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Voice Behaviour and Turnover Intentions among Employees in

Australia: The Mediating Role of Work Engagement

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ABSTRACT

Understanding voice behaviour and its role in the workplace is extremely important for Australian managers. Knowledge of voice behaviour is critical to enhancing workers' performance, as well as retaining employees who come from different cultural backgrounds. This study investigates the differences in voice behaviour between local and immigrant employees and it examines the mechanisms through which promotive and prohibitive voice behaviour may affect employee retention. Results from a field survey of 152 professional employees in Australia found no significant difference in promotive voice between immigrant and local workers. Similarly, immigrant workers were either equally likely or more likely to express prohibitive voice than their local counterparts. Furthermore, promotive voice is found to be positively related to work engagement and negatively related to turnover intentions, while prohibitive voice is not significantly related to work engagement and turnover intentions. In addition, work engagement is negatively associated with turnover intentions. Results also show that work engagement partially mediates the relationship between promotive voice behaviour and turnover intentions. Finally, work engagement does not mediate the relationship between prohibitive voice behaviour and turnover intentions. The theoretical and practical implications of the findings are discussed.

DECLARATION OF ORIGINALITY

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university; and that to the best of my knowledge and belief it does not include any material previously published or written by another person except where due reference is made in the text.

Signed:…………………………………. On …15…/…12…. /…19.

ACKNOWLEDGEMENTS

DEDICATION

This thesis is dedicated to my daughter, Valerie Latisha Elorm Mensah who had to live without a father figure during the period of my studies.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1

INTRODUCTION

1.1 Research Background

In contemporary work environments, employee voice is required to ensure the success of businesses. Investigating employee voice has gained popularity among researchers from a range of diverse disciplines and backgrounds which include industrial relations (Budd, Gollan & Wilkinson, 2010) and human resource management (Wilkinson, Dundon, Marchington & Ackers, 2004). Employee voice denotes the informal, discretionary, and upward communication by workers of ideas, concerns and solutions related to workplace problems (Morrison 2014). Employee voice refers to the informal and discretionary expression of opinions, concerns, suggestions, ideas and information about work-related challenges to colleagues who are in a position to take action that has as its sole aim the effecting of organisational change and improvement (Detert & Burris 2007, Morrison 2011, Tangirala & Ramanujam 2008b). These suggestions, concerns and opinions of workers enable organisations to thrive. Therefore, it is argued that workers need to speak up in order to be viewed as active contributors and this leads to career enhancement (e.g. Llopis, 2012). Such discretionary action is critical to encouraging organisational creativity and to fostering adaptation processes (Van Dyne & LePine, 1998). Research has documented that employees' voice behaviour is positively linked to work-related outcomes including organisational commitment (Farndale et al., 2011), low intention to quit (Ngo & Foley, 2006), unit level learning and performance (Farh & Chen, 2014; Mackenzie, Podsakoff, & Podsakoff, 2011) and job satisfaction (Holland et al., 2011; Wood & De Menezes, 2011).

In general terms, employee voice manifests itself as either promotive voice or prohibitive voice (Liang et al., 2012). Promotive voice focuses on language expressions that improve the functioning of organisations by devising new methods and new ways

of doing things in the future (Chamberlin et al.2017). One key characteristic of promotive voice is that the changes it proffers all exist in the future (Liang et al.2012) or are based on future innovation, as well as improvement (Qin, DiRenzo, Xu, &Duan, 2014). In contrast, prohibitive voice consists of expressions that are meant to assist an organisation through the avoidance of harm to the organisation. Prohibitive voice, therefore, focuses on problems or challenges (Morrison, 2011) and it draws attention to prevailing workplace attitudes, practices and behaviour that is potentially harmful to an organisation (Liang et al.2012). It needs to be borne in mind that workers adopt prohibitive voice to highlight workplace issues with which they are dissatisfied (Hirschman, 1970; Withey & Cooper, 1989). This type of voice tends to induce negative emotions which leads to disagreements and disputes (Liang et al. 2012).

Understanding voice behaviour and its role in the workplace is essential to Australian managers to enhance workers' performance, as well as retain employees from different cultural backgrounds. As a multi-cultural country, Australia has an ever-increasing number of migrants (Australian Government, 2015). Due to the multicultural policies in recent years, a greater number of immigrants from culturally different backgrounds have come to Australia (Birrell, 2009; Safirotu et al., 2015; White & Tadesse, 2007). According to the 2016 Australian Bureau of Statistics' Census, close to half (49%) of Australians had either been born overseas or were first generation Australians or had one or both parents born overseas and were therefore second generation Australians (ABS, 2016). With the entry of these migrants into the workforce, it has become challenging for human resource (HR) managers and Australian Employers to overlook the voice of this group of workers.

Immigrants bring their unique culture and enormous amounts of resources with them. These resources incorporate such things as innovation, work capacity, creativity, expertise and connections to the workplace. If handled appropriately, the diversity

associated with immigrants will facilitate decision-making, problem-solving and innovation by virtue of a range of skills, attitudes and opinions that workers can utilise in the organisations that employ them (Jackson & Joshi, 2004; van De Ven, et al., 2008). Therefore, it is important to appreciate the voice behaviour of immigrant employees, as well as consequences of their behaviour, especially considering that today's workplace is becoming more dynamic in terms of culture (Aryee, Walumbwa, Mondejar & Chu, 2017; Parker & Collins, 2010). However, although immigrant employees' voice behaviour is critical for organisational success (Loi et al., 2013), there is a significant lack of research in this area.

As the Australian work context embraces employees from different cultural backgrounds, we contend that one-way employees can contribute to improving such a work context, is by expressing their voice. Consequently, we draw on the social exchange theory (Blau, 1964), arguing that voice behaviour might be an important way by which employees reciprocate a supportive multicultural work environment, contributing ideas that sustain and/or improve such a work context. The aim of this study is to address this literature gap by targeting research into immigrant employees in Australia. Specifically, this study compares the voice behaviour of immigrant employees to that of local employees and investigates the associated work-related consequences, including work engagement and employee turnover intentions.

1.2 Research Problem and Questions

Extant research into voice behaviour has explored the antecedents of voice behaviour such as personality (Tangirala et al.2013), organisational identification (e.g., Frazier & Fainshmidt 2012), psychological safety (Liang et al. 2012), leader-member exchange (e.g., Liang et al.2012), and group and organisational climate (Wang & Hsieh 2013). Although there are some studies focusing on how voice affects group and organisational effectiveness (e.g., Detert et al. 2013), research into an examination of the outcomes of

employees' voice behaviour remains relatively limited. McClean et al. (2013) observed that voice may give rise to subsequent turnover in the face of managers' failures to respond to the issues raised by employees. Yet, the mechanisms through which voice behaviour may positively or negatively affect employee retention is not clear. To address this gap, this study proposes that promotive and prohibitive voice, which are two separate forms of voice behaviour, will have different effects on turnover intentions among workers in Australia (both migrant and local), and such effects will be mediated through work engagement.

 To summarise, this study focuses on answering the following three questions:

   RQ1: Are there any differences between immigrant workers and local workers in terms of voice behaviour?

   RQ2: What is the relationship between voice behaviour, both promotive and prohibitive, and the turnover intentions of workers in Australia?

   RQ2: What is the relationship between voice behaviour and workers' engagement? Does employee engagement mediate the relationship between voice behaviour and turnover intentions among workers in Australia?

1.3 Significance of the Research

The significance of the research emanates from several sources. First, the study will enhance the knowledge of employee voice by comparing voice behaviour among immigrant and local workers in Australia. Second, the study will contribute to enhancing the literature on voice behaviour by exploring the relationship between voice behaviour and turnover intentions. Third, the study will enhance the existing knowledge as to how workers' voice behaviour affects their work engagement and turnover intentions. Moreover, as most previous research into voice behaviour has failed to

distinguish the two very different forms of voice (Liang et al., 2012), this study will investigate the different effects of both forms of voice (promotive and prohibitive) on work-related outcomes.

Another important contribution of the study is the significant implications it has for managers and organisations in terms of designing and developing voice mechanisms and engagement programs which enhance workplace effectiveness. The study's practical recommendations will encapsulate the realisation of favourable outcomes in culturally diverse organisations, such as a more engaged workforce and increased retention rates.

1.4 Definition of Key Concepts

This study highlights certain key concepts such as immigrant, professional, and Australian voice behaviour, and work engagement and turnover intentions. The concepts of immigrant voice behaviour, work engagement and turnover intentions, are explained fully in the literature review section of this thesis.

Immigrants refers to individuals, as well as groups, who are from a non-indigenous origin and who enter a country for reasons of permanent residency (Rumbaut, 2006). In this thesis, the term 'immigrants in Australia' refers to first generation immigrants who were born overseas and who migrated to Australia after attaining the age of 18 years (Rumbaut, 2006).

Professionals are persons who perform conceptual, analytical and creative tasks through the application of theoretical knowledge, as well as by utilising their experience in their chosen field. These fields include engineering, health, the physical and life sciences, education, transport, information and communication technology, business, the law, social sciences and social welfare. Examples include managers, engineers, accountants, scientists, medical doctors, professors, computer programmers, musicians,

and journalists, but there are many others (ANZSCO 2013, Version 1.2). The indicative skill level for several of these occupations typically includes a bachelor's degree or higher qualification. For some occupations, at least five years relevant experience may be enough to obtain a formal qualification. In addition, people who possess an AQF Associate Degree, an Advanced Diploma or a Diploma with at least three years relevant experience may also be classified as professionals (ANZSCO 2013, Version 1.2).

Australian: Australian in this context refers to individuals born and raised in Australia, irrespective of their ancestries (Thomson, 2008).

Voice behaviour refers to a form of proactive work behaviour which seeks to enhance the way things are conducted in organisations (Parker & Collins, 2010). Consistent with Liang et al. (2012), this study examines both prohibitive and promotive forms of voice.

Work engagement is defined by Schaufeli et al. (2002), p.74) as "a positive, fulfilling, work related state of mind that is characterized by vigour, dedication and absorption".

Turnover intentions is the extent to which a worker is planning to leave his or her organisation (Lacity, Lyer, & Rudramuniyaiah, 2008). It is the last step in the decision-making process before an employee finally decides to leave an organisation. This concept has attracted the interest and attention of HRM practitioners and academics (Bester, 2012).

CHAPTER 2

THEORETICAL MODEL AND LITERATURE REVIEW

This chapter discusses the conceptualisation of voice behaviour and this is followed by a review of existing empirical studies on employee voice behaviour. The chapter also reviews the literature covering migrant workers' voice behaviour, work engagement, and employee turnover intentions.

2.1 Conceptualisation of Employee Voice Behaviour

Early discussions surrounding the concept of voice behaviour gained prominence due to the exit-voice-loyalty model proposed by Albert Hirschman (1970). The foundation of Hirschman's model is that workers have three options when they are faced dissatisfying conditions: 1) Exit the organisation. 2) Voice their views 3) Act loyally. One option for a disgruntled employee is to communicate their dissatisfaction to those in authority as a way of persuading them to generate change and correct inequities. Alternatively, a dissatisfied employee can choose to communicate with their superiors and advise them about intentions that they may have to exit the organisation. Another alternative is that workers may wish to be seen as loyal to their organisations and decide to remain quiet about what is happening within their organisations. In this instance, workers may "suffer in silence". Hirschman defines voice as:

> *Any attempt at all to change, rather than to escape from, an objectionable state of affairs, whether through individual or collective petition to the management directly in charge, through appeal to a higher authority with the intention of forcing a change in management, or through various types of actions and protest, including those that are meant to mobilize public opinion''* (Hirschman 1970, p.30).

Serving as a basis for further research, Hirschman's (1970) model of voice behaviour has significantly influenced many studies in terms of understanding employee voice behaviour and this has culminated in different definitions and conceptualisations. For example, based on Hirschman's (1970) work, Morrison (2011, p.375) defined employee voice behaviour as the "discretionary communication of ideas, suggestions, concerns or opinions about work-related issues with the intent to improve organisational and unit functioning". Employee voice is a form of proactive work behaviour which seeks to enhance the way operations are conducted in organisations (Parker & Collins, 2010).

A key premise which underpins the motivation for studying voice behaviour is prosocial in nature (Grant & Ashford, 2008). Voice is motivated by the need to elicit constructive changes to enable organisations to function effectively. Voicing by employees needs to be compared with a strong inclination, or sense of obligation, to assist an employee's organisation to function more effectively in relation to its customers and employees, as well as in relation to the external community (Morrison 2011). The idea that voice is prosocially motivated can be seen in studies which depict a relationship between employee voice and various internal motivational states manifesting in varying levels of commitment towards the wellbeing of organisations and customers, as well as co-workers. These include the responsibilities that employees feel for constructive changes (Fuller et al. 2006), workgroup or organisational identification (Liu et al.2010), a sense of obligation (Liang et al.2012), conscientiousness (Nikolaou et al.2005), and customer orientation (Lam & Mayer 2013).

Different types of employee voice behaviour have been identified in the literature. Van Dyne et al. (2003) pointed out that voice entails speaking up with suggestions, including concerns. They classified voice into three forms, namely: prosocial, defensive and

acquiescent voice. Voice as prosocial behaviour in the organisational literature (Organ, Podsakoff, & Mackenzie,2006) implies that the improvements arising from the input of a single employee should affect the work environment in general. Therefore, voice is a ''discretionary expression of change-oriented comments intended to benefit others, such as the organisation'' (Van Dyne, Ang, & Botero (2003) and Detert & Burris (2007). Similarly, according to Grant & Mayer (2009), inputs or contributions of workers in respect of required improvements do not necessarily benefit the one who speaks up about issues in his or her unit, but rather they affect the potential to enhance an organisation's environment for the benefit of the general workforce. Prosocial voice entails speaking up with the aim of cooperating and expressing concerns for others (Van Dyne et al. 2003). This type of voice can be observed by establishing whether the communication is targeted at improving a situation, which can be assessed by the content of the messages, and whether communications are eventually beneficial to the interests of organisational members, as well as the organisation itself (Grace et al. 2014). According to Durak (2012), prosocial voice can be viewed as a type of Organizational Citizenship Behaviour (OCB). Similarly, Gao et al. (2011) observe that prosocial voice represents the ability of workers to speak up about issues within their organisation with the aim of enhancing the performance of other workers. Prosocial voice behaviour is proactive, intentional and other-oriented, with its key motive being benefiting others, including the organisation. Being a discretionary behaviour, prosocial voice is based on altruism.

Similarly, acquiescent voice has been defined as the verbal expression of ideas associated with information or opinions and work -related issues that reflect signs of resignation (Van Dyne et al. 2003). This type of voice represents a more passive communication which leads to employees disengaging from a situation or becoming resigned to the prevailing circumstances (Van Dyne et al.2003). Given this type of

behaviour, employees merely agree with their colleagues without expressing new opinions, ideas, or suggesting alternative viewpoints that could stimulate discussions (Grace et al.2014). For example, in organisations, workers may merely conform to certain norms without expressing their opinions or misgivings. Therefore, acquiescent voice does not focus on, or add to, the greater good of an organisation, apart from what has been considered originally.

The third type of voice behaviour that people engage in to protect their self-interests is known as defensive voice (Van Dyne et al.2003). This type of voice emphasizes protecting one's own agenda, rather than providing benefits for the greater good. It involves behaviour that is aimed at avoiding blame or diverting blame onto others, or it results in employees giving explanations in response to their own actions (Grace et al. 2014). This type of voice involves increased engagement compared to acquiescent voice. However, it hinges on, and it is motivated by, self-protective tendencies, rather than improving the good of an organisation (Van Dyne et al.2003). A result of the existence of acquiescent voice is that workers tend to shift blame to their colleagues by employing a defensive voice.

According to Kok et al. (2016), it is only in certain circumstances that workers engaged in acquiescent voice behaviour speak up for the benefit of an organisation rather than for purposes of self-protection. As employees are an integral part of their organisation, factors that affect an organisation, negatively or positively, tend to affect them also. For example, as members of an organisation, employees may proactively suggest to management that their organisation needs to develop a new product as the product might give the organisation a competitive advantage over their competitors. Alternatively, an employee may speak up against undesirable worker behaviour including such things as tardy punctuality, absenteeism or gossiping about others,

because such behaviour has the potential to negatively impact individual or team performance.

In reference to Van Dyne et al.'s (2003) work, Liang et al. (2012) proposed two forms of voice, namely, promotive and prohibitive voice. Today, voice behaviour is generally categorised as a two-dimensional construct, namely: promotive and prohibitive voice (Liang et al., 2012). While promotive voice deals with suggestions to improve organisational functioning, prohibitive voice entails suggestions that help organisations avoid incidents that have the potential to cause harm. Furthermore, as promotive voice requires significant changes to the status quo, organisations usually benefit from such behaviour in the long term. However, prohibitive voice, which focuses on the prevention of incidents or behaviour that have the potential to harm an organisation, tend to have short- or long-term implications. In sum, voice is self-initiated behaviour, and the two types of voice behaviour may complement each other and lead to an effective organisation (Liang et al., 2012).

Although both promotive and prohibitive voice suggest changes to an organisation, the two types of voice are distinct. Promotive voice relates to employee suggestions in respect of initiatives and opportunities which have the potential to increase future organisational performance. In other words, promotive voice behaviour is more future-oriented. In contrast, prohibitive voice represents an expression of past or current concerns by workers in relation to workplace incidents, attitudes, or practices that could otherwise result in harmful outcomes for an organisation (Liang et al., 2012). It also means that prohibitive voice behaviour is past- or present-oriented and it usually challenges the status quo (Chamberlin, Newton, & Lepine, 2017).

Extant research into voice has not provided much scope for distinguishing between promotive voice and prohibitive voice. With the obvious differences in these two forms of voice, conclusions from earlier research, which has largely viewed voice as

undifferentiated, may be misleading or incomplete (Chamberlin et al. 2017). An examination of how associations with voice may differ based on the promotive or prohibitive nature of voice, may provide clarity in the literature and provide insights that can be used to develop voice theory and research. Therefore, consistent with Liang et al. (2012), this study examines both prohibitive and promotive forms of voice behaviour. The conceptualisation in this study will expand the employee voice behaviour literature, as well as enhance the overall understanding of the concept, and therefore it represents a significant contribution to the research in this area.

2.2 Empirical Studies on Employee Voice Behaviour

2.2.1 Studies Focusing on the Antecedents of Voice Behaviour

Morrison (2014) argues that both individual-level and contextual elements can either improve or weaken the link between the opportunities that employees have for expressing voice at a given time and subsequent voice behaviour. These elements are named as motivators or inhibitors. Voice behaviour happens only when the motivators are stronger than the inhibitors (Morrison, 2014). In other words, employees will usually remain silent when the presence of motivating and enabling factors is not strong enough to overcome the restraining factors or the inhibitors (Morrison, 2014).

According to Morrison (2014), motivators or inhibitors of voice behaviours can be grouped into five categories, namely (a) individual dispositions, (b) job and organisational attitudes and perceptions, (c) emotions, beliefs and schemas, (d) supervisor and leader behaviour and (e) contextual factors. Individual dispositions refer to the capacities and features of individuals that influence their thought processes and how they feel and behave (Motowidlo, Borman & Schmit,1997). Extraversion, conscientiousness and proactive personality are positively associated with voice. Also, employees who are perseverant and who strive to achieve are more likely to engage in

a voice behaviour pattern (Maynes & Podsakoff, 2014). The inhibiting or restraining factors are those that motivate workers towards remaining silent, thereby limiting the propensity to speak up. When individuals lack emotional stability, or when they are in an adverse mood, they may be less likely to engage in voice behaviour (Detert & Edmondson, 2011; LePine & Van Dyne, 2001; Venkataramani & Tangirala, 2010).

The second category of voice antecedents is job and organisational attitudes and perceptions. According to Schleicher et al. (2011), job attitudes refer to the stable cognitive evaluation of a target, along with the effects of job perceptions which individuals conceive through a depiction of the understanding and interpretation of their work. Workers speak up when they feel obliged to enact constructive changes (Liang et al. 2012; Lin & Johnson, 2015); or have positive feelings regarding their jobs (Burris, 2012; Morrison, Wheeler-Smith & Kamdar, 2011); or perceive support from their colleagues, superiors, and the organisation (Liang & Gong, 2013; Tucker, Chmiel, Turner, Hershcovis & Stride, 2008); or identify with their unit or organisation (Tangirala & Ramanujam, 2008b; Venkataramani, &Tangirala, 2010). Voice may be stifled when workers are disconnected from their work, colleagues or their organisation (e.g. Burris, Detert & Chiaburu, 2008). Following on from this, Morrison (2014) reveals that felt responsibility, job satisfaction, social support, and work group and organisational identification will motivate voice, while psychological detachment tends to a restraint of voice. Similarly, individuals are likely to speak up when they exercise personal authority over their work and can endorse their actions (Lam & Mayer,2014; Liu et al. 2015), or are psychologically bonded to their organisation (Burris et al. 2008; Farh, Hackett & Liang, 2007), and view the organisation to be fair (Zhang, LePine, Buckman, & Wei, 2014). In contrast, psychological detachment and beliefs relating to the uselessness or danger of voice discourage voice behaviour (Burris et al. 2008; Detert & Edmondson, 2011).

Employees' emotions, beliefs and schemas, which reflect personal feelings and understanding of the environment in which they work, tend to influence voice (Detert & Burris, 2007). When workers perceive that they are safe regarding interpersonal risk taking, they will have a greater voice (Detert&Burris, 2007; Liang et al. 2012). In contrast, if employees perceive that their views would not be listened to or that speaking up would lead to dire consequences, they may withhold voice (Burris et al.2008; Milliken, Morrison & Hewlin,2003). Similarly, psychological safety enhances employee voice, while futility and fear restrain voice (Wong, Spence Laschinger, &Cummings, 2010).

The fourth category is supervisor and leader behaviour. This is viewed as a key type of antecedent of voice given that supervisors tend to wield influence in respect of workplace norms regarding voice. Therefore, supervisors directly encourage or restrain employee behaviour (Detert &Burris, 2007). This assertion is true particularly for employees who are motivated by their leaders who strive to meet the social needs of their workers (Detert &Burris, 2007; Zhang et al.2014), to develop a reciprocating relationship centered on loyalty, affect, and trust (Burris et al. 2008; Van Dyne, Kamdar, & Joireman, 2008), and to make honest and principled decisions (Avey, Wernsing, & Palanski, 2012; Neubert, Wu & Roberts, 2013), and who are receptive to others' ideas (Burris, 2012; Detert & Burris, 2007). Hsiung (2012) conducted a study to examine how authentic leadership affects employee voice behaviour from a psychological perspective. With data collected from 70 workgroups who are employees of an agent in Taiwan, the study revealed that authentic leadership influences the expression of opinions by workers in organisations. Based on data collected from 239 employees using a two-wave design, Liang et al. (2012) found that psychological antecedents (felt obligation for constructive change, organisation-based self-esteem and

psychological safety) exclusively and differentially predict promotive and prohibitive "voice" behaviour.

Finally, researchers consider contextual factors which, in turn, relate to external motivational forces that are important facilitators of voice behaviour. Morrison (2014) suggests that job and social stressors, and climate are potential antecedents of voice. While a positive workplace climate, characterised by the sharing of ideas, tends to encourage voice (Lee, Diefendorff, Kim, & Bian, 2014), a negative workplace climate, which is characterised by pessimism and lack of support or safety, is likely to hinder voice (George & Zhou, 2001).

2.2.2 Studies Focusing on Voice Behaviour Outcomes

Voice behaviour is associated with several organisational/work-unit and individual outcomes. In this thesis, voice behaviour refers to direct voice that represents a two-way communication between management and employees. It does not refer to representative voice which is the expression of voice through representatives (Bryson et al.2006). Managers show greater willingness to address the demands, concerns and wishes of their workers through direct voice, thereby making direct voice more effective than representative voice (Bryson et al.2006). Moreover, representatives may act as an obstacle between management and the workforce, as a workforce may have varied demands, wishes, concerns and ideas which are not likely to be represented or presented via collective channels (Bryson et al. 2006)). Therefore, direct voice will allow management to better address the different concerns and ideas emanating from workers and this results in enhanced cooperation and commitment from workers (Bryson et al. 2006).

Numerous scholars have opined that voice portends good for work units and organisations (e.g. Morrison,2011). Generally speaking, organisations that exhibit

increased voice levels reflect a learning environment in which supervisors, managers, and employees engage in activities that are geared towards reducing errors, enhancing organisational routines, and that focus on innovation (Edmondson, 2003). Work units and organisations achieve better performance when employees express their concerns and ideas (Detert et. al.2013, Mackenzie et. al. 2011). On the other hand, performance decreases when there exists a high level of silence (Perlow & Williams, 2003). Any concerns, ideas and suggestions from employees tend to help work units and organisations to take advantage of opportunities. In addition, information gleaned pertaining to challenges and problems enhances problem solving. A discussion of disagreements in respect of opinions can also result in more informed decisions (Morrison, 2014).

Expressing voice does not always lead to positive outcomes. McClean et. al. (2013) explored the effect of voice on unit-level turnover and found that there is a tendency that voice increases subsequent turnover if managers lack the ability and willingness to respond to issues and concerns raised by their workers (Morrison, 2014). In situations where managers are unable to address the issues raised by their employees, these employees continue to repeat the processes, and experience the same conditions that gave rise to some of them speaking up in the first place. Consequently, the employees become inclined to believe that it is not worth speaking up on issues (Detert & Trevino, 2010; Morrison & Milliken, 2000). As a result, they are likely to lose faith in management's desire and ability to make the needed improvements (Milliken, Morrison & Hewlin, 2003). Also, employees who feel powerless in the face of the non-providing, non-responsive work conditions may tend to reduce the effort which they exert at work, and they may perform at below their best (Blader & Tyler, 2009). If managers continue to be unresponsive, voice may therefore lead to an increased level of turnover within units and organisations (Detert et al. 2013).

It has been argued that the relationship between unit-level voice and exit hinges on three characteristics of managerial responsiveness. These include access to organisational resources by managers, who are the recipient of voice, in order to effect and implement change, the ability of managers to actively participate in decision-making, as well as the change orientation of the management team (Detert et al. 2013). It is argued, therefore, that the responsiveness of managers in their respective units to a large extent determines when voice will lead to fewer or more exits in a unit. Arguably, workers speak up because they are unable to resolve problems by themselves and therefore they require persons with more formal power to address the issues which have been identified (Detert & Burris, 2007).

At the individual level, voice opportunities can lead to enhanced justice perceptions (Colquitt et al., 2001), and better job attitudes (e.g., Thomas et al., 2010), increased levels of organisational citizenship behaviour (OCBs) and increased performance ratings (e.g. Grant 2013), better relationships (Ng & Feldman, 2010)), and lower levels of turnover (e.g., Daly & Geyer, 1994). Grant (2013) revealed that voice tends to have a greater positive impact on performance evaluations, and this results in workers being more effective at controlling their emotions when engaging in voice (Morrison, 2014). The evidence suggests that groups and organisations achieve better performance and have less turnover when workers speak up, and when they offer suggestions and raise concerns (Morrison, 2014). In line with this, Kim et al (2010) pointed out that organisations must provide opportunities to their employees so they can have a greater impact on how their jobs are carried out thereby encouraging their inputs which are critical for both employees and their organisations. Voice, therefore, is seen as a type of motivation which assists employees to maximise their efforts and it engenders greater job satisfaction among employees (Dwomoh, 2012).

In a survey of Australian nurses, the authors found that direct voice relates positively to work engagement (Holland, Cooper, & Sheehan, 2017). Furthermore, studies in the UK have shown that employee voice relates to greater work engagement, and the relationship is mediated by trust in senior management and supervisor-subordinate relationships (Rees et al., 2013). Similarly, in a study of employees in Taiwan, Cheng and colleagues (2013) found that employee voice relates positively to work engagement. Finally, Koyuncu et al. (2013) examined the antecedents and consequences of voice behaviour of employees (front-line) working in Turkey's hospitality industry. The study revealed that employees who engaged in more voice behaviour tended to be satisfied with their jobs and were more engaged and, therefore, they were more likely to continue working for their organisations. Together, these studies show that voice behaviour can lead to employees experiencing greater levels of work engagement.

Speaking up, however, may also harm a worker's potential for career success. Siebert et. al (2001) found a negative relationship between peer ratings of voice and promotions and salary increases two years later. Burris (2012) examined the responses of managers to voice behaviour, as well as the content of messages. He found out that managers tend to perceive that workers are loyal when they engage in supportive voice and not challenging voice. In these situations, managers do not feel threatened and they are more inclined to accept the messages. Engaging in challenging voice tends to result in dire consequences for individual employees, including reprimands and dismissal (Burris, 2012). This brings to the fore the drawbacks of expressing the challenging form of voice, even though the challenging voice is important and may bring up problems that need to be addressed (Burris 2012).

Although there exist several studies on the outcomes of voice behaviour, relatively little is yet known about the differential effect of promotive and prohibitive voice on work

outcomes (Chamberlin, Newton, & LePine, 2017). While most of the past empirical studies have focused on promotive voice, very few of them covered prohibitive voice (Liang et al., 2012; Van Dyne et al., 1995). Therefore, studies examining the simultaneous effects of promotive and prohibitive voice are needed to advance current knowledge (Chamberlin et al., 2017). Building on previous studies, the present study contributes to the voice literature by investigating the influence of promotive and prohibitive voice on turnover intentions, and the extent to which work engagement might mediate the relationship.

2.2.3 Voice Behaviour among Migrant Workers

There is a lack of research investigating immigrant workers' voice behaviour, not to mention research comparing the similarities and differences of voice behaviour among immigrant and local workers (Jiang, Le, & Gollan 2018). Among previous studies on voice behaviour, no research has examined how immigrant workers' voice behaviour affects their work engagements and turnover intentions. Jiang et al. (2018) examined cultural intelligence (CQ) as an antecedent of voice behaviour among permanent immigrant workers in Australia and explored how leader-member exchange (LMX) mediates the CQ-voice relationship. The study revealed that migrant workers with higher CQ tended to engage in voice behaviour. Moreover, the association between CQ and voice behaviour which, in turn, is positive, was partially mediated by LMX. Even though this study extends earlier studies on voice behaviour to include migrants based in Australia, it does not address how voice behaviour leads to work-related outcomes such as employees' work engagement and turnover intentions.

Loi et al. (2013) investigated the impact of perceived organisational support (POS) and coworker support on the voice behaviour and psychological stress of foreign workers in the hospitality industry in Macau. Using social exchange theory, they suggested that

POS and coworker support impact differently on the voice behaviour of foreign workers, both regarding promotive and prohibitive voice. They also hypothesised the association between the two forms of support and psychological stress and they concluded that it is a negative relationship. The test was based on a two-wave longitudinal survey covering data from 141 foreign workers who were employees of four hotels in Macau. The findings revealed that, even though POS and coworker support are positively correlated with promotive voice, the effect of POS was stronger in relation to coworker support. It should be noted that this study mainly focused on temporary migrant workers, not permanent immigrants in Macau, although temporary migrant workers may share similar experiences in the workplace with immigrant workers.

2.3 Work Engagement

Work engagement is an essential construct of employee wellbeing that plays a critical role in ensuring positive organisational outcomes such as organisational commitment (Hakanen et al., 2006; Schaufeli & Bakker, 2004, extra-role behaviour (Bakker, Demerouti & Verbeke, 2004) personal initiative (Salanova & Schaufeli, 2008), and performance (Salanova et al., 2005a; Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). One key feature of work engagement is that it defines the level of employees' satisfaction and commitment in their organisational roles (Parker & Martin, 2009). Work engagement enhances business profits by increasing productivity, sales, and the levels of customer satisfaction, as well as employee retention (Schaufeli et al., 2008). The importance of work engagement to employees and organisations cannot be underemphasised (Schaufeli et al., 2008).

Work engagement is defined as a positive, fulfilling, state of work-related wellbeing whose features includes dedication, vigour, and absorption (Schaufeli et al., 2002).

Dedication is characterised by a sense of importance, enthusiasm, pride and challenge. It is linked to the willingness of workers to spend substantial time and effort in performing their assigned tasks and it is known as the emotional facet of work engagement. Vigour relates to high levels of mental resilience and energy during work and the willingness to exert more effort in one's work, even in the face of difficulties. An employee's energy can also be associated with the degree of mental strength that workers exert when performing a job. The last feature of absorption is defined as the cognitive aspect by which workers totally apply themselves to a task with a high degree of concentration when performing their work. With dedication, vigour, and absorption, employees show a sincere willingness to exert effort towards the realisation of organisational goals (Albrecht, 2010). For workers to be engaged at work, they must not just be present physically doing their normal routines, but they must also be engaged affectively and cognitively, thereby utilising their "full selves" in their organisational roles (Hallberg & Schaufeli, 2006).

Work engagement is viewed in several studies as a foundational variable that affects work-related behaviour and attitudes (Christian, Garza & Slaughter, 2011). Workers who are engaged are reported to possess affective connection, as well as energy, in relation to work methods and they perceive each other as capable of meeting work demands and requirements, unlike their colleagues who suffer from burnout (Schaufeli, Taris & Van Rhenen, 2008). Engaged workers, it is argued, tend to behave in cooperative and positive ways that benefit themselves as well as their organisation (Salanova & Schaufeli, 2008). Workers who are engaged outperform their colleagues by exhibiting increased interest in their job and they are prepared to 'go the extra mile' for their organisation (Bakker & Xanthopoulou,2009; Alfes, Truss, Soane, Rees and Gatenby,2010; Rich, Lepine & Crawford, 2010). In addition, engaged workers view their work as fulfilling and more meaningful leading to increased job satisfaction

(Balain & Sparrow, 2009). Work engagement enhances business profits by positively affecting productivity, sales, the levels of customer satisfaction, as well as employee retention (Schaufeli et al., 2008). In contrast, a disengaged workforce can expose organisations to several threats such as decreased business performance (Bakker et al., 2008). Given that work engagement is a key indicator of occupational wellbeing, both for organisations and employees, it is necessary to focus greater attention on this area to understand employee engagement levels in organisations, including their antecedents (Lu, Samaratunge, & Härtel, 2015; Schaufeli et al., 2008).

A number of studies have examined the antecedents of work engagement which have been identified particularly in the job-demand-resources (JD-R) model developed by Demerouti, Bakker, Nachreiner and Schaufeli (2001). According to the JD-R model, the work environment can be divided into job demands, which require the efforts of workers that have physiological and psychological costs, and job resources, which assist workers to achieve their goals (Bakker & Demerouti, 2007). Job resources, like involvement and participation in decision-making, remuneration, job security, career, support, team climate, role clarity, and identification of the tasks to be performed, can predict work engagement (Bakker & Demerouti, 2007, Schaufeli & Bakker, 2004).

Truss et al. (2006) revealed three factors that significantly contribute to work engagement, namely: (1) Having adequate information about what is happening in an organisation; (2) Having opportunities to offer suggestions to an employee's superiors; and (3) The perceived level of commitment of management to the organisation. Their work also illustrates that employee voice behaviour is a potentially important antecedent to work engagement, although it has been underexplored in the literature (Kwon et al., 2016). In addition, given the lack of research into immigrant employees' work engagement more research should be conducted to address this gap (Lu et al., 2015). This study therefore targets workers, both migrant and local, in Australia and

aims to investigate the impact of voice behaviour on their work engagement, and the mediating role of engagement in the relationship between voice behaviour and turnover intentions.

2.4 Turnover Intentions

According to the resource-based view (RBV) of a firm, it is possible to distinguish between three categories of resources that are represented as follows: (1) Competitive advantage including organisational capital; (2) Physical capital; and (3) Human capital (Peter et al., 2007; Barney & Wright, 1998). The first two types of resources do not by themselves lead to a significant competitive advantage. Rather, it is human resources which make a significant difference when firms are competing given that they bring about a considerable and enduring impact on organisations (Peter et al., 2007).

Bothma and Roodt (2013) have described turnover intentions as the intention of an individual to exit his or her organisation. It is the last step in the decision-making process before an employee finally decides to leave an organisation and this has attracted the interest and attention of both HRM practitioners and academics (Bester, 2012). Workers with turnover intentions are likely to exert a minimal effort and they tend to show signs of withdrawal behaviour such as absenteeism, lateness, tardiness, and turnover, which can negatively impact organisational effectiveness (Chang, Wang, & Huang, 2013). Therefore, turnover intentions represent a critical area for investigation.

2.5 Chapter Summary

This chapter has examined the conceptualisation of employee voice behaviour and reviews empirical studies on voice behaviour among migrant workers, work engagement, and turnover intentions. The next chapter will explore the theoretical framework and present the hypotheses and the background to their development.

CHAPTER 3

THEORETICAL FRAMEWORK AND HYPOTHESIS

DEVELOPMENT

3.1 Theoretical Model

Figure 3. 1 presents the hypothesised model tested in this study. The model depicts

the relationship between voice behaviour and turnover intentions among immigrant

and local workers in Australia, and the mediating role of work engagement.

Figure 3. 2 Presents the Hypothesised Model
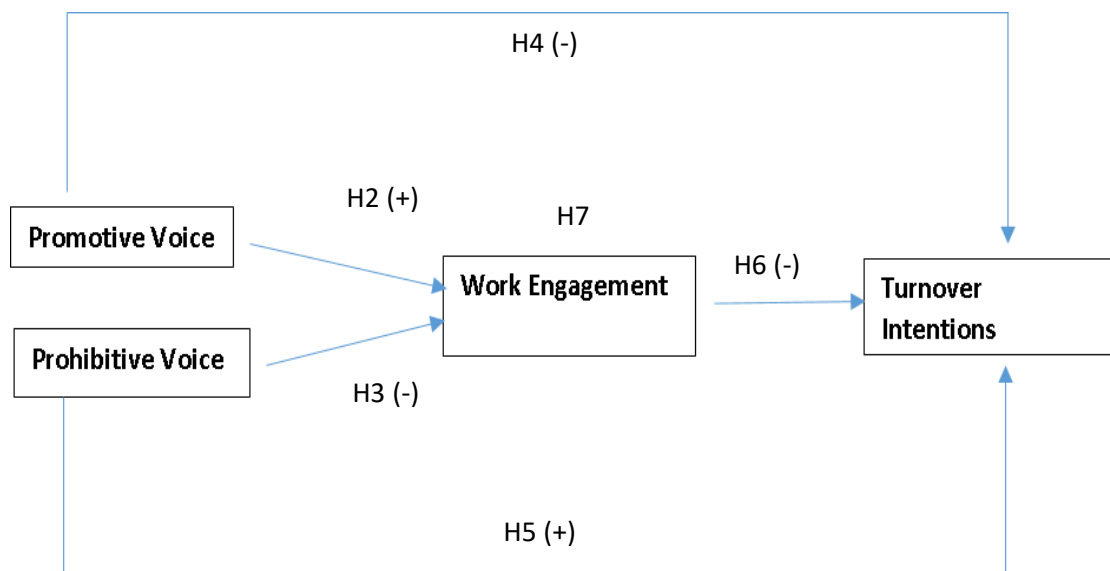
3.2 Hypothesis Development

3.2.1 Voice Behaviour among Immigrant and Local Workers

Immigrant workers have been described as a group with unheard voices and, as

compared to local workers, immigrant workers, may have limited opportunities and

they may perceive that they are not free to express their opinions, ideas, suggestions

and concerns (Wilkinson et. al. 2015). According to Saucedo and Morales (2012),

immigrants can endure undesirable conditions in their respective organisations. Given

the need to provide for their families, immigrants can endure risk and danger, as well

as accept conditions that, ordinarily, other locals may not accept (Saucedo & Morales,

2012). Most immigrant workers are bread winners, or family providers and therefore they accept the bad or inferior situations they may experience in their jobs. This involves sacrificing their time, bodies and effort so that they can fulfill their roles as family providers (Saucedo & Morales, 2012). In view of their immigration status, many immigrant workers want to keep a low profile and they curb their voice in the workplace. In other words, compared to local workers, immigrant workers, are less likely to be motivated to engage in voice behaviour. Therefore, this study hypothesises that:

H1: Compared to local workers, immigrant workers are less likely to engage in voice behaviour.

3.2.2 Work Engagement and Voice Behaviour

Cheng et al. (2013) found that using a sample from Taiwan, employee voice was positively correlated with work engagement. Rees, Alfes, and Gatenby (2013) pointed out that promotive voice presents workers with an opportunity to express their opinions, making them feel that their contributions are valued, thereby creating a degree of respect towards their managers. According to social exchange theory (Blau 1964), and norm of reciprocity theory (Gouldner 1960), when a party undertakes beneficial actions targeted at another party, an implied obligation is established which requires the second party to reciprocate. Workers who engage in promotive voice behaviour are quite often seen as being supportive of organisational processes, procedures, and systems, rather than seen as being engaging in challenging voice. These workers are more likely to be regarded by their superiors as loyal and therefore they are more likely to endorse managerial ideas and messages (Burris, 2012). As a consequence, employees feel that their suggestions or inputs are valued by their employer and this affects the direction taken on the part of an organisation. Also, another consequence is that employees feel

obliged to reciprocate by exerting more effort in the conduct of their jobs and they engage more in their work. Therefore, this study hypothesises that:

H2: Promotive voice behaviour among workers is positively correlated with their work engagement.

Burris (2012) found that workers who engage in prohibitive voice are rated as being poor performers whose ideas and opinions are less likely to be accepted compared to workers who engage in supportive or promotive forms of voice. Ideas that seem to challenge the status quo, tend to receive less support from supervisors or managers (De Dreu & Weingart, 2003; Grant, Gino, & Hoffman2011). As managers may not be supportive of prohibitive voice behaviour, employees who engage in such actions may feel less engaged. The reason for this is that challenging types of voice consist of disagreement and confrontation with supervisors or managers (Grant, Gino, & Hoffman2011), which can lead to managerial resistance to accepting employees' ideas (De Dreu & Weingart, 2003).

According to social exchange theory, the unfavourable treatment of organisational workers will engender unfavourable treatment in return from workers (Blau, 1964). Such resistance leads to the existence of negative emotions among workers which, in turn, tends to affect harmonious workplace relationships and leads to employees becoming disengaged from their work (Liang et al., 2012). Similarly, Purcell (2010) contends that poor management of employees might disengage employees from their work. Consequently, we argue that the less support employees receive for expressing prohibitive voice may have negative effect on their levels of work engagement. Therefore, it is reasonable to hypothesise that:

H3: Prohibitive voice behaviour among workers is negatively correlated with work engagement.

3.2.3 Employee Voice Behaviour, Work Engagement, and Turnover Intentions

Employee voice has been found to be linked to many aspects of employee behaviour including job satisfaction, individual job performance, and the effectiveness of work units and organisations (Holland et al., 2011; Wood &De Menezes, 2011; Frazier & Bowler, 2015; Lam & Mayer, 2014; Ng & Feldman, 2012). In the view of Hirschman (1970), one alternative to an exit strategy is to engage in voice behaviour. Therefore, if organisations fail to provide avenues for employees to voice, workers who feel dissatisfied with their organisation or work would need to quit their jobs instead. In contrast, workers might interpret the provision of avenues for voice as being their organisation encouraging them to behave proactively and to speak up, and suggest ideas (Fuller et al., 2007).

According to social exchange theory, a consequence of this is that employees would be motivated to engage in positive voice behaviour, thereby leading to enhanced organisational systems and functions (Walumbwa & Schaubroeck 2009). As a result, workers can be expected to commit more to the development of improved relationships between employees and their supervisors (Lam, Huang & Snape 2007) and they would be less likely to quit their jobs. Similarly, workers who can express their views and concerns in organisations tend to perceive themselves as being valued members and they reciprocate in the form of making greater commitments (Loi, Ngo &Foley,2006). Employees voice can, therefore, lead to decreased turnover intentions. This reciprocity is especially likely to occur when employees engage in promotive voice because this form of voice is more likely to be viewed positively by managers and organisations (as discussed in the previous section). Therefore, it can be hypothesised that:

H4: Promotive voice among workers is negatively correlated with their turnover intentions.

Engaging in voice, especially prohibitive voice, can lead to negative consequences including the causing of harm to an individual's career within an organisation (Detert & Edmondson, 2011) and McClean et al. (2013). Failure on the part of managers to willingly respond to the issues raised by employees may lead to increased turnover (McClean et al. 2013). As discussed earlier, managers are likely to resist accepting employees' ideas if they engage in prohibitive voice. From an employee's point of view, such resistance signals that their ideas are not valued by managers or the organisation and this demotivates employees and it can lead to further negative work attitudes and exit intentions (Burris, 2012). Therefore, this study hypothesises that:

H5: Prohibitive voice among workers is positively correlated with their turnover intention.

Employee engagement is expected to be associated with employees' intentions, behaviour and attitudes, all of which tend to potentially enhance organisational functioning (Saks, 2006). A number of studies have examined work engagement as an antecedent which affects organisational outcomes such as employee loyalty, absenteeism, and turnover (Christian, Garza, & Slaughter, 2011; Rich, LePine, & Crawford, 2010; Saks, 2006; Salanova & Schaufeli, 2008). Schaufeli and Bakker (2004) pointed out that the relationship between work engagement and turnover cannot be underemphasised and other scholars (e.g., Koyuncu et al., 2006 and Saks, 2006) reveal that a high level of work engagement has been reported to be associated with a reduced likelihood of an intention to quit. Therefore, this study hypothesises that:

H6: Work engagement is negatively correlated with turnover intentions among workers.

H7: Work engagement would mediate the relationship between voice behaviour (both promotive and prohibitive) and turnover intentions among workers.

CHAPTER 4

METHODOLOGY

4.1 Chapter Objectives

Following development of the research questions and research hypotheses for investigating immigrant and local employees' voice behaviour, and the associated work-related consequences including work engagement and employee turnover intentions, this chapter discusses the rationale for adopting a quantitative approach when addressing the research questions. It will also provide a detailed explanation of the various techniques and instruments used in gathering the research data. The chapter then concludes with a description of the data analysis approach used.

4.2 Rationale for Adopting a Quantitative Methods Approach

The 'rationale and the philosophical assumptions that underpin a particular study' are known as research methodology (Kour, 2009, p.29). According to Creswell (2009), there are three main paradigms of methodology. First, the positivists and the postpositivists, otherwise known as quantitative purists, argue that social science inquiry should be carried out to reflect verifiable universal laws via time-free, context-free and value-free observations, as well as replicable deductive reasoning and measurements (Creswell,2009). Second, constructivists and interpretivists, also known as qualitative purists, seek a full understanding of reality which, in turn, is multiple constructed data obtained by addressing and referring to the specific settings or contexts where participants work and live (Creswell, 2009). Third, the pragmatists or critical writers attempt to uncover the illusions of reality and find a catalyst for social transformation. They argue in favour of a paradigm which encapsulates both qualitative and quantitative approaches in order to achieve an understanding of research problems (Creswell, 2009).

Each of these methodological paradigms have their own strengths and weaknesses. Traditional quantitative research enables a researcher to construct a situation without the confounding effects of several other variables, and therefore it enables the disclosure of cause-and-effect relationships, as well as the ability to generalise findings to wider groups and situations. On the contrary, its main weakness is that the use of quantitative methods, which involves the use of questionnaires, tends to be limited by geographical locations and, in addition, it has proven to be costly (Cavana, et. al, 2001). In relation to qualitative research, interpretivists are of the view that reality can only be understood by the people who engage in an experience (Taylor & Callahan, 2005). Therefore, reality can be seen only be identified via the people who are being researched and not from the research output. There are instances where qualitative research can be used to present detailed descriptions that cannot be measured in a quantifiable way. For example, qualitative research can be used to describe the characteristics and styles of music which may be used in an advertising campaign (Malhotra & Birks,2006).

Mixed methods research constitutes an approach to enquiry which involves collecting both qualitative and quantitative data; combining the two types of data and using different designs that may include philosophical assumptions and theoretical frameworks (Creswell, 2014). The key assumption of this line of inquiry is that the integration of both quantitative and qualitative approaches results in a more complete understanding of a research problem than either approach on its own (Creswell,2014). Therefore, this approach will use multiple methods of data collection to best answer research questions. Also, it employs multiple sources of data collection and it focuses on the practical implications of research. Finally, the approach places emphasis on the importance of conducting research that best addresses a research problem (Creswell,2014). This method of research is not without its challenges. First, there is a need for mass data collection coupled with the time-intensive nature required to analyse

both quantitative and qualitative data. Also, there is a need for the researcher to be well versed in both forms of research. Second, the complex nature of the design requires clear, visual models in order to understand the details and the flow of research activities inherent in the design (Creswell, 2014).

Varied forms of social research problems and questions require different approaches (Creswell, 2009). As indicated in Chapter 1, the aim of this study is to investigate and compare immigrant and local employees' voice behaviour and examine the associated work-related consequences, including work engagement and employee turnover intentions. According to Creswell (2009), the nature of this research aim requires a quantitative method design, which is best suited when the research problem calls for "(a) the identification of factors which tend to influence an outcome, (b) the utility of an intervention, or (c) understanding the best predictors of outcomes" (Creswell, 2009, p.18).

4.3 Procedure and Sample

Questionnaires were used to collect data for this study. According to Saunders, Lewis, and Thornhill (2007), questionnaires are data collection methods with questions listed in a predetermined order which enable each person to respond to the same set of questions. With this technique, hypotheses will be tested thereby making use of inferential statistical tests such as multiple regression analysis. In this study, a questionnaire survey was used to assess employees' promotive and prohibitive voice behaviour, work engagement, and turnover intentions, and to test the relationships depicted in the theoretical model.

Data collection commenced after ethical clearance was granted by the Ethics Committee of Macquarie University in July 2019. A non-probability sampling method were used to recruit respondents. Initial contacts were made with professionals working

in different organisations in Australia. Possible respondents were approached via email. The purpose of the research and possible contributions emanating from the conduct of the research, as well as the procedures for data collection, were explained to these professionals. The project utilised a snowball sampling method and potential participants were identified through introductions from existing contacts. Initial contacts were approached through emails inviting them to participate in the study. All existing contacts were professionals working full-time in Australia and they introduced the project to other eligible participants.

This study used a Qualtrics online survey in order to access a large pool of professionals in a timely and cost-effective way (Walter, 2013). At the outset, each questionnaire included an introduction to the survey which explained the objective of the research and the kind of information required and then respondents were asked if they agreed to participate. Participants were duly informed about their anonymity, as well as the voluntary nature of the survey. To ensure confidentiality of the information provided, the names of the participants as well as their respective organisations were not recorded. The participants were also informed of their right to withdraw from the research at any point if they so wished. The survey link was advertised for one month through various professional bodies and information was also communicated by word-of-mouth. The survey questions were comprehensible and easy to complete. It took a participant between 15 minutes and 20 minutes on average to complete the survey.

The target population for the research consisted of professionals working in both the public and private sectors in Australia. Professionals defined as those who perform conceptual, analytical, and creative tasks by applying theoretical knowledge, as well as experience, in the fields of engineering, health, the physical and life sciences, education, transport, information and communication technology, business, the law, social sciences, and social welfare (ANZSCO, 2013). For example, managers, engineers,

accountants, scientists, medical doctors, professors, computer programmers, musicians, journalists are all professionals.

About 1,000 people were approached and 198 responded. Among the completed surveys, 152 responses were deemed valid for purposes of further analysis generating a valid response rate of 15.2%. The other 46 surveys, representing 22.3% of responses, were excluded from the analysis because they contained too many missing values Although there are no clear guidelines in respect of a definition of what constitutes a significant amount of missing data, Kline's (1999) view is that total missing values should not exceed a threshold of 10% of the total data.

4.4 Measures

The questionnaire for this study is comprised of five sections. The first section gathered the demographic information of the survey respondents. Section 2 examined the respondents' voice behaviour. Sections 3 and 4 four examined work engagement and turnover intentions respectively. The last section contained items relating to social desirability for the purpose of controlling for common method variance. The instruments used to assess voice behaviour, work engagement, turnover intentions, and social desirability were adapted from established scales in the literature. All instruments used seven-point Likert scales with close-ended questions. Reliability was assessed by examining Cronbach's alphas, which ranged from 0.79 to 0.92, and which is considered satisfactory (Bagozzi and Yi, 2012; Hair et al., 2014). The complete version of the survey is included as Appendix 1.

Demographic Information Questionnaire. In this section, participants' demographic characteristics were gathered, including specific questions relating to participants' age, gender, marital status, education, country of origin, organisational tenure, their roles in organisations, and the number of years they have lived in Australia.

Voice Behaviour. Voice behaviour was measured using Liang et al.'s (2012) 10-item voice behaviour scale which examined both promotive and prohibitive voice. Promotive and prohibitive voice were each measured by five items on a 7-point Likert scale ranging from 1= never to 7 = always. Sample items included "I proactively develop and make suggestions for issues that may influence the unit" and "I proactively suggest new projects which are beneficial to the work unit". Cronbach's alphas for the measures of promotive and prohibitive voice were 0.92 and 0.79 respectively.

Turnover Intentions. Kelloway, Gottlieb, and Barham's (1999) four-item scale designed to measure employees' turnover intentions was used in this study. Ratings were made on a 7-point Likert type scale format ranging from 1 = extremely unlikely to 7 = extremely likely. Sample items included "How likely is it that you will be working at the same organisation this time next year". Cronbach's alpha of this measure in this study was 0.88.

Work Engagement. Schaufeli, Bakker, and Salanova's (2006) nine-item work engagement scale was used. The items were measured on a 7-point Likert scale format, with ratings ranging from 1 = never to 7 = always. Sample items included "At my work, I feel bursting with energy" and "I am immersed in my work". Cronbach's alpha for this measure was 0.92.

4.5 Control Variables

This study controlled for variables to account for alternative explanations of turnover intentions. Several demographic characteristics were used as control variables, namely: organisational tenure, age and gender. Previous research has shown that age and organisational tenure are negatively associated with turnover intentions (Cotton & Tuttle, 1986). Turnover intentions are more pronounced among lower tenured employees than in high tenured employees (Bal et. al. 2013). In addition, research has

revealed that there is a substantial amount of variance among male and female employees regarding their intentions to leave an organisation. According to Blomme, Rheede, and Tromp (2010), one fundamental difference is that the careers of women tend to follow a sequential pattern rather than a simultaneous one. The careers of women develop through stages, accompanied by periods of employment and interruptions to career, followed again by employment for social and biological reasons. Therefore, women have different concerns when they are deciding whether to leave an organisation (Hammer et.al. 1997; Blomme et. al. 2010).

4.6 Analytical Techniques

Quantitative data collected through survey questionnaires was analysed using both Statistical Product and Service Solution (SPSS) Statistics for Windows, Version 22 (IBM, 2013) and AMOS Software. Data analysis was conducted in three main steps. The first step is raw data management. In this step, the accuracy of data entry was checked, and all individual items were coded with an identification number and checked for missing data. In the second step, descriptive statistics were analysed to summarise and display the features of the data (Bryman,2012; deVaus,2014). For each of the constructs, reliability was tested using Cronbach's alpha (Bryman & Bell, 2011) and correlations were calculated among variables. Several assumptions required by many statistical tests (i.e., normality, linearity, homoscedasticity, absence of multicollinearity and outliers) were also checked in this stage. The third step is to test the formulated hypothesis using structural equation modelling (SEM) in AMOS.

SEM can be used to test complex models for which there are one or more independent variables and one or more dependent variables (Tabachnick & Fidell,2007). Simply put, SEM combines multiple regression analysis and factor analysis (Tharenou, Donohue & Cooper, 2012). Importantly, SEM tests an intearractive path model of several

independent variables to one or more dependent variables. The independent variables are connected to each other through paths, including mediating variables (Tharenou et al. 2012). Similarly, the independent variables can affect the dependent variables directly, or indirectly by influencing the mediating variables which then impact on the dependent variables (Tharenou et al. 2012). One key strength of SEM is that measurement error is considered in terms of factor models with each latent variable being estimated at the same time as the model is fit to the data. Therefore, SEM estimates the size of the paths in the model and the general fit of the model to the data, thereby correcting for measurement error (Tharenou et al. 2012).

One of the strengths of SEM is its flexibility which allows an examination of complex associations and the use of varied forms of data (e.g., dimensional, categorical, censored, count variables), and which allows for comparisons to be made across alternative models. However, these characteristics of SEM make it difficult to develop generalised guidelines regarding sample size requirements (MacCallum, Widaman, Zhang, &Hong,1999). In spite of this, numerous rules-of-thumb have been developed including (a) a minimum sample size of 100 -200 (Boomsma,1982,1985), (b) 5 or 10 observations per estimated parameter (Bentler&Chou,1987) and (c) 10 cases per variable (Nunnally, 1967). As this study contains four main variables, a sample size of 152 is considered adequate for running SEM.

4.7 Chapter Summary

This chapter discusses the rationale for adopting the quantitative methodology paradigm, data collection procedures, measurements used in the study, and analytical techniques. The next chapter presents the research findings of the study.

CHAPTER 5

RESULTS

5.1 Introduction

This chapter presents the research results. It commences with a description of the key demographic characteristics of respondents including gender, age, education level and country of origin. The chapter then delves into reliability and validity assessments of the measurements using confirmatory factor analysis and it examines common method biases. A regression output is provided detailing the relationship between employees' turnover intentions and voice behaviour. Next, the mediating role of work engagement in the relationship between turnover intentions and voice behaviour is outlined and discussed.

5.2 Preliminary Analyses of Data

5.2.1 Demographic Information for the Sample

Of the 152 valid responses, 83 (55%) were female. Ages ranged from 21 to 66 years, with the median age being 40 and the standard deviation being 10 years. A high percentage (37%) of the respondents indicated a master's degree as their highest level of education, followed by 24% who had completed a doctoral degree and 20% a bachelor's degree. On average, respondents had worked in their current organisations for six years and they had been in their current positions four years. Table 5.1 provides the detailed demographic information for the sample in terms of age, gender, highest level of education, organisational tenure, and the self-identified role of respondents in their organisations.

Table 5.1 Demographic Characteristics of Respondents

Sample respondents	Category	Frequency	Percentage (%)
Age	21-30 years	28	19
	31-40 years	52	35
	41-50 years	44	30
	More than 50 years	25	17
Gender	Male	69	45
	Female	83	55
Highest educational level	Doctorate	37	24
	Master's degree	56	37
	Bachelor's degree	31	20
	Highest National Diploma	7	5
	Professional	4	3
	Others	17	11
Organisational tenure	1-5 years	98	64
	6-10 years	32	21
	11-15 years	8	5
	More than 15 years	10	7
	Missing	5	3
Self-identified role in the organisation	Accountant	7	5
	Auditor	2	1
	Manager	32	22
	General practitioner	1	1
	Engineer	2	1
	Consultant	16	11
	Researcher	10	7
	Academic	39	26
	Others	40	27

Of the 150 respondents who indicated their country of origin, the majority were born in Australia (n = 58), followed by China (n = 17) and Ghana (n = 14). Among those born overseas, the average length of residence in Australia was 11 years (SD = 10.96). The detailed information of country of origin is shown in Table 5.2.

Table 5. 2 Respondents Grouped by Country of Origin

Countries	Continent				
	Australia & Oceania	Asia	Africa	America	Europe
Australia	58				
New Zealand	3				
China		17			
India		10			
Nepal		2			
Indonesia		2			
Pakistan		2			
Vietnam		1			
Singapore		1			
Thailand		1			
Myanmar		1			
Iran		1			
Afghanistan		1			
Sri Lanka		1			
Bangladesh		1			
Malaysia		1			
Ghana			14		
South Africa			6		
Kenya			3		
Nigeria			3		
Uganda			1		
USA				3	
Brazil				2	
Canada				2	
El Salvador				1	
Colombia				1	
France					2
England					2
Russia					1
Moldova					1
Macedonia					1
Ireland					1
Total	61	42	27	9	8

Note: Three respondents indicated that they were immigrants but they did not specify their countries of origin.

5.2.2 Test of Voice Behaviour among Immigrant and Local Employees

H1 posits that immigrant workers are less likely to engage in voice behaviour relative to local workers. An independent-samples t-test was conducted to compare the PMV and PHV scores for migrant and local workers. As shown in Table 5.3, no significant difference in promotive voice was found between immigrant (M = 4.71, SD = 1.10) and local workers (M = 4.63, SD = 1.03), $t(148) = -.41$, $p = .684$. Similarly, immigrant

workers (M = 4.43, SD = 1.04) were not less likely to express prohibitive voice than

their local counterparts (M = 4.15, SD = 1.09), t (148) = -1.58, p = .116. As a result, H1

is not supported.

Table 5. 3a Group Statistics

Variable	Workers groups	N	Mean	Std. Deviation	Std. Error Mean
PMV	Local	61	4.6328	1.03227	.13217
	Immigrants	89	4.7056	1.10334	.11695
PHV	Local	61	4.1475	1.08955	.13950
	Immigrants	89	4.4270	1.04324	.11058

Table 5. 3b Independent Samples Test

		Levene's Test		t-test for Equality of Means							
		F	Sig.	T	df	Sig. (two-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
PMV	Equal variances assumed	.865	.354	-.408	148	.684	-.07283	.17870	-.42597	.28031
	Equal variances not assumed			-.413	134.52	.680	-.07283	.17648	-.42187	.27621
PHV	Equal variances assumed	.035	.851	-1.583	148	.116	-.27943	.17657	-.62835	.06950
	Equal variances not assumed			-1.570	125.35	.119	-.27943	.17802	-.63173	.07288

5.2.3 Tests of Convergent and Discriminant Validity

Initial confirmatory factor analysis performed in AMOS 24 showed that all loadings were significant and ranged between .68 and .95 ($p < .01$). Next, the average variance extracted (AVE) was computed. In all cases, variables exceeded a .50 threshold for AVE (Table 5.4). As such, the convergent validity was acceptable as all loadings of items on their theoretically defined factors were greater than .5 and the AVE of all constructs was above .50 (Hair et al., 2006).

The fit of a four-factor model that included prohibitive voice behaviour, promotive voice behaviour, work engagement, and turnover intentions was examined. Three criteria assessing model fit were used: 1) normed Chi-squared (χ^2/df), 2) comparative fit index (CFI), 3) Tukey-Lewis Index (TLI) and root mean square error approximation. Cut off points for these are as follows: $\chi^2/df < 3.0$ (Carmines & McIver, 1981), CFI > .90 (Bentler, 1990), RMSEA < .08 (Browne & Cudeck, 1993). The proposed four-factor model had an acceptable fit ($\chi^2/df = 1.82$, CFI = .95; TLI = .94; RMSEA = .07). Then the discriminant validity of the four constructs was tested by contrasting the four-factor model against two alternative models: 1) a three-factor model was obtained by loading those items measuring promotive voice and prohibitive voice onto a latent construct, which yielded an acceptable but relatively poorer fit ($\chi^2/df = 1.9$, CFI = .95; TLI = .94; RMSEA = .08); 2) a single factor model by loading all items onto a single latent variable ($\chi^2/df = 8.10$, CFI = .56; TLI = .50; RMSEA = .22).

Table 5. 4 Descriptive Statistics and Standardised Loadings of Items

Construct	Description	Loadings
Promotive Voice (CR = 0.93; AVE = 0.72, CA = 0.92)		
PMV1	I develop and make suggestions regarding issues that may influence the unit.	0.81
PMV2	I suggest new projects which are beneficial to the work unit.	0.73
PMV3	I initiate suggestions to improve a unit's working procedure.	0.88
PMV4	I voice out constructive suggestions that help the unit reach its goals.	0.90
PMV5	I make constructive suggestions to improve the unit's operations.	0.91
Prohibitive Voice (CA = 0.77; AVE = 0.52, CA = 0.77)		
PHV1	I advise other colleagues against undesirable behaviour that would hamper job performance.	0.71
PHV2	I speak up honestly with problems that might cause serious loss to the work unit, even when / though dissenting opinions exist.	0.74
PHV5	I report coordination problems in the workplace to the management.	0.73
Work Engagement (CR = 0.92; AVE = 0.67, CA = 0.92)		
WES1	At my work, I feel bursting with energy.	0.69
WES2	In my job, I feel strong and vigorous.	0.86
WES3	I am enthusiastic about my job.	0.90
WES4	My job inspires me.	0.91
WES5	When I get up in the morning, I feel like going to work.	0.82
WES7	I am proud of the work that I do.	0.72
Turnover Intentions (CR = 0.89, AVE = 0.73, CA = 0.88)		
TOI2	How likely is it that you will take steps during the next year to secure a job in a different organisation?	0.91
TOI3R	I will be with this organisation five years from now.	0.68
TOI4	I will probably look for a job at a different organisation in the next year.	0.94

Notes: AVE: average variance extracted; CR: Composite Reliability; CA: Cronbach's Alpha

5.3 Results of the Structural Model

Table 5.4 presents the descriptive statistics and correlations of variables. The skewness and kurtosis were used to attest to the symmetry of the model variables. The dependent variable, turnover intentions, was significantly normal in skewness (-.10) and kurtosis (.83). Results in Table 5.5 showed the correlation between PMV and WES is positive and significant ($r = .46$; $p < .01$), providing support for H2. H4 posits a negative correlation between PMV and TOI. The findings supported this hypothesis, given a significant negative Pearson's correlation coefficient ($r = -.19$; $p < .05$). Similarly, it is observed that PHV has a strong and positive association with WES ($r = .42$, $p < .01$), suggesting that when employees engage in more prohibitive voice behaviour they are likely to have a high level of work engagement. This finding is contrary to H3 and therefore H3 is not supported. No strong correlation was observed between PHV and TOI ($p > .05$) and thus H5 was rejected. In addition, there is a strong and negative association between WES and TOI ($r = -.52$; $p < .01$), supporting H6.

As PMV and PHV are highly correlated ($r = .79$), there is a possibility that multicollinearity exists. To rule out the effects of collinearity and influential observations, variance inflation factors (VIF) are used. A maximum VIF of 3.12 was recorded, which is less than a commonly employed cut-off point of 5.0 (Ringle et al., 2015). Therefore, multicollinearity seemed not to be a concern in the model. In addition, as the four-factor measurement model had a good fit, PMV and PHV were not combined to a single variable when analysing the data. Details of the test results can be found in Tables 5.6 and 5.7.

Table 5. 5 Descriptive Statistics and Correlations

Variables	Mean	SD	Age	Gender	Org. tenure	PMV	PHV	WES	TOI
Age	2.49	0.50	1						
Gender	1.55	1.04	.17*	1					
Organisational tenure	1.62	1.03	.31**	.09	1				
Promotive Voice (PMV)	4.67	1.10	.12	.09	-.03	1			
Prohibitive Voice (PHV)	4.31	1.01	-.04	-.04	-.003	.79**	1		
Work Engagement (WES)	4.89	1.10	.18*	-.004	.05	.46**	.42**	1	
Turnover Intentions (TOI)	3.84	1.63	-.23**	-.12	-.18*	-.19*	-.10	-.52**	1

Notes: * Correlation is significant at the 0.05 level (two-tailed), ** Correlation is significant at the 0.01 level (two-tailed).

Table 5.6 Variance Inflation Factor (VIF) for Model Variables

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.154	.679		12.009	.000		
	PMV	-.132	.178	-.089	-.745	.458	.321	3.119
	PHV	.321	.176	.213	1.828	.070	.334	2.998
	WES	-.811	.112	-.561	-7.221	.000	.752	1.330
	Gender	-.320	.222	-.100	-1.440	.152	.937	1.067
	Age	-.130	.114	-.084	-1.140	.256	.832	1.201
	Tenure	-.179	.111	-.116	-1.618	.108	.890	1.123

Table 5.7 Collinearity Diagnostics

Dim	EGV	CI	Variance Proportions						
			(Constant)	PMV	PHV	WES	Gender	Age	Tenure
1	6.468	1.000	.00	.00	.00	.00	.00	.00	.00
2	.260	4.988	.00	.00	.00	.00	.00	.01	.78
3	.117	7.437	.00	.01	.02	.01	.04	.71	.19
4	.092	8.377	.00	.00	.01	.02	.71	.19	.00
5	.034	13.822	.07	.07	.11	.56	.01	.04	.01
6	.020	18.134	.92	.01	.00	.40	.20	.00	.01
7	.010	25.856	.01	.90	.86	.01	.04	.04	.01

Notes: Dim = Dimension, EGV = Eigenvalue, CI = Condition Index

5.3.1. Direct Effects

Independent t-test result in Table 5.3b shows that, no significant difference in promotive voice, $t_{(148)} = -.41$, $p =. 684$, and prohibitive voice, $t_{(148)} = -1.58$, $p =. 116$ existed between locals and immigrants. Therefore, the hypothesis that, compared to local workers, immigrant workers are less likely to engage in voice behaviour (hypothesis 1) was not supported. We utilized standard multiple regression to test hypothesis 2 to 6. We controlled for gender and age in the regression analysis. Results of the regression analysis after controlling for gender and age show that promotive voice related positively to work engagement, $\beta =. 44$, $SE =. 07$, $p <. 001$, $F_{(3, 145)} = 14.01$, $p <. 001$, confirming hypothesis 2. Further, our result shows that prohibitive voice related positively, rather than negatively to work engagement, $\beta =. 44$, $SE =. 07$, $p <. 001$, $F_{(3, 145)} =$

13.84, $p <. 001$. Thus, hypothesis 3 was not supported. Additionally, promotive voice did not relate significantly to turnover intentions, $\beta =-. 09$, $SE =. 07$, $p =. 286$, $F_{(3, 144)} = 3.70$, $p =. 013$. Consequently, hypothesis 4 was not supported.

The result also show that prohibitive voice did not relate significantly to turnover intentions, $\beta =-.07$, $SE =. 07$, $p =. 001$, $F_{(3, 145)} = 14.01$, $p <. 001$. Therefore, hypothesis 5 was not supported. Finally, the result shows that work engagement related negatively to turnover intentions, $\beta =-. 34$, $SE =. 07$, $p <. 001$, $F_{(3, 144)} = 10.22$, $p <. 001$, supporting hypothesis 6.

5.4 Mediation Analysis Using SEM

To test whether work engagement mediates the relationships between voice behaviour and turnover intentions, a series of nested models were developed. Firstly, a full mediated model was constructed (Model 1, Table 5.8). In this model, direct structural paths from employee voice behaviour (both promotive voice [PMV] and prohibitive voice [PHV]) to turnover intentions were constrained to zero. The model provided a good fit to the data ($\chi^2/df =1.75$, CFI = .94; TLI = .93; RMSEA = 0.07). Additional alternative models were specified. In Model 2, the path from promotive voice to turnover intentions was added, while the PHV $\rightarrow$ TOI was constrained to zero. No significant improvement in model fit was observed as a result of the introduction of path PMV $\rightarrow$ TOI ($\chi^2/df = 1.75$, CFI = .94; TLI = .93; RMSEA = .07). Model 3 ($\chi^2/df = 1.73$, CFI = .94; TLI = .93; RMSEA = .07) included a direct path from prohibitive voice behaviour to turnover intentions An added component test performed using chi-square difference at a 5% significant level ascertained the contribution of the additional path PHV $\rightarrow$ TOI in Model 3 ($\Delta\chi^2_{(1)} = 4.3$, $p < .05$). Finally, a partial mediation model (Model 4) including direct paths from both promotive voice behaviour and prohibitive voice behaviour to turnover intentions is specified. The χ^2 difference test for Model 4 shows no significant improvement in model fit compared to Model 3. As such, Model 3 was utilised as the final model.

Figure 5.1 presents a summary of the structural model results of the final model. Significant direct paths from prohibitive voice to turnover intentions ($\beta = .18$, $p < .05$) and work engagement to

turnover intentions are observed (β =- .63). However, the lack of significant paths from prohibitive

or promotive voice leads to "inconsistent mediation" (MacKinnon et al., 2007). Therefore, H7 is

rejected.

Table 5.8. The Test of a Series of Nested Models

Model		χ^2/df	Statistical significance of χ^2 and df difference		Δdf	CFI	TFL	RMSEA
Model 1	Full mediation	311.05 (178)	1.747	-	-	-	0.938	0.926	0.070
Model 2	Partial mediation between PMV and TOI	309.36 (177)	1.748	$\Delta\chi^2_{(b,\ m3)} = 1.69$	$p > 0.05$	1	0.938	0.926	0.070
Model 3	Partial mediation between PHV and TOI	306.75 (177)	1.733	$\Delta\chi^2_{(b,\ m4)} = 4.3\ *$	$p < 0.05$	1	0.939	0.928	0.070
Model 4	Partial mediation	296.37 (176)	1.652	$\Delta\chi^2_{(b,\ m2)} = 4.3$	$p > 0.05$	2	0.944	0.933	0.067

PMV: promotive voice, WES: work engagement, TOI: turnover intentions, PHV: prohibitive voice.
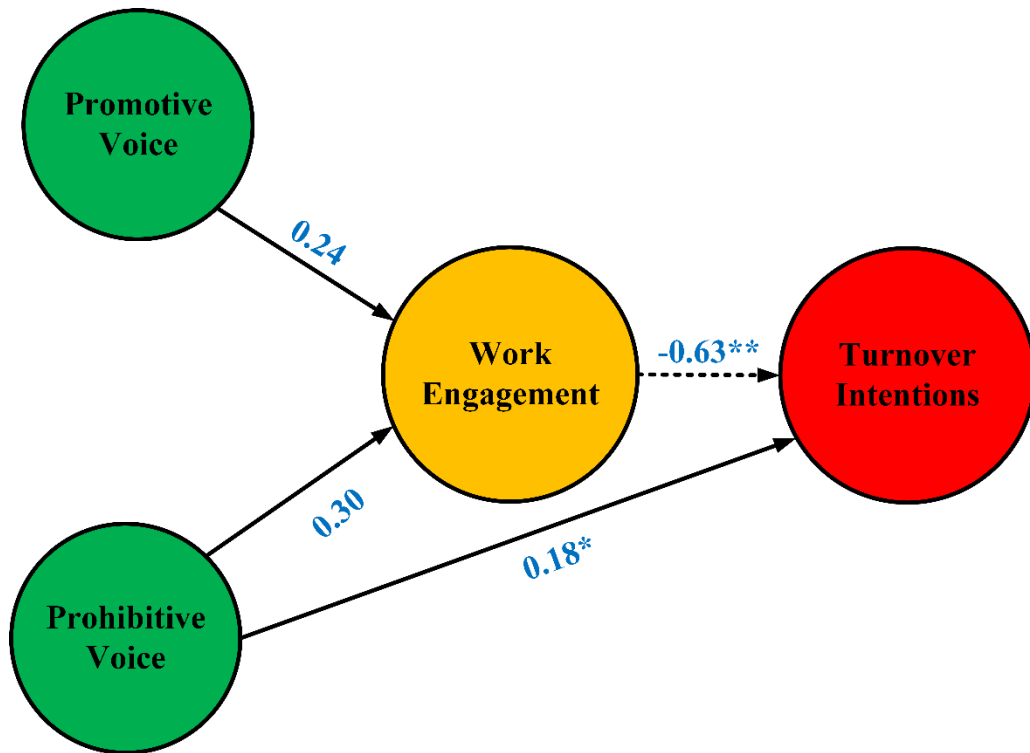
Figure 5.1. Path coefficients of the best model of four model options

5.4 Common Method Bias

Herman single factor and common latent variable methods were used to assess common method variance. Herman's single factor explained 45.5% of the total variance and this is less than the 50% threshold (Herman, 1960). Similarly, when a common latent factor is employed, a common variance of 4.8% was observed, which is much less than the 10% cut-off (Cohen, 1977). Therefore, common method bias is not a threat in terms of the data.

5.5 Summary of Key Findings

Table 5.9 presents a summary of the hypotheses and key findings.

Table 5. 9 Summary of the hypotheses and key findings

Hypothesis	Finding	Hypothesis supported or rejected
H1: Compared to local workers, immigrant workers are less likely to engage in voice behaviour.	T-test statistics rejects differences in means in both voice constructs, suggesting that the variation in voice behaviour is independent of whether the worker is local or migrant.	Rejected
H2: Promotive voice behaviour among workers is positively correlated with their work engagement.	Results suggest that employees who exhibit promotive voice behaviour are more engaged in an organisation β = .44, *SE* =. 07. *p* < .001).	Supported
H3: Prohibitive voice behaviour among workers is negatively correlated with work engagement.	There was a significant but positive relationship between prohibitive voice behaviour of employees in an organisation and their work engagement, which appeared contrary to the hypothesis (β = .44, *SE* =. 07. *p* < .001).	Rejected
H4: Promotive voice among workers is negatively correlated with their turnover intentions.	The result indicates a unit increase in promotive voice behaviour results in a decreased turnover intentions (β = -.09, *SE* =. 07. *p* = .286).	Rejected
H5: Prohibitive voice among workers is positively correlated with their turnover intentions	Result does not support negative correlation between prohibitive voice and turnover intentions ((β = -.07, *SE* =. 07. *p* = .417).	Rejected
H6: Work engagement is negatively correlated with turnover intentions among workers.	It was observed the more workers are engaged in an organisation, the less their intentions to leave (β = -*.34, SE* =. *07. p* <*. 001).*	Supported
H7: Work engagement would mediate the relationship between voice behaviour (both promotive and prohibitive) and turnover intentions among workers.	The lack of significant direct path between voice behaviour variables and work engagement suggests that a mediation role of WES is not supported	Rejected

CHAPTER 6

DISCUSSION AND CONCLUSION

6.1 Introduction

For practical and theoretical reasons, researchers and business leaders continue to study voice behaviour. Building on previous studies, this study has used a diverse sample to investigate the relationship between voice behaviour and turnover intentions, and the potential mediating role of work engagement. The results appear to suggest that employees who express promotive voice behaviour experience greater work engagement and are less likely to leave an organisation. Similarly, prohibitive voice has a strong and positive association with work engagement, suggesting that when employees engage in more prohibitive voice behaviour, they are likely to attain a higher level of work engagement. However, the results indicate that work engagement does not mediate the relationship between voice behaviour and turnover intentions. The following section presents a discussion of the research findings, theoretical contributions, practical implications, limitations and suggestions for future research. The final section concludes the study.

6.2 Theoretical Implications

6.2.1 Voice Behaviour among Immigrant and Local Workers

Contrary to the expectations inherent in this study, no significant difference in voice behaviour (i.e., promotive and prohibitive) has been found between immigrant and local workers. This outcome contradicts previous studies and it appears to suggest that immigrant workers feel less free at work and, therefore, they are less likely than locals to express their voice (Wilkinson et al., 2015). It is interesting that immigrant workers have been found to engage in a higher level of both promotive and prohibitive voice behaviour than local workers, although such differences are not statistically significant. Consequently, the findings are consistent with the tenets of social exchange and norm of reciprocity theory (Blau, 1964; Gouldner, 1960).

One possible reason for this finding is Australia's philosophy towards immigration and multiculturalism which may lead to a feeling of a sense of belonging on the part of immigrants. As such, immigrants deem Australia to be their home and they do not feel their immigrant status has any negative effects on their day-to-day work and life (The Commonwealth Government, 2011). In addition, immigrants, especially those from high power distance countries such as China, Japan, and Vietnam, are quite often impressed by the workplace values of respect and equity in Australia (Lu, Samaratunge, & Hartel, 2015). Therefore, immigrants may perceive that workers in Australia have more autonomy and decision-making power than workers in their home countries. Furthermore, according to the theory of reciprocity, a favourable action initiated by one person in terms of another person will engender a favourable response from the other person (Gouldner, 1960). Given the workplace values of respect and equity in Australia, immigrants may be motivated to take every opportunity to influence their organisation to move towards a shared mission and shared objectives. Voicing could be one way to achieve this goal.

6.2.2 Relationship between Voice Behaviour and Work Engagement

This study examines the effects of two types of voice behaviour. These include the effects of promotive voice and prohibitive voice on work engagement. In turn, this broadens the current understanding of the link between voice behaviour and work-related outcomes, as voice behaviour in previous studies was often investigated as a unidimensional construct (Rees, Alfes, & Gatenby, 2013). As expected, employees who demonstrate promotive voice behaviour experienced greater levels of work engagement (cf. Cheng, Chang, Kuo, & Cheung, 2014). This indicates that the expression of organisationally enhancing ideas and suggestions may lead employees to experience a sense of significance and act with a high level of enthusiasm. Voice behaviour is an important way by which employees can gain respect and experience a sense of control (Lam, Loi, Chan, & Liu, 2016). Therefore, it is reasonable that the ideas and suggestions which employees provide via promotive voice behaviour are likely to make employees feel engaged at work. This finding shares

similarities with aspects of Cheng and colleagues' (2014) work. Cheng and colleagues conducted a study involving supervisor-subordinate dyads in a large economic research institution in Taiwan and they found that work engagement relates more positively to voice behaviour.

Previous studies on voice behaviour have reported that voice behaviour can lead to positive outcomes, such as with regard to work engagement (e.g. Whiting et. al. 2008), while other studies have yielded mixed results (Van Dyne & LePine, 1988). On the other hand, other studies have shown that there are negative effects emanating from voice behaviour which impact on employee engagement (Siebert et. al 2001). As discussed in Chapter 2, promotive and prohibitive voice behaviour are distinctly different. Promotive voice behaviour is more future-oriented and it is aimed at increasing future organisational performance, while prohibitive voice behaviour is more past- or present-oriented. Prohibitive voice behaviour focuses on expressing concerns about workplace incidents, attitudes, and practices, that could result in harmful outcomes (Chamberlin, Newton, & Lepine, 2017; Liang et al., 2012). Therefore, it is possible that these two forms of voice have different effects on work-related outcomes. For instance, Liang et al. (2012) found prohibitive voice behaviour did not facilitate work engagement. However, the findings of this study show that prohibitive voice behaviour is similar to promotive voice behavior in that prohibitive voice behaviour is also positively associated with work engagement. Prohibitive voice behaviour may tend to be resisted by supervisors because it often challenges the status quo. As a result, studies which investigate the circumstances surrounding when prohibitive voice leads to high levels of work engagement are worthwhile.

6.2.3 Relationship between Voice Behaviour and Turnover Intentions

Consistent with previous studies (e.g., Lind & Tyler, 1988; Morrison & Milliken, 2000), this study has found that engaging in promotive voice behaviour is associated with a decreased intention to leave an organisation. As promotive voice behaviour is usually less likely to challenge the status quo (Burris, 2012), it is possible that such voice is welcomed, or at least not resisted, by supervisors. As

a result, employees who express such voice would feel esteemed. Furthermore, as innovative ideas of employees tend to receive support, employees are likely to reciprocate by committing their futures to their organisations (cf. Blau, 1965; Eisenberger, Armeli, Rexwinel, Lynch, & Rhoades, 2001; Loi, Ngo, & Foley, 2006). Therefore, these employees are less likely to leave their organisations.

In this study, it was found that prohibitive voice behaviour did not relate to turnover intentions. McClean, Burris, and Detert (2013) have pointed out that the outcomes of employee voice rest in the hands of managers because the manner in which they respond to employee voice impacts whether voice generates beneficial or detrimental effects for teams, work units, and organisations. As such, more studies with larger sample sizes would be of help in explaining under what managerial conditions promotive and prohibitive voice behaviour leads to less or more exits in organisations.

6.2.4 The Role of Work Engagement

This study proposes that work engagement mediates the relationship between promotive voice and turnover intentions, and between prohibitive voice and turnover intentions. However, the results did not provide support for the notion that employee voice moderates a mediation role in terms of work engagement. However, the results of this study show that employees with higher levels of promotive and prohibitive voice behaviour demonstrate higher levels of work engagement and this is associated with lower turnover intentions. Future studies could examine alternative mediators in the model, such as job satisfaction and organisational commitment.

6.3 Practical Implications

The findings of this study have implications for managers and organisations. First, both promotive voice behaviour and prohibitive voice behaviour are positively related to work engagement which leads to lower turnover intentions. Furthermore, promotive voice behaviour is negatively related to turnover intentions. The critical role played by promotive and prohibitive voice behaviour cannot be

underestimated. Organisations must ensure that the required mechanisms, structures, and practices are present to motivate and facilitate employees to engage in voice behaviour (Kwon et al. 2016).

First, it is critical to establish a work culture that supports and reinforces the expression of voice (Blenkinsopp & Snowden, 2016). Leadership plays an important role as it influences workplace culture. In instances where management is not seen to be responsive to the concerns raised by employees, or management is perceived to punish employees who speak up, employees will perceive that the workplace promotes a culture of silence (Blenkinsopp& Snowden, 2016). Second, given that an organisation's leaders act as role models, their preparedness to listen and to be open to criticism etc., signals to employees the type of behaviour that is expected of them (Blenkinsopp & Snowden, 2016).

In addition, as a high level of work engagement is associated with lower turnover intentions, it is important that managers and organisations find ways to design jobs that have the potential to make employees feel engaged. Meaningful jobs should be designed and assigned to employees, and the right support should exist in organisations in terms of the resources provided to facilitate the creation of a high level of work engagement. Recruitment and selection practices that ensure applicants are placed in jobs that align with their skills and attributes will also facilitate work engagement. When there is a match between an employee and their job, the employee is likely to find the job psychologically meaningful and, therefore, be more engaged than otherwise (Kahn, 1990).

6.4 Limitations and Suggestions for Future Research

Although this study reports important findings, there are some limitations. First, the cross-sectional nature of the data prevents the study from drawing cause-effect relationships. Second, as data on all the variables were collected from a single source (i.e., only employees), common method bias may be a problem. However, Harman single test result shows that common method bias may not be a

problem. Nevertheless, future studies should utilize multisource data collection approach to reduce the potential impact of common method bias.

Furthermore, although the sample size of this study is deemed acceptable, the small size may jeopardise the statistical power and limit the generalisability of the results. In addition, it is worthy of note that the response rate for this study (15.2%) is quite low. This again limits the generalisability of the study's findings as those who participated in the study could be those who are more active in the workplace. One possible interpretation is that people who are less likely to voice in the workplace also refused to take part in the survey. As such, greater effort and time could be expended to achieve an increased response rate in order to generate a larger sample which, in turn, includes those employees who are less likely to speak up at the workplace.

Third, as prohibitive voice is more concerned with expressing concerns about current or past work practices, incidents, and harmful behaviour (Van Dyne & LePine, 1998), it is possible that this type of voice may be performed more by some categories of employees in the organisation (e.g., supervisory level employees) than others. Therefore, a comparative study on the effects of job status on prohibitive voice behaviour would broaden the current knowledge in this field. A greater number of studies on the conditions under which promotive and prohibitive voice behaviour affect, employee behaviour and work-related consequences are needed. In addition, additional variables such as national culture and organisational climate could be included in the model as moderators. Also, alternative mediators, such as job satisfaction and commitment, could be used to explain the mechanisms by which voice behaviour affects turnover intentions (Kwon et.al. 2016). Again, some moderators could be included in the model but this has not been done.

6.5 Conclusion

This study has extended existing studies on voice behaviour by distinguishing the two very different forms of voice, i.e., promotive and prohibitive voice behavior, and investigating the effects of both forms of voice on work-related outcomes, including work engagement and employee turnover intentions. Findings from the study show that the status of employees (i.e., whether immigrant or local employees) is not a significant factor in the determination of motivation to engage in voice behaviour. Furthermore, the results indicate that promotive and prohibitive voice could have differential effects on work engagement and turnover intentions. Specifically, both promotive and prohibitive voice behaviour facilitate greater work engagement experience, but only promotive voice is positively associated with decreased turnover intentions. Despite the acknowledged limitations, this study identifies valuable implications for practice.

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APPENDICES

Appendix 1: Research Survey Questionnaire

Voice Behaviour and Turnover Intentions: The Mediating Role of Work Engagement

Explanatory Statement

You are invited to participate in a study aimed at bridging the literature gap by targeting at immigrant and Australian-born professional employees in Australia and investigating their voice behavior and the associated work-related consequences including work engagement and employee turnover intentions. To gain deeper insight into the present situation in organizations, to identify areas where change is needed, and to deduce recommendations, we need your support.

On the following pages, you will find questions on a number of variables including employee voice behavior, turnover intentions, work engagement etc. Migrant and local professionals are eligible to participate in this research. Please do not be irritated if some of the questions seem similar - this is for methodological reasons. There are no trick questions and we believe that you will find this questionnaire interesting.

Participation in this research project is completely voluntary - you are under no obligation to consent to participation. If you decide to participate, please complete the online survey (Qualtrics), which should take you approximately 15 minutes to complete. In the survey, we will ask you to give your opinion on the voice behaviors you are exposed to at work. We will also ask you the degree to which you feel engaged at work and whether you have any intentions of changing your current job. The

survey questions should be straightforward, as they mostly involve choosing the appropriate answer for each item to indicate what you think or how you feel.

All questionnaires will be confidential and under no circumstances will your responses be made available to anyone in your firm. You will remain anonymous and your information will not be attributed to you, your colleagues, your supervisor or organization. If you want a copy of the results, this will be provided (Contact details below). All the information will be kept in secure storage and will be accessible only to the Macquarie University Researchers. The data will be destroyed after a five-year period unless there is consent given for it to be used in future research.

If you would like to contact the researchers about any aspect of this study, please contact the Chief Investigator:	If you have a **complaint** concerning the manner in which this research is being conducted, please contact:
Dr Ying Lu Senior Lecturer Macquarie Business School Department of Management University of Macquarie Sydney, Australia Tel: +61 298508518 Email: Candy.lu@mq.edu.au	Faculty Ethics Officer Human Research Ethics Committee Level 3, Research HUB, Building C5C, Macquarie University NSW 2109 Sydney, Australia Tel: +61 298501036 Email: ethics.secretariat@mq.edu.au

We wish to thank you for your participation in this study. It is through your cooperation in studies such as this one that we are able to advance our understanding of voice behavior and turnover intentions among migrant and local workers. We believe that a better understanding of how work engagement mediates the relationship between voice behavior and turnover intentions among

workers   will help managers and organizations in developing and designing voice mechanisms and engagement programs to enhance workplace effectiveness.

Sincerely,

Marco Elikem Mensah

Please check the box to indicate that you accept and consent to take part in the survey.

This survey is being conducted by independent researchers from Macquarie University in Australia. For us to achieve our research aims, it is important that you answer as honestly as you can. We are taking many steps to maintain confidentiality of your data.

SECTION 1: Participant Information

Please tick circle or provide the information that represents your particular circumstance. Remember that all information will be treated with the strictest confidence.

1. Sex: Male ( ) Female ( )

2. What is your age?.............................

3. What is your marital status? Single (   ) Married ( )Divorced ( ) Widowed ( )

    Separated( ) Other( ) Please specify……………………………….

4. Highest level of education: Doctorate degree ( ) Master's degree ( ) Bachelor's degree ( )

    Highest National Diploma ( ) Professional degree ( )

    Other ( ) Please specify………………………………………….

5. How many years have you worked in this organization? Please specify………..

6. How many years have you worked in your current position? ....

7. How many hours do you work per week?...

8. Which of the following best describes your role in your organization?

    Accountant ( ) Lawyer   ( ) Auditor (   )Manager (   )General Practitioner

( ) Engineer   ( ) Consultant   ( )Researcher   ( ) Academic ( ) Other Please specify……………………………………..

9. Which of the following sectors best describes your current employment?

Education ( )Agriculture ( ) Administrative and Support Services ( )

Manufacturing ( ) Information, Media and Communications ( ) Mining ( )

Construction ( ) Financial and Insurance Services ( )Professional, Scientific and Technical

Services ( )Electricity, ( ) Gas Water and Waste Services ( ) Healthcare and Social

Assistance (   ) Other Please specify………………………………………….

10. Do you have children? Yes ( )   No ( ) If yes, how many?........................

How many dependent children (or children under 18 years) live with you?

Please specify………………………..

11. In which country were you born? ( ) Australia ( ) India

( ) China   ( ) New Zealand   ( ) England ( ) Philippines ( ) Other( )Please

Specify…………

12.   If you were born overseas, please indicate the highest level of education you

completed in your country of origin: ( ) Doctorate degree ( ) Master's degree

( ) Bachelor's degree ( ) Highest National Diploma ( ) Professional degree ( )

Other ( ), Please specify…………………………………..

13.   How many years have you lived in Australia? Please specify………………….

SECTION 2: Voice Behaviour Scale

The statements below measure voice behaviours at work and about work. For each one, please circle a number to indicate how freely you are able to speak up at work over the past MONTH.

		Never	Almost never	Rarely	Sometimes	Often	Very often	Always
1	I develop and make suggestions for issues that may influence the unit.	1	2	3	4	5	6	7
2	I advise other colleagues against undesirable behaviors that would hamper job performance.	1	2	3	4	5	6	7
3	I suggest new projects which are beneficial to the work unit.	1	2	3	4	5	6	7
4	I speak up honestly with problems that might cause serious loss to the work unit, even when/though dissenting opinions exist.	1	2	3	4	5	6	7
5	I raise suggestions to improve the unit's working procedure.	1	2	3	4	5	6	7
6	I dare to voice out opinions on things that might affect efficiency in the work unit, even if that would embarrass others.	1	2	3	4	5	6	7
7	I voice out constructive suggestions that help the unit reach its goals.	1	2	3	4	5	6	7
8	I dare to point out problems when they appear in the unit, even if that would hamper relationships with other colleagues.	1	2	3	4	5	6	7

| 9 | I make constructive suggestions to improve the unit's operations | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | I report coordination problems in the workplace to the management. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Source: Liang, J., Farh, C., & Farh, J. (2012)

Liang et al. (2012, p.79)

SECTION 3: Work Engagement Scale

The statements below measure how people can feel at work and about work. For each one, please circle a number to indicate how often you have felt that way within the past MONTH.

		Never	Almost never	Rarely	Sometimes	Often	Very often	Always
1	At my work, I feel bursting with energy.	1	2	3	4	5	6	7
2	In my job, I feel strong and vigorous.	1	2	3	4	5	6	7
3	I am enthusiastic about my job.	1	2	3	4	5	6	7
4	My job inspires me.	1	2	3	4	5	6	7
5	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
6	I feel happy when I am working intensely.	1	2	3	4	5	6	7
7	I am proud of the work that I do.	1	2	3	4	5	6	7
8	I am immersed in my work.	1	2	3	4	5	6	7
9	I get carried away when I'm working.	1	2	3	4	5	6	7

Source: Schaufeli, Bakker & Salanova (2006)

Upsana et al. (2012, p.216)

SECTION 4: Turnover Intentions Scale

Using the scale below, please indicate the extent to which you are likely to engage in the following behaviors. Please respond to the items by circling one of the response categories that appears against each statement.

		Extremely Unlikely	Very Unlikely	Unlikely	Neutral	Likely	Very Likely	Extremely Likely
1	How likely is it that you will be working at the same organisation by this time next year?	1	2	3	4	5	6	7
2	How likely is it that you will take steps during the next year to secure a job at a different organization?	1	2	3	4	5	6	7
3	I will be with this organization five years from now	1	2	3	4	5	6	7
4	I will probably look for a job at a different organization in the next year.	1	2	3	4	5	6	7

Source: Kelloway, Gottlieb and Barham (1999)

Christoph & Karlheinz (2014, p.5)

SECTION 5: Social Desirability Scale

Please indicate True /False in response to the statements below:

1. You are always willing to admit it when you make a mistake ( )

2. You always try to practice what you preach ( )

3. You never resent being asked to return a favor ( )

4. You have never been annoyed when people expressed ideas very different from your own ( )

5. You have never deliberately said something that hurt someone's feelings ( )

6. You like to gossip at times ( )

7. There have been occasions when you took advantage of someone ( )

8. You sometimes try to get even rather than forgive and forget ( )

9. At times you have really insisted on having things your own way ( )

10. There have been occasions when you felt like smashing things ( )

Source: The Strahan–Gerbasi (1972) Social Desirability Scale

Edmond & Florence (2005, p.544)

Macquarie University, North Ryde

NSW 2109, Australia

22/07/2019

Dear Dr Lu,

Reference   No:

5201955999640 Project

ID: 5599

Title: Voice Behavior and Turnover Intentions among Workers: The Mediating Role of Work Engagement

Thank you for submitting the above application for ethical review. The Macquarie Business School Committee has considered your application.

I am pleased to advise that ethical approval has been granted for this project to be conducted by Marco Elikem Mensah, and other personnel: Mr Marco Elikem Mensah.

This research meets the requirements set out in the National Statement on Ethical Conduct in Human Research 2007, (updated July 2018).

Standard Conditions of Approval:

1. Continuing compliance with the requirements of the National Statement, available from the following website: https://nhmrc.gov.au/about-us/publications/national-statement-ethical-conduct-human-research-2007-updated-2018.

2. This approval is valid for five (5) years, subject to the submission of annual reports. Please submit your reports on the anniversary of the approval for this protocol. You will be sent an automatic reminder email one week from the due date to remind you of your reporting responsibilities.

3. All adverse events, including unforeseen events, which might affect the continued ethical acceptability of the project, must be reported to the subcommittee within 72 hours.

4. All proposed changes to the project and associated documents must be submitted to the subcommittee for review and approval before implementation. Changes can be made via the Human Research Ethics Management System.

The HREC Terms of Reference and Standard Operating Procedures are available from the Research Services website: https://www.mq.edu.au/research/ethics-integrity-and-policies/ethics/human-ethics.

It is the responsibility of the Chief Investigator to retain a copy of all documentation related to this project and to forward a copy of this approval letter to all personnel listed on the project.

Should you have any queries regarding your project, please contact the Faculty Ethics Officer. The Macquarie Business School Committee wishes you every success in your research.

Yours sincerely,

Associate Professor Jana Bowden

Chair, Macquarie Business School Committee

The Faculty Ethics Subcommittees at Macquarie University operate in accordance with the National Statement on Ethical Conduct in Human Research 2007, (updated July 2018), [Section 5.2.22].