sdmimd
JOURNAL OF MANAGEMENT

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DOI:10.18311/sdmimd/2026/56252

A Study of an Association between Job Autonomy and Employee Psychological Wellbeing

Prashant U. Gujanal[1*] and S. C. Patil

[1]Assistant Professor, Department of Management Studies, SDM College of Engineering and Technology, Dhavalagiri, Dharwad - 580002, Karnataka, India

[2]Professor, PG Department of Business Administration, Rani Channamma University, Vidyasangama, Belagavi - 591156, Karnataka, India

Abstract

In today's complex, technology-driven environment, where organisations are exploring new ways to improve, it is essential to nurture and retain people, because machines cannot always replace human capabilities. Considering past studies on human resource management and organisational behaviour, employee well-being 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 organisations. 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 analysed using Structural Equation Modelling.

Major Findings: The study found a direct relationship between job autonomy and employee psychological wellbeing. The finding reveals that employee promotive voice enhances employees' psychological wellbeing. Employee voice mediated the relationship between job autonomy and employee psychological wellbeing.

Keywords: Employee Voice, Job Autonomy, Manufacturing Units, Psychological Wellbeing

1. 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 cannot always 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 the wellbeing of its employees (Guest, 2017), as it is 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 employers in managing employee wellbeing. Many of the positive organisational outcomes, such as 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 well-being. 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 well-being. Individual and

*Email: gujanalprashant@gmail.com

organisational level outcomes, such as employee health, employee absenteeism, employee turnover and organisational productivity, have a significant association with psychological well-being (Harter *et al.*, 2003; Jada *et al.*, 2023). Diener and Seligman (2002) conceptualise employee psychological well-being 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 well-being. 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.*, 2007; 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 organisational 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 well-being (Clausen *et al.*, 2022) and also has a beneficial effect on many job attitudes, *i.e.* employee voice (Dedahanov *et al.*, 2019; Kao *et al.*, 2022), 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 the 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 characterised 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, 2017). 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 behaviour that highlights the expression of constructive challenges intended to improve ways of doing things in organisations (Van Dyne & LePine, 1998). Extensive research has emphasised the prevailing influences of employee voice on various outcomes (Maynes & Podsakoff, 2014), positioning employee voice as a typical form of behaviour that simultaneously challenges the status quo in organisations 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 organisations (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 well-being. This has received less attention from researchers and is seldom prioritised by managers in the workplace (Hassan & Kashif, 2021). The study of Kao *et al.* (2022) 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, 2021). The self-confidence and contentment of individuals are 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 well-being. The study further intends to test the mediating role of employee promotive voice between job autonomy and psychological well-being. We believe autonomy is a valuable job resource that influences employees' promotive voice behaviour and fosters their well-being. Jaiswal and Arun (2020) emphasised that well-being is a 'culture-specific phenomenon' and determinants of well-being exhibit variations across different country cultures.

2. Theoretical Background

Job Demand Resources theory states that employee well-being is the outcome of balancing demands and resources (Bakker & Demerouti, 2017). Job demands refer to those physical, psychological, social, or organisational 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 organisational 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, 2017). Job resources help in mitigating the various job-related demands. Bakker and Demerouti (2013) 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.*, 2022). 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.*, 2022; Tangirala & Ramanujam, 2008). Using similar logic, this study considers autonomy as an important job resource. In addition, the study also acknowledges employee voice 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).

3. Literature Review

3.1 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' (Oldham & Hackman, 1976). For the present study, we have conceptualised 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.*, 2022) and their well-being (Briner & Walshe, 2015; Clausen e*t al.*, 2022; Gardner, 2020; Wheatley, 2017).

India as a country is very different from the West in terms of socio-cultural diversity. Employees in Indian organisations exhibit 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). Raising voice in 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 organisations to see how JA can influence the promotive voice behaviour of employees. Past research has shown that employees with work autonomy are intrinsically motivated and more likely to exhibit discretionary behaviour (Kao *et al.*, 2022). 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.

3.2 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 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, 2021) that influence employees' psychological wellbeing. Voice is an important variable that positively influences employees' PWB (Avey *et al.*, 2012; Xu *et al.*, 2021). Past research has 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.

3.3 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 representing ideas and suggestions is EV. It tends to improve the organisation by giving suggestions and proposing new projects that benefit the organisation (Lin & Johnson, 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).

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 behaviours 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.*, 2022). We argue that the employees engaged in promotive voice behaviour will likely benefit from JA and achieve better PWB. In the study, as depicted in Figure 1 we assume the mediating role of promotive voice to be significant in the relationship between job autonomy and psychological well-being. As a result, the hypothesis given below is proposed:

H_4: Promotive voice mediates the relationship between Job Autonomy and Psychological well-being.

4. Research Methods

4.1 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 five-point Likert scale of five points. The scale measured the responses on a range of 1 (strongly disagree) to 5 (strongly agree). A judgmental sampling method was used to collect responses. Respondents of the study mainly belonged to the major manufacturing units in North Karnataka. Data were 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, organisations 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 out 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' duplication. Finally, analysis was done on 216 responses. Structural Equation Model was used to analyse the data.

4.2 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 sub construct 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 well-being. The scale includes key components of life such

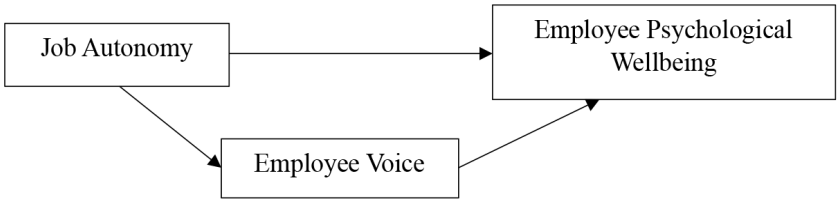


Figure 1. Conceptual Model.

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 minimise the interference of exogenous variables, including participants' age, gender, education, and work experience.

Table 1 shows that 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 per cent of the respondents were in the age group of 36-40 and only 12 per cent of the respondents were above the age of 40 years. As regards 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 per cent held PhD degrees. 34 per cent of the respondents had possessed a work experience of more than 20 years, 30 per cent had a work experience of 16-20 years, 19.9 per cent of the respondents had a work experience of 11-15 years, 9.72 per cent of the respondents had a work experience of 6-10 years, and 9.72 per cent of the respondents had a work experience of 0-5 years.

Table 1. Demographic characteristics of 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

5. 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 evaluates 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).

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 scales used in this study (Streiner, 2003).

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

Table 2. Variables and the scale

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

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**	

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.*, 2012).

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 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.*, 2012). The discriminant validity of the model was assessed, where the square root of AVE was higher than the correlations mentioned in the non-diagonal matrix (Hair *et al.*, 2016), which confirms the discriminant validity.

To ensure the rigour 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 well-being of employees as the only predictor. We selected a 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 results analysis, as seen in Table 5, indicates that when compared with other models, the index of the 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.

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

To further test and verify the intermediary role of employee voice, we applied the bootstrapping 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 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.

6. 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

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

Table 6. Parameter estimates of the estimation model and 95 per cent 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]

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 a 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 & Johnson, 2015). Organisations need 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.

7. Limitations

Just as many other studies in the past, the present study also suffers from a few limitations. First, the association between JA, employees' promotive voice and EPWB is examined using cross-sectional data, which may result in common method bias (Podsakoff *et al.*, 2003). Second, the study made use of only one type of voice behaviour, that is, promotive; hence, future studies may include other types 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 the employee-supervisor dyad. The results of the study cannot be generalised due to the limitation of geographical location and demographic profile of the respondents.

8. 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 hypothesised and found a significant effect of promotive voice on employees' PWB. Our study suggests that when employees raise their opinions and views, their well-being is improved. This study further responds to Subhakaran and Dyaram's (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 on 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 organisation 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 the 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.

9. 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 well-being. 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 voicing their opinions on issues related to their jobs.

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Author Contribution

Prashant Gujanal conceptualised the study, conducted the literature review, formulated research objectives and hypotheses, research design, data collection, statistical analysis, interpretation of findings, and preparation of the original manuscript draft. S.C. Patil supervised the research work, provided methodological guidance, validated analytical procedures, critically reviewed and edited the manuscript, refined the theoretical framework, and provided final approval of the manuscript for publication.