



Employee voice and workers' well-being in manufacturing companies in Bayelsa State, Nigeria

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Abstract

Employee voice and well-being is a topical issue in management literature and practice. This study looked into the possible relationship between these constructs as they affect manufacturing-oriented firms of Bayelsa State. Employee voice was split into direct and indirect, whereas well-being had two components: psychological and social. The organisational justice theory was the baseline for the current study. Four objectives, hypotheses, and research questions were respectively used to drive the current study. The study population comprised three hundred and sixty-one (361) staff drawn from seven manufacturing companies in Bayelsa. The gathered data was examined with the Spearman Rank Order Coefficient. In every test case, the outcome displayed a substantial relationship. The study concluded that employee voice is a practice that greatly benefits both the management of an organisation and all the stakeholders around the workplace and must be carefully practised to enhance employees' physical, psychological, and social well-being. This current research recommended among several others, that- Managers in organisations need to ensure an enabling condition for employees to voice their opinions either directly or indirectly, for an organisation to reap from employees' rich knowledge resources, and management should pay close attention to the well-being of their employees.

Keywords: Employee, Voice, Well-being, Manufacturing Sector, Bayelsa

Introduction

Organisations are created and maintained to actualise certain goals and objectives of

stakeholders Ge (2020). One such goal that interests most reputable organisations is the well-being of her people assets. People remain

the most valued resource of organisations on which the success or otherwise of every organization rests largely. It is believed that making employees happy and satisfied is a catalyst for improved performance; hence the justification why some Managers invest significant organisational resources in improving the well-being of their staff members. (Don-Baridam & Diri, 2022). Employee well-being describes the overall health, happiness, and satisfaction of employees in the workplace. It does not only stretch to the mental, emotional and physical aspects of the staff members' lives, but also reflects the degree to which workers feel encouraged, involved, and accomplished in their career lives. Employee well-being has to do with creating an enabling and supportive work environment that promotes healthy and safe working conditions, learning culture, work-life balance, stress management, and anti-bullying practices.

On the other perspective, Abane et al (2022) posit that most organizations are usually not too eager to formally embrace the mutual nature of the employment relationships; hence they would do everything to completely stifle or at best grant partial employee voice. In their view, Abayomi and Quadri (2022) think of employee voice as comprising all sorts of prospects in which individual or collective employees can express themselves and have certain voices in decisions made at work. It is also referred to as employee opinion or participation in decision-making where employees are given unfettered leverage to contribute to the organization's decision-making. These scholars argue provides employees inclusiveness and

psychological possession (Simsek & Gurler, 2019); and an organisation with enhanced decision capability and knowledge resources.

Employee voice has been studied as a predictor of several variables, for instance, employee voice and engagement (Akhimien & Kadiri 2022); and employee voice and job contentment (Jia et al., 2021; Anwar et al 2023). Others are voice and worker health, workers attitudes and wellbeing; (Kim et al., 2022), and employee involvement. There is however insufficient research attention on employee voice and well-being where employee' voice is compartmentalized as direct and indirect voice as dimensions and workers' well-being as physical, social, and psychological. Therefore, this research fills the visible gap by empirically analyzing the association between workers' well-being and employee voice in Nigerian manufacturing companies, especially in Bayelsa State.

Statement of the Problem

The manufacturing-oriented sector performs a pivotal act in the development of the economy of Bayelsa State, Nigeria, contributing significantly to employment and overall socio-economic growth. However, despite its importance, there is a paucity of research on the crucial connection between employee voice and well-being within this sector.

Employee well-being is a complex construct that includes both mental, physical, and social dimensions, influencing their overall standard of living. The voice of the employee, nonetheless, entails voicing opinions, concerns, and suggestions within the organizational context. The dynamics of these two elements in the manufacturing

sector of Bayelsa State remain largely unexplored, raising concerns about the potential impact on both individual employees and the sector as a whole.

Several factors contribute to this research gap, including the unique socio-cultural and economic context of Bayelsa State, the specific challenges faced by the manufacturing sector, and the limited attention given to employee voices in the existing literature. The absence of factual data regarding the association between workers' voice and their well-being in the Bayelsa production sector impedes the formulation of effective organizational policies and interventions geared towards enhancing both employee satisfaction and productivity.

To fill in these gaps, this study looks into the intricate interplay between well-being and employee voice in the manufacturing sector of Bayelsa State. By identifying the factors influencing the expression of employee voice, understanding their impact on individual well-being, and exploring potential avenues for improvement, this research seeks to provide insightful information for academics, organisational leaders, and policymakers interested in ensuring a healthier and more stimulating work environment in the manufacturing sector in Bayelsa State, Nigeria.

Objectives of the Study

The broad objective of the current research is to juxtapose the likely effect of workers' voices on employee well-being in Nigerian manufacturing-oriented companies located in Bayelsa State. While the specific objectives of the study are to examine the following:

- 1) The association of employee direct voice and psychological well-being in the manufacturing-oriented companies in Bayelsa?
- 2) The relationship between employee direct voice and social well-being in manufacturing-oriented companies in Bayelsa?
- 3) The association of employee indirect voice and physiological well-being in manufacturing-oriented companies in Bayelsa?
- 4) The association of employee indirect voice and social well-being in the manufacturing-oriented companies in Bayelsa?

Literature

Concept of Employees' Voice

Employee voice has enjoyed a multiplicity of conceptualizations in literature as many call it empowerment or engagement, while others call it involvement or participation which has given it an identity of an elastic term implying different things to different actors (Townsend et al., 2022). Abayomi and Quadri (2022) describe an employee's voice as comprising a myriad of opportunities wherein the individual or collective employees can express themselves and maintain a degree of influence on decisions within the workplace. Morrison (2023) described EV functions as a proponent, elucidating and tackling fundamental issues that impact employees' effective work conduct. According to Bargsted et al (2022), Employees utilize an upward voice method when they consciously communicate information or suggestions regarding issues or workrelate

d perspectives to a superior in a corporate organization. Nevertheless, when they withhold such cogent contributions, they tend to keep quiet and deny their organisation access to information that could be helpful.

Dimensions of Employees' Voice.

Employee Direct Voice (Direct participation)

According to Miller (2022), employees' direct voice or the capacity of employees to instantaneously influence the process of making decisions, without the mediation of representatives, is referred to as direct participation. It can reflect in different ways, including shaping the decision-making process or influencing how the job is done. In the literature on organisational behaviour, employee direct voice is one of the critical areas (Nechanska et al., 2020). subordinates can express their opinions and thoughts to superiors personally by exploring the direct employee voice, bypassing the need for intermediaries (Deppi et al., 2023). Direct employee voice has the specific goal of advancing employees' interests from the standpoint of organisational behaviour, articulation of thoughts, concerns, suggestions or views regarding work-related matters aimed at enhancing organizational or unit performance (Morrison, 2023). This raises the possibility of innovation and enables organisations to gather fresh viewpoints and innovative ideas (Issah & Bawah, 2024). According to this viewpoint, gathering viewpoints on work-related issues aids managers in identifying issues, opportunities, and solutions early on, which promotes the adoption of innovations. (Abayomi & Quadri, 2022).

Jo and Ellingson (2022) opine in their study that manager-employee regular consultation, quality circles, and team briefings can all provide a direct voice. The idea that direct employee voice fosters firm innovation is supported by empirical research on SMEs by Abayomi and Quadri (2022).

Employee Indirect Voice (Representative Participation)

According to Miller (2022), Representative participation, also known as employee indirect voice, gives employees a collective voice by Being represented by representatives coming from labour unions or non-unions to communicate with management on their behalf. This includes labour representation, where elected members from formally accredited unions engage with management on issues affecting their members and negotiate conditions of employment, involving compensation. This is referred to as 'collective bargaining.

Indirect forms of employee voice as envisaged by Jo and Ellingson (2022), are also expressed through workplace-related issues that are supervised by employee representatives, such as joint consultations and unions. According to Townsend et al. (2022), indirect employee voice mechanisms are those that give workers a voice through collective representation, like joint consultative committees or trade union work councils. The IR literature is increasingly examining new, non-union forms of indirect employee voice (Bryson et al., 2019). However, the existence of trade unions and collective bargaining at the workplace level have been closely linked to the idea of indirect employee voice mechanisms.

(Kabiru & Mohamed, 2021).

Concept of Workers' Well-Being

A Plethora of views is available in literature as to what workers' well-being stands for. The variation in defining this concept is because of its multidimensional and interdisciplinary nature (Kim et al., 2022). The term has the advantage of almost being understood naturally. In everyday speech, it typically refers to health, as seen by the term's most prominent usage in newspapers and health magazines. However, it is much more than the absence of ill health and relates to all aspects of a person's working and non-working life. "A generalised feeling of happiness" is a common definition of well-being (Morrison, 2023). Happiness is also regarded as a state of mental health. Those with high well-being scores are typically also cheerful people. According to Qing and Jinhua (2023), well-being is the capacity to assess one's environment and the ability to effectively monitor and adjust constraints.

Measures of Workers Well-Being

Psychological Well-Being: Sluiter et al (2022) defined psychologically palatable workplaces as workplaces that not only aim to reduce negative demands and stressors but also promote organization resources to improve well-being. For a workplace to be psychologically balanced, the following has to be in place: interpersonal relationships with supervisors, coworkers, and clients; the equilibrium between professional and personal life, equity and respect; employee engagement and advancement; job security and engagement in tasks that suit employees'

needs and abilities (Sluiter et al., 2022). The management of organisations should be actively and continuously engaged in this very important endeavour. According to Song et al. (2022), psychological well-being is the emotional and purposeful condition that people go through at work. The subjective experiences of employees are the main focus of psychological well-being. Hedonic and eudemonic are its two main elements (Townsend et al., 2022). Pleasure experiences are the main focus of the hedonic component. Additionally, it focuses on striking a balance between a person's judgment's positive and negative emotions and thoughts. It is predicated on the idea that happiness results from greater pleasure and less pain. The fulfilment of human potential is the main goal of the eudemonic element. It is predicated on the idea that people are content when encountering challenges, growth, and a sense of purpose (Jiang et al., 2022).

Social Well-Being: In organisational parlance, social wellbeing pertains to the interpersonal interaction among workers, whereas psychological well-being concentrates on the individual (Akhimien & Kadiri, 2022) This aspect of well-being pertains to interpersonal relationships and how an individual interacts and engages socially with others (Jiang et al., 2022). Social well-being has been operationalized in numerous ways. Some have operationalised it using gauges that mirror belonging, trust, social support, reciprocity, leader-member exchange, contribution, coordination, and integration (Ashiru et al., 2022) describe social well-being as having ready support from colleagues at work or friends and family

in times of need and also being seen as a valued support provider. Jiang et al., 2022 opine that social well-being denotes the level of an individual's relationships with others and their environment. Conversely, recent research has defined social well-being through behaviours indicative of worker and organisational participation and membership (Issah & Bawah 2024). Jia et al. (2021) proposed that individual social well-being comprises two components: social support and social adjustment.

Employee Direct Voice (Direct Participation) and Workers' Wellbeing

This typically denotes the interaction of employees with managers, supervisors, or other workers on a personal level, as opposed to through group representatives. Employee participation in the process of making decisions is essential within an organization. This could include participation in management decisions, company policies, and strategic planning. Numerous studies have shown that when employees are allowed to express their views directly in their respective workplaces, it can positively impact their overall well-being. Several studies suggest a positive association between employee direct voice and psychological well-being. Research by Jia et al (2021) opined that when employees perceive that their views are appreciated it positively influences their psychological state, contributing to job satisfaction. Similarly, Anwar et al (2023) emphasise the significance of employee involvement in decision-making processes as essential for promoting a sense of control and autonomy, which are critical elements of psychological well-being. Ge (2020)

highlighted the influence of job stress on physical health, whereas Townsend et al. (2022) discussed the role of communication and employee involvement in creating a safer work environment. Employee voice, by reducing stress and promoting safety awareness, may contribute to improved physical well-being. Employee voice has implications for social well-being, influencing interpersonal relationships and team dynamics. Don-Baridam and Dirir (2022) discussed the significance of social exchange in organizational settings, highlighting how the employee voice can enhance favourable social relationships. Teamwork and collaboration, as studied by Anwar et al (2023), further emphasize the influence of employee direct voice in promoting a supportive and socially enriching work environment.

Employee Indirect Voice (Representative Participation) & Workers Wellbeing

Employee indirect voice refers to how employees express their opinions, concerns, or suggestions through channels that are not direct communication with management or immediate supervisors. This may include mechanisms such as suggestion boxes, surveys, or third-party representatives. Exploring the empirical association between employee indirect voice and workers' well-being is crucial for understanding the impact of organizational communication structures on employee health and satisfaction. Research suggests that indirect voice mechanisms can influence psychological well-being by providing employees with an avenue to articulate their opinions without the fear of immediate consequences. Also,

a study by Morrison (2023) highlights the importance of perceived organizational justice, which can be influenced by indirect voice, in shaping employees' psychological well-being. While limited direct research exists on the association between indirect voice and physical well-being, studies on organizational communication, such as those by Don-Baridam and Diri (2022), emphasize the role of communication in reducing workplace stress. Indirect voice channels may indirectly contribute to physical well-being by granting employees autonomy in their work environment and stress reduction. Employee indirect voice can impact social well-being by influencing perceptions of fairness and inclusiveness within the organization. Research by Issah and Bawah (2024) on organizational justice and fairness highlights how indirect voice mechanisms contribute to positive social dynamics within teams and the broader workplace.

Undoubtedly, several studies have been done on employee voice and employees' well-being in developed countries, developing countries, and, Nigeria. Most of these studies affirmed the importance of employees' voices on workers' well-being in their respective selected organisations. However, the researcher is inspired to further examine the subject matter on the following premise: A critical look at the available studies shows that none of them looked into the impact of employee voice on workers' wellbeing, especially in Bayelsa State, Nigeria. The uniqueness of the current

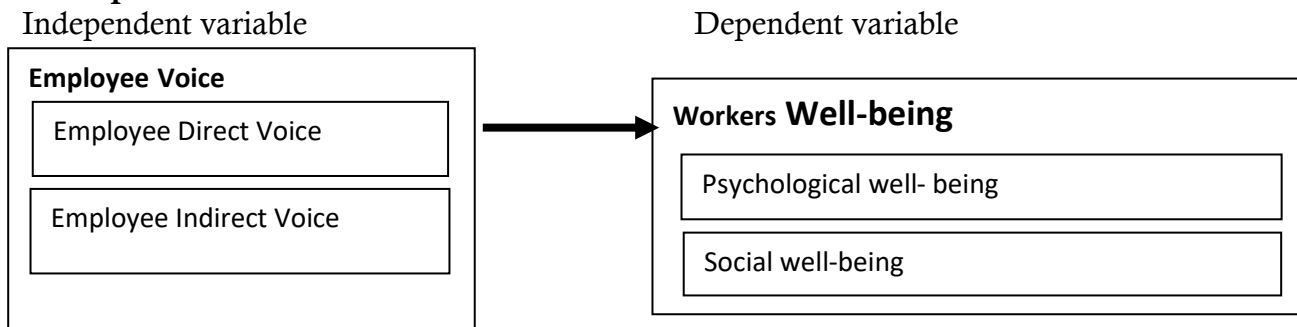
study is pronounced with a measure of employees' voice (direct voice and indirect voice) which was not single-handedly utilised by any of the reviewed studies. Furthermore, the uniqueness of the current study is also noticeable in its dimensions of the dependent variable (psychological well-being, and social well-being), which were not combined in a single study. Based on the statement of problem and gaps in the literature, it is, therefore, the interest of the current researcher to examine employees' voices and workers' well-being. This led to the presentation of the following hypotheses.

Research Hypotheses

- HO1. No significant relationship exists between employee direct voice and psychological well-being in the manufacturing companies in Bayelsa.
- HO2. No significant relationship exists between employee direct voice and social well-being in manufacturing companies in Bayelsa.
- HO3. No significant relationship exists between employee indirect voice and psychological well-being in manufacturing companies in Bayelsa.
- HO4. No significant relationship exists between employee indirect voice and social well-being in manufacturing companies in Bayelsa.

The above hypotheses lead to the presentation of the below conceptual framework.

Conceptual Framework



Source: adapted from Fox (1966) and Cooper & Lewis (2009).

Theoretical Framework

Several theoretical frameworks provide insights into how employee voice impacts well-being. These theories offer perspectives on how different kinds of employee voices may impact psychological and social well-being. Only one of the several related theories will be discussed as a relevant theory in the study.

Organizational Justice Theory

Organizational justice theory suggests that fair treatment, including the opportunity for employee voice, is linked to psychological well-being Don-Baridam and Diri (2022). Organisational justice theory pertains to the impartiality of processes, results, and relationships in decisions and frameworks between managers and staff members (Issah & Bawah 2024). Organisational justice originates from justice theories related to legal and managerial decision-making and consists of three kinds of justice (Kim et al., 2022). Distributive justice, defined as satisfaction with the outcome of a decision, serves as a metric for assessing the fairness of justice distribution among parties in dispute. Second, procedural justice, defined as the satisfaction with the process employed to reach a

decision, pertains to the disputants' perception of fairness (Liu et al., 2022). Third, interactional justice, which pertains to the interpersonal treatment of disputants, is considered a sub-component of procedural justice. It suggests that the process should not only be perceived as fair but also accompanied by a sense of dignity and regard in treatment (Jakobsen et al., 2023). Organisational justice theory posits that employee satisfaction is contingent upon their perceived involvement in the organization's decision-making processes. For this, organisational justice theory is relevant to the current study because employee voice itself is the mark of justice in the work environment and its absence also breeds the feeling of injustice, which is capable of tampering with employee well-being.

Methodology

Research Design

Survey Research Design was employed. It systematically gathers information from participants to understand or predict certain behaviours within the target group of interest. This design is considered to be relevant to the study because a sample has been derived from the population, with data collected from a sample at a singular moment in time.

The study population comprises 361 employees from seven purposively chosen manufacturing firms in Bayelsa State, Nigeria, sourced from the Manufacturers Association of Nigeria 2024 updated directory which lists a total of 26 registered companies in the region.

For the present study, there were inclusion criteria to be met before an individual could be included in the study, these included:

- 1) The manufacturing company must have been in existence for at least 10 years
- 2) The manufacturing company must be privately owned
- 3) The individual must be part of the of the full-time employee of the companies
- 4) The company must be situated in Bayelsa State, Nigeria

The justification for the inclusion requirements is clear and well-founded. The rationale for considering the age a company has been established is that a company with a decade of operation is expected to demonstrate a certain degree of management stability, which in turn influences the organisational culture within the company as the employee voice is part of the components of organisational culture.

In the same vein, the study adopted privately owned manufacturing companies in the sense that government-owned companies have a bureaucratically inclined culture that typically restricts employee voice to civil service rules, which might be an extraneous variable and

have the potential to disrupt the results of the investigation.

Conversely, the current study decided to adopt the individuals on full-time employment of the companies as participants because they have enforceable working agreements with the companies, they are the ones in charge of the daily running of the companies. Furthermore, they interact daily with their supervisors and management. There is justification for the study selecting Bayelsa State as the area of study. The Nigeria National Bureau of Statistics reports indicated that Bayelsa is among the states with the greatest number of companies with high employee turnover.

In selecting the final participants, the study adopted multi-stage sampling techniques which included a purposive sampling technique and a stratified random sampling method.

The purposive sampling method is employed for an investigation if the research has a target population that is specific and not the usual general population. For this study, the target population is concentrated in 7 manufacturing companies, the companies were purposively selected hence purposive sampling was employed at the first stage of this study.

Afterwards, a stratified random sampling method was chosen for the selection of 361 population of all categories of employees of the selected companies. The sample population of 190 respondents was obtained with the aid of the Taro Yamen formula for determining sample size as expressed below:

The formula is given as $n = N/1 + N(e)^2$

N = Population size

n = Sample Size

$$e = \text{Level of significance}$$

$$n = \frac{361}{1 + 361(0.05)^2} \frac{361}{1 + 0.9025} \frac{361}{1.9025}$$

$$n = 190$$

Therefore, the overall number of respondents for this study comprises 190 employees from seven chosen manufacturing firms in Bayelsa State, Nigeria.

The researcher employed a questionnaire to collect information without influencing the respondents for suitability. It utilised a dependable employee voice scale fashioned by Van Dyne and LePine (1998), employing a five-point Likert questionnaire format: Strongly disagree, Disagree, Undecided, Agree, and Strongly agree. The instrument was segmented into 2 sections: A and B. Section A comprised inquiries regarding the respondents' profiles, whereas Section B encompassed data on employee voice and well-being. A self-administered set of questionnaires was distributed to 190 respondents of the selected sample unit.

Predictor Variables: Employee voice was proxied by Direct Voice and Indirect Voice adapted from Fox (1966). The structured questionnaire adopted from the research done by Van Dyne and LePine (1998) was measured using a Likert scale ranging from 1-5 with four items. S

Criterion Variables: Workers' Well-being was measured by psychological well-being and social well-being. Cooper & Lewis

(2009). The structured questionnaire Adopted from the NIOSH worker's well-being scale (2021) was assessed utilising a Likert scale spanning from 1-5. There are four items on the questionnaire.

Spearman's Rank Order Correlation was utilised for the test of hypotheses using the Social Sciences Statistical Package version 23

Univariate Analysis

The univariate analysis of the variable's distribution delineates its characteristics and manifestations within the research context. It illustrates the distribution of the study's constructs derived from summaries of their manifest properties. The distribution utilises a 5-point Likert scale, where 1 denotes strongly disagree, 2 signifies disagree, 3 represents moderately agree, 4 indicates agree, and 5 corresponds to strongly agree. The distributions of the variables indicate alignment with the characteristics and expressions of the constructs; mean scores ($\bar{x}$) predominantly fall within the range of $\bar{x} = 3.0 - 4.0$, suggesting that constructs such as Employee Voice (Direct and Indirect), Psychological Well-being, and Social Well-being are significant and well-represented phenomena within the study's context.

Table 1: Univariate Data

Variables	Dimensions	Mean	Std Div.
Employee Direct Voice	Management & Employees Consult on Employees Issues	3.96	1.319
	Management & Employees Consult on Other issues	4.00	1.217
Employee Indirect Voice	Unions Promote Employee's Rights at Work	3.89	1.242
Employee Psychological Well-being	Employees Feel Accomplishment Most of the Time	4.11	1.048
	Psych. Wellbeing Indicator Employee Performance	4.22	1.272
	Psychological Health leads to Higher Work Motivation	4.22	1.197
Employee Social Well-being	Social Functions for Employees Arranged by Employer	4.05	1.268
	Work Has Good Work-Life Balance	4.04	0.860
	Positive Relationship b/w Employee & Management	4.00	0.882
SOURCE: Output of SPSS Version 21.0, in 2022			

Bivariate Analysis**Decision Rule for Tests:**

Table 1 presents the bivariate analysis concerning the test for bivariate relationships. The decision rule for all test outputs consists

of this: if $P < 0.05$, reject the hypothesis due to evidence of a significant relationship; if $P > 0.05$, accept the hypothesis based on an insignificant relationship between the variables.

Table 2: Bivariate Analysis – Correlation of Employee Direct Voice and Psychological Well-Being

Parameters			Employee Direct Voice	Psychological Well-Being
Spearman's rho	Employee Direct Voice	Correl.Coeff	1.000	0.032**
		Sig(2 tailed)	-	0.000
		N	137	137
	Psychological Well-Being	Correl.Coeff	0.032**	1.000
		Sig(2Tailed)	0.000	-
		N	137	137
Source: SPS Version 21.0; ** = Correlation Significant at 0.01 Level (2-Tailed)				

Table 3: Bivariate Analysis – Correlation of Employee Direct Voice and Social Well-Being

Parameters			Employee Direct Voice	Social Well-Being
Spearman's rho	Employee Direct Voice	Correl.Coeff	1.000	0.025**
		Sig(2 tailed)	-	0.000
		N	137	137
	Social Well-Being	Correl.Coeff	0.025**	1.000
		Sig(2Tailed)	0.000	-
		N	137	137

Source: SPS Version 21.0; ** = Correlation Significant at 0.01 Level (2-Tailed)

Table 4 Bivariate Analysis – Correlation of Employee Indirect Voice and Psychological Well-Being

Parameters			Employee Indirect Voice	Psychological Well-Being
Spearman's rho	Employee Indirect Voice	Correl.Coeff Sig(2Tailed) N	1.000 - 137	0.042** 0.000 137
	Psychological Well-Being	Correl.Coeff Sig(2Tailed) N	0.042** 0.000 137	1.000 - 137

Source: SPS Version 21.0; ** = Correlation Significant at 0.01 Level (2-Tailed)

Table 5: Bivariate Analysis – Correlation of Employee Indirect Voice and Social Well-Being

Parameters			Employee Indirect Voice	Social Well-Being
Spearman's rho	Employee Indirect Voice	Correl.Coeff Sig(2Tailed) N	1.000 - 137	0.048** 0.000 137
	Social Well-Being	Correl.Coeff Sig(2Tailed) N	0.048** 0.000 137	1.000 - 137

Source: SPS Version 21.0; ** = Correlation Significant at 0.01 Level (2-Tailed)

Discussion of the Findings

Ho₁: There is no significant relationship between Employee Direct Voice and Workers Psychological Well-being in Manufacturing Companies in Bayelsa State, Nigeria. Table 2 shows the relationship between Employee Direct Voice and Workers Psychological Well-being employing Spearman's Rank-order Correlation Coefficient methodologies. The analysis revealed a robust positive and significant correlation between Employee Direct Voice and Workers' Psychological Well-being, with a correlation coefficient of (rho Direct = 0.032). The null hypothesis was rejected and reformulated to indicate a robust positive and significant correlation between

Employee Direct Voice and Psychological Well-being in manufacturing firms in Bayelsa State, Nigeria.

Ho₂: There exists no significant correlation between Employee Direct Voice and Workers' Social Well-being in Manufacturing Companies in Bayelsa State, Nigeria. Table 3 illustrates the correlation between Employee Direct Voice and Workers' Social Well-being utilising Spearman's Rank-order Correlation Coefficients methodology. The analysis indicates that Employee Direct Voice has a robust positive and significant correlation with Worker's Social Well-being (rho Direct = 0.025). The null hypothesis was

consequently rejected and reformulated to assert a robust positive and significant correlation between Employee Direct Voice and Social Well-being in manufacturing firms in Bayelsa State, Nigeria.

Ho3: There exists no significant correlation between Employee Indirect Voice and Workers' Psychological Well-being in Manufacturing Companies located in Bayelsa State, Nigeria. Table 4 illustrates the correlation between Employee Indirect Voice and Workers' Psychological Well-being utilising Spearman's Rank-order Correlation Coefficients methodology. The analysis indicated a robust positive and significant correlation between Employee Indirect Voice and Workers' Psychological Well-being ($\rho_{\text{Indirect}} = 0.042$). The null hypothesis was rejected and reformulated to indicate a robust positive and significant correlation between Employee Indirect Voice and Psychological Well-being in manufacturing firms in Bayelsa State, Nigeria.

Ho4: There exists no significant correlation between Employee Indirect Voice and Workers' Social Well-being in manufacturing firms in Bayelsa State, Nigeria. Table 5 illustrates the correlation between Employee Indirect Voice and Worker Social Well-being utilising Spearman's Rank-order Correlation Coefficients methodology. The analysis indicates that Employee Indirect Voice exhibits a robust positive and significant correlation with Worker Social Well-being ($\rho_{\text{Indirect}} = 0.048$). The null hypothesis was rejected and reformulated to indicate a robust positive and significant correlation between Employee Indirect Voice and Social

Well-being in manufacturing firms in Bayelsa State, Nigeria.

The findings align with the theoretical framework of this study, organisational justice theory, which posits that employee satisfaction is contingent upon their perceived involvement in the organization's decision-making process.

The results regarding the four hypotheses correspond with a tenet of organisational justice theory, which posits that employee satisfaction is contingent upon their perceived involvement in the organization's decision-making process.

Conclusions

The study, the results of which can reasonably be applied to manufacturing companies in Bayelsa State, revealed that a notable correlation existed between (i) employee voice (both direct and indirect) and psychological well-being in manufacturing firms in Bayelsa State; (ii) employee voice (both direct and indirect) and social well-being in manufacturing firms in Bayelsa State. The correlation between these variables is elucidated through the lens of organisational justice theory. The theory pertains to the perceived equity of processes, outcomes, and interactions in organisational decision-making between management and employees. This fosters positive emotions in their minds, resulting in internal gratification. Consequently, they recognise collective accountability for the organization's success or failure.

Recommendations

In light of the results of the investigation and conclusions, the subsequent recommendations were proposed:

- 1) Managers must promote employee involvement in all facets of decision-making to enhance organisational performance and optimise employee performance.
- 2) By adopting employee voice as an engagement strategy, the management of manufacturing companies can increase the psychological well-being level of its employees.
- 3) Management of manufacturing companies should create an avenue through which employees will have the avenue for self-expression, enhancing their engagement within the organisation which will enhance their social well-being.
- 4) The research highlights the necessity to enhance the frameworks for employee expression. These strategies may encompass enabling both in-person and virtual interactions between workers and management.

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