

MGC1010: Introduction to Management

Week 12: Employee Voice and Exam Review

Dr Mulyadi Robin, Department of Management

OVERVIEW OF TODAY'S LECTURE

- Employee Voice
 - Definition
 - Scope
 - Mechanisms
- Exam Review



EMPLOYEE VOICE

- The say that employees have in matters that concern them in organisations
- The term “increasingly used to cover a whole variety of processes and structures which enable, and sometimes empower employees, directly and indirectly, to contribute to decision-making in the firm.” (Boxall and Purcell, 2003)
- Allows employees to:
 - Register discontent
 - Express complaints or grievances
 - Modify the power of management
 - Influence events at work
 - Involvement
 - Participation
 - Upward problem-solving
 - Upward communication



PURPOSE OF EMPLOYEE VOICE (Armstrong, 2006; Gorden, 1988)

- Articulate individual dissatisfaction with management or organisation
- Expression of collective organisation to management
- Contributes to managerial decision making
- Demonstrate mutuality of employer-employee relationship
- Facilitate higher levels of employee satisfaction



EMPLOYEE VOICE ARRANGEMENTS

- Direct voice:
 - Direct communication between individuals and or/ small groups of employees and their immediate managers



"We asked the employees for more feedback, but after reprimanding those who spoke up, none was forthcoming."

- Indirect voice:
 - Contact between management and an employee intermediary
 - Either a union representative or a non-union representative

(Holland et al., 2012; Pyman et al., 2010)

DRIVERS OF EMPLOYEE VOICE

- Employers' decisions to adopt employee voice arrangements are driven by:
 - External economic pressures
 - Internal contradictions of industrial relations (Bryson et al., 2007)
- Internal contradictions of industrial relations:
 - How the contradictions of cooperation and conflict are regulated
 - Leads to different outcomes,
 - Diverse industrial relations climates, and
 - Diverse managerial attitudes to unions (Pyman et al., 2010).

ELEMENTS OF EMPLOYEE VOICE

■ Employee Involvement

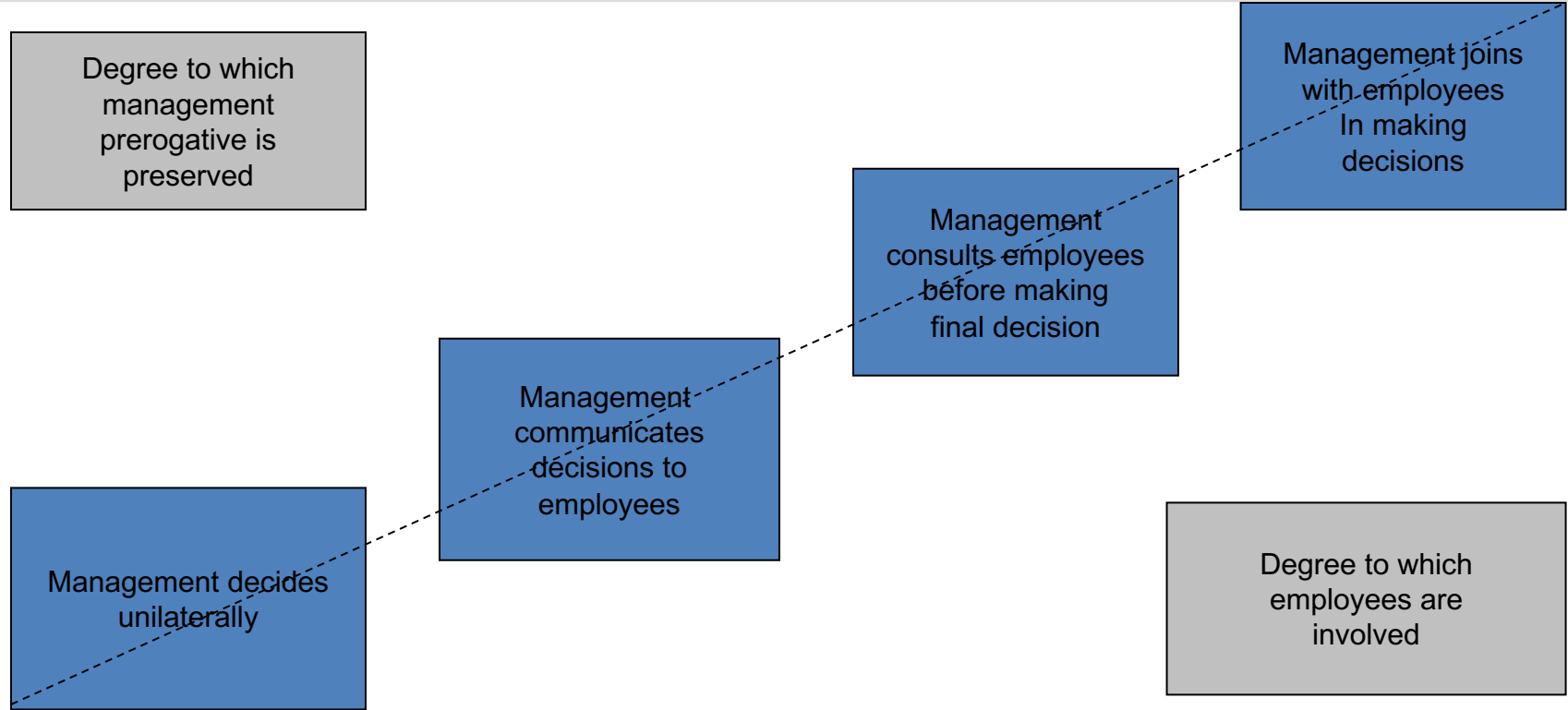
- The process through which managers allow employees to discuss with them issues that affect them.
- Term often applied to management initiatives designed to further the flow of communication at work

■ Employee Participation

- Allowing employees to play a greater part in the decision making process
- Giving employees the opportunity to influence management decisions and contribute to the improvement of organisational performance

(Williams & Adam-Smith, 2006)

STAGES OF EMPLOYEE VOICE



MECHANISMS OF EMPLOYEE VOICE

- Joint consultation
 - Management consulting employee representatives on matters of mutual interests
- Collective representation
 - Expressing concerns, grievances, or opinions through an intermediary (unions and non-unions)
- Upward communication
 - Employees being able to make representations to management about their concerns
- Attitude surveys
 - Seeking opinions of employees through surveys
- Suggestion schemes / project teams

EXAM REVIEW

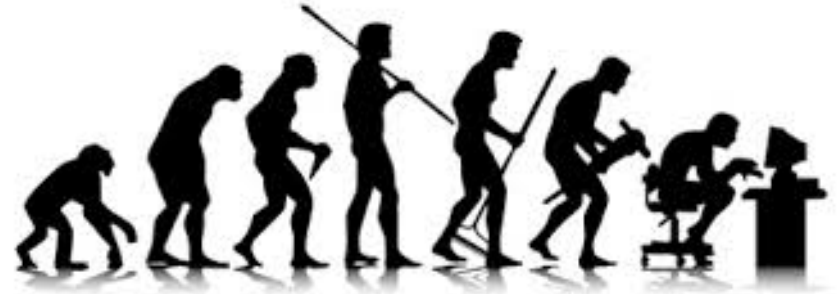
- The exam is lecture-based, so please focus on the lecture content.
- This includes the readings that are expanded on in the lectures.
 - You will not be examined on the specific content of the readings (i.e. what is the experiment described in the DeCelles et al. paper), but the broader concepts will be (i.e. does power corrupt?)

WEEK 1: MANAGEMENT IN CONTEXT

- Not examinable – content covered in major assignment

WEEK 2: THEORIES OF MANAGEMENT

- Scientific Management
 - Taylor, Gilbreths, Gantt
- Behavioural studies
 - Mary Parker Follet
 - Hawthorne Studies
- Systems approaches



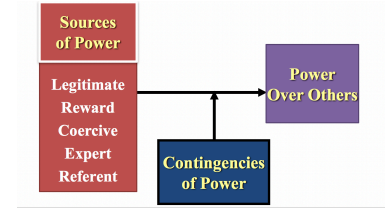
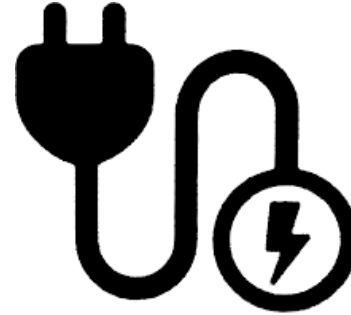
WEEK 3: MANAGING IN AND BEYOND CORPORATIONS

- The environment
 - General and specific environments
 - Examples
- Competitive advantage
 - Definition, sources, importance of
- Stakeholder vs shareholder perspectives



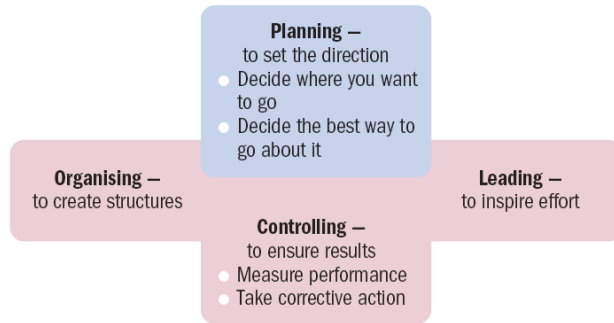
WEEK 4: POWER IN MANAGEMENT

- Sources and symbols of power (and powerlessness)
- Dark side of power – does it corrupt?



WEEK 5: POLC

- Each elements of POLC
- Exclude organisational design and organisational life cycle



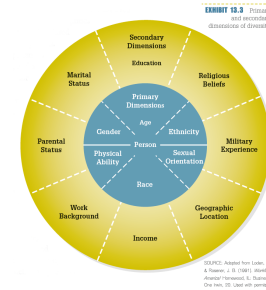
WEEK 6: MANAGING INFORMATION AND DECISION-MAKING

- Big data and its impact on managers and organisations
- Knowledge management and organisational learning and ambidextrous organisations
- Decision making:
 - decision types and decision making process



WEEK 7: MANAGING FOR SOCIAL INCLUSION

- Diversity
 - Sources
 - Advantages or cases for diversity
- Social identity theory
- Unintended consequences of diversity management



WEEK 8: MOTIVATION



- Drivers that underlie motivation
- Know and understand at least one example of the two broad theories of motivation (content and process theories)
 - Exclude Maslow
- Understand the importance and meaning of money in motivation

WEEK 9: CRITICAL PERSPECTIVES IN MANAGEMENT



- Not examinable

WEEK 10: CHANGING CONCEPTS OF CAREERS



- Concept of careers through Holland's six types and career stages model
- Identify the paradigm shift in our concept of careers
- The importance of reinventing one's own personal brand

WEEK 11: EMPLOYEE WELLBEING



- The importance of work-life balance in the modern-day work context
- Affective events theory
- Stress, consequence, and prevention

MORE TIPS?

Section A – not examinable, but could be examined in section B

- Employee well-being

Section B – not examinable, but could be examined in section A

- Managing in and beyond corporations
- Power in Management
- Changing concepts of careers
- Theories of management

CONSULTATION

- Please **e-mail me** for an appointment, and to get a confirmation.

Caulfield: Building N6.29

- 5th June 1130am – 1pm
- 9th June 11am – 12noon

Clayton: Menzies W1115

- 6th June 12noon – 1.30pm

Thank you for the semester, and all the
very best!

