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Hearing Employee Voice and Handling Grievance: Views from Frontline Hotel and Travel Agency Employees

Abstract

This study aims to explore the association between employees' voice and grievance handling, and how this relationship influences job satisfaction as a condition for decreasing leave intention. A representative sample of frontline hotel and travel agency employees in Egypt is surveyed and, in total, 662 observations were analysed by structural equation modelling. It is determined that employee voice influences the grievance handling styles adopted. In turn, it is also found that job satisfaction boosts and mediates the relationship between grievance handling and leave intention. Importantly, obliging and compromising are key grievance handling styles for enhancing job satisfaction. In contrast, a dominating approach and avoidance were found to reduce job satisfaction. Furthermore, the results show significant disparities between travel agencies and hotels in the correlations examined. Overall, the findings cohere with extant views that the higher the job satisfaction the lower employees' leave intention.

Keywords: *Employee Voice; Grievance Handling Styles; Conflict Management; Job Satisfaction; Intention to Leave.*

1. Introduction

Employee voice has been widely acknowledged to yield positive individual and organizational outcomes, including improved processes (Fu *et al.*, 2017), greater adaptation and innovation (Chen & Hou, 2016) and enhanced teamwork (Raub & Robert, 2013). Other cited benefits of employee voice are an elevation of prosocial behaviour (Whiting *et al.*, 2012), loyalty (Burriss, 2012), psychological safety (Nembhard & Edmondson, 2006) and tolerance of demanding job environments (Bakker *et al.*, 2014). Also, the value of employee voice for effectively resolving work disputes (van Gramberg *et al.*, 2020) and minimizing turnover (Eigen & Litwin, 2014) has previously been reported. Nevertheless, the empirical conceptualization and modeling of employee voice has produced conflicting and inconsistent results. There is a shortage of studies integrating employee voice as a core variable in robust structural models examining the people aspects of organizational performance. Prior studies have been limited to merely observing the antecedents and conditions for promoting employee voice.

It has been said that tourism and hospitality managers demonstrate an intense curiosity about staff emotions and how workplace conflict is resolved (Elbaz *et al.*, 2019). This curiosity is expected because collaboration, as opposed to conflict, is essential for firm performance and management in tourism and hospitality settings (Lee *et al.*, 2010). Kattara and El-Said (2013) concur that disputes and the nature of their resolution determine the quality of individual and administrative relations in the workplace in a theoretical and practical sense. Taking gender and other variables into account, Labrague *et al.* (2018) asserted that tourism and hospitality directors in Egypt ought to be proactive in managing disputes because, if left unresolved, they produce negative outcomes including reduced performance and psychological distress. In this vein, Messarra *et al.* (2016) affirm that managers increasingly require grievance handling tools to attenuate negative outcomes on operations.

By definition, conflicts are workers' complaints arising from dissatisfaction in the interaction with colleagues or managers (Daud *et al.*, 2013). To this extent, Bean (2004) stresses that stemming from performance-related frustration and conflicting views, ineffective use of resources and poor service delivery become inherent and regular. There is also a contention that the likelihood of these risks is greater in tourism and hospitality settings (Friedman *et al.*, 2000). Particularly, when complaints are mismanaged, constructive employee engagement is undermined (Chan *et al.*, 2008). On the other hand, positive conflict handling inspires the superior performance of front-of-house employees who directly interface with and affect customers' satisfaction (Mlozi & Pesämaa, 2013). Moreover, maintaining social relations is an important component of service quality in tourism destinations (Yolal *et al.* 2017).

While scholars have previously examined grievance handling styles (Elbaz *et al.*, 2019), definitive findings have evaded the literature due to contradictions on the efficacy of alternate methods (Isa & Noor,

2011). Indeed, Van de Vliert *et al.* (1999) state that there is a short-sighted search for a universal grievance handling tactic, and Nayak *et al.* (2017) corroborate that conflict resolution is a complex and personal process that requires a set of flexible methods. Scholars such as Munduate *et al.* (1999) disregarded this view and have sought to address grievance handling complexity with regression-based techniques. Thus, the current paper is conceived on the premise that employee voice is a background factor for alternate grievance handling styles that have a distinctive effect on job satisfaction. Ultimately, it is believed that this outcome will reduce employees' leave intention. Furthermore, examining the correlations of grievance handling styles, job satisfaction and leave intention in the hospitality context is timely.

To acknowledge prior studies, Mowbray *et al.*'s (2015) multidisciplinary review of employee voice and their contrived conceptual model did not consider how the former correlates with grievance handling. Similarly, although Van Gramberg *et al.* (2020) deliberated the link between employee voice, intention to quit and conflict resolution, specific grievance handling styles were overlooked, and job satisfaction was not appraised. In another study, Erkutlu and Chafra (2015) assessed the mediating effect of employee voice on the relationship between conflict management styles and organizational identification. Yet, only cooperative grievance handling styles were examined to the exclusion of competitive approaches, and the influence of employee voice on adopting specific grievance styles exceeded the scope of their research. In other studies, Zhou and George (2001) long discussed job satisfaction as an antecedent of employee voice manifesting through creativity. More recently, in their study of Egyptian hotels and travel agencies, Elbaz *et al.* (2019) undertook a configurational analysis using a fuzzy technique to determine the combinations of grievance handling styles leading to job satisfaction. Notwithstanding the theoretical value of such an approach, there is still empirical room to apply a non-linear approach to determine and compare the impact of discrete grievance handling styles on job satisfaction. Indeed, Leischnig (2016)

assert that non-linear analyses such as the partial least squares method are useful for explaining the variance in an outcome rather than the configurations leading to it. Thus, to the best of the authors' knowledge, prior studies have yet to consider a variable-oriented perspective in the investigation of employee voice as an antecedent to grievance handling and job satisfaction. In this vein, an integrative model is developed based on employees' prosocial behaviour and Rahim's (2002) meta-model for conflict management.

Accordingly, the aim of this inquiry is to investigate the impact of employee voice on the adoption of prosocial grievance handling styles while evading uncooperative alternatives. This bodes well for contributing in conflict resolution research that exceeds mere clarification of the characteristics and traits of tourism and hospitality staff (Baum, 2015), or their efficiency concerns (Liu *et al.*, 2017). In terms of extant analytical approaches, Baum (2015) and Liu *et al.* (2017) previously adopted theoretical techniques, while Li *et al.* (2016) applied multivariate regression analysis. For a more original perspective, this study is predicated on a structural equation model that is suited for showing interrelations which, in this case, are the effect of employee voice on grievance handling, job satisfaction and leave intention in turn. To this extent, the paper advances the human resources in tourism and hospitality literature. Studies in this domain, including Zhang and Wei (2017), merely explored factors inherent in grievance handling styles, while Chen *et al.* (2012) investigate their impact on job satisfaction. Clearly, employee voice has hardly been considered in relation to the combination of grievance handling adopted.

Theoretically, the current study is based on the prosocial behaviour perspective that underlines employees' voluntary actions intended to benefit others by comforting, sharing, donating, and offering physical and emotional assistance (Memmott-Elison *et al.*, 2020). This theory is preferred as a base since

Lee (2008) asserts that effective grievance handling styles lead to collective action and promote a willingness to participate among employees. Correspondingly, Chan *et al.* (2008) and Elbaz *et al.* (2019) note that the grievance handling styles adopted by employees are either cooperative [integrating, obliging and compromising] or uncooperative [dominating and avoiding] in nature. Thus, it is likely that the mechanism through which employee voice triggers a grievance handling style is defined by the presence or absence of prosocial behaviour towards the firm. Furthermore, the current study furthers the view that employee voice is a more positive post-dissatisfaction response for constructive engagement, to the extent that employees would prefer to express their concerns and manage grievances. Likewise, it can be said that exit is a negative post-dissatisfaction response and an escape from having to handle grievances. Hence, on both counts, it is reasonable to believe that employee voice has an impact on the selection of grievance handling styles. In turn, this will affect their job satisfaction and eventually their intention to leave. Accordingly, in the first segment of the path model arising from the hypothesis development, the analysis suggests that prosocial conditions enable employee voice to support the adoption of integrating, obliging, compromising and avoiding styles to handle grievance. As the only exception, it is shown that employee voice reduces the likelihood that a dominating approach will be adopted in the process. In the second segment, the triad of integrating, obliging and compromising styles subsequently produce job satisfaction, while avoiding and dominating do not. Finally, in the third segment, a negative association between job satisfaction and intention to leave is determined.

To set the scene, Egypt is the context of this study. Although, Labrague *et al.* (2018) call for a broader understanding of grievance handling through cross-cultural investigations, empirical studies from Egypt and similar environments are significantly fewer than those conducted in western settings. To this end, to enrich the empirical literature, this paper offers evidence from the Middle East. As a unit of analysis, frontline employees in hotels and travel agencies were targeted. To rationalise this choice, it is understood

that these ‘shop floor’ personnel are afforded fewer opportunities to voice their concerns owing to supervisors and managers being unaware of the importance of nurturing an open organizational climate, or knowingly sabotaging the development of such an environment (Elsetouhi *et al.*, 2018; Abou-shouk *et al.*, 2021). Furthermore, Elbaz *et al.* (2020) revealed that there are considerable variations in employee satisfaction between hotels and travel agencies in Egypt. They deduced that travel agencies are a less stressful workplace than hotels which require monotonous tasks, fixed routines, unsocial hours and more onerous responsibilities to meet the special requirements of guests. For example, in hotels, frontline personnel deal with guests for longer periods than travel agencies who may only have a single interaction, and this could be remote or virtual. For these reasons, it is thought that frontline hotel employees endure greater stress in discharging their duties.

2. Theoretical Background and Hypotheses Development

The frequency of workplace interaction in tourism and hospitality increases the likelihood of employee conflict which may degenerate into confrontation and disagreement (Salem, 2015), and lead to tasks becoming more challenging without appropriate administrative support (Yang *et al.* 2012). Handling conflict is complex (Nayak *et al.*, 2017), and requires constructive approaches to optimise operations and productivity. By the same token, badly handled conflict reduces employees' morale and performance, provokes absenteeism, performance delays and turnover intention. To appease conflicting parties, Rahim (1983) offered a two-dimensional model comprising of (1) self-concern and (2) concern for others. Self-concerned individuals seek to satisfy personal interests while individuals concerned about others promote peers' interest. These two dimensions are mutually inclusive in conflict situations (Rubin & Brown, 1975). Consequently, Ayub *et al.* (2017) extended the dimensions into five grievance handling styles of integrating, obliging, compromising, dominating and avoiding. To reiterate, integrating, obliging and compromising are cooperative styles, whereas avoiding and dominating are deemed uncooperative (Chan

et al., 2008; Elbaz *et al.*, 2019). Comparing the two, Meyer (2004) corroborates those cooperative styles are organizationally beneficial, while Weider-Hatfield & Hatfield (1996) associate uncooperative styles with negative outcomes. At the individual level, Chen *et al.* (2012) find a significant relationship between grievance handling styles and employees' job satisfaction. Recalling the aim of this study; to investigate the impact of employee voice on the tendency to adopt efficacious grievance handling styles, we now proceed to hypotheses development (see figure 1).

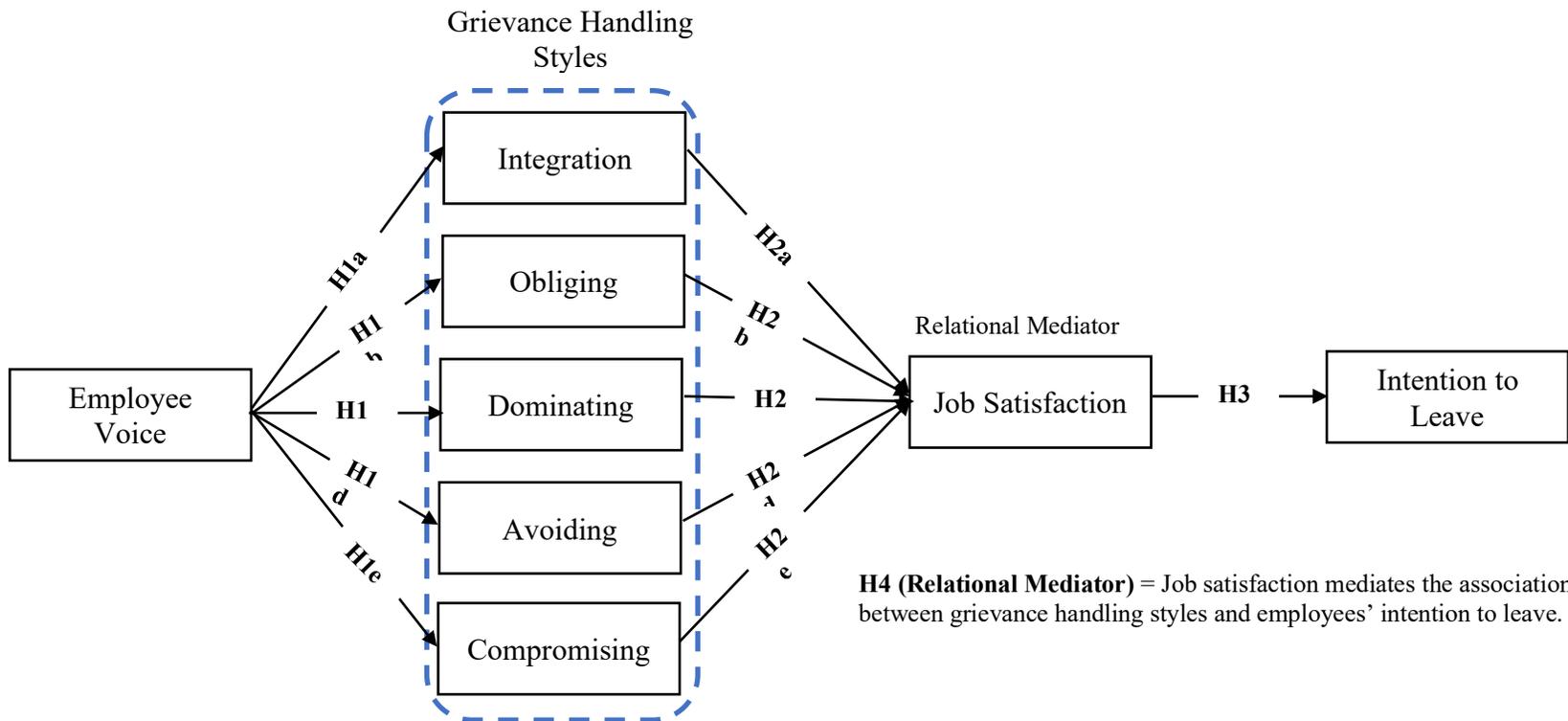


Fig. 1. The Study Theoretical Framework

2.1. Employee Voice

Once more, employee voice refers to organizationally available opportunities for personnel to willfully and unreservedly express their work-related insights, recommendations and opinions to aid operational and managerial effectiveness (Withey & Cooper, 1989; Van Dyne & LePine, 1998; Morrison *et al.*, 2011; Takeuchi *et al.*, 2012; Wilkinson *et al.*, 2014). It is understood to be an essential success factor for a hospitality enterprise (Loi *et al.*, 2014; Raub & Robert, 2013). When employees openly articulate their concerns, room is created for their direct involvement in conflict resolution (Ury *et al.*, 1988), as well as participation in decision-making (McCabe & Lewin, 1992; Dundon *et al.*, 2004). To link with grievance handling, Townsend *et al.* (2020) assert that employee voice is a form of grievance articulation and expression. It is exercised when employees seek to correct perceived injustice or mistreatment in the workplace (Klaas & Ward, 2015). Furthermore, Townsend *et al.* (2020: 3) argue that ‘if grievance is not handled well in a workplace, this would be indicative of a poorly functioning system of employee voice’. To explain the mechanism of this employee voice – grievance handling nexus, both Van Dyne and LePine (1998) and Morrison (2011) argue that the relationship is driven by employees’ desire to be prosocial. As a trait, prosocial attitudes are a citizenship behaviour aimed at initiating constructive changes and improving the status quo (Li & Wu, 2015). Thus, in line with Townsend *et al.* (2020), the grievance pathway adopted by employees is likely to be determined by the quality of prosocial voice that obtains in the firm. In this regard, Donaghey *et al.*’s (2011) concept of exit, voice, loyalty, neglect and silence (EVLNS) stipulates that employees’ use of voice during grievance is more heterogenous than homogenous. Indeed, when conflict arises, employees may choose to *exit* the firm, offer *voice* in a prosocial manner, show *loyalty* by waiting for an improvement in conditions, *neglect* feelings of injustice or mistreatment by demonstrating lax and disregardful behaviour, or remain *silent* in a way that disrupts the firm’s operations and/or to avoid reprisal from

management (Townsend *et al.*, 2020). Moreover, Donaghey *et al.*'s (2011) view that employees express their voice in a dynamic rather than static manner corresponds with Rahim's (1983) indication of grievance handling being a balance between (1) concern for self and (2) concern for others. Residing in this process are the integrating, obliging, compromising, avoiding and dominating grievance handling styles (Ayub *et al.* (2017) that employees may adopt to exert their prosocial voice. According to Elbaz *et al.* (2019), the integrating style reflects employees' willingness to cooperate, the obliging style refers to their pursuit of shared or communal values, and the compromising style represents making concessions or finding a middle ground between conflicting parties. Additionally, the avoiding style reflects employees' withdrawal from situations of tension, while the dominating style refers to one party's tendency to impose their interest on others during conflict (Elbaz *et al.*, 2019). Thus, to investigate the heterogenous effect of prosocial employee voice on employees dynamically adopting the respectively grievance handling styles, the first hypotheses test whether:

H1a. Employee voice has a positive association with integrating style

H1b. Employee voice has a positive association with obliging style

H1c. Employee voice has a positive association with compromising style

H1d. Employee voice has a negative association with avoiding style

H1e. Employee voice has a negative association with dominating style

2.2. The relationship between grievance handling and job satisfaction

Effective grievance handling triggers positive organisational outcomes such as workplace stabilisation, employee satisfaction and efficient use of resources to the extent that low morale, poor performance, lateness and absenteeism are reduced (Elbaz *et al.*, 2019). Thomas and Kilmann (1978) and Weider-Hatfield and Hatfield (1996) draw parallels between managers' grievance handling and subordinates' job satisfaction. Only a few studies (e.g. Williams, 2011)

find an insignificant correlation between grievance handling styles and levels of job satisfaction. To compare sectors, Montoro-Rodriguez and Small (2006) report a positive relationship between cooperative grievance handling and job satisfaction in education and nursing. From a country perspective, cooperative styles have been found to positively affect satisfaction among social network site users in China (Zhang *et al.*, 2017) and Saudi employees (Ayub *et al.*, 2017). Likewise, a section of employees in Egypt have been found to be satisfied cooperatives (Elbaz *et al.*, 2019).

2.2.1. The relationship between the integrating approach and job satisfaction

Leading to a win-win situation, Rahim and Magner (1995) and Messarra *et al.* (2016) state that the integrating approach satisfies conflicting parties' interests, rather than finding a middle ground. Integrating conflicting parties' concerns has a positive influence on job satisfaction as well as attitudinal and behavioral compliance (Lahana *et al.*, 2019). It also yields employees' satisfaction with superiors (Lee, 2008), reduces work stress (Tabak & Orit, 2007) and lowers burnout (Wright, 2011). The integrating approach is perceived to be realistic and appropriate notwithstanding its time-consuming nature (Brummer *et al.*, 2017). Evidence in this regard has been found in Malaysia (Lian & Tui, 2008), China (Chan *et al.*, 2008), among undergraduate nursing students in Hong Kong (Chan *et al.*, 2014), in Germany (Brummer *et al.*, 2017) and Saudi Arabia (Ayub *et al.*, 2017). Only few studies (Williams, 2011; Pratiwi, 2017) contend that there is no significant influence of integrating style on job satisfaction. Thus, we propose that:

H2a Integrating style has a positive association with job satisfaction.

2.2.2. The relationship between the obliging approach and job satisfaction

The essence of the obliging approach is clarifying and promoting the similar interests and shared values of conflicting parties (Yuan, 2010). In this case, parties with low attentiveness for self look to satisfy other parties' interests (Messarra *et al.*, 2016), representing a lose-win situation. This style is appropriate when one party is lax and the other is determined to satisfy their interest (Yuan, 2010). There are mixed views on the effect of obliging approach on job satisfaction. Lee (2008) writes that employees are satisfied with superiors' use of the obliging style, consistent with Pratiwi's (2017) observation of nurses as well as Lian and Tui's (2008) findings in Malaysia. On the contrary, Friedman *et al.* (2000) and Tabak and Orit (2007) note that there is a direct relationship between obliging and higher work stress. Two inconclusive studies finding neither a positive nor negative impact of the obliging approach on job satisfaction are Williams (2011) and Chen *et al.* (2012). To further examine this link, the following hypothesis is proposed:

H2b. Obliging style has a positive association with job satisfaction

2.2.3. The relationship between compromising approach and job satisfaction

The compromising approach is a cross between cooperativeness and assertiveness, requiring both conflicting parties to make concessions to resolve a disagreement (Rahim, 2002). Hence, it does not completely satisfy both parties' needs and interests, and there are no ultimate winners or losers (Messarra *et al.*, 2016). This style is suited to complicated situations, for example, when conflicting parties are domineering and assertive (Thomas *et al.* 2008). Compromising requires that parties engage and exchange their viewpoints to reach a satisfactory resolution (Rahim & Magner, 1995). Existing studies have shown that compromising generates positive job satisfaction (Lee, 2008; Chen *et al.*, 2012; Pratiwi, 2017) and reduces burnout (Wright, 2011). A similar finding in Lian & Tui (2008) shows that the compromising positive influences

employees' feelings of accomplishment and reward. However, Williams (2011) found no significant association between compromising and employees' job satisfaction. Accordingly, it is hypothesized that:

H2c. Compromising style has a positive association with job satisfaction

2.2.4. The relationship between avoiding approach and job satisfaction

Avoidance, often called the lose-lose resolution (Messarra *et al.*, 2016), is indicative of conflicting parties' low concern for each other (Rahim & Magner, 1995). This is demonstrated by employees withdrawing from confrontation and non or haphazard completion of tasks. Withdrawal could either be direct or done tactfully to evade disciplinary action (Thomas & Kilmann, 1974). Typically, employees resort to avoidance when opposing viewpoints are trivial or when an unfavorable response is expected from other parties (Lee *et al.*, 2010). There are undoubtedly mixed findings in the relationship between avoidance and job satisfaction. Pines *et al.* (2014) confirm avoidance as individuals' preferred option, and Tabassi *et al.* (2017) conclude that avoidance has a positive impact on team performance. Nonetheless, some scholars argue that, at least for nurses, the avoidance style has no significant influence on job satisfaction (Williams, 2011; Pratiwi, 2017). This is challenged by findings suggesting that avoidance leads to increased stress (Friedman *et al.*, 2000; Tabak & Orit 2007), job burnout (Wright, 2011), managerial incompetence (Lee, 2008) and, eventually, job dissatisfaction (Lian & Tui, 2008). Consequently, it is hypothesized that:

H2d. Avoiding style has a negative association with job satisfaction.

2.2.5. The relationship between dominating approach and job satisfaction

In a dominating approach, Daud *et al.* (2013) assert that one party imposes their views, interests and opinions over others, triggering a win-lose scenario (Messarra *et al.*, 2016). This approach is based on an authority-oriented mindset (Rahim, 2002; Thomas & Kilmann, 1974). In situations where speedy decisions must be reached, and there is no consensus, domination fast-tracks the decision-making process (Rahim, 2002). There are contradicting findings on domination and its effect on job satisfaction. Few studies cite this style as a preferred option (Waite & McKinney, 2014). In Egypt, experienced and senior managers in tourism are typically dominators (Elbaz *et al.*, 2019). Nevertheless, according to Lee (2008), subordinates' job satisfaction is diminished by supervisors' domination and it is associated with reduced interpersonal rewards (Weider-Hatfield & Hatfield, 1996). The same suffices in evidence from Malaysia (Lian & Tui, 2008), among nursing students in Hong Kong (Chan *et al.*, 2014) and in Saudi Arabia (Ayub *et al.*, 2017). Yet, Pratiwi (2017) do not sense a significant influence of domination on job satisfaction. Accordingly, to test this link, the association between domination and job satisfaction is hypothesized as follows:

H2e. Dominating style has a negative association with job satisfaction.

2.3. The impact of job satisfaction on employees' intention to leave

It has been established in the literature that higher job satisfaction reduces turnover intention (Springs, 2015). When job satisfaction decreases, turnover intention increases even if job enthusiasm is high (Liu *et al.*, 2012). Withdrawal behaviors such as lateness, sickness and absenteeism increase, followed by the pursuit of other employment opportunities (Mobley, 1977). Zopiatis *et al.* (2014) go further and determine a negative association between extrinsic job satisfaction and turnover. However, in their view, there is no significant association between intrinsic job satisfaction and intention to leave. In another study, Cho *et al.* (2009)

classify drivers of dissatisfaction leading to turnover into dissatisfaction with salary and benefits and dissatisfaction with job opportunities. Job satisfaction also mediates the link between ethical leadership and diminished turnover intention (Ghahroodi *et al.*, 2013). In hospitality studies, conclusions have been drawn confirming the effect of job satisfaction on diminished turnover intention (Stamolampros *et al.*, 2019). Griffith *et al.* (2000) determined that employees' dissatisfaction is a composite of the nature of the tourism job and specific employment terms such as inadequate financial rewards, uninteresting job content, poor relationships with supervisors and adverse working conditions. Notwithstanding this evidence, Tongchaiprasit and Ariyabuddhiphongs (2016) find no significant association between hotel chefs' job satisfaction and their turnover intention. Accordingly, owners/managers of tourism firms have contended that job satisfaction is not linked to turnover as it [turnover] is provoked by factors beyond their control (Chalkiti & Sigala, 2010). The following correlation is thus hypothesized for testing:

H3. Employees' job satisfaction has a negative association with intention to leave.

2.4. The intervening role of job satisfaction in the link between grievance handling styles and intention to leave

In order to achieve a stable workforce and preempt leave intention, conflicts should be handled rationally (Elbaz *et al.*, 2019). Yang *et al.* (2015) report that, consistent with the conflict meta-model, grievance handling styles are associated with work stress and turnover intention. They even moderate job satisfaction's influence on the intention to quit the firm (Springs, 2015). However, findings are still varied in this regard. Some scholars state that the integrating and compromising styles diminish employees' intention to leave (Chan *et al.*, 2008; Nissa *et al.*, 2018), while domination is said to increase the same outcome (Al-Hamdan *et al.*, 2016). Yet, studies in the exception, including Chan *et al.* (2008) and Springs (2015), report no significant

relationship between various conflict handling styles and turnover intention. Hence, it is hypothesized that:

H4. Job satisfaction mediates the association between grievance handling styles and employee's intention to leave.

3. Method

Paper-based questionnaires were distributed to a population of frontline employees operating in Egyptian small and medium-sized hotels (SMHs) and travel agencies (TAs) in November 2019, with the assistance of two researchers. SMHs are entities ranked 3 stars or lower, have 50 rooms or fewer and include small resorts, budget hotels and motels (Awang *et al.* 2015). These establishments account for 35% of the Egyptian hotel industry (Egyptian Tourism Chamber, 2016). A total of 500 SMHs frontline employees were targeted, and 314 forms were returned. Yet, 19 cases were deemed invalid and unusable, leaving a sample of 295 respondents. Similarly, 500 frontline TA employees in Cairo were targeted yielding 383 returned questionnaires. Of these, 16 were invalid and unusable, leaving a remainder of 367. Consequently, in total, 697 [314 SMHs and 383 TAs] surveys were returned [69.7% response rate] with a valid sample of 662 employees. The current focus on two units of analysis is aimed at determining similarities and variance in the antecedents of job satisfaction and leave intention in diverse hospitality settings that will appeal to a wider range of hospitality practitioners and scholars. As previously stated, there are significant differences in job satisfaction between employees in hotels and travel agencies owing to the more demanding nature of work in the former (Elbaz *et al.*, 2020). Also, as Mills *et al.* (2006) indicate, the value of comparative research is the ability to separate generalizable patterns while isolating regularities in context-laden environments.

For a contextual contribution, an under-researched terrain [Egypt] has been selected as the context of the study. The tourism sector in Egypt is a significant economic pillar and source of foreign exchange. It generated 8.8% of the country's gross domestic product in 2019 (WTTC, 2021), and accounts for up to 15% of national output (Reuters, 2021). However, this economic contribution dropped to 3.8% in 2020 (WTTC, 2021) as a consequence of the COVID-19 outbreak (Abu Zaid, 2020). In fact, tourism revenues nosedived by nearly 70% in 2020 due to the pandemic (Reuters, 2021), causing severe unemployment in Egypt (Abu Zaid, 2020).

Nevertheless, the expected tourism revenue in 2021 is expected to be in the region of \$6-9 billion (Al Othman & Martin, 2021), and rise to as much as \$29.7 billion over the next five years (Abu Zaid, 2020). Hence, enabling employee voice and constructive grievance handling approaches would help develop and maintain human capacity for the forecast tourism expansion. Furthermore, although Labrague *et al.* (2018) call for a broader understanding of grievance handling through cross-cultural investigations, empirical studies from Egypt and similar environments are scarce. To this end, to enrich the literature, this paper offers new evidence from the Middle East. Labrague *et al.* (2018) asserted that tourism and hospitality directors in Egypt ought to be proactive in managing disputes because, if left unresolved, they produce negative outcomes including reduced performance and psychological distress. Likewise, Messarra *et al.* (2016) affirm that managers increasingly require grievance handling tools to sustain operations.

Since Egypt is a major tourist destination, the results emerging from this study may offer insights to support the recovery efforts in neighbouring countries in the Middle East and north Africa. Among Egyptian hotels, SMH were observed because they share common challenges in resource limitation, (Emeksiz *et al.* 2006), being small in size, and the barriers of time, cost

and expertise (Hobson & Essex, 2001). Generally, SMHs do not have a clearly defined organizational structure (Schaper, 2002) nor formal HRM practices (Çetinel *et al.* 2008), culminating in training activities being of any concern to management (Emeksiz *et al.*, 2006). There is also a stated lack of professionalism in these firms (Çetinel *et al.*, 2008). Nonetheless, SMHs are a vital part of the economy (Hillary, 2004), and they contribute to tourism development through entrepreneurship (De la Peña *et al.*, 2016; Hjalager, 2010), job creation and destination development (Aldebert *et al.* 2011; Hjalager, 2010). Yet, because SMHs lack formal organizational structures, their employees may have limited opportunities for expressing concerns, in addition to possibly executing informal grievance handling procedures. Consequently, it is believed that surveying SMHs will offer greater evidence of grievance handling, job satisfaction and leave intention arising from employee voice or the lack of. Also, to pre-empt statistical distortion, SMHs were selected since they are, to some extent, more comparable to TAs in terms of size and the nature of employees' work.

As for the sample profile, 52.8% of respondents were in the 26-35 age range, followed by the 36-45s (24.8%). In terms of gender, the proportion of males (approximately 82.9%) was noticeably higher than females. This is common in the Middle East and North Africa where males' participation in the economy far exceeds females (Elbaz *et al.*, 2020). In Egypt in particular, the average female participation in the labor force is rather small, estimated to be between 20% to 25%, compared to the global average of 52% (Nazier & Ramadan, 2016). Lastly, over half of the respondents (55.4%) were from TAs while the outstanding 44.6% were frontline SMHs employees.

3.1 Measures

A total of eight constructs have been used to measure employee voice, the five grievance handling styles, job satisfaction and leave intention. Multiple items were used to estimate the latent variables on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items are adopted from previous studies for content validity. Questions for employee voice (15 items) were adapted from Elsetouhi *et al.* (2018) (i.e., *you speak to your colleagues about new ideas for projects or changes in procedures*) to measure employees' prosocial attitude as a factor in the employee voice – grievance handling link. Accordingly, for this construct, Elsetouhi *et al.* (2018) reported reliability and validity scores exceeding 0.94 for Cronbach's alpha, 0.96 for composite reliability and 0.74 for average variance extracted. Grievance handling styles were examined with the aid of Rahim's organisational conflict inventory-II (Rahim, 1983; Rahim & Magner, 1995). For example, obliging was measured with six items (i.e., *I usually accommodate the wishes of my supervisor*), dominating was measured with five items (i.e., *I use my influence to get my ideas accepted*), avoidance was measured with six items (i.e., *I try to avoid unpleasant exchanges with my supervisor*), while compromising was measured with four items (i.e., *I try to find a middle course to resolve an impasse*, and finally integrating was measured with seven items (i.e., *I try to work with my supervisor for a proper understanding of a problem*). For these items, Colman and Wulfert (2002) have indicated a satisfactory Cronbach's alpha of more than 0.72, and a retest reliability higher than 0.75. Job satisfaction was measured using five items adapted from Yeh (2013) (i.e., *at this very moment, I am enthusiastic about my work*), with a measurement quality exceeding 0.72 for Cronbach's alpha, 0.91 for composite reliability and 0.6 for average variance extracted. Finally, four leave intention items were obtained from Crossley *et al.* (2002) (i.e., *it is likely that I will actively look for a new job in the next year*). Satisfactory reliability and validity

scores have also been reported for this construct by Rafiq *et al.* (2019). Respectively, 0.90 for Cronbach's alpha, 0.90 for composite reliability and 0.65 for average variance extracted.

4. Analysis

The analytical technique employed is a nonlinear partial least squares structural equation modelling (PLS-SEM) with the aid of WarpPLS version 7.0. This method was preferred as it supports the construction of complex conceptual models for multi-block analysis (Kock, 2020). Furthermore, based on Kock's (2020) multigroup analysis technique, a comparison between SMHs and TAs was undertaken to check for statistical differences in the correlations in both settings. The quality of the outer and inner model is described in 4.1 and 4.2 successively.

4.1. Measurement model

Validity (discriminant and convergent) and reliability (Cronbach's alpha and composite) of all instruments were checked for robustness. As shown in table 1, the composite reliability, Cronbach's alpha and AVE satisfactorily exceed the cutoffs of 0.7 and 0.5 for reliability and validity respectively (Hair *et al.*, 2016). Multicollinearity and common method bias were assessed using variance inflation factor (VIF) scores and Harman's single factor test (Podsakoff *et al.*, 2003). The VIF for all constructs were below the 5 threshold, indicating no major collinearity issue. There is also an acceptable score of 25.9% for Harman's single factor, proving that no single factor explained more than 50% variance.

To estimate discriminant validity, the heterotrait-monotrait (HTMT) ratio of correlations was used as it is increasingly regarded to be a more reliable approach (Jeon *et al.*, 2019). As shown in table 2, all the figures are lower than the 0.85 HTMT criterion (Merli *et al.*, 2019), hence indicating that the measures are unrelated.

Table 1: Convergent validity

Variables*	Composite reliability	Cronbach's alpha	AVE	VIF
Evoice	0.923	0.910	0.548	2.113
INTEG	0.898	0.867	0.556	1.458
OBLIG	0.896	0.844	0.683	1.604
COMP	0.941	0.875	0.889	1.548
AVOID	0.868	0.797	0.622	1.382
DOMIN	0.930	0.900	0.770	1.147
JOBSA	0.908	0.864	0.712	1.509
INTEN	0.920	0.870	0.794	1.423

* *Evoice* (Employee voice); *INTEG* (Integrating approach); *OBLIG* (Obliging approach); *COMP* (Compromising approach); *AVOID* (Avoiding approach); *DOMIN* (Dominating approach); *JOBSA* (Job satisfaction); *INTEN* (Intention to leave)

Table 2: Discriminant Validity

HTMT	1	2	3	4	5	6	7	8
1. INTEG								
2. OBLIG	0.508							
3. COMP	0.356	0.590						
4. AVOID	0.371	0.527	0.562					
5. DOMIN	0.380	0.235	0.218	0.178				
6. JOBSA	0.377	0.135	0.126	0.118	0.190			
7. INTEN	0.262	0.105	0.119	0.104	0.123	0.618		
8. EVOICE	0.705	0.237	0.216	0.489	0.592	0.360	0.265	

HTMT ratios (good if < 0.90, best if < 0.85)

4.2. Structural model

The inner model depicts the p-values and path coefficients (β) of the relationships hypothesized. As shown in figure 2, employee voice has a positive and significant relationship with integrating ($\beta=0.61$), obliging ($\beta=0.30$), compromising ($\beta=0.45$), and avoiding ($\beta=0.25$). Conversely, it has a negative and significant relationship with dominating ($\beta=-0.32$). Thus, H1a, H1b, H1c, and H1e are supported, excluding H1d. Furthermore, the results show that integrating ($\beta=0.24$), obliging ($\beta=0.12$) and compromising ($\beta=0.20$) have a positive effect on job satisfaction, whereas avoiding ($\beta= -0.16$) and dominating ($\beta= -0.20$) have a negative influence on the outcome. Hence, H2a, H2b, H2c, H2d and H2e are all supported. In the

succeeding segment, job satisfaction is determined to strongly reduce leave intention ($\beta = -0.46$), accepting H3. To quantify, the results indicated that the grievance handling styles examined account for 22% of job satisfaction and, in turn, job satisfaction explains 30% of employees' leave intention.

In order to gauge the predictive validity of the research model, the latent variable coefficients were checked. The generated cross-validated redundancy (Q-squared) values for all two dependent constructs were above zero (job satisfaction: 0.153; intention to leave: 0.299), proving the model's predictive validity. As shown in table 3, indirect effects were assessed to uncover the mediating role of job satisfaction in the association between grievance handling styles and employees' leave intention. The findings show that job satisfaction fully mediates the link between obligating, dominating, avoiding, compromising and intention to leave, and partially mediates the relationship between integrating and leave intention. Lastly, the link between grievance handling styles and employees' intention to leave is significantly mediated by job satisfaction. Thus, H4 is accepted.

Table 3: Direct and Indirect Effects Results

Paths	Significance		Confidence intervals		Outcome
	Direct Effect (<i>P-value</i>)	Indirect effect via JS (<i>P-value</i>)	2.5%	97.5%	
Integrating on intention to leave	0.011	0.001	0.343	0.193	Partial mediation
Obliging on intention to leave	0.303	0.028	0.180	0.027	Full mediation
Dominating on intention to leave	0.293	0.011	-0.047	-0.200	Full mediation
Avoiding on intention to leave	0.490	0.014	-0.042	-0.195	Full mediation
Compromising on intention to leave	0.337	0.023	0.184	0.031	Full mediation

Table 4: Multi group analysis of SMHs and TAs¹

	Overall sample (n=662)			SMHs sample (n=295)			TAs sample (n=367)			P- value for the differences between two samples	
	Path Coefficient	P-Value	Results	Path Coefficient	P-value	Results	Path Coefficient	P-Value	Results		
Direct Effects											
H1:											
H1a: Evoice → INTEG	0.61**	<0.01	Supported	0.68**	<0.01	Supported	0.66**	<0.01	Supported	0.187	
H1b: Evoice → OBLIG	0.30**	<0.01	Supported	0.44**	<0.01	Supported	0.38**	<0.01	Supported	< 0.001	
H1c: Evoice → COMP	0.45**	<0.01	Supported	-0.52**	<0.01	Supported	-0.23**	<0.01	Supported	< 0.001	
H1d: Evoice → AVOID	0.25**	<0.01	Supported	0.44**	<0.01	Supported	0.24**	<0.01	Supported	< 0.001	
H1e: Evoice → DOMIN	0.32**	<0.01	Supported	0.46**	<0.01	Supported	0.38**	<0.01	Supported	< 0.001	
H2:											
H2a: INTEG → JOBSAT	0.24**	<0.01	Supported	0.09	0.06	Not Supported	0.24**	<0.01	Supported	0.048	
H2b: OBLIG → JOBSAT	0.12**	<0.01	Supported	-0.14**	<0.01	Supported	0.15**	<0.01	Supported	< 0.001	
H2c: COMP → JOBSAT	0.20**	<0.01	Supported	0.18**	<0.01	Supported	-0.11**	<0.01	Supported	< 0.001	
H2d: AVOID → JOBSAT	-0.16**	<0.01	Supported	0.04	0.22	Not Supported	0.16**	<0.01	Supported	0.109	
H2e: DOMIN → JOBSAT	-0.20**	<0.01	Supported	0.25**	<0.01	Supported	0.11**	<0.01	Supported	< 0.001	
H3: JOBSAT → INTENT	-0.46**	<0.01	Supported	-0.48**	<0.01	Supported	-0.46**	<0.01	Supported	< 0.001	

¹ Indicators for SMHs and TAs were excluded from the structural model in order to perform the multi group analysis as recommended by Kock (2020)

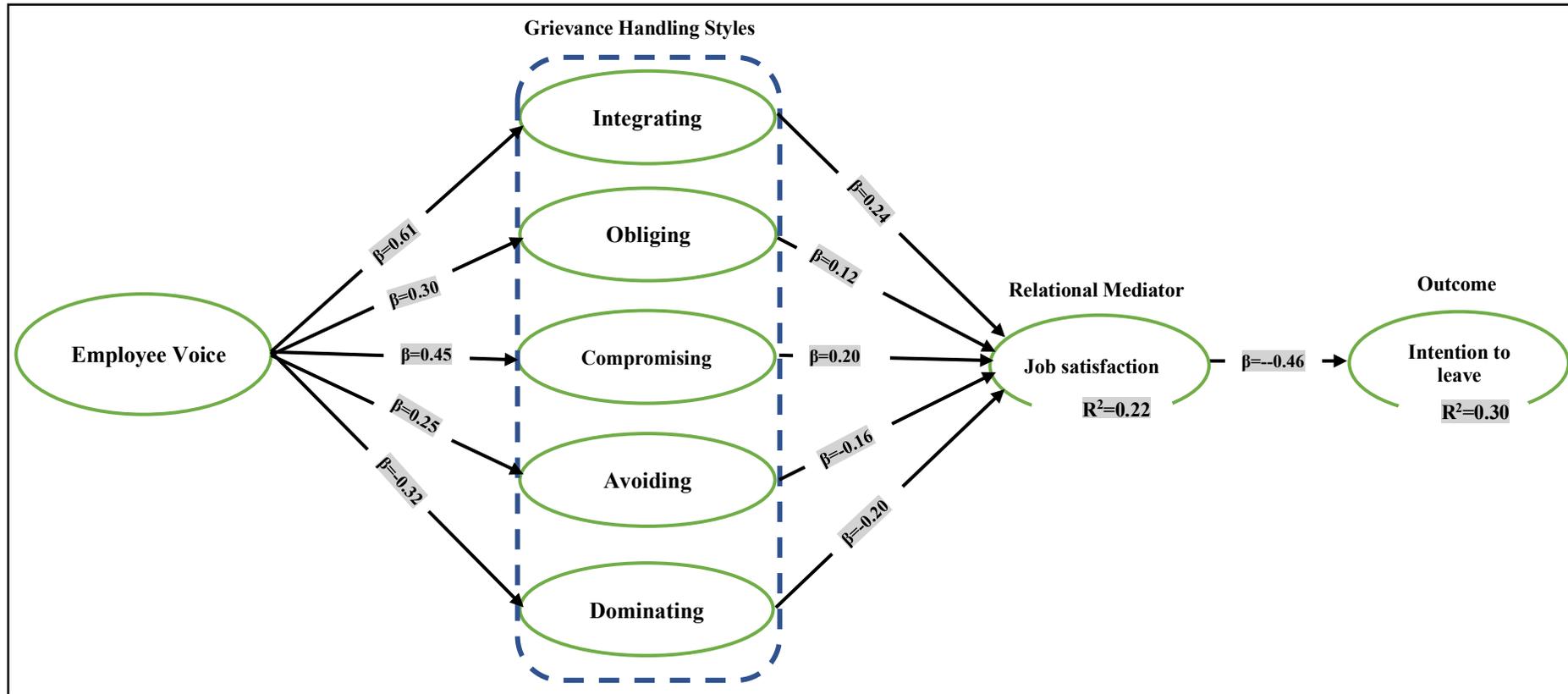


Fig. 2. Path coefficients and P-values.

4.3 Multi-group Analysis of SMHs and Travel Agency Samples

For further insights, the structural model was compared across SMHs and TAs in the sample to identify possible differences as indicated in table 4. The findings indicated that there are notable differences in the two samples for H2a and H2d. By interpretation, job satisfaction resulting from grievance handling is higher among employees in TAs than in SMHs.

5. Discussion and Conclusion

This study set out to identify the impact of employee voice on the decision to adopt alternate grievance handling styles, in addition to specifying how these styles are likely to reduce leave intention among SMHs and TAs in Egypt. To achieve this, a PLS-SEM approach was adopted. Additionally, the study explored the influence of grievance handling styles on job satisfaction as a precursor for turnover intention. Largely, the inherent contribution stems from the hypothesized theoretical model that considered prosocial behaviour with Rahim's (2002) meta-model for conflict management. Also, job satisfaction is integrated as a relational mediator. Empirically, surveying typically overlooked SMHs adds rare evidence to the literature.

The path coefficients in the structural model suggest that employee voice encouraged the adoption of more cooperative grievance handling styles such as integrating, compromising, obliging, while it discouraged the adoption of the dominating style. However, the positive link between employee voice and the avoiding style is surprising. To explain this occurrence, avoidance could be a positive/cooperative prosocial behaviour when employees shirk responding to scenarios that are deemed to be of low stake in their interest(s) and non-mission critical to the firm's operations. Overall, the current findings coincide with previous studies linking employee voice to successful conflict and organizational performance (Ury *et al.*, 1988; Zhou & George, 2001; Cottini *et al.*, 2011; Eigen & Litwin, 2014; Van Gramberg *et al.*, 2020).

The findings also chime with employee voice being a channel for recognizing problems before they intensify (Chen & Hou, 2016), and addressing disagreement concerning roles and responsibilities (LePine & Van Dyne, 2001). Consistent with Bryson *et al.* (2007), it is confirmed that restraining employees from speaking up increases the likelihood of conflict arising. To corroborate, Chen *et al.* (2012) and Lahana *et al.* (2019) concur that integrating is the most important conflict style for employees' satisfaction. Similarly, Tabak and Orit (2007) explain that integrating could lower burnout and reduce occupational stress. For obliging, Lee (2008) and Pratiwi (2017) found that it increases job satisfaction by promoting conflicting parties' shared values. Then, for compromising, Messarra *et al.* (2016) state that when there is conflict between dominant and assertive parties, a resolution can be reached by finding a middle ground.

Our findings also indicate that dominating and avoiding reduce job satisfaction. This is consistent with Messarra *et al.* (2016) who assert that avoidance is a lose-lose solution as conflicting parties show a low concern for each other (Rahim & Magner, 1995). Thus, Rahim (2002) opines that the dominating approach is based on a competitive and authority-oriented mindset. Competition and asserting authority, according to Lee (2008), makes subordinates dissatisfied with supervisors to the extent that job satisfaction is diminished. Domination also negatively affects interpersonal relations (Weider-Hatfield & Hatfield, 1996). In addition, the results indicate a negative and significant impact of job satisfaction on employees' turnover intention. This coheres with extant views that optimising job satisfaction reduces turnover intention (Springs, 2015).

As for the indirect relationship, it was theorized that the influence of grievance handling styles on leave intention is subject to job satisfaction. Thus, the findings demonstrate an indirect

association between grievance handling styles and leave intention through the enhancement of job satisfaction, with the exclusion of dominating and avoidance styles (see figure 2). While Wright (2011) suggests that the intention to leave is a direct outcome of grievance handling, to the best of the authors' knowledge, no prior studies have investigated the mediating role of job satisfaction in this nexus. Accordingly, we argue that diverse grievance handling approaches may not necessarily reduce leave intention unless they also cause job dissatisfaction. This may clarify divergent findings on the effect of grievance handling styles on leave intention (Williams, 2011; Chen *et al.* 2012 and Pratiwi, 2017). To further support the argument, employee voice in the first place has been said to increase job satisfaction (Raub, 2018) and increase employees' loyalty (Burris, 2012).

At this juncture, it is pertinent to clarify the mechanism by which employee voice interacts with grievance handling styles. To evoke Li and Wu's (2015) prosocial behaviour framework, grievance procedures reside in a continuum between the shared and contested agenda in the workplace. Accordingly, when there is a two-way system in which employees are consulted during decision making, employees are afforded a platform to articulate their feelings about conditions in the workplace (Klass & Ward, 2015; Townsend *et al.*, 2015). In this vein, Elbaz *et al.* (2019) suggest that integrating, obliging and compromising constitute a more positive approach to grievance handling [prosocial behaviour], while avoiding and dominating are largely adverse attitudes that undermine workplace relationships [antisocial behaviour]. Hence, the participation prompted by employees' prosocial contribution to decision making and the upward problem solving that results (Dundon *et al.*, 2004) explains the link between employee voice and the adopted grievance handling styles.

Moreover, the findings established that there are significant differences between SMHs and TAs' frontline employees as shown in the path coefficients. It is clear that TAs employees are more likely to express their opinion to both colleagues and supervisors compared to SMHs frontline staff. This result is consistent with Abou-shouk *et al.* (2021) who found that TA employees are inspired by peers and given greater self-confidence to speak up. Thus, employees who are willing to make compromises are encouraged to approach their supervisors for help and support in dealing with difficult situations.

In addition, as a logical consequence of SMHs employees' inferior ability to voice their concerns, and for being prone to adopting less constructive grievance handling styles, the job satisfaction of SMHs employees is lower than their TA counterparts. Indeed, prior literature has also shown that job satisfaction is directly influenced by employee voice (Alfayad & Arif, 2017). Similarly, Abou-shouk *et al.* (2021) indicated that, in Egyptian TAs, employee voice has a significant influence on reducing intention to leave through the intervening role of job satisfaction. In contrast, regarding frontline employees in hotels, Koyuncu *et al.* (2013) indicated that greater voice behaviour enhances their job satisfaction and is more likely to decrease leave intention.

The insinuation that SMHs oversee a less healthy working environment than TAs is, in part, attributable to the fact that the workload in hotels is usually greater, more physically demanding, and involves multiple simultaneous interactions than in TAs. In addition, as previously stated, SMHs struggle with limited resources and expertise, in addition to lacking a formal organizational structure. For these reasons, it makes sense that their frontline employees have fewer opportunities to voice concerns, since supervisors and managers are either not aware of the importance of nurturing such a behaviour, or are indifferent to it. Moreover, SMHs

employees are typically engaged on lower salaries compared to those of larger chain-affiliated hotels. Coupled with high rates of unemployment in Egypt, employees may feel threatened by the prospect of dismissal upon voicing out their concerns to colleagues or superiors. Under such circumstances, it is natural for grievances to remain latent or mishandled, hence leading to diminished job satisfaction among SMHs employees.

6. Implications and Limitation

This study enriches and extends the general conflict resolution and grievance handling corpus in tourism and hospitality. It affords a more in-depth understanding of the provisions and conditions necessary for successful management of grievance and subsequent resolution, improving job satisfaction and eventually minimizing employees' intention to quit. Through the distinct weights of the path coefficients, the evidence is conclusive that employee voice discretely stimulates all grievance handling styles with the exception of the dominating approach. In turn, only integrating, obliging and compromising styles lead to job satisfaction, while avoiding and dominating styles have the reverse effect. In due course, the interplay of these correlations leads to job satisfaction to the extent that intention to leave is significantly reduced. Although the findings generally corroborate previous results, the chosen PLS-SEM approach has enabled the ranking of how grievance handling styles are boosted by employee voice. Accordingly, (1) the integrating style has been found to be most stimulated by employee voice, followed by (2) compromising, (3) obliging and (4) avoiding. Employee voice also reduces the likelihood that (5) a dominating style will be adopted. These results prompt theoretical and practical ramifications that are now considered.

Theoretical Implication

Our findings offer a new perspective to tourism scholars. To begin with, in terms of conceptualisation, employee voice was introduced as a key background factor for adopting more constructive grievance handling styles, and how they correlate with employees' job satisfaction. In turn, we have shown that job satisfaction mediates the relationship between grievance handling styles and leave intention, and even minimizes the latter. For theoretical advancement, these associations are explained by the mechanism of employees' prosocial behaviour.

Furthermore, the results reveal the multisided nature and interrelations of employee voice, grievance handling and desired outcomes. It has been shown that an organisational climate that encourages employee voice brings about the adoption of cooperative grievance handling styles. Furthermore, previously contradictory findings on the influence of grievance handling on leave intention have been clarified by the mediating role of job satisfaction. Also, surveying SMHs and TAs in Egypt is a novelty in employee voice and grievance handling research, since this context has scarcely been investigated despite its importance as tourism and hospitality destination, and the potential generalizability of the findings to neighbouring countries in the region. Also, the theoretical model has been tested with evidence from mostly unprofessionally managed SMHs and TAs.

Undoubtedly, it is a challenge for managers and supervisors to create an environment that supports employee voice, as well as institute voice-out and voice-up mechanisms. Nevertheless, it is clear that achieving the aforementioned elevates the quality of employee-employer rapport. As the findings imply, enabling employee voice in Egyptian tourism and hospitality instigates the adoption of prosocial grievance handling styles (integrating,

compromising and obliging), while discouraging the negative dominating style. An exception in the findings was that employee voice urged, to a lower extent, the adoption of avoiding style, which is conventionally classified as a negative style. This may be attributable to the fact that, as a result of employees' speaking up their concerns, avoidance may be viewed as a suitable means to managing conflicts which would otherwise deepen. Thus, we can infer that employee who enjoy opportunities, trust and psychological safety to speak up their concerns are more likely to address their grievance constructively, be more satisfied as well as show loyalty. Nevertheless, the diverse job satisfaction outcomes SMHs and TAs employees arising from the multi group analysis suggest that scholars ought to consider the operational, managerial and organizational specificities of tourism and hospitality firms when investigating issues of employee voice, grievance handling and leave intention.

Practical Implication

To cultivate a culture of prosocial employee voice, tourism and hospitality establishments are encouraged to provide support and training for employees to handle disputes in their workplaces, and to utilize signposted voice channels. Similarly, line managers and supervisors should be trained and supported since grievances are most likely to be first reported to them. Hence, to enhance tourism and hospitality managers' practice, grievance handling courses with training and simulation exercises are recommended. As such opportunities are rare in Egypt, academic and training institutions are thus encouraged to develop and offer employee-voice support and grievance handling courses targeted at tourism and hospitality managers to help them increase job satisfaction through effective conflict resolution. Such courses will also apprise managers on the importance of encouraging employee voice and adopting different grievance handling styles in distinct scenarios. In addition, recruitment and selection may also incorporate grievance handling tests for the screening of shortlisted applicants. For example,

candidates may be asked to rationalize and resolve brief, carefully prepared real-life cases of conflict situations in the workplace, and how they are likely to speak up and speak out their concerns for the best interest of the establishment. This would help evaluate applicants' conflict handling predispositions in order to design on the job training programs accordingly.

Specifically, in SMHs, in order to reduce employees' leave intention, managers should develop and announce formal processes for employees to express themselves and voice their concerns. They should also promote collaborative rather than authoritative grievance handling styles as a preferred antecedent for nurturing employees' job satisfaction and reducing their leave intention. This is especially essential as leave intentions will likely become actual turnover. Such positive work environments can decrease the undesirable influences of usually lower salaries in SMHs. In addition, SMHs owners/managers must seek to clarify reporting relationships and enforce standard operational procedures for undertaking work and escalating grievance. Of equal importance is providing career relevant training for employees to support their progression and sense of job security that will encourage them to adopt a problem-ownership approach in discharging their duties.

6.3 Limitation and Future research

In spite of its strengths, there are some limitations in this study that could be addressed in future research. First, although the sample is adequate for the current analysis, it does not clearly represent the population due to a large number of SMHs and TAs in Egypt relative to the valid responses. There is also an imbalance between SMH and TA employees in the sample. In addition, the survey only approached SMHs to the exclusion of larger hotels where increased workloads may trigger conflicts with greater complexity. Thus, representativeness and generalization of the results by Egyptian tourism and hospitality practitioners should be taken

with caution and consideration of organisational size. It is therefore proposed to study, as essential future research, whether organizational factors would affect the impact of employee voice on employees' grievance handling discretion. Suggested organizational factors are leadership styles, workplace culture, team cohesion, human resources and discipline-related organizational norms, and the availability of upward communication channels (Elkhwesky et al., 2022).

In addition, since the positive impact of grievance handling on reducing employees' intention to leave is predicated on job satisfaction, further research is essential to clarify the mediating role of grievance handling styles (obliging, integrating, avoiding, compromising, and dominating) between the relationship of employee voice and job satisfaction. Specifically, it will be opportune to study the moderating role of managers and employees' personality types and whether they prioritize their own goals over those of the organisation. It will also be timely to investigate how individual-based variables affect predispositions towards particular grievance handling styles and their subsequent correlation to job satisfaction and leave intention. Further studies could explore the hypothesized relationships on the team rather than individual level as, in the grand scheme, team-based outcomes are desired for employee voice and grievance handling. Other organisational factors such as corporate culture and trust, demographic and role-based variables could also be operationalized as moderators in future studies.

Lastly, this study was conducted in the developing country context of Egypt. A multi-group analysis comparing a developed and less developed country may offer greater insights into the employee voice and grievance handling perception of SMH and TA employees. This could be supplemented by longitudinal studies determining causal relationships between the proposed

variables with greater confidence than is possible in cross-sectional research. We also call for new studies to examine the mediating role of psychological safety in the relationship between employee voice and grievance handling styles.

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