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An Investigation on the Adoption of Employee Voice and Its Impact on Employee Engagement: A Case for Zimbabwe Revenue Authority.

BY

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ABSTRACT

Many organizations especially in the public sector face the challenges of managing and empowering their employees to actively participate in decision making which has led to high rates of disengaged and demotivated employees who are not customer focused and less productive. Employee voice is therefore very crucial to the fortunes of any organisation as it is through the successful implementation of employees’ contributions that the goals of an organisation can be achieved. This dissertation therefore looked at a quasi-government owned organisation (ZIMRA), to investigate the adoption of employee voice and looked at the impact of the voice mechanisms there present on employee engagement. This research would contribute to the literature on employee voice in organizations that employ a dual system of direct voice and indirect voice by identifying and validating the factors that influence employee voice in the organizations from the perspective of employees and the employer. The type of design for this study is a case study approach and it relied on primary data through the use of questionnaires and interviews.

The research reports the positive findings of the relationship between employee voice and employee engagement. It was also reviewed from the research findings that despite the application of various employee voice mechanisms in the organisation employees still felt that they are not fully involved in decision making as they regarded some of the mechanisms as ineffective in providing them with a voice. It is therefore recommended that employees’ views and ideas are sought on matters that affect their lives and work and they should also be empowered to make decisions through which they will have a sense of self-worth and feeling of belonging that they will be engaged and willing to give their best to the organisation. Finally the findings of the study will be useful in helping leaders better understand how voice works in their organization as it will provide practical suggestions for how better to support employee voice and harness its impact.