

Grievance Procedure and Organizational Citizenship Behaviour in Multinational Oil and Gas Companies in Nigeria

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ABSTRACT

This report empirically reviewed the issue of grievance procedure and organizational citizenship behaviour in multinational oil and gas companies in Nigeria. The population of the study covers all the multinational oil and gas companies in Nigeria. The sample size was determined using Taro Yamen's formula. Data for the study was collected via survey questionnaire. Data for the study was analyzed using spearman rank order correlation coefficient and aided with SPSS version 23.0. The study found that revealed that there is a positive significant relationship between grievance procedure mechanism and organizational citizenship behaviour in multinational oil and gas companies in Nigeria. . The study concludes that grievance procedure mechanism positively enhances organizational citizenship behaviour of multinational oil and gas companies in Nigeria. Multinational oil and gas companies should follow the grievances' procedure, suggestion systems and counseling service so that employees could voice dissatisfaction with aspects of their work and certain management decisions. The employee grievance procedures must be seen to be fair in terms of procedural justice.

KEYWORDS: *Grievance Procedure, Altruism, Courtesy, Conscientiousness, Civil Virtue*

1. INTRODUCTION

Employees are often touted as the most valued asset of any organization because their attitudes and behaviours, including performance determine productivity, profitability and ultimately success and survival of most organizations. Employee performance has two aspects- task and contextual performance. We all understand task performance which is tied to an employee's job description. What about the extra-role performance that is equally important for the realization of organizational goals. These tasks and extra ordinary responsibilities that form organizational citizenship behaviour are exhibited by most employees within modern day organization.

Organisational citizenship behaviours (OCBs) are discretionary behaviours that are neither mandated nor compensated by the Organisation. They include those behaviours that contribute to maintain an Organisation's social system based on social exchange theory relying on long term socio-emotional benefits and not on short term economic benefits (Blau, 1964; Cropanzano *et al.*, 2001). Theoretically,

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citizenship behaviours are thought to improve an Organisations' functioning by "lubricating" its social machinery and contribute to the development of social capital in Organisations (Bolino, Turnley, & Bloodgood, 2002). Citizenship behaviour is a set of discretionary workplace habits that goes beyond worker's job requirements; going past the call of duty. Gupta, Agarwal and Khatri (2016) described OCBs as the behaviours willingly carried out by workers outside their formal job requirements and believed to reinforce organization's success. Thus, it is clear that citizenship behaviour is crucial since workers go beyond their official job requirements and liberally give their energy and time to enable them succeed in the assigned roles.

On the other hand, grievance procedure, the grievance procedure also serves as the mechanism through which management and union representatives can 'bargain' over the applicability of the terms in question. The influence of grievance procedures in supporting production and work, preserving industrial peace and importantly, promoting industrial

democracy (Budd, 2010). Lauded as one of the most significant practices of industrial relations, employee grievance-handling procedure is a medium for a worker to file his grievances. Grievance is a feeling of resentment or discontent over something believed to be wrong or unfair especially in the work place (Bryson, Willman, Gomez and Kretschmer, 2013). When any such conflict is allowed to exist for long, it gets converted into a grievance, which has negative implications for an organization. Such a procedure indirectly helps to improve relations between the parties to a collective agreement, renders justice and improves perceptions of fairness and equity.

When a unionized or non-union employee file a grievance, it is indicative of the fact the employee disagrees with some actions taken by the employer. By filing a complaint, the employee is demonstrating displeasure with the employer's decision and this will go through the grievance handling process. From the industrial relations perspectives, this exposes the principal expression of voice in the employment relationship and, why and how unionization provides workers with a mechanism to exercise such voice (Lewin, 2005). Once a grievance is filed, management must respond. Once the complaint has been looked into, the employee and grievant is sent a formal response from management containing proposed terms of settlement. Where the conditions are acceptable, the grievance is closed. On the contrary, where the terms are rejected, the grievance moves to the next step. At this step, an industrial relations specialist represents management and union grievance committee official represents the employee.

Despite the debate on the issues of grievance procedure and organizational citizenship behaviour; it was observe that much of the study that has been carried out are mainly done looking more on collective bargaining without paying absolute attention the causes of grievance and looking at the underlining issues that has led to such grievance within the organization. Hence, it is not clear how a grievance affects a firm's organizational citizenship behaviour. The lack of clear evidence is troubling, given a predominant view that trade unions in the sector are clamouring for improved remuneration due to decreased purchasing power occasioned by high exchange rates against the foreign currencies. This

has set the stage for management labour conflict in the MNCs oil and gas companies which often results employee layoffs. The survivors of such layoffs have perceived managements and superiors as perpetuating organizational injustice against them. The more the employees perceived organizational injustice and unfairness as arising from management's use of uncooperative and negative conflict management in the work place, the more they reciprocated by exhibiting more negative attitudes to work and the organization such as reduced organizational commitment, trust, loyalty and withholding organizational citizenship behaviours..

However, considering these previous research attempts on the study of organizational citizenship behaviour, there still exists a knowledge gap. A conceptual gap exists in those previous empirical studies used different predictor variables. Also, these previous studies were carried out in different industrial sectors thus manifesting a geographical gap. Therefore, given these identified gaps, this study as its point of departure from previous studies examined the relationship between grievance procedure and organizational citizenship behaviour of multinational oil and gas companies in Nigeria. Hence, the study addresses the following research question and hypotheses.

Research Questions

A. What is the relationship between employee grievance procedure and organizational citizenship behaviour in multinational oil and gas companies in Nigeria?

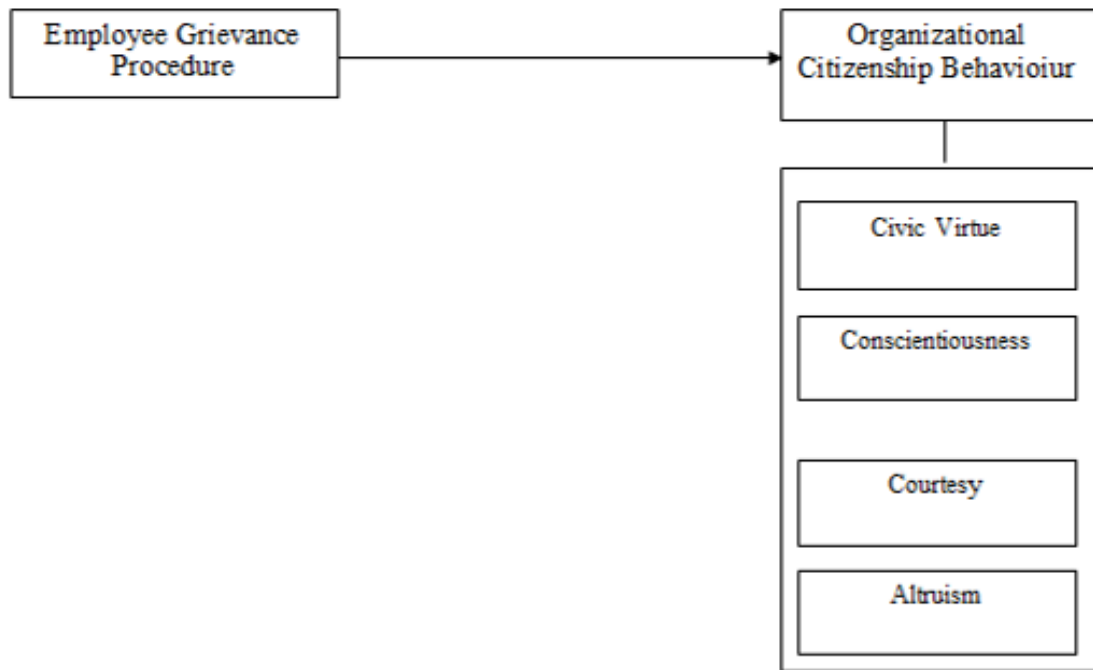
Research Hypotheses

H0₁: There is no significant relationship between employee grievance procedure and conscientiousness in multinational oil and gas companies in Nigeria.

H0₂: There is no significant relationship between employee grievance procedure and courtesy in multinational oil and gas companies in Nigeria.

H0₃: There is no significant relationship between employee grievance procedure and altruism in multinational oil and gas companies in Nigeria.

H4₃: There is no significant relationship between employee grievance procedure and civic virtue in multinational oil and gas companies in Nigeria.



2. Literature Review

Theoretical Foundation

Theory is a model or framework for observation and understanding, which shapes both what we see and how we see it. Theory allows the researcher to make links between the abstract and the concrete; the theoretical and the empirical; thought statements and observational statements etc. Theory is a generalised statement that asserts a connection between two or more types of phenomena – any generalised explanatory principle. Baseline theories are the ‘blueprint’ or guide for social research (Grant & Osanloo, 2014). It is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study. It is a blueprint that is often ‘borrowed’ by the researcher to build his/her own house or research inquiry. It serves as the foundation upon which research is constructed. The study was underpinned by organizational justice theory. Organizational justice theory relates to the perceived fairness of processes, outcomes and interactions within the decision-making processes of an organization between management and employees (Nowakowski and Conlon, 2005).

Employee Grievance Procedures

An employee grievance procedure refers to a means by which employees can express their dissatisfaction with working conditions or managerial actions and, thus, exercise their ‘voice’ option (Haraway 2002). Employee grievance procedures are processes used in reversing employee-employer embittering relationship (Lewin, 2014). grievance procedures provide for various stages of ‘failure to agree’ and often include a clause providing for some form of dispute resolution in the event of the procedure being exhausted without an amicable resolution.

Today however, because of the prevalence of non-unionised workplaces and the fact that some organisations though unionised utilise both union and non-unionised grievance procedures, employees are now allowed and eligible to the grievance procedures. There are limited range of issues over which unionized employees may file grievances and these are limited to those terms and conditions of employment specified in a collective bargaining agreement viz; regular pay, fringe benefits job classifications, work shifts, supervision, layoffs, discipline and due process etc. They cannot file grievances on other company policies and practices even where these policies and practices impact certain aspects of employment and employment relationships (Budd, 2010). Armstrong, (2012) recognised the following processes of dispute resolution viz: conciliation, arbitration and mediation.

Conciliation

This is the process of reconciling disagreeing parties. It is carried out by a third party, who acts in effect as a go-between, attempting to get the employer and trade union representatives to agree on terms. Conciliators can only help the parties to come to an agreement. They do not make recommendations on what that agreement should be. The incentives to seek conciliation are the hope that the conciliator can rebuild bridges and the belief that a determined, if last minute, search for agreement is better than confrontation, even if both parties have to compromise.

Arbitration

Arbitration is a process where a neutral third party is brought in to arbitrate or resolve the dispute (Adomie & Anie, 2005). Parties that fail to resolve their

disputes in mediation will often seek arbitration. Unlike in mediation, in arbitration, the arbitrator makes a decision resolving the dispute. Arbitration will always bring an end to the dispute as long as it is binding, meaning that both parties are required to comply with the decision. However, unlike mediation, many arbitrations end up with winners and losers.

Mediation

Mediation is the use of a neutral third-party to help the disputing parties resolve the dispute on their own (Bercovitch & Rubin 2008). A mediator will not resolve the dispute, but will help facilitate a discussion between parties in conflict with an aim of finding a solution (Amegashie, 2010). Mediation is a voluntary process in which an impartial person (the mediator) helps with communication between the parties which will allow them to reach a mutually acceptable agreement. Mediation often is the next step if negotiation proves unsuccessful. Mediation can be used to solve conflict arising from personality differences (Amegashie, 2010).

The Concept of Organisational Citizenship Behaviour (OCB)

The concept of OCB was first introduced as “A Good Soldier Syndrome” (Bateman & Organ, 1983). Citizenship is a general term used to describe the collection of behaviours that strongly convey one’s identity with a society or social group. OCB therefore refers to the set of behaviours that are compatible with the core values of an Organisation and makes one identifiable with that organization. Organizational citizenship behaviour refers to individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the Organisation”. By discretionary it is meant that it is not enforceable role requirement or job description. Owolabi (2012) submitted that how employees feel, how they think and behave has a close association with the achievement of Organisational objectives, reinforcing what other authorities found; that the success of an Organisation depends largely on the behaviours and attitudes of its employees.

Civic Virtue

Civic virtue is defined as the behaviour which exhibits how well a person represents an Organisation with which they are associated, and how well that person supports their Organisation outside an official capacity. A behaviour or attitude that shows high moral standard could be referred to as civic virtue. It is a particular good habit or quality. Civic virtue is characterized by behaviours that indicate an employee’s deep concerns and active interest in the

life of the Organisation (Law, Wong, & Chen, 2005). Civic virtue represents an employee’s feeling of being part of the Organisational whole in the same way a citizen feels a part of his or her country. An employee displaying civic virtue behaviours embraces the responsibilities of being a ‘citizen’ of the Organisation (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Employees exhibiting civic virtue behaviours are responsible members of the Organisation who actively engage in constructive involvement in the policies and governance of the organisation (Organ, Podsakoff and MacKenzie, 2006).

Conscientiousness

This is the act of taking care to do things carefully and correctly. Working more than minimum job requirements such as staying beyond work hours, sacrificing leave for the benefit of the organisation (Zeb-Obipi & Jaja, 2004). Conscientiousness refers to a personality trait of being obedient, dutiful and self-disciplined. At the workplace, it may refer to an employee who is efficient and diligent. A person is said to be conscientious when he is efficient and organized. According to Redman and Snape (2005) conscientiousness is a discretionary behaviour that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance.

Courtesy

Courtesy has been defined as discretionary behaviours that aim at preventing work related conflicts with over roles (Law *et al.*, 2005). Courtesy has been identified as an important form of citizenship behaviour by virtually everyone who has worked in this area (Williams and Anderson, 2007). This is a polite behaviour that shows respect for other people, the sort of behaviour that people will expect.

Courtesy could be regarded as a polite thing that an Organisation member does or say when you meet people in a formal situation. Courtesy is all about you using your good manners (Zeb-Obipi & Jaja, 2004). Its examples are thankfulness and appreciation. Courtesy behaviour involves voluntarily helping others with, or preventing the occurrence of work-related problems. Courtesy means spreading of goodwill and assisting, endorsing, supporting, and defending of Organisational objective construct.

Altruism

Altruism as referred to as helping behaviour which voluntarily deals with assisting fellow workers who might be having work related problems is one of the key elements of OCB (Willi Ahmad, 2011). Altruism a dimension and important part of OCB suggests a positive attitude and willingness of employees

towards helping others (Noe, Hollenbeck, Gerhart and Wright (2017). According to Steinberg (2010) altruism refers to the intentional and voluntary actions that aim to enhance the welfare of another person in the absence of any external rewards. It is the selfless practice of concern for the wellbeing of others, when a worker cares about the welfare of others in the organisation, and goes out of his way to help them. Altruism and compassion may arise as a natural consequence of experiences of interconnection and oneness. Some definitions specify a self-sacrificial nature to altruism and a lack of external rewards for altruistic behaviours (Robbins, 2012).

Employee Grievance Procedure and Citizenship Behaviour

Asewe (2016) examined Perceived effectiveness of employee grievance handling practices in the banking sector in Kenya. This paper examined the perceived effectiveness of grievance handling practices in the banking sector in Kenya where 270 questionnaires were administered to employees in 9 commercial banks (3 banks per tier) to generate the primary data. The employees were expected to indicate the degree to which they felt that the grievance practices were effective. Descriptive analysis technique using frequency tables, percentages, means and standard deviation were used to analyze the data. While it was noted amongst others that union representation is adequate and very effective, it is important that a research should be carried out to find out and address reasons why Kenyan banking sector employees feel that some aspects of grievance handling practices are not effective in addressing grievances.

Kanana (2016) conducted a study on the perceived relationship between employee relations management

3. METHODS

The research design adopted in this study is the cross sectional survey approach. The population of this study involves all oil and gas companies in Nigeria.

Findings

Result and Frequency Analysis

Table 1

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Grievance	.124	342	.000	.928	342	.000

a. Lilliefors Significance Correction

Source: SPSS Output

Table 1 illustrates the results on the test for the significance of asymmetry in the distributions of the data employee grievance behaviour. The evidence from the analysis reveals significant ($P < 0.05$) manifestations.

Grievance Procedure Mechanism and Organizational Citizenship Behaviour Measures

Grievance procedure mechanism and organizational citizenship behaviour measures. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

practices and job satisfaction at Swissport Kenya Limited. A correlational research design was employed. The research targeted 470 medical staff in 15 public health facilities in Imenti North Sub-County. The study adopted a stratified random sampling technique. A sample size of 114 staff was used. Questionnaires were applied in the collection of data. Descriptive analysis (frequencies, percentages, and means) was used to describe the attributes of the study constructs. Further, inferential analysis (correlation and regression) was used to establish the connection between the study variable. The findings revealed that employee involvement, partnership agreements, grievance procedures, and collective bargaining positively and significantly influence the performance of public health facilities. The study concluded that employee voice strategies contribute significantly to the enhancement of public health facilities' performance.

Based on the foregoing, the study thus hypothesizes that:

Ho₇: There is no significant relationship between employee grievance procedure and civic virtue in multinational oil and gas companies in Nigeria.

Ho₈: There is no significant relationship between employee grievance procedure and conscientiousness in multinational oil and gas companies in Nigeria.

Ho₉: There is no significant relationship between employee grievance procedure and courtesy in multinational oil and gas companies in Nigeria.

Ho₉: There is no significant relationship between employee grievance procedure and altruism in multinational oil and gas companies in Nigeria.

Table 2 Correlations Matrix for Grievance Procedure Mechanism and measures of Organizational Citizenship Behaviour

			Grievance Procedure Mechanism	Civic Virtue	Conscientiousness	Courtesy	Altruism
Spearman's rho	Grievance Procedure Mechanism	Correlation Coefficient	1.000	.863**	.764**	.500**	.497**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	342	342	342	342	342
	Civic Virtue	Correlation Coefficient	.863**	1.000	.900**	.507**	.161**
		Sig. (2-tailed)	.000	.	.000	.000	.003
		N	342	342	342	342	342
	Conscientiousness	Correlation Coefficient	.764**	.900**	1.000	.486**	.170**
		Sig. (2-tailed)	.000	.000	.	.000	.002
		N	342	342	342	342	342
	Courtesy	Correlation Coefficient	.500**	.507**	.486**	1.000	.624**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	342	342	342	342	342
	Altruism	Correlation Coefficient	.497**	.161**	.170**	.624**	1.000
		Sig. (2-tailed)	.000	.003	.002	.000	.
		N	342	342	342	342	342

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

RQ3: What is the relationship between employee grievance procedure mechanism and organizational citizenship behaviour in multinational oil and gas companies in Nigeria?

The correlation coefficient (rho) result in table 2 was used to answer research question 3. Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.863 on the relationship between grievance procedure mechanism and civic virtue. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in civic virtue was as a result of the adoption of grievance procedure mechanism. Therefore, there is a very strong positive correlation between grievance procedure mechanism and civic virtue in multinational oil and gas companies in Nigeria.

Similarly, Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.764 on the relationship between grievance procedure mechanism and conscientiousness. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in conscientiousness was as a result of the adoption of grievance procedure mechanism. Therefore, there is a positive and strong correlation between grievance procedure mechanism and conscientiousness in multinational oil and gas companies in Nigeria.

Furthermore, Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.500 on the relationship between grievance procedure mechanism and courtesy. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in courtesy was as a result of the grievance procedure mechanism. Therefore, there is a moderate positive correlation between grievance procedure mechanism and courtesy of multinational oil and gas companies in Nigeria.

Furthermore, Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.497 on the relationship between grievance procedure mechanism and altruism. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in altruism was as a result of the adoption of grievance procedure mechanism. Therefore, there is a moderate positive correlation between grievance procedure mechanism and altruism of mobile telecommunications companies in Nigeria.

Therefore, to enable us accept or reject hypotheses 9, 10, 11 and 12 as well as generalize our findings to the study population the p- value was used as shown below:

H₁: There is no significant relationship between grievance procedure mechanism and civic virtue in multinational oil and gas companies in Nigeria.

Similarly displayed in the table 2 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.23, the sig-calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between grievance procedure mechanism and civic virtue in multinational oil and gas companies in Nigeria.

H₂: There is no significant relationship between grievance procedure mechanism and conscientiousness in multinational oil and gas companies in Nigeria.

Also displayed in the table 2 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.23, the sig-calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between grievance procedure mechanism and conscientiousness in multinational oil and gas companies in Nigeria.

H₃: There is no significant relationship between grievance procedure mechanism and courtesy in multinational oil and gas companies in Nigeria.

Also displayed in the table 2 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.23, the sig-calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between grievance procedure mechanism and courtesy in multinational oil and gas companies in Nigeria.

H₀₄: There is no significant relationship between grievance procedure mechanism and altruism in multinational oil and gas companies in Nigeria.

Also displayed in the table 2 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 2, the sig-calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between grievance procedure mechanism

and altruism in multinational oil and gas companies in Nigeria.

Therefore, the results for the second set of hypotheses with regards to the relationship between grievance procedure mechanism and organizational citizenship behaviour measures are stated as follows:

1. There is a very strong positive significant relationship between grievance procedure mechanism and civic virtue in multinational oil and gas companies in Nigeria.
2. There is a strong positive significant relationship between grievance procedure mechanism and conscientiousness in multinational oil and gas companies in Nigeria.
3. There is a moderate positive significant relationship between grievance procedure mechanism and courtesy in multinational oil and gas companies in Nigeria.
4. There is a moderate positive significant relationship between grievance procedure mechanism and altruism in multinational oil and gas companies in Nigeria.

Findings

Grievance Procedure Mechanism and Organizational Citizenship Behaviour of Multinational Oil and Gas Companies in Nigeria

The findings as presented in table 2 revealed that there is a positive significant relationship between grievance procedure mechanism and organizational citizenship behaviour in multinational oil and gas companies in Nigeria. This finding agrees with the empirical study of Asewe (2016) who examined perceived effectiveness of employee grievance handling practices in the banking sector in Kenya. Our study is also in line with the study of Kanana (2016) who conducted a study on the perceived relationship between employee relations management practices and job satisfaction at Swissport Kenya Limited. A correlational research design was employed. The research targeted 470 medical staff in 15 public health facilities in Imenti North Sub-County and the finding revealed that employee involvement, partnership agreements, grievance procedures, and collective bargaining positively and significantly influence the performance of public health facilities.

Conclusion

The study concludes that grievance procedure mechanism positively enhances organizational citizenship behaviour of multinational oil and gas companies in Nigeria

Recommendations

Based on the findings and conclusion above, the following recommendations are hereby made:

1. Multinational oil and gas companies should improve upon their voice mechanism and create the conducive environment which reduces the unsatisfactory situations of employees by allowing for greater opportunities for direct voice participation in industrial process.
2. Multinational oil and gas companies should follow the grievances' procedure, suggestion systems and counselling service so that employees could voice dissatisfaction with aspects of their work and certain management decisions. The employee grievance procedures must be seen to be fair in terms of procedural justice.

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