

## The Role and Importance of Voice in the Commitment and Performance of Employee in the Supreme Audit Court of Islamic Republic of Iran

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Regarding normative dimensions of human resource management (HRM), it has long been argued that value added is not merely a result of competition for product price or quality but rather the ability to elicit more commitment from employees dedicated to organization's goals. In this vein, what matters is the way an employee decides to take the responsibility of his/her job and the extent he/she puts effort. Thus, increased employee participation is the most recent management strategy that aims at liberating employee volition and aligning employee interest with managerial goals, by assuming that this in turn will improve organizational performance. In today's organizations, employees are expected to show interest, as well as creativity and enterprise, in their tasks and, by contrast, organizations must provide suitable working conditions and incentives for employees. Engaged employees have a load of energy and enough ardor for their jobs; they focus on and immerse themselves in their work as they don't notice the passage of time. Many experts refer to job engagement as a predictor of organizations' outcomes and achievements.

Scientific support of the advantages of career-minded labor is on the rise. It is said that employees who are more dedicated to their work are more likely to behave to the benefit of both their company and themselves in positive and cooperative ways. It is also argued that engaged employees are more likely to work better for the success of their organization than others by demonstrating their dedication to their work and being prepared for greater effort.

It is purported that employees are moved by recruitment relations so as to demonstrate positive attitudes and behaviors when they realize that their employer value them and their help. Organizational practices provide explicit and implicit signals for employees concerning the extent to which they are given trust and value, creating a sense of responsibility in employees, which is compensated by demonstrating positive behaviors. In these circumstances, we can assume that if employees understand their work environment in a way that their opinions, ideas and attitudes can be shared, they are more likely to demonstrate a higher level of engagement/participation. Voice is held to be an optional verbal communication of ideas, suggestions and comments with the intention of improving the performance of an organization or unit, which is consistent with several recent studies.

Similarly, voice has been defined as staff's innovative suggestions for change and encouragement to standard procedure adjustment even when others are opposed. This is employee's perception of voice, rather than existence or features of voice mechanism that determines whether staff attempts to express their concerns to management or stay silent, or leave the organization. Moreover, they contend that one of the main drivers of engagement is employees as they stand the chance to develop their own opinions. This altogether holds that it is likely there is a relationship between employees' perceptions of voice and engagement.

Voice chances can encourage employees to display more positive attitudes towards management, and line managers who provide employee with engagement opportunities can affect their attitudes in positive ways, because employees may feel they are recognized and heard. Social exchange theory holds that if employees have trust-based relationships with their top managers and believe they are supported by their line manager, they will probably exhibit positive response, and hence their engagement level will go up. However, these aspects are both part of a wider set of social exchange between employees and employers. Research has also shown that trust-based relationships with top managers and line manager-staff relationship is differently associated with individuals' attitudes and behaviors.

The authors consider unofficial bottom-up relationships and call for the development of new relationship methods that can facilitate the relationship between senior managers and employees. They argue that bottom-up critical

feedback should be fully institutionalized in organizational life. One way to achieve this is to ensure that there are internal corporate/organizational relationship practices designed to maximize the opportunity for staff critical voices.

As a result, it must be said if employees perceive that senior managers have no desire to hear them out and management or refuse to listen and respond to their talks or requests, they may be discouraged from expressing their voices. The "deaf ears" syndrome, turn a deaf ear to what one says and demands, can put a voice off and possibly result in non-engagement of employees. Having a voice and being heard is one of the most important precursors of an interaction. Delivering ideas and work-related opinions can be viewed as an indication of employee engagement. However, recruited staff may set back if they feel they are at risk due to potential threats and consequences; hence they may think employee voice is detrimental.