A study of an association between Job autonomy and Employee psychological wellbeing

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Abstract:

In today's complex technology driven era where organisations explore news avenues for improvement, it is essential to nurture and retain manpower, as machines cannot always replace the capabilities of humans. Considering the past studies on human resource management and organisational behaviour employee wellbeing is a major area of concern for organisations. The significance of employee well-being cannot be overlooked as the well-being of employees is in the best interest of communities and organizations. Pursuing a healthy workforce is vital both as an end and as a route towards organisational productivity goals.Taking this idea into consideration the present study aims to examine the influence of job autonomy on the psychological well-being of employees with promotive voice behaviour playing the role of a mediator. Data for the study was collected from 216 managerial employees from major manufacturing units spread across various cities in North Karnataka using a structured questionnaire converting it into google forms. Data was analyzed using Structural Equation Modelling. The study found a direct relationship between job autonomy and employee psychological wellbeing. Employee voice mediated the relationship between job autonomy and employee psychological wellbeing.

Keywords: Psychological wellbeing, Job autonomy, employee voice, manufacturing units.

Introduction:

Organisations today operate in an extremely competitive and technology driven era, where new ways of continuous improvement are explored. Nurturing and retaining human talent becomes essential as machines always cannot replace human capabilities. Employees are the most valuable asset to an organisation, and it is this quality of human resources that determines the success or failure of an organisation (Pfeffer & Viega, 1999). As a result any organisation cannot risk overlooking into the wellbeing of its employees (Guest, 2017) as it in the best interest of the communities and organisations

to look after the wellbeing of the employees (Harter et al, 2003). Due to its various benefits we see a renewed interest of the employers in managing employee wellbeing. Many of the positive organisational outcomes, such productivity (Jada et al., 2025), job performance (Kundi et al., 2020), affective commitment, job satisfaction, extra-role behaviour (Turban & Yan, 2016) and employee productivity (Grant et al., 2007) are associated with employee wellbeing. Researchers also argue that organisations should ensure employee well-being to create a happy and productive workforce, significantly affecting productivity (Javaid & Khan, 2023; Patky & Pandey, 2020; Steverink et al., 2020). Considering the importance of a healthy workforce, it is crucial for an organisation to identify those factors at the workplace that facilitate employee wellbeing. Individual and organisational level outcomes, such as employee health, employee absenteeism, employee turnover and organisational productivity have a significant association with Psychological wellbeing (Harter et al., 2003, Jada et al., 2023). Diener and Seligman (2002) conceptualize employee psychological wellbeing as an emotional state of an individual where they feel contented, happy and strong in their social relationships. According to Guest (2017), a distinction between hedonic and eudemonic well-being is often made while considering employees psychological wellbeing. The hedonic aspect is concerned with the subjective feeling of happiness (i.e., job satisfaction), whereas the eudemonic aspect is more concerned with fulfilling human potential and purposeful work. Employees with better PWB are more committed and involved in work-related tasks (Grant et al., Guest 2017).

Guest (2017) proposed five sets of HR practices such as enhancing competence through training and development and providing attractive career future, provisions of engaging work such as opportunities for control, skill use and variety at work (Job Autonomy), creation of positive physical and social environment, the role of employee voice (EV) and finally participative, supportive management and an organizational climate that facilitates employee involvement that play a significant role in improving employee well-being. Other research studies have proved that autonomy is an important factor in positively influencing employees' mental well-being (Park & Searcy, 2012), subjective well-being (Wheatley, 2017), psychological wellbeing (Clausen et al., 2021) and also has a beneficial effect on many job attitudes, i.e. employee voice (Dedahanov et al., 2019; Kao et al., 2021), reduced turnover intention (Dysvik & Kuvaas, 2013) and organisational commitment (Parker et al., 2001).

The Job Demands-Resources (JDR) model was the initiating point in substantial research work on association between job autonomy and work-related outcomes.(Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004). The model operates with the assumption that an increase in job autonomy is positively associated with e.g., psychological well-being. In the JDR model, job autonomy can be characterized as a resource in the psychosocial work environment. Resources in the psychosocial work environment are expected to reduce strain associated with job demands, enhance the capacity of workers to achieve work goals and stimulate personal and professional growth, learning and development (Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004). Hence, in the perspective offered by the JDR model, job autonomy may be expected to be positively and linearly associated with worker well-being as higher levels of job autonomy are also expected to enhance the capacity of workers to cope with job demands and other potential stressors in the work environment (Bakker & Demerouti, 2007). Choi (2007) also suggested that individuals who experience autonomy at work might feel responsible for the change resulting in extra-role behaviour, that is, voice.

Employee voice stands out as a paramount source of future-oriented feedback and ideation for organisations that seek continuous growth and improvement. Employee voice is defined as promotive behavior that highlights the expression of constructive challenges intended to improve ways of doing things in organizations (Van Dyne & LePine, 1998). Extensive research has emphasized the prevailing

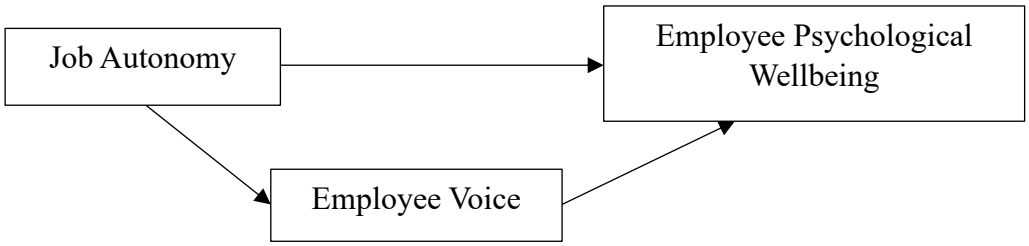
ISBN code 978-93-83302-80-2

influences of employee voice on various out comes (Maynes & Podsakoff, 2014), positioning employee voice as a typical form of behavior that simultaneously challenges the status quo in organizations and promotes positive change. Employee voice can play a substantial role in the early detection of problems (Janssen & Gao, 2015), creating improvement opportunities (Detert & Burris, 2007) and enhancing decision quality and performance in organizations (Burris, 2012). Employee Voice is the 'discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organisational or unit functioning'. Employees who raise their voices and give suggestions are seen as the benefactors of the organisation (Chamberlin et al., 2017); yet, in some cases, it could be seen as deviant behaviour (Morrison, 2011). Moreover, employees may be reluctant to express their views, particularly in collectivist countries (Prince & Rao, 2020), where individuals exhibit implicit behaviour and generally avoid conflict (Jahanzeb & Fatima, 2018). Ample evidence exists indicating that individuals in collectivist cultures tend to choose silence in the face of workplace violence (Mannan & Kashif, 2020). It can inhibit one's psychological wellbeing. This has received less attention from researchers and is seldom prioritized by managers in the workplace (Hasan & Kashif, 2020). The study of Kao et al. (2021) highlights the significance of certain psychological needs that must be fulfilled to anticipate favourable expressions from employees. Hence it is essential to understand what factors foster voice behaviour in the organisational setting, considering both positive and negative outcomes.

Job autonomy at the workplace serves as a convincing medium in empowering individuals to voice their problems, propose solutions and enhance their wellbeing. Thus, autonomy is a crucial factor influencing employees' tendency to express their opinions and ideas, as stated by Dedahanov et al. (2019). The present study intends to assess the impact of job autonomy on employees' promotive voice and psychological wellbeing. Studies in the past have identified employee voice and job autonomy as wellbeing oriented HR practices (Cooper et al., 2019; Guest, 2017). Raising voice enhances employee morale by instilling a sense of importance and the potential to bring positive change, thereby eliciting positive emotions (Hasan & Kashif, 2020). The self-confidence and contentment of individuals is enhanced when they express their thoughts (Avey et al., 2012). The present study intends to address this less explored association between employee voice and psychological wellbeing. The study further intends to test the mediating role of employee promotive voice between job autonomy and psychological wellbeing. We believe autonomy is a valuable job resource that influences employees' promotive voice behaviour and fosters their well-being. Jaiswal and Arun (2020) emphasized that well-being is a 'culture-specific phenomenon' and determinants of well-being exhibit variations across different country cultures.

ISBN code 978-93-83302-80-2

Figure: 1 Conceptual Model



Theoretical Background:

Job Demand Resources theory states that employee wellbeing is the outcome of balancing of demands and resources (Bakker & Demerouti, 2007). Job demands refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and psychological effort and are therefore associated with certain physiological and psychological costs (Demerouti et al., 2001). Job resources refer to those physical, psychological, social, or organizational aspects of the job that are; functional in achieving work goals; reduce job demands and the associated physiological and psychological costs and stimulate personal growth, learning, and development (Bakker, 2011; Bakker & Demerouti, 2007). Job resources help in mitigating the various job related demands. Bakker and Demerouti (2014) argue that certain variables, such as autonomy, work pressure and social support, are relatively general, whereas others are more influenced by the particular work domain. Based on previous research, autonomy is an important job resource that helps in enhancing employee well-being (Clausen et al., 2021). The present study focuses on employees' ability to make job-related decisions and how it affects their voice behaviour and well-being. The rationale is that employees with higher autonomy are more likely to participate in work-related issues by offering suggestions because they believe they can handle organisational problems through their own actions (Kao et al., 2021; Tangirala & Ramanujam, 2008). Using similar logic, this study considers autonomy as an important job resource. In addition, the study also acknowledges EV as a vital job resource within JDR theory and investigates its mediating effect as suggested by Almeida et al. (2020). Furthermore, based on self-determination theory, autonomy is a basic psychological need that must be fulfilled to perform effectively (Gagné & Deci, 2005).

Literature Review:

JA, Employee Voice and PWB

Job Autonomy is a pivotal component of the workplace (Breaugh & Becker, 1987). It is 'the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and determining the processes to be used in carrying it out' (Hackman & Oldham, 1976). For the present study we have conceptualized job autonomy as the sum of method, decision and schedule autonomy. Method autonomy implies the degree of freedom employees have over the procedure they follow to do their job; scheduling autonomy implies the extent of freedom employees have to decide about the timing of the job they perform (Breaugh, 1985), whereas decision-making autonomy implies the extent of control they have over the decisions related to their job (Morgeson & Humphrey, 2006). Job Autonomy is a key element that leads to work enrichment, and organisations that promote employee autonomy have higher employee involvement and performance (Wood & Wall, 2007). When individuals have control and freedom over their work, they feel free to put forward their ideas and suggestions more openly in the organisations. Research studies have demonstrated

that autonomy is an important job characteristic as it has implications for EV behaviour (Kao et al., 2021) and their well-being (Briner & Walshe, 2015; Clausen et al., 2021; Gardner, 2020; Wheatley, 2017).

India as a country is very different from the West in terms of socio cultural diversity. Employees in Indian organisations exhibits a more collectivist orientation and a high power distance meaning subordinates are supposed to take orders from supervisors and supervisors are not likely to accept the discretionary behaviour of subordinates (Hui et al., 2004). Rasing voice in the organisations in India can be considered as deviant behaviour (Subhakaran et al., 2020). Due to this visible difference Subhakaran and Dyaram (2018) called for management research on EV using data from Indian organisation to see how JA can influence the promotive voice behaviour of employees. Past researches have shown that employees with work autonomy are intrinsically motivated and more likely to exhibit discretionary behaviour (Kao et al., 2021). Studies in the past have suggested that job autonomy is an important element that encourages employee voice behaviour (Dedahanov et al., 2019) and fosters employee psychological wellbeing (Gardner, 2020). As a result, the following hypothesis is proposed:

H_1: Job Autonomy has a positive correlation with employee voice.

H_2: Job Analysis has a positive correlation with employee psychological wellbeing.

Employee Promotive Voice and PWB

Employee psychological wellbeing (EPWB) refers to employees' positive emotions at work and the degree to which they perceive meaning and purpose at their workplace (Robertson & Cooper, 2010). This definition of psychological wellbeing represents two aspects one is Hedonic well-being which represents the emotional state of mind which is an integral part of psychological wellbeing (Ryan & Deci, 2001) and second is the eudemonic well-being which represents meaning and purpose in life that is fundamental to an individual's psychological wellbeing (Ryff, 1989). Studies have identified antecedents such as JA (Gardner, 2020), voice (Xu et al., 2021), psychological empowerment, safety and meaningfulness (Hasan & Kashif, 2020) that influence employees psychological wellbeing. Voice is an important variable that positively influences employees' PWB (Avey et al., 2012; Xu et al., 2021). Past researches have demonstrated that employees are more likely to feel positive when they express their views and concerns in accordance with their beliefs and values (Avey et al., 2012). Given the extensive research conducted in the Western context on the relationship between EV and its outcomes (Nawakitphaitoon & Zhang, 2021; Subhakaran et al., 2020), it is important to examine the effect of promotive voice on employee psychological wellbeing in the Indian context. As a result, the following hypothesis is proposed:

H_3: Employee voice has a positive correlation with employee psychological wellbeing.

Employee Promotive Voice as Mediator

In today's competitive environment, employees' views and ideas are considered to make better decisions and foster organisational growth (Tian et al., 2018). One way of representation of ideas and suggestions is EV. It tends to improve the organisation by giving suggestions and proposing new projects that benefit the organisation (Lin & Jhonson, 2015). Interestingly, Detert and Burris (2007) identify EV behaviour as discretionary, whereas Morrison (2011) identifies it as challenging because it aims to challenge the status quo. It is challenging because it may damage the existing social relationships by giving suggestions that bring changes in already established procedures with which others may disagree (Mowbray et al., 2015; Van Dyne & LePine, 1998).

ISBN code 978-93-83302-80-2

In this study, we considered promotive voice behaviour of employees as we are more interested in knowing which workplace factors influence employees to voice their opinions and suggest innovative ideas for the betterment of organisational functioning. Promotive voice is one of the extra-role behaviors that points out existing problems and suggests better ways for doing things (Van Dyne & LePine, 1998). Drawing on JDR theory, it is argued that JA can significantly and positively affect employees' PWB, and promotive voice enables this process. When employees have decision-making authority over their work, they are more likely to engage in voice behaviour (Kao et al., 2021). We argue that the employees engaged in promotive voice behaviour will likely benefit from JA and achieve better PWB. In the study we assume the mediating role of promotive voice to be significant in the relationship of job autonomy and psychological wellbeing. As a result, the hypothesis given below is proposed:

H_4: Promotive voice mediates the relationship between Job Autonomy and Psychological wellbeing.

Research Methods:

Sample and Procedure:

The present study is exploratory in nature. The study uses a cross-sectional survey to investigate the relationship among JA, promotive voice and PWB. A quantitative approach was adopted through the use of questionnaires. The variables were measured using a Likert scale of five points. The scale measured the responses on a range of 1 (strongly disagree) to 5 (strongly agree). Judgmental sampling method was used to collect responses. Respondents of the study mainly belonged to the major manufacturing units in North Karnataka. Data was collected both online and offline. Online the questionnaires in the form of Google forms links were shared in social media groups of employees in the organisations. For offline data organisation were visited personally and permission for the study was sought from the managers. Once requisite permission was received hard copies of the questionnaires were shared with the managerial staff of the units visited. Before sharing the questionnaire, individuals were informed about the study, and consent was taken. Reminders were sent to fill the questionnaire, and a request was also made to further share it with their colleagues. We received a total of 258 filled questionnaires. However, 42 responses were eliminated because of missing data and respondents' duplicity. Finally, analysis was done on 216 responses. Structural Equation Model was used to analyse the data.

Measures:

To measure Job Autonomy a revised version of Breaugh's (1985) Job Autonomy scale was used. It consists of nine items. The scale consisted of three sub-constructs classified to measure work scheduling autonomy, decision making autonomy and work methods autonomy. Each subconstruct has three questions each. The Cronbach's alpha coefficient of the scale was 0.87.

To measure employee voice Liang et al. (2012) scale, consisting of five items, was used. The Cronbach's alpha coefficient of the scale was 0.81.

Diener et al. (2009) scale, consisting of eight items, was used to measure the employee psychological wellbeing. The scale includes key components of life such as meaning and purpose in life, good relationships and feelings of competence. The Cronbach's alpha coefficient of the scale was 0.83.

Control variables. In the present study, we developed four control variables in order to minimize the interference of exogenous variables, including participants' age, gender, education, and work experience.

Table 1 : Demographic characteristics of the respondents

Demographic characteristics	*Categories*	*No of Respondents*	*Percentage*
Gender	***Male***	***137***	***63.4***
	Female	***79***	***36.5***
Age (in years)	***18-25***	***37***	***17.1***
	26-30	***62***	***28.7***
	31-35	***59***	***27.3***
	36-40	***31***	***14.3***
	Above 40	***27***	***12.5***
Education	***Diploma***	***45***	***20.8***
	Graduation	***99***	***45.8***
	Post Graduation	***67***	***31***
	Ph.D	***5***	***2.31***
Work Experience (in years)	***0-5***	***21***	***9.72***
	6-10	***13***	***6.01***
	11-15	***43***	***19.9***
	16-20	***65***	***30.0***
	More than 20	***74***	***34.2***

Out of the 216 respondents, 137 were male, and 79 were female. As to the age, 17.1 per cent were in the age group of 18- 25, 28.7 per cent were in the age group of 26–30 years, 27.3 per cent were in the age group of 31–35 years, 14.3 percent of the respondents were in the age group of 36-40 and only 12 percent of the respondents were above the age of 40 years. As regards to educational qualification, 45.8 per cent of the respondents were graduates, 31 per cent were post graduates and the rest 20.8 per cent had Diplomas and only 2.31 percent held Ph.D degrees. 34 percent of the respondents had possessed a work experience of more than 20 years, 30 percent had a work experience of 16-20 years, 19.9 percent of the respondents had a work experience of 11-15 years, 9.72 percent of the respondents had a work experience of 6-10 years, and 9.72 percent of the respondents had a work experience of 0-5 years.

Result Analysis:

Structural equation modelling (SEM) technique is used to analyse the data. SEM technique is chosen as it is one of the powerful tools that evaluate the overall empirical fit. It allows the testing of causal relationships involving both direct and indirect effects (as in mediation). Also, in comparison to

regression, using SEM is comparatively easier and error-free for mediation analysis (Orlitzky & Frenkel, 2005).

Table 2: Variables and the Scale

Variables	*Scale*	*Cronbach's Alpha*
Job Autonomy	***Breaguh's, 1985***	***0.87***
Employee Promotive Voice	***Liang et al., 2012***	***0.81***
Employee Psychological Well Being	***Diener et al., 2009***	***0.83***

As presented in Table 2, the alpha coefficient (α) value of all three scales was above the threshold limit of 0.70, as suggested by Nunnally (1978), which confirms the high reliability of the scale used in this study (Streiner, 2003).

Table 3: Mean, Standard Deviation and Correlation among the variables.

	Mean	*SD*	*JA*	*EPV*	*EPWB*
JA	***4.32***	***1.45***		***0.639*****	***0.706*****
EPV	***5.06***	***1.06***	***0.639*****		***0.619*****
EPWB	***4.52***	***1.32***	***0.706*****	***0.619*****	

Table 3 reflects the mean, standard deviation and correlation coefficients among independent, and dependent variables. The analysis results showed that high job autonomy, align with study predictions, will generate a positive effect on employee' psychological well-being ($r = 0.70$, $p < 0.001$). In addition, there also exists positive relationship between job autonomy and employee voice ($r = 0.64$, $p < 0.001$), employee voice and psychological well-beings ($r = 0.62$, $p < 0.001$). It means that Hypotheses 1, 2, and 3 are preliminary supported.

Confirmatory factor analysis (CFA) was performed to ensure the model fitness of the study. The model includes three constructs, namely JA, promotive voice and PWB. CFA was conducted on 22 items, which include JA (nine), promotive voice (five) and PWB (eight). CFA loadings of all the items were above 0.50 (Table 2), so all 22 items were retained for performing further analysis (Hair et al., 2010).

Table 4: Reliability and Validity Analysis

Variables	*CR*	*AVE*	*MSV*	*JA*	*EPV*	*EPWB*
JA	***0.879***	***0.512***	***0.360***	***0.715***		
EPV	***0.861***	***0.589***	***0.498***	***0.639***	***0.767***	
EPWB	***0.874***	***0.563***	***0.498***	***0.706***	***0.619***	***0.750***

Table 4 indicates the test for reliability and validity of the data. The composite reliability of the data in this study was above the threshold limit of 0.70 (Hair et al., 2016), which confirms the reliability of the

ISBN code 978-93-83302-80-2

measurement model. Average variance extracted (AVE) was assessed to evaluate the element of convergence further. The value of AVE was above 0.50, which proves the convergent validity of the model (Hair et al., 2010). The discriminant validity of the model was assessed, where the square root of AVE was higher than the correlation mentioned in the non-diagonal matrix (Hair et al., 2016), which confirms the discriminant validity.

Table 5: Multilevel Model Analysis

Model Specification	X^2	*df*	ΔX^2	*CFI*	*NNFI*	*RMSEA*
Null Model	***3828.59***	***105***	***-***	***-***	***-***	***-***
Baseline 3 factor Model	***375.46***	***87***	***-***	***0.92***	***0.91***	***0.09***
Job autonomy and EPV (M2)	***833.95***	***89***	***457.49***	***0.80***	***0.76***	***0.15***
EPV and Psychological well-being combined (M3)	***908.42***	***85***	***532.96***	***0.78***	***0.73***	***0.16***
Three constructs represent a single dimension (M4)	***1208.69***	***90***	***832.23***	***0.70***	***0.65***	***0.18***

To ensure the rigor of the data analysis, we strictly abide by the procedures offered by Aguinis, Gottfredson, and Culpepper (2013). We initially develop a null model (M_0) considering psychological wellbeing of employees as the only predictor. We selected 3-factor model (M_1) as baseline due to it is parsimonious, two 2-factor models (M_2 and M_3), and finally model shows that three constructs represent a single dimension (M_4). The result analysis as seen in Table 5 indicates that when compared with other models, the index of three-factor baseline model, namely M1 , is more perfect ($X^2(87) = 375.46$, $p < 0.001$; CFI = 0.92; NNFI = 0.91; RMSEA = 0.09). It means that the three constructs can be distinguished well.

To further test and verify the intermediary role of employee voice, we applied the boot-strapping approach to examine its significance again. Results in Table 6 showed that with 95% confidence intervals, the coefficient between job autonomy and psychological well-being was significant ($\beta = 0.47$, $p < 0.001$), that is, Hypothesis 1 was supported. Similarly, we also calculated the coefficients between both job autonomy and employee voice ($\beta = 0.44$, $p < 0.001$) and employee voice and psychological well-being ($\beta = 0.36$, $p < 0.001$), they were all significant. Therefore, Hypotheses 2 and 3 were also verified. Naturally, Hypothesis 4 was supported. Namely, employee voice mediates the relationship between job autonomy and psychological well-being. Considering that the coefficient between job autonomy and psychological well-being was significant.

ISBN code 978-93-83302-80-2

Table 6: Parmeter estimates of the estimation model and 95 percent confidence interval.

			Estimated effect	***95% CI***
Direct Effect				
Job Autonomy	→	***Employee Psychological Wellbeing***	***0.47*****	***[0.388,0.564]***
Job Autonomy	→	***Employee voice***	***0.44*****	***[0.373,0.504]***
Employee voice	→	***Employee Psychological Wellbeing***	***0.36*****	***[0.236,0.457]***
Indirect Effect				
Job Autonomy → ***Employee Voice*** → ***Employee Psychological wellbeing***			***0.15*****	***[0.099,0.206]***

Discussion:

The present study intended to contribute to the literature on Job autonomy and employee well-being and to explore the mediating role of employee promotive voice on the relationship between JA and PWB. There are four findings. First, the study supports the positive influence of autonomy on employees' PWB. The finding is consistent with Nielsen et al.'s (2017) meta-analysis study. It supports the idea of autonomy as an important resource which is positively related to the PWB of employees. The findings suggest that when employees have control over their work, they tend to perform better, which improves their well-being. Second, the study shows the positive association between JA and promotive voice behaviour. The study employs job demand–resource theory and provides a novel perspective to understand the mentioned relationship. The findings support past results that claim a positive association between autonomy and voice behaviour (Dedahanov et al., 2019). The study suggests that individuals with higher level of autonomy eventually offer ideas that are beneficial for the functioning of their work unit and express concerns about issues that could potentially lead to significant losses. Moreover, autonomy allows individuals to exercise their own judgments without the fear of reprimand from their supervisors (Sheoran et al., 2022). This allows employees to engage in extra-role behaviour, for example, voice. Accordingly, our results also support autonomy as an important factor in employees' promotive voice behaviour and PWB. Third, the finding reveals that employee promotive voice enhances employees' psychological wellbeing. Consistent with past studies, the present study also shows that employees benefit psychologically when they express their thoughts (Xu et al., 2021). Past studies also indicate a positive association between promotive voice and a person's positive emotion (Lin & Jhonson, 2015). Organisations needs to cultivate a work environment where employees feel they are being heard and their ideas and opinions are appreciated. Raising voice involves expressing dissatisfaction in the workplace (Wood & Wall, 2007), which may have potential losses (Detert & Burris, 2007), due to which individuals often hesitate to put forth their ideas. Fourth, the study also supports the mediating role of promotive voice between JA and PWB. This means that when employees enjoy higher autonomy at work, they are more likely to participate in promotive voice behaviour that is beneficial for the organisation, regardless of situational factors. It will help them to sort out any work-related problems, furthering their well-being. The full mediation effect of promotive voice behaviour signifies its importance in the service industry. The findings highlight promotive voice as an important link between JA and PWB.

ISBN code 978-93-83302-80-2

Limitations:

Just as many other studies in the past the present study also suffers from few limitations. First, the association between JA, employees' promotive voice and EPWB is examined using cross-sectional data, which may result in common method biasness (Podsakoff et al., 2003). Second, the study made use of only one type of voice behaviour, that is, promotive; hence, future study may include other type of voice behaviour, such as prohibitive voice. Third, the study made use of employees' perspectives only, while the perspective of their managers/supervisors is missing to understand the influence of JA on employees' promotive voice and PWB. So, in future, research studies should collect data from both employee–supervisor dyad. The results of the study cannot be generalized due to the limitation of geographical location and demographic profile of the respondents.

Implications:

The present study offers a fresh perspective on the association between JA and EPWB through promotive voice as a mediator. It also contributes to the existing literature on job demand theory. The positive association between the three variables suggest that organisations should provide more flexibility to employees via JA in order to enable promotive voice behaviour. This study also responds to Dedahanov et al. (2019) call to investigate the effect of voice on individuals. In line with this, we hypothesized and found a significant effect of promotive voice on employees' PWB. Our study suggests that when employee raises their opinion and views, their well-being is improved. This study further responds to Subhakaran and Dyaram (2018) call to conduct management research using indigenous data from Indian enterprises in order to elicit employee perspectives on their voice experiences. Thus, the findings of our study reinforce the relationship of JA, promotive voice and EPWB in the new geographical context, that is, India, whereas previous studies were more focused in the Western context (Nawakitphaitoon & Zhang, 2021).

Considering the practical implication of the study there is no denying that employee psychological well-being is a key factor to enhance productivity and smooth functioning of any organisation. The survival of any organisations depends on their ability to deal with the changes happening in the business world. Through their voice and opinions, employees can suggest better and more innovative ways to improve organisational agility. This study suggests that managers should try to develop a work environment where employees feel valued, empowered and secure to speak up. This is important, considering the fact that employees who raise their voices at workplace often do this at the risk of their interpersonal relationships, especially in a collectivist country like India where people tend to follow others (Subhakaran & Dyaram, 2018). We believe employee's control over their work (autonomy) and how they perform could help them to feel safer and more empowered in raising their ideas and suggestions. This study will help management to understand how employees with autonomy tend to have higher PWB and how promotive voice can strengthen this association.

Conclusion:

The present study highlights the importance of JA on promotive voice and EPWB. This study intends to contribute to managers' understanding that giving freedom to employees is an important practice in developing a workplace where employee well-being is ensured. Drawing on JDR theory, we suggest that autonomy is an important job resource that can help employees improve their psychological wellbeing. Further, it could be seen that employee voice behaviour induced by job autonomy improves their well-being. A positive work culture needs to be fostered by organisations wherein employees would feel comfortable to voice their opinions on issues related to their jobs.

ISBN code 978-93-83302-80-2

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