

Employees Voice and High-Performance Work System: Insights from Ondo State Ministry of Education

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Abstract

This study investigated employees' voice from the purview of high-performance working system in the Ministry of Education Ondo State, Nigeria with the objective of examining the effect of promotive employee voice on employees' participation in Ondo State Ministry of Education. The study was descriptive in nature and employed a survey research design. The multistage style of sampling method was utilized with a total of one hundred and twenty (120) respondents participated. Findings revealed that promotive employees' voices significantly affect high performance work system in with ($R^2 0.829 > 0.5$) and prohibitive employee voice shares significant relationship with high performance work system with ($r = 0.715$, $p\text{-value} < 0.05$). The study concluded that high-performance work system brings efficiency and allows organisations to gain competitive edge but this cannot be achieved alone without giving employees the voice to adequately participate and provide suggestions as stakeholders in the organisation. The study recommended that employees should be recognised as stakeholders and give cognizance to their contributions to stimulate creativity and ensure autonomy at work.

Keywords: *Autonomy, Employees' Voice, High-Performance Work System, Participation*

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Introduction

In the human resource management corridor of contemporary era, one of the most influential topic of discuss gaining so much traction and debates is the complex nature of “high-performance work system (HPWS)”. The ideology behind putting up the best framework of analysis such as HPWS is a funnel for enhancing outcomes of an organisation’s degree of productivity. Since the foundation of recent “performance management strategies being utilised even in the public service domain, such as the Ministry of Education is still connected to HPWS via employees congenial integration with their jobs via adequate representation. High-performance work system encompasses varieties of initiative embedded in SHRM that are potent in assisting organisations towards decentrating their process of decision-making as an avenue for increasing both performance and profitability.

As captured by Rentao et al. (2020), high-performance work system (HPWS) denotes the collection of various “internal fit and external synergy” that are intertwined to enhance the practice of human resource and influence the knowledge of employees, developing their abilities, attitudes and skills, thus eventually enhancing performance within the length and breadth of an organization.

Going concerns like the Ondo State Ministry of Education, which utilizes “high-performance work systems”, is expected to demonstrate high dedication towards the creation of HR procedures meant for sharing capabilities for authority and decision-making, enhancement of teamwork/spirit and unity in the workplace through the prioritization of employee engagement founded on the dedication towards achieving organisational objectives. The overall performance of an organisation as well as their morale are augmented by the manner at which these authorities are distributed,

because there will be no much need for teams or groups to drag issues up to the management and awaiting permission before taking actions. From the foregoing, the concept of high-performance work systems (HPWS) has been found to demonstrate positive enhancement of organisational performance particularly in the aspect of new inventions (Escribá-Carda et al. 2017; Oderinde, Olanipekun, & Ukutegbe, 2024). From the above viewpoints, every employees within an organisation are at liberty to choose how best they want their jobs/works organised as long as the goal and objectives of the organisation is constantly kept in mind. Employees operating in these conditions and setting have more inclinations in airing and voicing their opinions, sharing ideas assist the team in reaching or taking wiser decisions. Nevertheless, scholars such as Delery and Doty (1996: 811) quoted in Chowhan (2013) submitted that there has been consistence with certain HR practices that aligns with the prospector strategies which encompasses well-structured training programmes, internal (organisational-level) career paths, performance reviews, job security, employee voice, and clearly defined roles. At the instance of the above submissions, this study examined high performance work system from the viewpoint of employees’ voice with Ondo State Ministry of Education serving as case study.

Employee’s voice signifies a strategy where the objectives of employees’ for organisations’ continuous development and growth are fully echoed. In the opinion of Rasheed et al. (2017), the mechanism and formation of what constitutes the innovation process for an organisation has been revealed through the usage of employees’ voice. As such, scholars like LePine (1998) cited in the works of Rentao et al. (2020), posited constructive opinions as regards issues in the workplace which are expressed via positive extra-role behaviour manifesting through interpersonal communication. This serve as a significant mechanism for reflecting the



degree of employees' contributions towards their organisation and a typical example of their involvement in the decision-making process of the organisation. Not only is this a tangible representation of each employee's involvement in decision-making, but it reflects a significant way wherein employees contribute to the matters of their organisations.

Series of studies examining high performance system of work (HPWS) and employees' voice have put forward that both variables do more than just the enhancement of innovation at work. For instance, team performance examined by Frazier and Bowler (2015), organisational performance investigated by Rasheed et al. (2017; Li et al. 2017), were also revealed as crucial elements capable of increasing employees' job satisfaction. As acknowledged by Guo (2016), HPWS is a pertinent strategy for the achievement of team innovation whether on an employee or team basis. The encouragement of employees' voice is another strategic element of HPWS (Ling, Duan, and Shi, 2017). HPWS which is an iterative process within an organisation opines that organisations must hire carefully in order ensure that the value and opinions of leaders on workforce brings out the best; if such organisations aims to become successful. At this point, employees' voice becomes a critical tool for illuminating the process that shapes and forms employees' quest for manifesting new innovations.

Statement of the Problem

In spite of the acknowledged importance of employees' voice within organisational landscape and development, it was observed that little is known on how employees' voice operates around unique opportunities as well as restrictions of the public domain especially the educational institution, such as the Ondo State Ministry of Education which plays a pivotal role in the establishment of academic excellence, and in the form of influencing educational policies, through support for

teachers' professional development. Despite the numerous studies of high performance work system, a lacuna exists as such study has not been conducted in the Ministry of Education, Ondo State, Nigeria. Taking into cognizance the varieties of challenges that permeates the educational institutions and its inherent complexities as a public sector, this paper investigated employees' voice on high performance work system in the Ministry of Education, Ondo State, Nigeria.

Objectives of the Study

The objectives were to:

- i. examine the effect of promotive employee voice on employees participation in Ondo State Ministry of Education; and
- ii. evaluate the relationship between prohibitive employee voice and autonomy in Ondo State Ministry of Education.

Research Hypotheses

- H0₁:** Promotive employees' voice has no significant effect on high performance work system in Ondo State Ministry of Education.
- H0₂** Prohibitive pattern of employees' voice has no significant relationship with high performance work system in Ondo State Ministry of Education.

Conceptual Review

Employees' Voice

Employees' voice comprises of all kinds of opportunities where individual employees get an avenue to express themselves by actively participating in the day-to-day decision-making process of their workplaces. According to Dibben, Cunningham, Bakalov and Xian (2023) employees' voice reflects



the situation when express are allowed to employees to speak up, air their views and opinions on issues or matters that are of significant interest to them at work. Employees' voice is necessary for fostering a positive organisational climate. It does not only increase job satisfaction, it is capable of promoting open communication, foster high level of employee engagements, and providing a sense of ownership, which allows for adequate contribution towards creativity, innovation and continuous improvement at work (Okpu & Jaja, 2014; Zhang & Xiuyuan, 2014; Ajayi, Akanji, Olanipekun & Ukutegbe, 2024). Employees' voice serve as the basis for which employees express their concerns, ideas, opinions and offer suggestions on what affects or interests them within an organisation (Bindl et al. 2012). The provision of framework for giving employees a voice at work is dependent on the kind of climate or culture in operation at such workplaces (Oderinde & Olanipekun, 2024). Thus, giving employees' a voice at work can come in two ways which are "formal avenues and informal channels". The formal channels include suggestion boxes and surveys' while the informal methods are one-on-one discussions or team meetings.

In addition, employees' voice as accentuated by Bhatti et al, (2020) symbolizes a "positive extra-role" interpersonal communication behaviour which can convey beneficial feelings about issues within a workplace centered on high performance work systems (HPWS). Convincingly, employees' voice does not only stand as a strong indicator of personal involvement in the process of making decision at work; it is also an essential mechanism reflecting the kevel of employees' influence at work, which helps towards improving both organisational performance and employees' creativity via innovation (Obeidat et al., 2016). In a more apt explanation, Anyago et al., 2015, presented another dimension of employees' voice as a demonstration of individual employee's displeasure among managers and subordinates or via grievance procedure;

secondly, demonstration of collective employees' displeasure raised by trade unions via collective bargaining action; thirdly, contribution towards management decision making process via a two-way such as communication, problem solving, suggestion systems, evaluation of attitudes and so forth. Lastly, via understanding of shared partnership such as "joint consultative forum and work councils" etc.

Indicators of Employees' Voice

The dimension employed in analysing the concept of employees' voice was through "promotive employees' voice and prohibitive employees' voice postulated by Liang, Farh, and Farh, (2012). However, Unler and Caliskan, (2019) argued that, employee voice, whether promotive or prohibitive, plays a crucial role in shaping organisational culture and fostering innovation.

Promotive Employee Voice

Promotive employee voice involves employees actively suggesting improvements or positive changes within the organisation. It goes beyond expressing concerns and focuses on constructive contributions to enhance organisational processes and outcomes. Promotive employee voice is a key driver of innovation. Employees who engage in promotive voice contribute to the generation of new ideas, processes, and solutions, fostering a culture of creativity and adaptability (Liang et al. (2012).

Promotive voice refers to suggestions by employees for the improvement of the organisation, whereas prohibitive voice is characterized by concerns to prevent harmful or bad work practices (Morrison, 2014). According to (Liang et al. (2012). Promotive voice is the voicing of concern for existing working methods and proposed steps to improve organisational performance. It is an expression of employee thoughts on how to make the organisation more effective

generally or in terms of efficiency. A constructive voice stresses the organisation's future advantages and positive development.

It is future-focused for the organisation. It should be highlighted that while promotive voice does not immediately affect the organisation, it is intimately tied to its long-term maintenance and resource acquisition, prohibitive voice on the other hand is a preventive suggestion on problems that hinder organisational development or performance. Promotive voice is the behavior that expresses attention to existing work practices and potential procedures for improving organisational performance. It draws attention to current work practices and potential procedures for improving organisational performance.

Prohibitive Employee Voice

Prohibitive employee voice involves expressing concerns or dissent regarding unethical or harmful organisational practices (Liang et al., 2012). It focuses on preventing potential issues and maintaining ethical standards within the workplace. Prohibitive voice plays a crucial role in ethical governance. Employees who engage in prohibitive voice act as ethical gatekeepers, helping to prevent misconduct and contributing to a culture of integrity within the organisation. Prohibitive voice is crucial for staff members and organisations to lessen a stressor known as a barrier (Gardner, 2019). Enabling employee voice is not as easy as flipping a switch, though.

However, attempts to support employee voice may hit a number of icebergs, including failing to act on input or providing insufficient manager training. Prohibitive speech has some drawbacks, including a failure to respond to criticism. As a result, organisations and people alike want to lessen pressures that cause obstacles. Prohibitive speech conduct, which "describes employees' expressions of concern about work practices, incidents, or employee behaviors which are

harmful to their organisation," is a crucial strategy for reducing hindrance stresses (Croucher et al., 2020; Liang et al., 2012). However, managers are prone to view employees who voice dissent about damaging organisational practices as troublemakers (Gardner, 2019), which leads to inefficient communication (MacMillan et al., 2020)

High Performance Work System (HPWS)

According to the Human Resource Management literature, HPWS can be generally described as human resource practices that trigger the capability, enthusiasm and chance for employees to foster organisational success. Also, high-performance work environment is one where employees are encouraged to take on increased responsibility and involvement. Employees are valued as significant business partners, and because of their commitment to the success of the firm, it is possible to create and maintain a competitive edge (Balluerka et al. 2020).

It is a detailed mixture of Human Resource practices, work structures and processes that amplifies employee understanding, skill, obligation and flexibility (Obeidat et al., 2016). An HPWS is 'generally associated with workshop practices that raise the levels of trust within workplaces and increase workers' intrinsic reward from work, and thereby enhance organisational commitment'.

Correspondingly, HPWS is viewed as key factor to performance outcomes and is contemplated to be an important building block of contemporary management, supposed to impact positively and significantly to both the individual and organisational performance (Fu et al., 2015). It has been cited by many scholars and researchers that to make the organisations more efficient and gain competitive edge, high-performance work system helps as important constituent (Zhang, et al., 2018).



HPWS is strategically aligned with organisational goals. By integrating HR practices, organisations aim to create a workplace that facilitates high performance, adaptability, and a focus on continuous improvement. It is normally said that HPWS's are only about HR operating procedures and initiatives however they are constituted upon both the high work level of the employees as well as alternative work practices (Muduli & McClean, 2020).

Metrics for Measuring High Performance Work System (HPWS)

The dimensions used in this regard were participation and autonomy from the Training, Information, Participation and Autonomy (TIPA) Scale which were accentuated by Balluerka, Aritzeta, Gorostiaga, Elorza and Madinabeitia, (2020).

Participation

According to Yoerger, Crowe, and Allen, (2015), participation involves employees actively engaging in decision-making processes within the organisation. This can range from participating in strategic planning to involvement in problem-solving initiatives at the team level. Participation contributes to employee empowerment, fostering a sense of control and influence over one's work. Actively involving employees in decision-making enhances their job satisfaction and commitment to the organisation. Employee voice can be simply described as employee rights and abilities to directly influence the activities of the organisation, or to impose appropriate justice in the organisation (Holland, et al., 2011).

Autonomy

Autonomy refers to the level of independence and decision-making freedom granted to employees in their work (Berg, Dutton, & Wrzesniewski, 2013). It allows individuals to have control over their tasks and responsibilities. It is a powerful motivator,

providing employees with autonomy fosters a sense of responsibility and ownership, leading to increased job satisfaction and intrinsic motivation. Autonomy is often a key element within the framework of HPWS. Granting employees' autonomy aligns with the philosophy that empowered and self-directed employees contribute to a high-performance work culture (Chen W., McDonald S., 2015). However, when embedded within a High Performance Work System, complemented by active participation and autonomy, these elements collectively contribute to creating a workplace that is not only high-performing but also adaptive, innovative, and ethically grounded.

Theoretical Framework

This study was anchored on the social exchange theory and Expectation Confirmation Theory.

Social Exchange Theory

Social exchange theory and prioritizing employee voices for a HPWS are related concepts that influence organisational dynamics and outcomes. Social exchange theory emphasizes the importance of reciprocity in relationships, while prioritizing employees' voices creates an environment that encourages open communication and active participation. This fosters a sense of reciprocity, as employees feel valued and recognized for their contributions. Social exchange theory posits that trust and commitment develop as a result of mutually beneficial exchanges. When organisations prioritize employees' voices, it signals that they value employees' opinions and ideas, thereby fostering trust. Employees, in turn, feel more committed to the organisation and its goals. This trust and commitment contribute to the establishment of a high-performance work system, as employees are more likely to go above and beyond to achieve organisational objectives. This theory suggests that positive exchanges in



relationships lead to stronger bonds and increased satisfaction.

The relevance of Social Exchange Theory in this study is that by valuing and encouraging employees' input, organisations can create an environment that fosters reciprocity, trust, commitment, positive relationships, knowledge sharing, and innovation, all of which contribute to a high-performance work system. When employees' voice is prioritized in an organisation, it promotes a sense of belonging, empowerment, and satisfaction among employees. Thus, improves the quality of relationships between employees and their supervisors or colleagues, leading to a positive work environment. Enhanced relationships and a positive work climate are known to positively influence individual and team performance.

Empirical Review

Effect of Promotive Employees' Voice on Employees Participation

Smith et al., (2018) studied the impact of promotive voice on innovation to investigate the relationship between promotive employee voice and organisational innovation. The researchers conducted surveys and interviews in a diverse set of organisations. The findings indicated a significant positive correlation between employees who actively engaged in promotive voice and the level of innovation within their teams. Moreover, the study revealed that organisations with a culture that encourages promotive voice experienced higher rates of successful innovation implementation.

The "Promotive Voice and Employee Engagement" was reviewed by Chen & Zhang, (2020) to examine the connection between promotive voice and employee engagement. The results demonstrated a strong positive relationship between promotive voice and various dimensions of employee engagement, including job

satisfaction, commitment, and intention to stay with the organisation. The study suggested that promotive voice contributes to a positive work environment, enhancing overall employee well-being. In similar vein, Li et al., (2019) reviewed on "Promotive Voice and Organisational Performance". The results indicated a moderate to strong positive effect of promotive voice on organisational performance metrics, such as productivity, profitability, and employee morale. The meta-analysis emphasized the importance of creating a supportive culture for promotive voice to maximize its positive impact.

Jones and Wang, (2017) as well review on "Participatory Decision-Making and Employee Satisfaction". This study investigated the relationship between employee participation in decision-making processes and job satisfaction. The findings revealed a positive association between the extent of employee participation in decision-making and their reported job satisfaction levels. The study highlighted the importance of involving employees in decisions that directly affect their work. In the same vein, Gupta et al., (2021) "Digital Platforms and Virtual Participation". Focusing on the evolving nature of participation, this study explored the impact of digital platforms on virtual employee participation. The results indicated that virtual participation through digital platforms facilitated broader and more inclusive involvement. However, the study also identified challenges related to technology literacy and the need for effective leadership to manage virtual participation (Oderinde & Olanipekun, 2023; Genty & Olanipekun, 2024).

Accordingly, Wu et al., (2019), carried out a longitudinal study to examine the relationship between employee participation initiatives and organisational performance over several years. Data were collected through organisational records and employee surveys. The findings suggested that sustained employee participation was



positively correlated with long-term improvements in organisational performance metrics, such as productivity and employee retention. The study emphasized the need for a commitment to continuous employee involvement for lasting positive effects.

Lin, Lam & Zhang, (2020) in his review on "Comparing Promotive Voice and Participation Cultures", examined organisations with a strong promotive voice culture against those emphasizing employee participation. The results indicated that while both promotive voice and participation contributed positively to organisational outcomes, the impact varied based on organisational context. Organisations fostering both promotive voice and participation exhibited the highest levels of innovation and employee satisfaction. Similarly, the synergistic effects of promotive voice and participation in creating a culture of continuous improvement was explored by (Liu and Wong, 2022). The findings suggested that when promotive voice and participation were integrated strategically, organisations experienced amplified positive outcomes, including higher levels of creativity, employee engagement, and adaptability.

Relationship between Prohibitive Employee Voice and Employees Autonomy

Ethical Concerns and Prohibitive Voice was investigated by Johnson et al. (2018). This study explored the relationship between ethical concerns in the workplace and the likelihood of employees engaging in prohibitive voice. The findings revealed a significant correlation between heightened ethical concerns and increased instances of employees expressing prohibitive voice. The study also highlighted the importance of organisational ethics in shaping the dynamics of prohibitive voice. Likewise, Wang & Lee, (2019) carried out a study to investigate the impact of leadership styles on prohibitive voice. The results indicated that leadership styles emphasizing openness, transparency,

and ethical behaviour were associated with higher levels of prohibitive voice. The study also emphasized the role of leadership in creating an environment conducive to employees expressing their utmost concerns without exercising fear of reprisals.

Deci et al., (2017) studied Autonomy and Job Satisfaction". This study focused on the impact of autonomy on job satisfaction. Surveys and longitudinal analyses were conducted across diverse professions. The findings indicated a positive correlation between employees' perceived autonomy in their work and higher levels of job satisfaction. The study suggested that autonomy plays a crucial role in enhancing the overall well-being of employees. Likewise, Li et al., (2020), research on "Prohibitive Voice and Organisational Culture". The results indicated that a culture that encourages openness and values ethical behaviour was positively correlated with increased instances of prohibitive voice.

Summary and Gap(s)

Studies on the positive influence of both dependent variables "promotive employee voice and participation on organisational outcomes has been empirically supported consistently. Valuable insights into the complex connections cum relationships, contextual related factors, as well as potential synergies existing between promotive voice and participation has been provided by these studies. In a similar vein, valuable insights into the influence of prohibitive employee voice and autonomy on organisational dynamics has been empirically analysed by several studies. The finding(s) underscore the crucial nature of ethical considerations, pattern and styles of leadership centered round organisational culture towards shaping prohibitive voice, while the emergence of autonomy revealed it as a pertinent factor that influences job satisfaction, creativity, and employee retention. Nonetheless, notable gaps exists in literature which include the need for a comprehensive deciphering of how

culture influences prohibitive employees voice especially when it is being explored in view of its interactive effects via leadership styles and autonomy. Future studies aiming to address these identified gaps will immensely contribute to a more detailed comprehension of the operationalization of these concepts within a diverse work contexts.

Methodology

Research Design

The descriptive research design of survey design was used for the study. This research design seems to be appropriate for this study since it is footed on the assumption that the sample shares similar characteristics with the whole population from where it was drawn.

Study Population

The study population was two hundred and thirty-five. It comprised all employees from various cadres ranging from junior, middle, senior, and management level within the Ondo State Ministry of Education.

Sampling Techniques and Sample Size

According to Ajayi and Micah (2014), Sampling is a method used in various fields like business, management, and medical, among others to select a subset of individuals to estimate their characteristics quickly and cost-effectively. For this study, the sample size was drawn using the Krejcie and Morgan (1970) sample size determination table at 95% confidence level and 0.5% error rate. Thus, the sample size for the study was one hundred and forty seven. For the sampling technique, the multi-stage sampling method was employed which comprised both probabilistic and non-probabilistic techniques. For the non-probabilistic method, the purposive method was used in selecting the Ministry of Education while for the probabilistic approach, the simple random sampling method was used. This was

preferred as an avenue to ensure adequate representativeness of all units in the Ministry of Education.

Method of Data Collection

The questionnaire was used as instrument to collect primary data for this study. The questionnaire was divided into two sections. Section A seeks information on bio-data of the respondents, while, section B elicits information on the research questions raised in accordance with the objectives of the study. In section B, the response is on 5 Likert Scale indicating that each response was given a degree of scores which ranges from one to five as Strongly Disagree (SD =1), Disagree (D=2), Neutral (N=3), Agree (A=4) and Strongly Agree (SA=5). In measuring promotive employees' voice and prohibitive employees' voice, five point scale questionnaire postulated by Liang, Farh, and Farh, (2012) was used with a Cronbach Alpha of 0.760 and 0.720 respectively; while for participation and autonomy which were dimensions of high work performance system, scale by Balluerka, Aritzeta, Gorostiaga, Elorza & Madinabeitia, (2020) with a Cronbach alpha of 0.820 and 0.890 respectively.

Validity of the Study

According to Somekh and Cathy (2015), validity is the degree to which the sample of test items represents the content the test was designed to measure. Before administering the questionnaire, it was reviewed by subject matter experts to ensure that it adequately measures the constructs of interest. Those found relevant were retained while the irrelevant items were dropped.

Reliability of the Study

To determine the reliability of the instrument (questionnaire), Test-retest method was adopted.



Reliability refers to the degree of consistency that an instrument demonstrates in measuring what it does measure. To test the reliability of the research instrument 50 employees from

the Ministry of Youths and Sports and the Ministry of Women Affairs were given the instrument within the interval of two weeks.

Table I: Cronbach Alphas of the study Variables

S/N	Variables	Authors	Number of Items	Initial Cronbach Alpha	Cronbach Alpha after the pilot Study
Employees Voice					
1.	Promotive Voice	Liang, Farh, and Farh, (2012)	5	0.760	0.710
2.	Prohibitive Voice	Liang, Farh, and Farh, (2012)	5	0.800	0.751
High-Performance Work Systems					
1.	Participation	Balluerka, Aritzeta, Gorostiaga, Elorza & Madinabeitia, (2020)	3	0.820	0.800
2.	Autonomy	Balluerka, Aritzeta, Gorostiaga, Elorza & Madinabeitia, (2020)	3	0.890	0.870

Source: Researchers Computation, (2025)

Method of Data Analysis.

In this study, the stated hypotheses were tested using inferential statistics. Thus, hypothesis one was tested with regression

analysis, while hypotheses two was tested with Pearson Product Moment Correlation at 0.05 level of significance.

Results

Table II: Questionnaire Administration

Detailed response Rate	Distributed Copies	Retrieved Copies	Copies not Used	Used Copies
Total	147	132	12	120

Source: Researchers Computation, (2025)

The above table reflected that 147 copies of questionnaire were administered, 132 were retrieved, 12 copies were not usable, and 120 were found usable; this showed a response rate of 88.0%.

Hypothesis One

H0₁: Promotive employees' voice has no significant effect on employees' participation in Ondo State Ministry of Education.

Testing of Hypotheses



Table IV: Regression Model on Promotive Employees' Voice and Employees' Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Df 1	Df 2	Sig. F Change
1	.912 ^a	.829	.828	.468	.829	903.227	1	119	.000

a. **Predictors:** (Constant), Promotive Employees' Voice

b. **Dependent Variable:** Task Performance

Source: Researchers Field Work, (2025)

The regression analysis table 4 above reflected the co-efficient of R-square (R^2) which showed 0.829, and indicated that promotive employees' voice accounts for 82.9% of the total variance, which denotes a very high and significant variation in the determination of employees' participation. This demonstrated a very high value that is positively significant; and as a result, this value symbolises that promotive employees'

voice positively and significantly influence employees' participation in Ondo State Ministry of Education.

Hypothesis Two

H0₂: Prohibitive Employees' Voice has no significant relationship with Autonomy in Ondo State Ministry of Education.

Table V: Bi-Correlations Analysis explaining the significant relationship between Prohibitive Employees' Voice and Autonomy in Ondo State Ministry of Education.

		Prohibitive Employees' Voice	Autonomy
Prohibitive Employees' Voice	Pearson Correlation	1	.751**
	Sig. (2-tailed)		.000
	N	120	120
Autonomy	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Explanations provided by the bi-correlations table above presented that a positive and significant relationship exists between prohibitive employees' voice and autonomy with ($r=0.751$, $p\text{-value}<0.05$). This result indicated an existence of a significant relationship; which implies that prohibitive employees' voice significantly relates with

autonomy in Ondo State Ministry of Education.

Discussion of Findings

The thrust of this study was aimed at unpacking employees' voice effects on high performance work system in the Ministry of

Education, Ondo State, Nigeria. Two hypothesis were formulated for the study.

For the first hypothesis which stated that promotive employees' voice has no significant effect on employees' participation in Ondo State Ministry of Education. Findings revealed that promotive employees' voice significantly influenced employees' participation in the selected Ministry in Ondo State. In other words, the promotive employees' voice was found to affect employees' participation in Ondo State Ministry of Education. Thus, an improvement in promotive employees' voice would lead to a corresponding improvement in employees' participation in Ondo State Ministry of Education. The finding is in agreement with the outcome of a study by Lin, Lam & Zhang, (2020) whose study found promotive employees' voice as a strong predictor of employees' participation. The study's findings also align with the position of a study by Liu and Wong, (2022) where it was found that employees' promotive voice enhances participation and breed a climate where creativity thrives. The finding also align with the social exchange theory which posited that reciprocity in relationships through the prioritization of employees' voices can foster an environment that encourages open communication and active participation.

For the second hypothesis which claimed that Autonomy shares no significant relationship with prohibitive employees' voice in Ondo State Ministry of Education. Finding indicated that prohibitive Employees' Voice shares a strong, significant and positive relationship with autonomy in Ministry of Education. This finding corroborates the study of Chen & Zhang, (2019) whose study concluded that employees who perceived a higher degree of autonomy in their roles were more likely to stay with their organisations over the long term. The finding of this study was also similar to the findings of an investigation conducted by Badru, Karadas, & Olugbade, (2022) on the effect of

employee voice on high-performance work systems and organisational engagement climate; and the study outcome provided that when employees' are not prohibited from rendering assistance with their voices, it provides then the opportunity to be more affectively committed and engaged with their management and increase their degree of autonomy at work.

Conclusions and Recommendations

High-performance work systems bring efficiency and allows for organisations to gain competitive edge but this cannot be achieved alone without giving employees the voice to adequately participate and provide suggestions as stakeholders in the organisation. As such, to attain a groundbreaking high-performance work system, the promotive strand of employees' voice should be promoted more to ensure that everyone's interest is duly recognised and this can further culminate into high level of autonomy where employees can use their initiatives to creatively advance the course of the organisation and drive it to its desired heights.

Recommendations

Based on the study outcome, the following were recommended:

- i. Management should prioritise employees and ensure their voices are given rapt attention.
- ii. Employees should be recognised as stakeholders and give cognizance to their contributions to stimulate creativity and ensure autonomy at work; and
- iii. Management should establish a climate that promotes more of positive employees' opinions and avoid issues that could generate



counter-productive employee
behaviour.

work environment on high-
performance work system (HPWS)
in Ondo State Ministry of
Education.

Recommendations for further Studies

This study cannot claim to have covered all the areas expected. It was on this basis that the expressed that upcoming and future studies should be directed towards:

1. A comparative study on the influence of employee voice on high-performance work system of employees working in the private and public sectors
2. Other variables such as organisational leadership styles and

3. On the final note, studies might be repeated in other ministries to bring about cross-sectoral understanding.

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