypothesis: There is a statistically significant correlation between mechanisms of employee voice and employees engagement.

results of Table (7) show that there is a statistically significant correlation less than (0.01) between mechanisms of employee voice and employee engagement and its amount is (0.848), which is a strong positive relationship, which means that studied banks must develop their capabilities in order to ensure engagement of employees within tasks Entrusted to them and building a clear awareness of employees regarding banks 'interest in their requirements. Several sub hypotheses are branched from this hypothesis, namely:

first sub-hypothesis: There is a statistically significant correlation between mechanisms of employer's voice and dimension of physical engagement.

results of Table (7) show existence of a statistically significant correlation between mechanisms of employees 'voice and dimension of physical involvement with (0.842), which is a strong direct relationship and at a moral level less than (0.01), which indicates need for studied banks to pay attention to motivating employees to engage physically within Employee to make best effort to achieve requirements of bank and employees together.

second sub-hypothesis: There is a statistically significant correlation between mechanisms of employer's voice and dimension of emotional engagement.

results of Table (7) indicate existence of a correlation relationship at a significant level less than (0.01) and statistically significant between mechanisms of employee voice and emotional involvement and amount of (0.859) which is a positive and strong relationship, and therefore studied banks should enhance their interests towards employees in order to create a kind of Emotional involvement within employee and employee with great passion and high responsibility towards employee entrusted to them.

third sub-hypothesis: There is a statistically significant correlation between mechanisms of employer's voice and dimension of cognitive engagement.

results of Table (7) reflect strength of statistical relationship between mechanisms of employees 'voice and dimension of cognitive deviation, as strength of correlation between them reached (0.630), which is a direct strong relationship, and therefore studied banks must develop skills, knowledge and experience of their employees by (0.370) in order to ensure improvement Capabilities of its employees in facing future external challenges.

2) Impact hypotheses

second main hypothesis: There is a statistically significant impact relationship for mechanisms of employee voice on employee engagement.

results of Table (8) indicate a significant effect of Employee voice mechanisms on employee engagement, as increasing Employee's 'voice mechanisms by one unit leads to improved employee engagement by (0.848) with a standard error of (0.033) and a critical value equal to (25.697). This indicates need to improve capabilities of studied banks by (0.720) in order to ensure involvement of Employee's in internal operations of bank. Several sub hypotheses are branched from this hypothesis, namely:

Several sub hypotheses are branched from this hypothesis, namely:

first sub-hypothesis: There is a statistically significant effect relationship for mechanisms of Employee voice in dimension of physical engagement.

results of Table (8) show that increased interest of studied banks in mechanisms of Employee voice leads to improvement and development of physical engagement dimension of Employee's by (0.818) and with an error rate equal to (0.036) and a critical value of (22.722), which means that studied banks should pay attention to directing Employee's To engage physically in order to accomplish requirements of Employee and by (0.669).

second sub-hypothesis: There is a statistically significant effect relationship for mechanisms of Employee voice in dimension of emotional engagement.

results of Table (8) show that increasing interest in mechanisms of Employee voice by one standard weight leads to an improvement in emotional engagement dimension by (0.859) with a standard error (0.035) and a critical value (24.543). Employees consciously in tasks assigned to them and by (0.738).

third sub-hypothesis: There is a statistically significant influence relationship for mechanisms of factor's voice in dimension of cognitive engagement.

results of Table (8) indicate that interest of studied banks in mechanisms of employees 'voice are Employing to enhance dimension of cognitive engagement by (0.630) a standard weight and an error rate equal to (0.051) and a critical value of (12,353), which means that interest of studied banks in cognitive engagement contributes to

developing cognitive capabilities and skills of (0.397) Employee's in order to create new methods and methods to fulfill their Employee requirements.

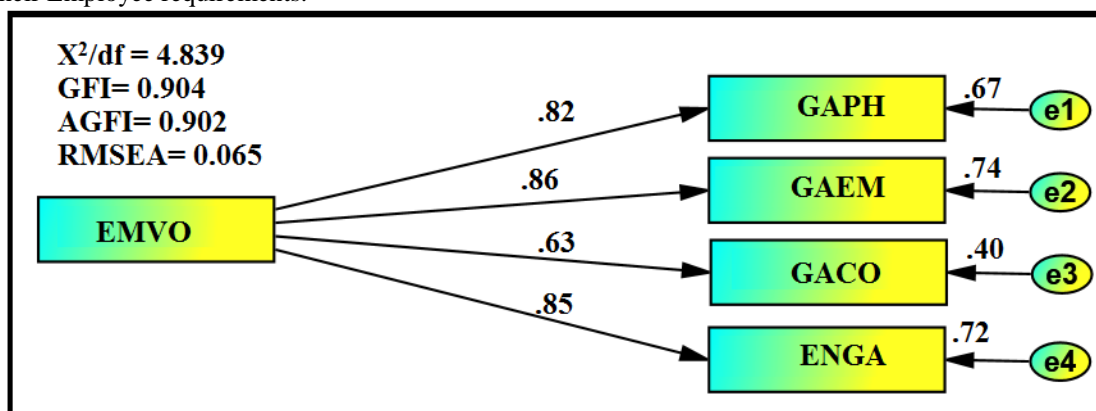


Table (8) standard weights for impact of Employee voice mechanisms on employee engagement with their dimensions

Impact path			Standard weight	Standard error	Critical value	Value R ²	Probability (P)	Type of effect
EMVO	--->	ENGA	0.848	0.033	25.697	0.720	***	moral
	--->	GAPH	0.818	0.036	22.722	0.669	***	moral
	--->	GAEM	0.859	0.035	24.543	0.738	***	moral
	--->	GACO	0.630	0.051	12.353	0.397	***	moral

fourth part: conclusions and recommendations

First: - Conclusions

- 1) studied banks are interested in urging their employees to complete tasks required of them in accordance with generally accepted banking requirements and standards, and this indicates commitment of Employee professionally towards workplace.
- 2) Bank administrations are interested in helping their employees to express their voices regarding work problems they face, and this works to instill principles of trust between employees and management.
- 3) studied banks encourage Employee to participate in issues that limit development of their own potential and their involvement in workplace, which indicates building a clear vision for Employee towards issues that hinder their ability to develop their own skills, knowledge and experiences.
- 4) studied banks are keen to build a safe and secure work environment for their Employee with aim of ensuring well-being of their employees, which helps them to engage in workplace.
- 5) studied banks encourage employees to improve their capabilities to perform tasks entrusted to them, especially towards use of advanced banking systems and procedures that enhance their creative capabilities, thus motivating Employee to develop their capabilities through training workshops and conferences.

Second: - Recommendations

- 1) necessity of banking departments' interest in increasing participation rate of Employee in banking decisions related to business entrusted to them, which results in obtaining a large number of points of view and from different angles to solve problems encountered in Employee.
- 2) need for banks in question to pay more attention to empowering their employees and giving them greater opportunities for freedom and independence to declare their voices regarding issues concerning justice in distribution of power within bank.
- 3) need for studied banks to provide him with sufficient time and opportunities for Employee in order to deal with issues that limit their capabilities in workplace. This is done by encouraging banking departments to hold constructive discussions and discussions that enable Employee to put forward what is going on in their imaginations, regardless of who is benefiting from them.
- 4) considered banks must develop their services provided by developing their internal and external structures and systems in line with capabilities of their employees, which indicates need to motivate Employee to engage physically, consciously and cognitively in job assigned to them.

5) necessity for studied banks to be keen to understand requirements and tastes of their dealers in order to achieve their needs and desires in a manner consistent with capabilities of banks. Banks may seek assistance of conducting surveys or investigations aimed at identifying what is on minds of those dealing with them, especially those related to quality of work life and appropriate climate for creativity.

Third: - Future proposals

The importance of the nature and type of relationship between the mechanisms of the worker's voice and the involvement of workers contributes to urging future studies to measure:

- 1) The role of the worker's voice mechanisms in parental leadership
- 2) The mediating role of the worker's voice mechanisms between human capabilities and employee engagement
- 3) Measuring the role of personnel involvement in psychological empowerment
- 4) Employee involvement and the expected value of service (relationship and impact)

References

- 1) Abdulgalimov, D., Kirkham, R., Nicholson, J., Vlachokyriakos, V., Briggs, P., & Olivier, P. (2020, April). Designing for Employee Voice. In Proceedings of the 2020 CHI Conference on Human Factors in Computing Systems.
- 2) Abdullah, s. A., & effendi, a. A. (2020). Perceived organizational Support, Perceived Superior Support, Employee Engagement, and Performance in the Nigerian Public Sector. *Ilorin Journal of Administration and Development*, 6(1), 23-32.
- 3) Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career development international*, Vol. 13 No. 3, pp. 209-223.
- 4) Bas, S., & Tabancali, E. (2020). Correlations between Teachers' Personality, Psychological Safety Perception and Teacher Voice. *Eurasian Journal of Educational Research*, 85, 185-204.
- 5) Breevaart, K., Bakker, A. B., Demerouti, E., & Hetland, J. (2012). The measurement of state work engagement. *European Journal of Psychological Assessment*, 28(4), 305-312
- 6) Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel psychology*, 64(1), 89-136.
- 7) Dhir, S., & Shukla, A. (2019). Role of organizational image in employee engagement and performance. *Benchmarking: An International Journal*, Vol. 26 No. 3, pp. 971-989
- 8) Eldor, L., & Vigoda-Gadot, E. (2017). The nature of employee engagement: Rethinking the employee–organization relationship. *The International Journal of Human Resource Management*, 28(3), 526-552.
- 9) Foglia, M. B., & Cohen, J. H. (2019). Ethical Leadership and Employees' Perceptions About Raising Ethical Concerns to Managers in the Veterans Health Administration. *AJOB empirical bioethics*, 10(3), 155-163.
- 10) Hedley, C. (2015). Evolving Sounds: Exploring the Relationship Between Enterprise Social Networks and Employee Voice. . In: 2nd European Conference on Social Media (ECSM 2015).
- 11) Hirschman, A. O. (1970). Exit, voice, and loyalty: Responses to decline in firms, organizations, and states (Vol. 25). Harvard university press.
- 12) Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, 56(6), 915-929.
- 13) Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, 56(6), 915-929.
- 14) Ismul, S. M., & Kesuma, T. M. 2020, The Factors Forming Employee Engagement And Its Impact On Organizational Citizenship Behavior: Study In Dispora Aceh. *International Journal of Scientific and Management Research*, Volume 3 Issue 2.
- 15) Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- 16) Kim, H., & Leach, R. (2020). The role of digitally-enabled employee voice in fostering positive change and affective commitment in centralized organizations. *Communication Monographs*, 1-20.
- 17) Kim, W., Kolb, J. A., & Kim, T. (2013). The relationship between work engagement and performance: A review of empirical literature and a proposed research agenda. *Human Resource Development Review*, 12(3), 248-276.
- 18) Kuutsa, M. (2016). The interrelationship between employee advocacy in social media and employee engagement. Master's Thesis ,Lappeenranta University of Technology
- 19) Kwon, B. (2017). Analysis of the mechanisms linking employee voice practices to employee voice perceptions.
- 20) Lipson, A. (2020). The Moderating Role of Emotional Intelligence on the Relationship between Job Resources and Employee Engagement (Master's Theses, San Jose State University).
- 21) Marcus, A., & Gopinath, N. M. (2017). Impact of the demographic variables on the employee engagement-an analysis. *Ictact Journal on Management Studies*, 3(2), 502-510.

- 22) Mowbray, P. K., Wilkinson, A., & Tse, H. H. (2014). An integrative review of employee voice: Identifying a common conceptualization and research agenda. *International Journal of Management Reviews*, 17(3).
- 23) OKPU, T., & Kpakol, A. G. (2018). Enhancing Job Engagement through Employee Voice in Nigerian Banking Industry. *Journal of Business and Management*.
- 24) Park, J. Y., & Nawakitphaitoon, K. (2017). The cross-cultural study of LMX and individual employee voice: The moderating role of conflict avoidance. *Human Resource Management Journal*, 28(1).
- 25) Parker, S. K., & Griffin, M. A. (2011). Understanding active psychological states: Embedding engagement in a wider nomological net and closer attention to performance. *European Journal of Work and Organizational Psychology*, 20(1), 60-67.
- 26) Parker, S. K., & Griffin, M. A. (2011). Understanding active psychological states: Embedding engagement in a wider nomological net and closer attention to performance. *European Journal of Work and Organizational Psychology*, 20(1), 60-67.
- 27) Patterson, P., Yu, T., & De Ruyter, K. (2006, December). Understanding customer engagement in services. In *Advancing theory, maintaining relevance, proceedings of ANZMAC 2006 conference*, Brisbane (pp. 4-6).
- 28) Phuangthuean, P., Kulachai, W., Benchakhan, K., Boriraksuntikul, T & Homyamyen, P. (2018). Employee Engagement: Validating the ISA Engagement Scale, *Conference of the International Journal of Arts & Sciences*, 11(01); 99– 108.
- 29) Rasheed, M. A., Shahzad, K., Conroy, C., Nadeem, S., & Siddique, M. U. (2017). Exploring the role of employee voice between high-performance work system and organizational innovation in small and medium enterprises. *Journal of Small Business and Enterprise Development*.
- 30) Schaefer, J., Perry, D. L., & Gyllenhaal, E. D. (2002). *Underground Adventure: Summative/remedial evaluation*. Unpublished manuscript, The Field Museum, Chicago, IL.
- 31) Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.
- 32) Shaik, F. F., & Makhecha, U. P. (2019). Drivers of employee engagement in global virtual teams. *Australasian Journal of Information Systems*, 23.
- 33) Shuler, C. J. (2019). *Telecommunication Organization Employee Development Program's Role in Employee Engagement*. doctoral study, Walden University, College of Education
- 34) Suh, T., & Kwon, I. (2003). The role of bilateral asset specificity and replaceability on trust in supply chain partner. In *Proceedings in the American Marketing Association*.
- 35) Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of world business*, 45(2), 122-133.
- 36) Vermooten, N., Boonzaier, B., & Kidd, M. (2019). Job crafting, proactive personality and meaningful work: Implications for employee engagement and turnover intention. *SA Journal of Industrial Psychology*, 45(1), 1-13.
- 37) Vlontzos, G., Niavis, S., Kleisiari, C., Kyrgiakos, L. S., Athanassiou, C., & Pardalos, P. (2021). Why Farmers Get Involved in Participatory Research Projects? The Case of Arable Crops Farmers in Greece. *Applied Sciences*, 11(1).
- 38) Walburn, J. (2017). Employee voice and the ambiguity of organisational size: a comparative case study of employee voice mechanisms and practices used by a multinational engineering company and one of their suppliers in each of their manufacturing operations including how their respective degrees of employee voice influence productivity, product quality and health and safety issues (Doctoral dissertation, University of York).
- 39) Wang, C. J., & Tseng, K. J. (2019). Effects of selected positive resources on hospitality service quality: The mediating role of work engagement. *Sustainability*, 11(8), 2320.
- 40) Weideman, M., & Hofmeyr, K. B. (2020). The influence of flexible work arrangements on employee engagement: An exploratory study. *SA Journal of Human Resource Management*, 18(1), 1-18.
- 41) Weideman, M., & Hofmeyr, K. B. (2020). The influence of flexible work arrangements on employee engagement: An exploratory study. *SA Journal of Human Resource Management*, 18(1), 1-18.
- Wilkinson, A., Dundon, T., Marchington, M., & Ackers, P. (2004). Changing patterns of employee voice: Case studies from the UK and Republic of Ireland. *Journal of Industrial Relations*, 46(3).