

EMPLOYEE VOICE AMONG THE KNOWLEDGE-BASED COMPANIES EMERGING ECONOMY

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ABSTRACT: The opinions of knowledge workers and employees make it clear that listening to employees' opinions is essential to human resource management. But compared to other HRM tasks like HR planning, very little research has been done on it and it has received very less attention. Thus, one of the important topics that has received a lot of attention lately is the voice of knowledge employees. However, no evidence of many complete and integrated voice processes has been found. Thus, the purpose of this qualitative grounded theory is to develop the speech patterns of knowledge workers in knowledge-based businesses that specialise in information and communication technology (ICT). The opinions of knowledge workers and employees make it clear that listening to employees' opinions is essential to human resource management. But compared to other HRM tasks like HR planning, very little research has been done on it and it has received very less attention. Thus, one of the important topics that have received a lot of attention lately is the voice of knowledge employees. Thus, the purpose of this study is to develop the speech patterns of knowledge workers in knowledge-based businesses that specialise in Information and Communication Technology (ICT). Hence, this theory will perform better results interms of flexibility, productivity, performance of employees.

KEYWORDS: Organisational Voice, Knowledge Employee, Employee Voice, Knowledge Employee Voice

I. INTRODUCTION

Human capital management is not a totally new system, but is composed of two analytical dimensions which is the operation management and economics based on the human resource management. The key is to take the human capital as the same to physical assets to invest and manage. Moreover, according to the

market condition and Return-on-Profit, human strategy can be changed as well to gain the long-term return. Furthermore, the key for human capital management is to design a series of strategies to change the human's knowledge, intellect, capability and technology into competitive assets and thus, to gain the good accounting performance. In 1980s, the economist has presented the theory of new economic growth based on view of human beings as key endogenous factor, which has emphasized that the economic growth is realized by function of inner growth, such as the knowledge spill over, human capital, R&D and increasing returns.

The process of knowledge sharing can be affected due to high concealment and dispersity character of knowledge. In addition, because of the high uncertainty of unjust distribution in the process of knowledge innovation, employees often monopolize the unique knowledge to gain the competitive advantage over others, which results in the low efficiency of knowledge utilization. Therefore, the application of knowledge management can be taken as the bridge linking the knowledge possess and knowledge application, which can help the mediation of knowledge transfer and improve the efficiency of knowledge sharing. The relationship between knowledge management and human capital management. The knowledgeable culture must be constructed in human capital management innovation, which is formed according to the requirement of knowledge management and play the role in communication and motivation of the

human capital management. The people first culture emphasizes human dignity and employee requirement.

Voice behavior refers that employees may provide information in order to improve organizational effectiveness which includes promotive voice behavior and prohibitive voice behavior. The previous researches on voice behavior formation mechanism mainly used the social exchange theory which based on the norm of reciprocity. And divided the influencing factors into individual factors, leadership factors and organizational factors. These researches explained the formation mechanism from the social exchange perspective, such as organizational identity, and the conservation of resources perspective.

Firstly, the social exchange theory emphasizes the exchange between individual and the organization (or leader) would prompt employees' voice behavior. However, in fact, there are still many people won't express advice even in loose, independent, supportive environment. Therefore, this paper intends to study on the extrinsic motivation of voice behavior from the self cognitive perspective. Self-efficacy is an important concept of the self cognition, which means people's belief in their ability to achieve the intended goals. Secondly, from the social impact theory, leaders have the power on employees' compensation, promotion and job assignment, which makes the leader behavior, becomes an important factor on subordinates' behavior. And leader empowerment behavior is a process, in which leaders adopt a series of measures to enhance employees' self-efficacy to eliminate employees' powerlessness and give the autonomy of the staff. Finally, Pierce, Gardner & Cummings put forward organization-based self-esteem to describe employees' perception of self-value in specific organizational situation. And they concluded that high self-esteem employees

would treat themselves more important, more efficient and more valuable in the organization.

Nowadays, organisations must move in a turbulent environment, with uncertainty and unpredictability resulting from technological, social, political and economic changes. That is why in today's evolving world, the foundations of industrial economies have shifted from the focus on resources to the focus on intellectual capital. In such situation, society needs new companies based on knowledge, basically called knowledge-based companies. Knowledge-based companies, as knowledge-centred companies, attempt to be learning organisations where members strive to improve their knowledge production capacity as a group and individually. Knowledge must be created and exchanged in different forms to create value for activating growth and development in knowledge-based companies. As a result, knowledge-based companies are those that sell their knowledge. The growing number of knowledge-based companies has led to creating many novelty products and preparing the ground for investors and elites to be involved in the business.

Knowledge-based companies' management is confronted with complexities in developing countries like Iran, such as the lack of trust among employees, little creativity and knowledge sharing, improper hierarchical and governmental structure, lack of a proper business model, lack of material and spiritual incentives to foster innovation, lack of enthusiasm for innovation, inadequate technical skills of employees, low level of hardware and software technology, and insufficient support by the government. Similar to other companies, knowledge-based companies have financial, commercial concerns and aim to create wealth. However, these companies

attempt to generate wealth through scientific research development and the upgrading of sophisticated and efficient technologies, which is known as the main difference between their goal and other commercial companies'. Compared to mature firms, knowledge-based firms have the potential to grow more, expressing that they can have more workforce or the opportunity to grow with less capital than older companies.

In this regard, it can be said that knowledge-based companies are looking for the best way to operate and strengthen relationships based on collaboration to achieve organizational perfection by searching for a superior position in the market. Therefore, due to the change in the concept and structure of knowledge, knowledge has become necessary in economics, as well as the whole knowledge society, and knowledge employees.

Then, successful organisations, especially knowledge-based companies, seek to use human capital as a competitive advantage, and discover innovation as a critical factor in achieving success. In other words, according to resource-based theory, it might be difficult for organisations to access such resources and capabilities. However, since they cannot be imitated by other organisations, those resources play a significant role in the competitive advantage of organisations. Consequently, knowledge workers were recognised as a great source of innovation and competitiveness.

Knowledge employees create new ideas, are engaged in knowledge dissemination and use knowledge as a resource. They also participate in research and development and are industriously involved in the advancement of knowledge. Knowledge employees are responsible for their working lives. They are continually striving to better

understand the world and improve their work practices and behaviours to achieve organisational and personal goals. They also have a self-motivating force. These unique features allow knowledge workers to find and solve problems. So, knowledge-based companies need the feedback of their knowledge employee in order to make successful organisational changes. Therefore, the opportunity to know employees through their opinions can play a significant role in organisational performance, innovation, security, and operational development process. Besides, the information provided to decision-makers promptly enhances the quality and accuracy of decisions.

II. LITERATURE SURVEY

G. M. Kayani, X. -f. Hui and S. Gulzar, et.al [8] investigate the contagion effect of global financial crisis on exchange rate of emerging economies. For the analysis we have used daily exchange rate data compared to US dollar for five emerging economies (China, India, Russia, Brazil and Pakistan) covering the period from 1st January 2008 to 31st December 2010. The econometric techniques such as Vector Autoregressive method, Regression analysis were employed and dummy variables were used to capture the effect of these financial crisis. We find a regression between our variables; the long term Cointegration among exchange rates and short run significance among various economies has been found in our analysis.

Z. Yong, et.al [9] Human resource management (HRM) practices of small and medium sized enterprises (SME) are generally viewed as informal, contingent and ad hoc activities leading to less strategic and impeding the realization of organizational goal. As matter of fact, the conclusion of being less strategic of HRM practices in SME is reached on the ground of both no reference to the latest evolvement of HRM practices in SME and the improper evaluation criteria of HRM

practices in relation to degree of strategic orientation in SME formed out of large firms which are operated in different context with more resources. In view of this situation, firstly, an acceptable and applicable standard is formulated for fair judgment and evaluation of HRM practices in terms of strategic orientation. Then this paper collects substantial and substantive evidence showing strategy-orientation of HRM in SME, then analyzes such related influential factors regulating and determining degree of formality and the performance of HRM practices as employer, size of firm, new technology, etc.. Finally we suggest that despite of informality provides SME some edges at the start-up, SME must reconcile the relationship between formality and informality of HRM practice through applying and moderating those influential factors with growth.

Jie Dong and Qinglong Liu, et.al [10] theory of all-round development of human beings is an important component of Marxism system, and is also the theoretical basis of human resources management for colleges. The key to the personnel system reform of colleges should, on the basis of all-round development of human beings of Marxism and on the precondition of fully carrying out the scientific outlook on development, make human resources management of colleges scientific and standard. Starting from the theory of all-round development of human beings, the author analyzed the significance of all-round development theory to the human resources management of college teachers and the neglect of the theory in human resources management in colleges nowadays, and then put forward some specific measures on the emphasis of all-round development theory of human beings when dealing with human resources management.

W. Gao, Q. Yu and X. Teng, et.al [11] Human resources are the core resources of

the innovative organization. The effective human resource management is important content in innovative organization. According to the characteristics of the innovative organization's human resources, this article analyzes the common problems such as the structure of the innovative organization's talents is unreasonable; the introduction of the innovative organization's talents is difficult; the core competence of the innovative talents is not very strong; the degree of satisfaction of talents in the innovative organization reduces; knowledge talented people drain unceasingly, and the reasons systematically and comprehensively, and put forward corresponding measures: establish the learning organization; improve the motivation mechanism; strengthen the construction of the organization's innovation culture; prevent and reduce the loss of brain drain.

Y. Qin and D. Mu, et.al [12] economic globalization and knowledge economy development, the organizations with the outstanding heterogeneous issues are facing unprecedented challenges. Therefore, the research on the significant impact of heterogeneity on human resource, heterogeneous human capital, team heterogeneity has been conducted. Some developed countries have had some positive practices on heterogeneous training. Perspective on heterogeneity of human resource management and development is receiving more and more attention, and the impact of heterogeneous human resource management and development on organizational performance dimensions and mechanism is to be explored in depth.

J. Yang and Y. Sun, et.al [13] human resources are the enterprise's strategic resources, which is also the most essential factor to the development of the enterprise. Only the enterprise sets up the effective incentive, can the enterprise be developed

prosperously. The incentive is the important content of the human resource management. Through introducing the theory commentary and concept of the innovative incentive, this article emphatically elaborated the function of the incentive mechanism to the enterprise management. Moreover, the EVA was introduced to perfect the incentive, which is useful to the development of the human resource management in order to arouse the staff's enthusiasm and creativity and promote the healthy development of the enterprise. Lastly but not the least, the inspection system of promoting the human resource management on the EVA incentive theory is introduced to give the enterprises a method to inspect the results.

Y. Li, et.al [14] research was based on previous studies, combined with their own university Case Analysis, Analysis of the best domestic and international dimensions of human resource management literature and a large number of human resource management in Chinese Universities on the basis of the actual situation, make the most of University Human Resource Practice good dimension for the college to improve organizational performance to provide some references and ideas.

X. Jia, et.al [15] Human Resource Management (HRM) in enterprises has been undergoing many reforms since 1970s in China. With the influence of business globalization, the competition between enterprises becomes seriously. Therefore, lots of innovational strategies are applied into enterprises' Human Resource Management, Customer Management, Production Management, Accounting Management, etc. An integrated synthetic evaluation method for measuring innovational performance on HRM was proposed in this paper, which can calculate the HRM innovational capability of enterprises. In the empirical analysis, the methodology was applied into 47 agricultural enterprises in Jilin Province

for measuring their innovational performance on HRM.

III. METHODOLOGY

This research is practical, and the qualitative method has been applied for data collection: it has been used in the field of organisational behaviour and human resources. The researchers favoured the relatively homogeneous samples in knowledge-oriented companies to consider the worldwide perspective toward the context of the knowledge employee voice and highlight this study's context. They are private companies or institutions that have been created to expand and apply inventions and innovations, as well as to commercialise the results of research and development (including the design and production of goods and services) in the field of high technology.

It is believed that rich data are considered the building blocks of grounded theory studies. Accordingly, one can get meaning and concept by using available information, and there is no variable. In this research, we have used semi-structured interviews with authorities to collect additional information to extract from knowledge employees of knowledge-oriented companies. Authorities of knowledge-based companies in Iran were the favoured society for this research. People who received and answered to ideas and recommendations were criteria for choosing members. In this method, one can reach meaning and concept through available information, and there is no variable. For this purpose, in-person interviews were prepared. Then, the recorded and transcribed interviews were translated into English. It is worth noting that the interview with participants was longitudinal. Three approaches of design, adaptation and adaptation-design are commonly applied to develop knowledge employee voice patterns. The present study used the design approach. As a result,

respective model development and model assessment processes among Iranian knowledge-based companies were performed.

This stage refers to the implementation of interviews to determine underlying factors in knowledge employee voice. Then, these components will be extracted based on the analysis of experts' opinions and the initial list will be developed accordingly. Open and selected coding processes were used for the analysis of qualitative data.

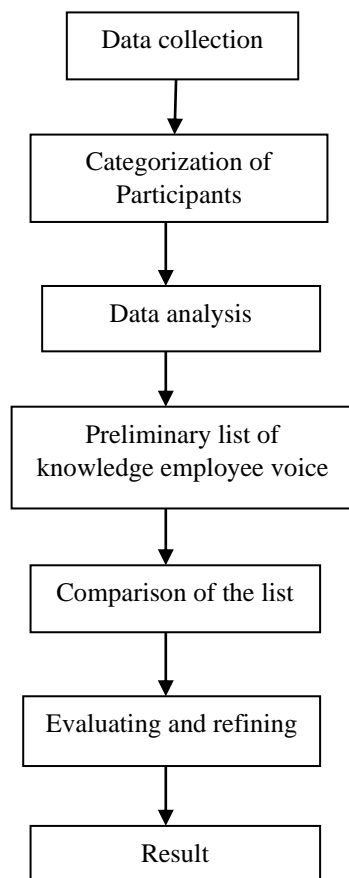


Fig.1: Flowchart of Proposed System

It is also noteworthy that these two steps are interconnected and may occur simultaneously. At first, appropriate titles were assigned to primary themes, and respective categories were developed accordingly. Eventually, the principal category was extracted based on the relationships among primary categories, which could lead to a theory to illuminate the issue. This step includes researchers

evaluating knowledge employee voices. After integrating the results of the interviews to other resources, the final draft for the knowledge employee voices index was formed. The categorisation of extracted codes was performed using conceptual correspondence. The evaluating and refining the list of knowledge employee voice is done. When different people agree on the validity of the test, that test has content validity. The content validity ratio (CVR) index was used in the present article to determine the content validity. The result is obtained.

IV. RESULT ANALYSIS

The result analysis of employee's voice in emerging companies.

Table.1 Performance Analysis

Parameters	Flexibility	Productivity	Performance
Qualitative Method	91.3	95.8	97.2
All-Round Development Theory (A-RDT)	86.2	79.5	81.1
Integrated Synthetic Evaluation Method (ISEM)	83.9	90.1	86.7

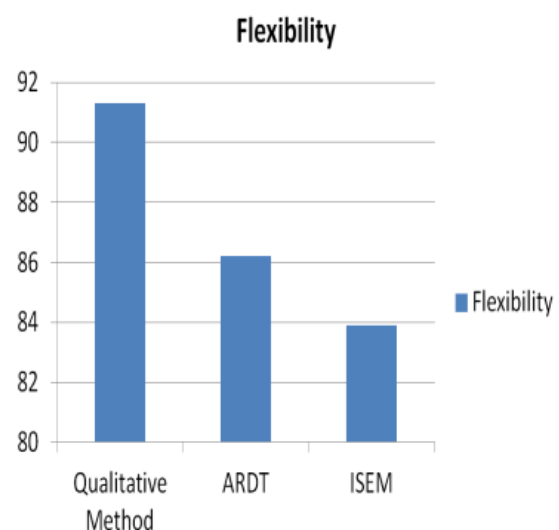


Fig.2: Flexibility Comparison Graph

In Fig.2 flexibility Comparison Graph is observed between Qualitative Method, All-Round Development Theory (A-RDT) and Integrated Synthetic Evaluation Method (ISEM).

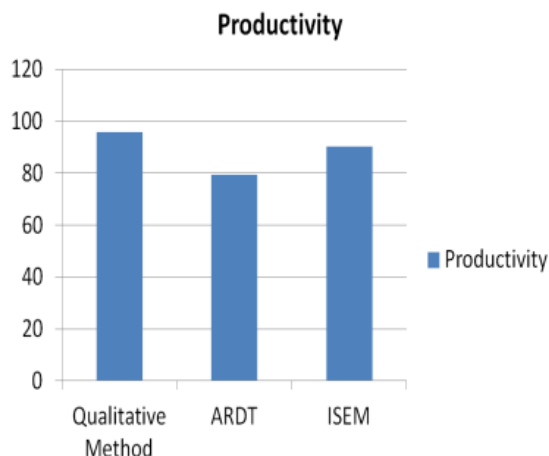


Fig.3: Productivity Comparison Graph

Productive Comparison Graph is observed in Fig.3 between Qualitative Method, All-Round Development Theory (A-RDT) and Integrated Synthetic Evaluation Method (ISEM).

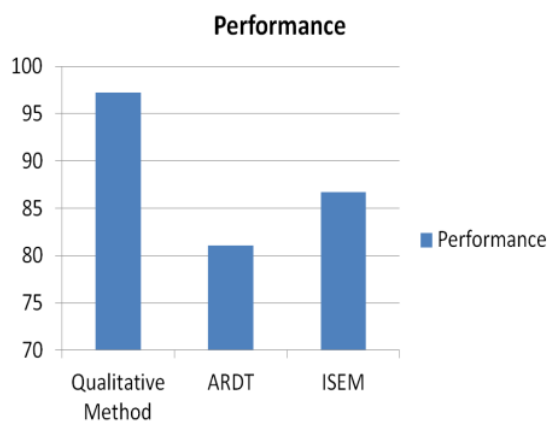


Fig.4: Performance Comparison Graph

In Fig.4 performance Comparison Graph is observed between Qualitative Method, All-Round Development Theory (A-RDT) and Integrated Synthetic Evaluation Method (ISEM).

V. CONCLUSION

This results shows that constructive knowledge voice influences the

recognition of environmental opportunities and, additionally, it helps the competitive advantages among the employees. By forming the concept of knowledge staff voice, it can be concluded that paying attention to knowledge staff voice leads to presenting creative solutions to do affairs in critical situations. The presentation of these solutions by knowledge workers results in the acceptance of environmental changes, recognition and exploitation of new chances and ideas, and sharing experiences. voice of knowledge workers in knowledge-based companies leads to consequences such as achieving competitive advantage, convergence and organizational cohesion, high productivity and performance, better interaction with customers and elimination of internal conflicts and destructive competition. In general, the research results show that managers improve workplace by preventing bullying and encouraging employees' voices to improves the organisations. Hence, this theory performs better results interms of flexibility, productivity, performance of employees.

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