

PROCESS OF GRIEVANCE MANAGEMENT IN HEALTH CARE ORGANIZATION: AN EMPLOYEE PERSPECTIVE

Rafia Gulzar *, Shakeel Rehman **, Taoufik Radouch *

* Department of Human Resources, College of Business (COB), Dar Al Uloom University, Riyadh, Saudi Arabia

** *Corresponding author*, Department of Management Studies, School of Business Studies, Islamic University of Science & Technology, Awantipora, India

Contact details: Department of Management Studies, School of Business Studies, Islamic University of Science & Technology, Awantipora 192122, Jammu and Kashmir, India



Abstract

How to cite this paper: Gulzar, R., Rehman, S., & Radouch, T. (2023). Process of grievance management in health care organization: An employee perspective. *Corporate Governance and Organizational Behavior Review*, 7(4), 8–21.
<https://doi.org/10.22495/cgobrv7i4p1>

Copyright © 2023 The Authors

This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0).
<https://creativecommons.org/licenses/by/4.0/>

ISSN Online: 2521-1889

ISSN Print: 2521-1870

Received: 07.09.2022

Accepted: 25.09.2023

JEL Classification: H12, J52, J53, J54

DOI: 10.22495/cgobrv7i4p1

An investigation into the grievance management process of organizations is imperative with an increasing concern over healthy work cultures in organizations. Using a behavior-response model, a structured survey was administered to employees of a leading healthcare institute to explore their perspectives on the grievance management process. According to the findings of the study, there is a strong association between grievance management constructs and the grievance management process, and factors like acceptance of grievance by supervisors, supervisors' attitudes toward grievant, and employee and supervisor trust play an important role in grievance resolution (Monish & Dhanabhakym, 2022; Ochieng & Kamau, 2021; Elbaz et al., 2022; Casper, 2021; Kimotho & Ogot, 2021; Dichner, 2021; Aktar, 2021; Singh & Agarwal, 2022; Hammoud et al., 2022). Based on the findings, the study delivers implications for organizations to prevent chaos, stress, and conflict in the workplace through a better grievance management process.

Keywords: Employee Grievance, Grievance Management, Supervisor, Workplace, Equity, Hospital, Health Care

Authors' individual contribution: Conceptualization — R.G. and S.R.; Methodology — S.R. and T.R.; Data Curation — R.G. and S.R.; Investigation — T.R.; Writing — Original Draft — R.G. and S.R.; Writing — Review & Editing — R.G. and S.R.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

Acknowledgements: The Authors would like to thank the Islamic University of Science & Technology, India, for the research support. The Authors would also like to acknowledge and thank the Deanship of Graduate and Research Studies of Dar Al Uloom University, Saudi Arabia, for overall research support. The Authors are exceptionally indebted to Professor Abdulrahman Alsultan, Dean of the College of Business, Dar Al Uloom University, Saudi Arabia, for his motivation, enthusiasm, and support for this research. The Authors are also thankful to several colleagues for their timely motivation and guidance during the research.

1. INTRODUCTION

As people in an organization work in a culture different from the society they live, they embrace some perception psychologically towards their organization and work culture. The performance of hospital staff has always been the focus of the public and society, in particular. It has become evident that the entire hospital staff has always been committed to their schedules as the COVID-19 pandemic reformed the entire health care system. Because of this busy schedule hospital staff has to maintain a tough work-life balance. Hospitals are important social institutions of human society without which the condition of human life will worsen and will always remain in threat or danger. The sole responsibility lies on the staff (be it a doctor, a nurse, a pharmacist, an attendant, helper staff, security, etc.) who work day and night treating and assisting patients to improve their lives. Every human being and every community has appreciated their efforts in difficult times like the pandemic. Many health workers have sacrificed their lives for the community but people will never forget them as their service to the community is outstanding and cannot be compensated by any means. Being overloaded with patients a hospital staff working day and night might feel tired and stressed. In developing countries, hospitals (especially, public hospitals) always remain overloaded with patients and the health employee works tirelessly in delivering services to the public and, in turn, expects the attention of management to be acknowledged. If the health workers are not very well motivated and concerned in delivering their service then the entire system may break down and society may suffer. This may be primarily due to the grievances of employees with their management or employers. With a serious role to play, the management of hospitals must always rectify the problems of staff at the earliest.

A grievance is any actual or perceived sense of personal discrimination in an employee's working relationship. Therefore, the grievance is a deterioration of human relations and would include any discontent or disappointment experienced by an employee affecting the performance of the organization directly or indirectly (Lazaro, 2022). It is the moral responsibility of administrators and researchers to have a timely check whether the people who work in organizations feel satisfied with their employers or not. Do they have any kind of grievance? Are their grievances heard and mitigated properly? Is there justice, equity, and transparency? What is the employee turnover rate? Why is it happening? And many other issues alike. A grievance is an inherent part of the employee-employer relationship (Gunnigle & Brady, 1984; Holdford & Lovelace-Elmore, 2001; Syed & Yan, 2012; Singh & Mehra, 2012; Budd, 2020; Wu et al., 2021; Ochieng & Kamau, 2021; Casper, 2021; Dichner, 2021; Hammoud et al., 2022). In organizations, there are chances of disagreement and there might be different explanations for the event of complaints (Klaas, 1989a), such as an excess of responsibility, job shifts, inability to have common trust, absence of acknowledgment, unmanageable work pressure, absence of offices, absence of collaboration, and absence of regard for the people. Complaints need to be addressed immediately; otherwise

confrontational issues may escalate. Although unresolved conflicts do not often result in confrontational conflicts, they can contribute to destructive employee behavior that is detrimental to productivity (Klaas, 1989b). As a result, dispute handling is a major issue in industrial relations/human resource management (HRM) (Harlos, 2010). Reasonable management tackles and corrects grievances when they appear, while outstanding management anticipates and avoids them from occurring. Wages, bonuses, rewards, rewards for continuity of services, administrative action, fines, raises, leave, medical care, the essence of the work, termination of wages, recovery of dues, superannuation, safety appliance, supersession, transfer, conditions of work, and supervision are some of the reasons for grievance. In this methodology, the idea of conflict in the workplace is understated or even not acknowledged. It arose at first in the US during the 1990s as different political and monetary elements thrilled sensational changes to the work environment resolution of disputes (Lipsky et al., 2003). Rather than relying on regulatory or aggregate approaches to resolving workplace disputes, employers increasingly prefer personal (high accountability) tactics and voice instruments (Klaas, 1989a; Seeber & Lipsky, 2006).

This paper explores the opinions of employees and highlights the principal factors influencing the resolution of grievances in one of the leading hospitals of the Kashmir division regarding the handling of grievances in their respective organizations by their supervisors.

The structure of this paper is as follows. Section 1 deals with the introduction of the grievance aspect in organizations. Section 2 deals with the systematic literature review. Section 3 deals with the conceptual framework and hypothesis development. Section 4 introduces the methodology used in the study. Section 5 presents the analysis of the data and findings of the study. Section 6 offers findings and discussions. Finally, Section 7 puts forth the conclusion, some implications, future research perspectives, and limitations of the study.

2. LITERATURE REVIEW

Research on grievance management is promising, and yet the consideration of its background and consequences remain amorphous. In spite of the fact that organizations attempt to determine the issues of their inner clients by their own technique and practices, yet what amount fulfilled a worker is with the system or the movement of complaint the executives in their organizations involve concern. In view of this, different scholars and researchers have given their own findings to understand how employees actually feel about grievance management in their organizations. The effective use of grievance mediation frameworks by organizations is crucial in resolving member concerns as a genuine subject for advancing justice and avoiding controversy or confrontation. This is further elaborated as follows.

2.1. Origin of grievance

According to Averineni (2012), grievance involves employee discontent which typically arises in the presence of unequal treatment. Incompetence exposed by company managers to maintain

the actual code of ethics and repetitive processes at different corporate levels inevitably raises employee dissatisfaction. According to Baumruk (2010), the management of a company is highly engaged in enhancing the aims of the company and is inattentive towards increasing the stress level among employees, not enough holidays are offered, and are left leave less, directed towards work. An employee comes under huge mental, physical, and psychological pressure and might get sick. This later terminates into a grievance. According to Hunter and Kleiner (2004), some of the most frequent employee grievances include unequal treatment by the boss, violated contract arrangements, and employer correspondence and defamation.

Absenteeism, insubordination, misconduct, drug misuse, unsatisfactory results, and safety and health breaches are the most frequent workplace concerns of employers. Employees' views of the attractiveness of both, the grievance operation and any possible solutions to inequity would be influenced by whether they use such a logical, calculative method when deciding whether to file a grievance (Klaas, 1989b). Individual and authoritative components cause grievances in organizations. Individual factors, such as employee personality/character, values, perspectives, convictions, information, capacities, and abilities can add to the conflict (Zakari et al., 2010; Mosadeghrad, 2014a; Aktar, 2021; Raphael, 2021). The fundamental explanations behind conflict in organizations, as proposed by Mosadeghrad (2014a), Pavlakis et al. (2011), and Graham (2009), include authoritative variables, including substantial responsibility, time pressure, asset shortage, indistinct sets of responsibilities and obligations, job equivocality, work vulnerability, helpless correspondence, word related pressure, vague guidelines and approaches, administrative assumptions, and hierarchical changes. There may be many causes of grievance to rise but only certain important causes are addressed through the literature cited above.

2.2. Determination approaches

Two general approaches to workplace dispute management were recognized by Roche and Teague (2012). One is the conventional complaint management technique, which is built up by a bunch of formal and progressive methods, and may also include an outsider (outside the association). The activity of this basic procedural methodology has been analyzed for its adequacy and significance in assorted public settings (Roche & Teague, 2012; Cooke & Saini, 2015; Seeber & Lipsky, 2006). By advising representatives to share responsibility for the organization's objectives through the arrangement of normal interests and social qualities, high-responsibility HRM strategies and practices intend to forestall complaints by creating an atmosphere of recognition and inclusion (Roche & Teague, 2012). To effectively manage grievances, a company must scrutinize the actual reason behind the grievances of employees (Chebat, 2003). Providing a system to address employee disputes and the position of managers is essential for maintaining a harmonious working atmosphere (Rose, 2004).

The other methodology is related to high responsibility sorts of HRM strategies and practices that mean to forestall complaints by causing representatives to feel esteemed and included, by urging representatives to share responsibility for the organization's objectives through the arrangement of normal interests and social qualities (Roche & Teague, 2012).

When managers are educated and trained, they are more able to choose suitable dispute management styles (Bohlander & Snell, 2004). Likewise, Mondy and Noe (2005) mentioned that labour relations issues will escalate if a supervisor lacks the necessary skills and expertise to resolve them at the outset, and that an aggrieved person can turn the grievance into a conflict. Other factors, such as age, gender, work experience, and education may also affect grievance filing rates, as evidenced by recent studies (Bemmels, 1994, 1991; Bemmels & Foley, 1996; Bemmels & Lau, 2001; Gordon & Miller, 1984; Bemmels et al., 1991; Lewin & Peterson, 1988; Peterson & Lewin, 2000; Kimotho & Ogol, 2021; Hammoud et al., 2022; Götzmann & Bainton, 2021; An et al., 2021). In contrast, among demographic factors, excluding educational background, Fryxell (1992) found that perceived workplace justice was not significantly influenced by demographic factors. Although the current study tracked an inverse correlation, employees with higher levels of education have more workplace equity. In complaint management, a number of people are likely to be involved as a debate progresses, from first-line, neighborhood staff to higher-level staff from the organization and professional advisors as the issue reaches higher levels. In this way, the full spectrum of development can be gathered in a complaint management process (Walker & Hamilton, 2011).

Almost every organization faces grievances and commonly used ways to identify grievances are:

Open-door policy: This is an effective way in which employees can meet their managers at any time and talk over their grievances.

Opinion survey: Group meetings and periodical interviews with employees help to get information about employees' dissatisfaction before it turns in to a grievance.

Exit interviews: Employees typically leave a company due to disappointment (or) a greater opportunity elsewhere.

Gripe boxes: Containers in which workers anonymously lodge their grievances.

Thus, different organizations have different focuses on handling grievances in order to manage and maintain their employees in their own culture and environment. A dispute process enables employers to implement a consistent labor strategy. This will result in an early resolution of disputes or the correction of contested job problems. In comparison, the grievance process allows for the discovery of processes, activities, and management policies that trigger employee grievances, calling for improvements to be considered. Grievance management procedures assist a company in improving its corporate structure and general climate by bringing complaints into the open so that management can be aware of them and take appropriate steps to resolve them. It assists in avoiding grievances from reaching

dangerous levels by encouraging management to settle a grievance before escalating into a dispute. It is a comprehensive and timely way of addressing complaints, and it also helps managers to hear about workers' perceptions, actions, and emotions toward the organization's policies, rules, and procedures. With such knowledge, organizations necessarily improve in making the environment of their organization favorable for their employees.

2.3. Pervasiveness of grievance management studies

Several studies have advanced over a period of time in the field of grievance management and have contributed to making the grievance system more robust and active. According to Nurse and Devonish (2007) and Beugre (1998), the grievance system and frameworks should possess certain characteristics, to ensure their adequacy; executives must possess certain characteristics and demonstrate the application of specific criteria. Hierarchical equity, which involves a worker's relationship with managers, subordinates, superiors, and the organization as a whole, refers to "the apparent reasonableness of the transactions taking place in an organization" (Nurse & Devonish, 2007; Beugre, 1998). As identified by Myer (1994), a labour management climate that emphasizes friendliness and concord lower grievance rates, increases grievance resolution and minimizes steward political participation.

However, there are well-established theories relating to various levels at which the grievance method applies as inquiry advances (Walker & Hamilton, 2011). The use of a suitable style or mixture of styles to address complaints would aid in the settlement of grievances in a mutually beneficial and satisfactory manner (Rollinson, 2000). As per the workers, the disposition of directors, the time taken to give the choice, and the subsequent system are generally essential for the viability of the method. The development of relationships among laborers and executives is a way to accomplish effective industrial relations (Geetika et al., 2014). Powerful complaint handling is a critical component of building great representative relationships and operating a fair, efficient, and profitable work environment (Geetika et al., 2014). The most ideal approach to settle a protest or complaint is at the least level (Rose, 2004). The likelihood of filing complaints was negatively associated with attempting to determine debates casually among shop-stewards (Bemmels, 1991). In the assessment of Tjosvold and Morishima (1999), organization agents and grievant representatives should have the capacity and eagerness to discuss the issue at the initial stage and is in agreement with various scholars (e.g., Olson-Buchanan & Boswell, 2008; Bemmels & Foley, 1996; Lipsky et al., 2003; Lewin, 1999).

Among various mechanisms for workplace dispute management, unionized complaint strategies have been examined to the principal degree. There has been a considerable amount of research into the factors that influence the initiation of complaints (Bemmels, 1994; Bacharach & Bamberger, 2004), grievance processes, as well as attitudes about and satisfaction with them (Bemmels, 1995;

Bemmels & Lau, 2001), the pace at which grievances are processed (Lewin & Peterson, 1988; Ponak et al., 1996), factors that influence grievance results (Klaas, 1989a; Meyer & Cooke, 1988), the affiliation of individual and organizational success with grievance filing (Kleiner et al., 1995; Lewin & Peterson, 1988; Boswell & Olson-Buchanan, 2004) and a bunch of other similar issues as well. But there is an absence of acknowledged measurements for assessing complaint systems.

To formulate workers' general assessment of the viability of complaint frameworks and their outcome, Peterson and Lewin (2000) developed a fundamental complaint-handling methodology (Dhanabhakym & Monish, 2021; Aktar, 2021; Monish & Dhanabhakym, 2022; Singh & Agarwal, 2022). Various studies have shown that modest use of superior human resource strategies improves employees' belongingness, empowerment, mission participation, job satisfaction, esteem, engagement, and citizenship actions (Huselid, 1995; Huselid et al., 1997; Farias & Varma, 1998; Handel & Gittleman, 2004). The ability to manage disputes expresses itself across five dimensions: artfulness, diplomacy, detachedness, fair-mindedness, and sagacity, as suggested by Rai (2007). Walker (2009) built up a grounded hypothetical model of business and representative choice dependent on a force reliance system, as a feature of a more extensive complaint measure model. Complaints address a significant region of contemporary employment relations. In the midst of the ebb and flow of political discussions, there is a requirement for research-based proof instead of the manner of speaking; anyway at this point, the restricted existing nearby examination regularly gives clashing outcomes without clear examples (Walker & Hamilton, 2009).

Syed and Yan (2012) indicated that particular predominant practices of HRM like occupation pivot, worker participation, strengthening, merit-based advancements, and execution-based compensation and complaint dealing with measures could impact work fulfillment, job satisfaction, employee commitment, and employee productivity. Employee job-related issues and complaints that are not addressed easily and successfully result in lower morale and lower work efficiency and client services, dissatisfaction with the company's priorities, lack of faith and miss-communication between employees and supervisors, low self-esteem, and job dissatisfaction (Syed & Yan, 2012). As a result, there will be industrial challenges, higher skiving and staff attrition, a lack of status for the employee, and decreased working hours for everyone involved. Employees who discover successful grievance mediation measures in the workplace can be more relaxed performing, more dedicated to the organization, and more pleased with their employment (Kleiner et al., 1995; Lewin & Peterson, 1988).

3. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

To date, speed and satisfaction have been two of the most important estimates of grievance methods (Budd & Colvin, 2008). The speed reviews normally investigate what amount of time it requires

to determine complaints and at what step of the interaction complaints are settled. The satisfaction knowledge regularly reviews the effectiveness of the complaint methodology to gauge their impression of the complaint strategy viability (Budd & Colvin, 2008).

Previous research has found that socioeconomic influences do not have a substantial impact on views of organizational justice (Cohen-Carash & Spector, 2001), across a range of ages, genders, races, educational levels, and tenures, people perceive justice similarly. Here two main intents of grievance procedures become obvious in the literature: 1) Resolving employee complaints efficiently, fairly, and economically should be the objective of the procedure; 2) The lowest level of grievance settlement should be encouraged with all efforts (Graham & Heshizer, 1979; Knight, 1986; Briggs, 1981). Supervisors' reactions to employees engaged in grievance operations can affect performance levels (Klaas, 1989a, 1989b; Lazaro, 2022). The speed of grievance resolution before mediation has been a significant determinant of the efficacy of grievance management (Knight, 1985). In this way, the capacity of an organization and the board to determine debates at the least conceivable level without outsider intercession is a significant proportion of compelling complaint methods (Knight, 1986). One such factor which affects grievance easing is labour-management relations. There has been a marked increase in complaints among employees and directors where there is a significant strain or difficulty between the two. This has not been limited to only large or small companies or associations, nor to a specific industry or organization (Davy et al., 1992).

Some important conciliation skills are empathy and equality (Lippitt, 1982), the capacity to see problems for what they really are (Bottles, 2001), acceptance of discrepancies (Lee, 1998), and also the ability to safeguard all parties' self-esteem (Shell, 1999). To improve the ability of executives in the work environment, grievance management should frame advancement training and leadership

development programmes. This would upgrade labourers' feeling of hierarchical equity and may build their obligation to the firm (Cooke et al., 2016). To prevent and oversee work environment strains, grievance management should be considered an essential component of HRM (Cooke et al., 2016; McClean et al., 2013).

Generally, there must be three conditions before any formal or informal complaint arrangement can be set up, as recommended by the National Commission on Labour (1969) in India, specifically: satisfaction for the individual specialist, the prudent exercise of power by the director, and associational interest. Budd and Colvin (2008) suggest that grievance-handling procedures should be correlated and appraised based on three central concepts: value, performance, and voice. The proper execution of a grievance-handling framework is at the core of its efficacy. The engagement of all stakeholders is the most critical component of this operation. To make the grievance system successful, all workers, especially managers, should be the champions of the process (Geetika et al., 2014). The demeanor of the supervisor mirrors the philosophy and reasoning of the employer. Supervisors who listen to complaints, formulate a correspondence strategy, and take disciplinary action would not have a problem with handling complaints. According to Swann (1981), by posting complaint methodology and related data on the intranet, organization manuals, bulletins, and notice sheets, senior managers can improve refinement and correspondence as well as educate and train subordinates and managers about how to properly enforce it. The study is based on the behavior-response model proposed in Figure 1. The statements/variables which form the structured questionnaire of the model with reference to the grievance management process/grievance handling are presented below. Moreover, a few statements were adapted/incorporated based on expert advice as per the need of the study. So, the authors propose the following hypotheses (Table 1) with reference to the above context.

Table 1a. Proposition development: Grievance perception

<i>Underlying dimensions/Variables</i>	<i>Factor</i>	<i>Relationship with</i>	<i>Relationship</i>	<i>Contributing authors/Adopted from</i>	<i>Study hypothesis</i>
Age, gender, marital status, and education	Demography	Grievance perception	Very small/No relationship	Mueller and Mulinge (2001), Nurse and Small (2002), Gomathi (2014), Fryxell (1992), Peterson and Lewin (2000), Gamage and Hewagama (2007), Cohen-Carash and Spector (2001), Silva and Malalage (2021), Austin et al. (2021)	<i>H1: Employees tend to perceive grievances differently.</i>

The final resolution of grievance as an outcome variable is determined by variables like the Speed of settlement of grievances (in a timely manner) by Geetika et al. (2014), Gamage and Hewagama (2007), Nurse and Devonish (2007), Lewin and Peterson (1988, 1999), Ponak et al. (1996); Speed and satisfaction in grievance management by Budd and Colvin (2008), Gamage and Hewagama (2007), Nurse and Devonish (2007), Gomathi (2014), Lewin and Peterson (1988, 1999), Ponak et al. (1996);

Satisfaction with and attitude about grievance management by Bemmels and Lau (2001), Lewin and Peterson (1999), Bemmels (1995); Procedural justice/fairness/effectiveness by Mante-Meijer (1991), Haraway (2002), Rahim (1983), Peterson and Lewin (2000), Nurse and Devonish (2007), Walker and Hamilton (2011), Gamage and Hewagama (2007), Geetika et al. (2014), Nurse and Devonish (2007), Jules et al. (2021). Which is further segregated and determined by the following causal factors.

Table 1b. Proposition development: Resolution of grievance

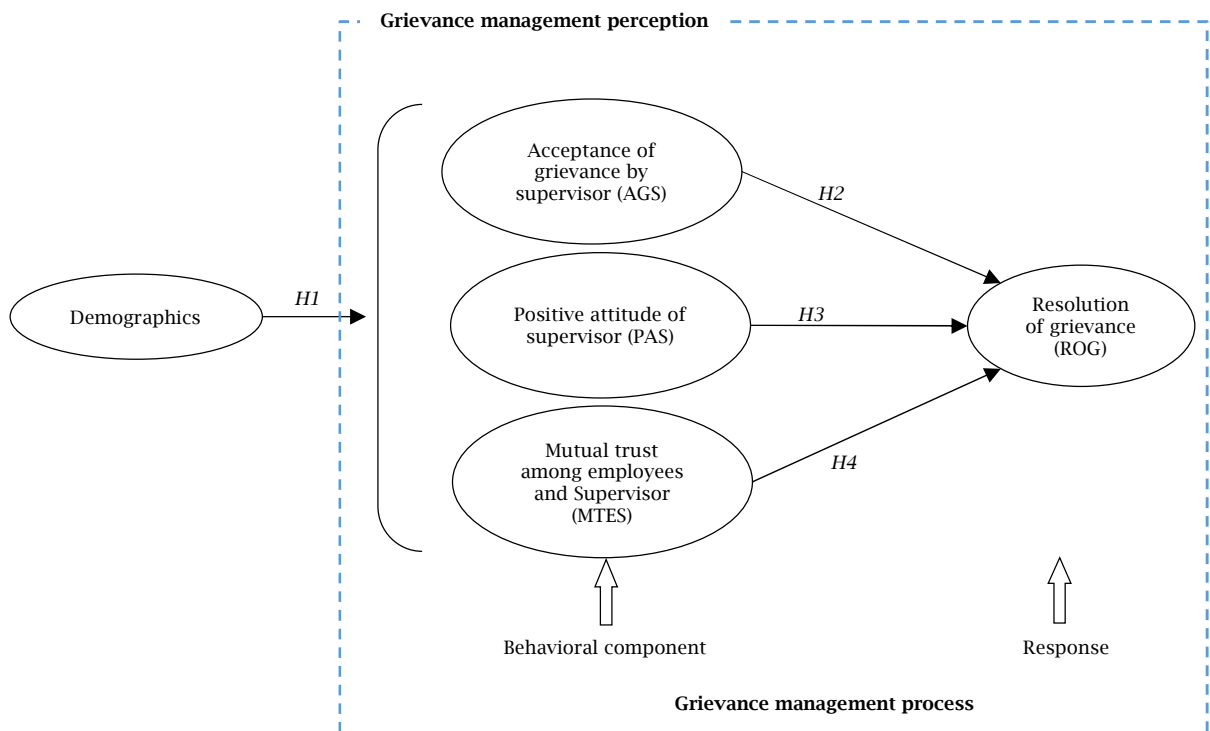
Underlying dimensions/Variables	Factor	Relationship with	Relationship	Contributing authors/Adopted from	Study hypothesis
Grievance filing, acceptance, settlement, and preventive conflict resolution approaches, simplicity of grievance procedure reported, grievance processes	Acceptance of grievance by supervisor	Resolution of grievance	Positive	Lewin (1999), Rahim (1983), Xie et al. (1998), Mills (1994), Geetika et al. (2014), Salamon (2000), Opatha and Ismail (2001), Gordon and Miller (1984), Singh et al. (1990), Gomathi (2014), Gamage and Hewagama (2007), D'Cruz (1999), Bemmels (1995), Bemmels and Lau (2001), Hammoud, et al. (2022), Silva and Malalage (2021)	H2: Acceptance of grievance by the supervisor has a significant association with the resolution of a grievance.
Supervisor skills and experience, supervisor knows the procedure of handling grievances, supervisor leadership style, diplomacy, detachedness, fair-mindedness, sagacity of supervisor, supervisor's ability and willingness approach, and attitude of the supervisor	The positive attitude of the supervisor	Resolution of grievance	Positive	Klaas (1989a), Rollinson (2000), Nurse and Devonish (2007), Jules et al. (2021), Rai (2007), Lewin (1999), Tjosvold and Morishima (1999), Bemmels and Foley (1996), Chaykowski and Slotsve (1992), Lipsky et al. (2003), Peterson and Lewin (2000), Olson-Buchanan and Boswell (2008), Gamage and Hewagama (2007), Geetika et al. (2014), Monish and Dhanabhakym (2022), Gomathi (2014)	H3: Positive attitude of the supervisor towards the grievant has a significant association with a resolution of the grievance.
Matters of grievance are kept confidential, ability to safeguard all parties' self-esteem, to resolve the grievance through mutual discussion, friendliness, and concord with the grievant	Mutual trust among employees and supervisor	Resolution of grievance	Positive	Rahim (1983), Xie et al. (1998), Jules et al. (2021), Shell (1999), Gomathi (2014), Gamage and Hewagama (2007), Jules et al. (2021), Rollinson (2000), Myer (1994)	H4: Mutual trust among employees and supervisor has a significant association with a resolution of grievance.

Source: Authors' compilation.

Conceptual model development: Based on the above literature, the researchers propose a conceptual/interactive framework in the form of a behavior-response model (Figure 1), which has been

developed in order to test the relation between the proposed variables. Sixteen underlying variables have been correlated with the outcome variable, i.e., resolution of the grievance.

Figure 1. Conceptual model



Research objectives: The researchers tried to investigate whether the grievance management process in selected healthcare institutions leads to a favorable attitude towards the management and organization in the form of resolution of the grievance.

4. METHODOLOGY

4.1. Target population characteristics

The present research is an exploratory study on the perception of employees with the grievance management process in one of the leading healthcare institutions/hospitals (Sher-i-Kashmir Institute of Medical Sciences, SKIMS) in the Kashmir division in March-June 2022. The selected health institution has more than 5000 staff members with 50 different departments including surgery, medicine, cardiology, nephrology, neurology, urology, pathology, anesthesiology, endocrinology, nuclear medicine, etc., and other allied departments like administration, pharmacy, lab, and maintenance, etc., the hospital caters an average 5000-6000 patients daily with more than 1200-bed capacity. The authors have not found any exclusive study regarding grievance management with respect to this particular health institution. The motive to uncover the underlying opinion of employees of the respective institution with respect to the grievance management process becomes the main reason to select the institution.

4.2. Methods

The study uses a structured questionnaire as a research instrument in order to get the diverse response of employees' opinions on the grievance management process followed by their respective organizations. The structured questionnaire was distributed personally to the respondents of selected healthcare institutions (job designation: doctors, nurses, lab staff, pharmacy staff, maintenance staff, clerical staff, and other staff). An equal number of responses was collected from each of the job designations mentioned. As hospital employees have a 24/7 busy schedule, taking the time constraints and busy schedule of hospital staff into consideration a short structured questionnaire (the first part refers to 4 demographic variables, evaluated on the dichotomous scale and the second part consists of 16 statements, evaluated on a 5-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree") was adopted based on the previous literature and was anticipated for the study.

4.3. Sample size

The sample was chosen through judgmental/purposive sampling to make the sample inclusive and representative of the population, the structured questionnaire was distributed personally to 250 respondents of the target population (doctors, nurses, lab staff, pharmacy staff, and other staff) and only 221 responses were observed as correct responses and 29 responses were later dropped due

to biased or incomplete responses. The structured questionnaire was initially pilot tested for reliability. Initially, 55 responses were collected and tested for internal consistency; the value of $\alpha > 0.70$ confirmed the reliability for the further gathering of data. Statistical analysis, such as descriptive statistics, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA) were used to generate results through IBM SPSS Statistics and AMOS.

5. ANALYSIS AND RESULTS

5.1. Respondent's profile

Overall, 221 responses were used for statistical analysis. More males (150 or 69.7 per cent) than females (71 or 32.1 per cent) have responded. In the age bracket of up to 35 years old — 51.1 per cent and above 35 years old, which amounts to 108 (48.9 per cent), lies the majority of the respondents. According to the education profile, 92 (41.6 per cent) of the respondents are with diploma/undergraduate and 129 (58.4 per cent) are post-graduates and above. The number of respondents who are married was 155 (70.1 per cent) and 66 (29.9 per cent) are unmarried. All the respondents witness grievance in one or the other way and perceive grievance in a similar way. Moreover, the perception of the grievance management process is not influenced by the demographic profile of the respondents ($p > 0.05$; Chi-square = 0.147; $df = 4$).

5.2. Measurement, reliability, and validity tests

We conducted a principal component analysis using IBM SPSS Statistics 22.0 with varimax rotation to extract statistically significant factors based on correlation. The Cronbach's alpha value is 0.734 and the Kaiser-Meyer-Olkin (KMO) level of sampling adequacy is 0.735, which is above the threshold of 0.70 suggested by Demo et al. (2012), Hair et al. (1998), and Hair et al. (2006, 2007). Moreover, Demo et al. (2012) and Nunnally (1978) demonstrate that loadings in the range of 0.60 to 0.70 are good, however, loadings above 0.70 are considered excellent. The first-order CFA using AMOS 20.0 was performed and the indices show good model fitness. EFA and CFA loadings and values of Cronbach's alpha, composite reliability, and average variance extracted (AVE) are represented in Table 2. Chi-square is in the acceptable range of 3:1 with a value chi-square minimum (CMIN)/degree of freedom (df); $153.585/98 = 1.567$ (Bagozzi & Yi, 1988). This model demonstrates a satisfactory fit with root mean square error of approximation (RMSEA) of 0.051 (Byrne, 2013; Bentler & Bonett, 1980). It also possesses additional parameters of confirmation of maximum fit (implicit fit measures, measured by Hair et al., 2010, and Bagozzi and Yi, 1988), such as goodness of fit index (GFI) = 0.924, normed fit index (NFI) = 0.809, incremental Fit index (IFI) = 0.921, relative fit index (RFI) = 0.766, and Tucker-Lewis index (TLI) = 0.900, also parsimony fit measures lie in the acceptable range (parsimony comparative fit index — PCFI = 0.750 and parsimony normed fit index — PNFI = 0.660); model fit index (FMIN) = 0.698.

Table 2. EFA and CFA and convergent validity results of scale items

Items (Scale: Cronbach's $\alpha = 0.734$; KMO = 0.735)	Variable code	EFA item loading	CFA item loading
Acceptance of grievance by supervisor (AGS) Cronbach's $\alpha = 0.776$, VE = 34.651, CR = 0.872, and AVE = 0.534			
Grievance is properly attended	AGS1	0.785	0.800
Grievance filed is immediately processed	AGS2	0.777	0.753
Grievance procedure/filing grievance is simple and easy	AGS3	0.774	0.643
Employees feel open to share grievance	AGS4	0.698	0.531
Real basis of the problem is identified	AGS5	0.681	0.540
Non-discriminatory treatment with the grievant	AGS6	0.662	0.582
Positive attitude of supervisor (PAS) Cronbach's $\alpha = 0.719$, VE = 23.305, CR = 0.814, and AVE = 0.522			
Temporary relief is provided until final decision is reached	PAS1	0.785	0.502
Supervisors understand grievance	PAS2	0.731	0.559
Supervisors have friendly/sociable approach with grievant	PAS3	0.692	0.531
Supervisors are authorized to take decision	PAS4	0.687	0.656
Mutual trust among employees and supervisor (MTES) Cronbach's $\alpha = 0.731$, VE = 20.32, CR = 0.819, and AVE = 0.600			
Grievance resolved through mutual discussion also	MTES1	0.789	0.731
Proper records are maintained	MTES2	0.769	0.560
Grievant confidentiality is maintained	MTES3	0.767	0.660
Resolution of grievance (ROG) Cronbach's $\alpha = 0.713$, VE = 16.305, CR = 0.761, and AVE = 0.513			
Grievance mechanism is robust	ROG1	0.759	0.700
Final decision favors justice	ROG2	0.699	0.520
Grievance is resolved on time	ROG3	0.697	0.590

Source: Authors' elaboration.

5.3. Structural model

Three indices (factor loadings, AVE, and CR, as presented in Table 3) were used to examine the convergent validity. A threshold of 0.50 for factor loadings, an AVE of 0.50 for the constructs, and a composite reliability (CR) of 0.70 for each

construct were recommended by (Fornell & Larcker, 1981; Hair et al., 2006). There was sufficient reliability and validity in the proposed model, according to the results. As each construct's AVE exceeded its squared correlation estimate, discriminant validity could be demonstrated (Hair et al., 2006; Fornell & Larcker, 1981).

Table 3. Convergent and discriminant validity

	CR	AVE	MSV	AGS	PAS	MTES	ROG
AGS	0.872	0.534	0.121	(0.730)			
PAS	0.814	0.522	0.149	0.349	(0.722)		
MTES	0.819	0.600	0.071	0.061	0.171	(0.774)	
ROG	0.761	0.513	0.149	0.102	0.387	0.267	(0.716)

Note: The highlighted values in the diagonal of the above matrix are the square root of variance; AVE = Average variance extracted; MSV = Maximum shared variance; CR = Composite reliability.

Source: Authors' elaboration.

5.4. Hypothesis testing

As proposed through the conceptual model, the path analysis was further utilized to test the relationship between independent and dependent variables. The results obtained using AMOS 20.0 show an acceptable model fit for the structural model with a value of Chi-square (CMIN/dF; 170.250/101 = 1.686), fit index baseline comparisons (NFI = 0.788, RFI = 0.748, IFI = 0.901, TLI = 0.879, CFI = 0.899); parsimony-adjusted measures (PNFI = 0.663; PCFI = 0.756); FMIN = 0.774, and RMSEA = 0.056.

According to the results of the relationship between constructs, as presented in Table 4, acceptance of grievance by supervisor (AGS) has a significant impact on final resolution (ROG) ($\beta = 0.028$; $p < 0.05$; variance extracted: VE = 34.651). Similarly, the positive attitude of the supervisor has a significant impact on the resolution of the grievance (ROG) ($\beta = 0.353$; $p < 0.01$; VE = 23.305). Moreover, mutual trust among employees and supervisors (MTES) plays a dominant role and has a significant impact on the final resolution of grievance (ROG) ($\beta = 0.222$; $p < 0.01$; VE = 20.32). Based on the test results, hypotheses H1, H2, and H3 state proved.

Table 4. Hypothesis testing

Path	Estimates	SE	CR	P	Hypothesis
ROG ← AGS	0.028	0.023	1.210	0.026**	H2 supported
ROG ← MTES	0.353	0.062	5.664	0.006***	H3 supported
ROG ← PAS	0.222	0.049	2.434	0.005***	H4 supported

Note: *** significant at < 0.01 , ** significant at < 0.05 .

Source: Authors' elaboration.

6. DISCUSSION

The inferences derived from most of the studies referred to grievance management are in agreement with the present study. Myer (1994) identified that a labour management climate that emphasizes friendliness and concord will lower grievance rates and increase grievance resolution, and minimize steward political participation. Similarly, Geetika et al. (2014) express that as per the workers, the disposition of directors, the time taken in giving the choice, and the subsequent system are generally essential for the viability of the grievance method. Tjosvold and Morishima (1999) determined that administrators should have the capacity and eagerness to examine the issue with the grievant and association agents at the underlying stage itself and is in agreement with various other scholars (Lewin, 1999; Bemmels & Foley, 1996; Lipsky et al., 2003; Olson-Buchanan & Boswell, 2008). The use of a suitable style or mixture of styles in addressing complaints would aid in the settlement of grievances in a mutually beneficial and satisfactory manner (Rollinson, 2000). As part of several studies, determinants of complaints (Bacharach & Bamberger, 2004; Bemmels, 1994), attitudes, and satisfaction with grievance processes (Bemmels, 1995; Bemmels & Lau, 2001). A particular pace is set for processing grievance filings (Lewin & Peterson, 1988; Ponak et al., 1996), factors influencing grievance outcome (Klaas, 1989a; Meyer & Cooke, 1988), and organizational and individual success are connected with grievance filings (Boswell & Olson-Buchanan, 2004; Kleiner et al., 1995; Lewin & Peterson, 1988) are interconnected studies.

Similarly, artfulness, diplomacy, detachedness, fair-mindedness, and sagacity, and described the effective negotiation ability of supervisors as suggested by Rai (2007), i.e., the positive attitude of supervisor in our study, are important dimensions expressed in managing disputes and act as a set of abilities/skills needed to negotiate and handle disputes. Similarly, Rose (2004) supports the investigation that providing a system to address employees' disputes and the position of managers were seen as essential in maintaining a harmonious working atmosphere. When managers are educated and trained, they are more able to choose suitable dispute management styles (Bohlander & Snell, 2004). This is parallel with Mondy and Noe (2005) and Rose (2004), as the authors mentioned that labour relations issues will escalate if a supervisor lacks the necessary skills and expertise to resolve them at the outset, and that an aggrieved person can turn the grievance into a conflict. Klaas (1989b), established that supervisors' reactions to employees engaged in grievance operation can affect performance levels. The researchers also conclude that grievance procedures have three primary objectives: fostering an efficient, equitable, and economical resolution of employee complaints and at settling grievance at lowermost level in the organization (Lazaro, 2022; Knight, 1986; Briggs, 1981; Graham & Heshizer, 1979). Similarly, Godbless et al. (2020) conclude that, regardless of the outcome of the grievance handling process, grievances are handled according to well-defined, efficient, equitable and fair procedures, which management continues to promote to employees.

The present study did not find any significant impact of demographics on the perception of the grievance management process. Similarly, previous research has also found that socioeconomic influences do not have a substantial impact on views of organizational justice (Cohen-Carash & Spector, 2001). These researchers argued that people tend to perceive justice similarly, a perceived sense of justice in the workplace was not significantly influenced by age, gender, race, educational level, or tenure, according to Fryxell (1992). Like the present study, there seems little or no consensus between socioeconomic profile and perception of grievance handling by some researchers. But, unlike our results, some researchers (Bemmels, 1994; Lewin & Peterson, 1998; Bemmels, 1991; Bemmels & Foley, 1996; Gordon & Miller, 1984; Bemmels et al., 1991; Bemmels & Lau, 2001; Peterson & Lewin, 2000) make differing arguments. A significant influence on grievance filing rates is also exerted by variables such as age, gender, work experience, and education. So, no complete theory of dispute handling process exists (Bemmels & Foley, 1996) as it still remains an open topic of debate until any general consensus is reached.

7. CONCLUSION

The potential contribution that the mechanisms for addressing complaints by corporate with justice will only be maximized if administrators and trade-union officials pay attention to the efficacy of the governance systems they use to cope with occupational grievances, as well as the consistency of the outcomes that result from their use (Nurse & Devonish, 2007). Ominous conditions and changes in strategies for activity lead to expansions in complaint rates (Slichter et al., 1960). A few administration arrangements have an impact on complaint management. Consultation and interview with the organization preceding the presentation of changes that influence labourers is a regularly referenced arrangement thought to lessen complaints (Kaplan, 1950; Fleming & Witte, 1959; Slichter et al., 1960; Pettefer, 1970; Peach & Livernash, 1974; Gandz, 1979). Low complaint rates won where the board maintained the conditions of its work arrangement and did not modify starting situations on complaints; high rates won where the executives unyieldingly disregarded the work understanding or mollified the organization by consenting to its situations on grievances (Slichter et al., 1960).

Over the past few decades, legitimate, industrial relations, and organizational behavior scholars have been concentrating on hypothesis and practice through a change of authoritative dispute resolution toward an organized and proactive approach (Avgar et al., 2013; Bendersky, 2007; Colvin, 2003b; Eigen & Litwin, 2014; Colvin, 2004; Avgar, 2015).

The primary responsibility of HR and senior management should be to control conflict settlement, ensuring that the mechanism is working correctly and that any new problems are dealt with effectively. The organizational hierarchy should ensure that proper preparation is in place and that line managers receive adequate assistance and after line managers have been unable to settle conflicts they

should become personally involved (Hamberger, 2018). A neutral dispute resolution system/framework, as suggested by Budd and Colvin (2008), would include shields, such as the ability to offer nonpartisan parties' options, as well as straightforwardness to prevent self-assured or eccentric dynamics and enhance accountability and responsibility. Further, Hamberger (2018) suggests that the process for settling conflicts should be reasonable, not exclusively should results mirror the benefits of the issue. Decision-makers ought to be honest, conscious, and accommodating in imparting choices, and ought to clarify the reasoning for their choices. To interact better with different stakeholders, managers should primarily use collaborating, compromising, and accommodating conflict management styles. By using the appropriate conflict management types and techniques, managers can keep conflicts positive by participating in relevant preparation and training programmes (Mosadeghrad & Mojbafan, 2019; Oya & Schaefer, 2021; Russel, 2021).

Broken or dangerous clashes can debilitate staff, decline inspiration and fulfilment, increment truancy and turnover, diminish the coordinated effort and commitment to deliver (Brinkert, 2010; Graham, 2009; Monish & Dhanabhakym, 2022; Mosadeghrad, 2014b; Aktar, 2021; Dhanabhakym & Monish, 2021; Wood & Lehdonvirta, 2021).

Henceforth, the grievance should be overseen viably; else, it brings about additional issues and lessens authoritative efficiency. Administrators in medical care institutions should have the option to recognize the grievance and its sources, along these lines, they can utilize fitting compromise procedures to contest or animate clash (Brinkert, 2010; Graham, 2009; Mosadeghrad, 2014b).

Managers must take care to ensure that the governance structures they use for managing workplace grievances are efficient if grievance management can contribute to promoting more organizational fairness. This will derive quality outcomes from their employees. A probability of adoption of the above model has indicated the expected outcome and a unit increase in the independent variables indicates an appropriate number of times the factors have influenced overall satisfaction with the grievance management process. There is a need to further investigate, explore and contemplate other parameters of grievance management which the present study may not have considered as this domain of HRM stands important, diverse, and boundless. Moreover, this study is not the representative of insight of employees on the grievance management process in all the health institutions of India as it is limited to a particular health organization in a particular geographical area.

REFERENCES

1. Aktar, S. (2021). Workers' satisfaction with grievance-handling procedure: A study on the selected garment factories in Bangladesh. *Management Dynamics in the Knowledge Economy*, 9(3), 345-362. <https://sciendo.com/fr/article/10.2478/mdke-2021-00023>
2. An, Z., Cooke, F. L., & Liu, F. (2021). Between company and community: The case of a employment relations in an acquaintance society context in China. *The International Journal of Human Resource Management*, 34(2), 369-404. <https://doi.org/10.1080/09585192.2021.1969587>
3. Austin, E. E., Do, V., Nullwala, R., Pulido, D. F., Hibbert, P. D., Braithwaite, J., Arnolda, G., Wiles, L. K., Theodorou, T., Tran, Y., Lystad, R. P., Hatem, S., Long, J. C., Rapport, F., Pantle, A., & Clay-Williams, R. (2021). Systematic review of the factors and the key indicators that identify doctors at risk of complaints, malpractice claims or impaired performance. *BMJ Open*, 11(8), Article e050377. <https://doi.org/10.1136/bmjopen-2021-050377>
4. Averineni, A. (2012). Impact of grievances on industrial relations. *International Journal of Scientific Research*, 1(1), 60-61. <https://doi.org/10.15373/22778179/JUN2012/21>
5. Avgar, A. C. (2015). Internal resolution of employment disputes. In A. Feliu, W. Outten, J. Drucker, B. Winograd, & A. Bloom (Eds.), *ADR in employment* (pp. 45-85). BNA Books.
6. Avgar, A. C., Lamare, J. R., Lipsky, D. B., & Gupta, A. (2013). Unions and ADR: The relationship between labor unions and workplace dispute resolution in U.S. corporations. *Ohio State Journal on Dispute Resolution*, 28(1), 63-106. <https://hdl.handle.net/1813/75174>
7. Bacharach, S., & Bamberger, P. (2004). The power of labor to grieve: The impact of the workplace, labor market, and power-dependence on employee grievance filing. *ILR Review*, 57(4), 518-539. <https://doi.org/10.1177/001979390405700403>
8. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation model. *Journal of Academy of Marketing Science*, 16(1), 74-94. <https://doi.org/10.1007/BF02723327>
9. Bamberger, P., Kohn, E., & Nahum-Shani, I. (2008). Aversive workplace conditions and employee grievance filing: The moderating effects of gender and ethnicity. *Industrial Relations: A Journal of Economy and Society*, 47(2), 229-259. <https://doi.org/10.1111/j.1468-232X.2008.00518.x>
10. Baumruk, R. (2010). The missing link: The role of employee engagement in business success. *Workspan*, 47(1), 48-52. https://www.researchgate.net/publication/284674471_The_missing_link_The_role_of_employee_engagement_in_business_success#fullTextFileContent
11. Bemmels, B. (1991). Attribution theory and discipline arbitration. *ILR Review*, 44(3), 548-562. <https://doi.org/10.1177/001979399104400310>
12. Bemmels, B. (1994). The determinants of grievance initiation. *ILR Review*, 47(2), 285-301. <https://doi.org/10.2307/2524421>
13. Bemmels, B. (1995). Shop stewards' satisfaction with grievance procedures. *Industrial Relations: A Journal of Economy and Society*, 34(4), 578-592. <https://doi.org/10.1111/j.1468-232X.1995.tb00389.x>
14. Bemmels, B., & Foley, J. R. (1996). Grievance procedure research: A review and theoretical recommendations. *Journal of Management*, 22(3), 359-384. <https://doi.org/10.1177/014920639602200301>
15. Bemmels, B., & Lau, D. C. (2001). Local union leaders' satisfaction with grievance procedures. *Journal of Labor Research*, 22(3), 653-667. <https://doi.org/10.1007/s12122-001-1026-7>
16. Bemmels, B., Reshef, Y., & Stratton-Devine, K. (1991). The roles of supervisors, employees, and stewards in grievance initiation. *ILR Review*, 45(1), 15-30. <https://doi.org/10.1177/001979399104500102>

17. Bendersky, C. (2007). Complementarities in organizational dispute resolution systems: How system characteristics affect individuals' conflict experiences. *ILR Review*, 60(2), 204-224. <https://doi.org/10.1177/001979390706000203>
18. Benson, J. (2000). Employee voice in union and non-union Australian workplaces. *British Journal of Industrial Relations*, 38(3), 453-459. <https://doi.org/10.1111/1467-8543.00173>
19. Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588-606. <https://doi.org/10.1037/0033-2909.88.3.588>
20. Beugre, C. D. (1998). *Managing fairness in organizations*. Quorum Books.
21. Bohlander, G., & Snell, S. (2004). *Managing human resources* (13th ed.). Thomson/South-Western.
22. Boroff, K. E., & Lewin, D. (1997). Loyalty, voice, and intent to exit a union firm: A conceptual and empirical analysis. *ILR Review*, 51(1), 50-63. <https://doi.org/10.1177/001979399705100104>
23. Boswell, W. R., & Olson-Buchanan, J. B. (2004). Experiencing mistreatment at work: The role of grievance filing, nature of mistreatment, and employee withdrawal. *Academy of Management Journal*, 47(1), 129-139. <https://dialnet.unirioja.es/servlet/articulo?codigo=843166>
24. Bottles, K. (2001). The good leader. *The Physician Executive*, 27(2), 74-76. <https://pubmed.ncbi.nlm.nih.gov/11291225/>
25. Briggs, S. (1981). The grievance procedure and organizational health. *Personnel Journal*, 60(6), 471-474. <https://pubmed.ncbi.nlm.nih.gov/10251602/>
26. Brinkert, R. (2010). A literature review of conflict communication causes, costs, benefits and interventions in nursing. *Journal of Nursing Management*, 18(2), 145-156. <https://doi.org/10.1111/j.1365-2834.2010.01061.x>
27. Budd, J. W. (2020). The psychologisation of employment relations, alternative models of the employment relationship, and the OB turn. *Human Resource Management Journal*, 30(1), 73-83. <https://doi.org/10.1111/1748-8583.12274>
28. Budd, J. W., & Colvin, A. J. (2008). Improved metrics for workplace dispute resolution procedures: Efficiency, equity, and voice. *Industrial Relations: A Journal of Economy and Society*, 47(3), 460-479. <https://doi.org/10.1111/j.1468-232X.2008.00529.x>
29. Byrne, B. M. (2013). *Structural equation modeling with EQS: Basic concepts, applications, and programming*. Routledge. <https://doi.org/10.4324/9780203807644>
30. Casper, C. T. (2021). Emergent issues in the law of employee terminations. *Illinois Public Employee Relations Report*, 38(2), 1-26. <https://scholarship.kentlaw.iit.edu/iperr/119>
31. Chaykowski, R. P., & Slotsve, G. A. (1992). A simultaneous analysis of grievance activity and outcome decisions. *ILR Review*, 45(4), 724-737. <https://doi.org/10.2307/2524589>
32. Chebat, J.-C. (2003). Employee empowerment in the European hotel industry. Meaning, process and cultural relativity. *International Journal of Service Industry Management*, 14(2), 245-248. <https://doi.org/10.1108/ijsim.2003.14.2.245.1>
33. Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321. <https://doi.org/10.1006/obhd.2001.2958>
34. Colvin, A. J. (2003a). The dual transformation of workplace dispute resolution. *Industrial Relations: A Journal of Economy and Society*, 42(4), 712-735. <https://doi.org/10.1111/1468-232X.00312>
35. Colvin, A. J. (2003b). Institutional pressures, human resource strategies, and the rise of nonunion dispute resolution procedures. *ILR Review*, 56(3), 375-392. <https://doi.org/10.1177/001979390305600301>
36. Colvin, A. J. (2004). The relationship between employee involvement and workplace dispute resolution. *Relations Industrielles/Industrial Relations*, 59(4), 681-704. <https://doi.org/10.7202/011334ar>
37. Cooke, F. L., & Saini, D. S. (2015). From legalism to strategic HRM in India? Grievance management in transition. *Asia Pacific Journal of Management*, 32(3), 619-643. <https://doi.org/10.1007/s10490-015-9417-0>
38. Cooke, F. L., Xie, Y., & Duan, H. (2016). Workers' grievances and resolution mechanisms in Chinese manufacturing firms: Key characteristics and the influence of contextual factors. *The International Journal of Human Resource Management*, 27(18), 2119-2141. <https://doi.org/10.1080/09585192.2016.1164224>
39. D'Cruz, M. N. (1999). *A practical guide to grievance procedure, misconduct and domestic inquiry*. Leeds Publication.
40. Davy, J. A., Stewart, G., & Anderson, J. (1992). Formalization of grievance procedures: A multi-firm and industry study. *Journal of Labor Research*, 13(3), 307-316. <https://doi.org/10.1007/BF02685488>
41. Demo, G., Neiva, E. R., Nunes, I., & Rozzett, K. (2012). Human resources management policies and practices scale (HRMPPS): Exploratory and confirmatory factor analysis. *BAR, Rio de Janeiro*, 9(4), 395-420. <https://doi.org/10.1590/S1807-76922012005000006>
42. Dhanabhakam, M., & Monish, P. (2021). Impact of employee grievance identification strategies on job performance with special reference to Info Park and Techno Park, Kerala. *Asian Journal of Managerial Science*, 10(1), 33-35. <https://doi.org/10.51983/ajms-2021.10.1.2805>
43. Dichner, E. (2021). How a Biden Labor Board could advance workers' rights. *New Labor Forum*, 30(3), 46-54. <https://doi.org/10.1177/10957960211036118>
44. Eigen, Z. J., & Litwin, A. S. (2014). Justice or just between us? Empirical evidence of the trade-off between procedural and interactional justice in workplace dispute resolution. *ILR Review*, 67(1), 171-201. <https://doi.org/10.1177/001979391406700107>
45. Elbaz, A. M., Salem, I. E., Onjewu, A. K., & Shaaban, M. N. (2022). Hearing employee voice and handling grievance: Views from frontline hotel and travel agency employees. *International Journal of Hospitality Management*, 107, Article 103311. <https://doi.org/10.1016/j.ijhm.2022.103311>
46. Farias, G. F., & Varma, A. (1998). High performance work systems: What we know and what we need to know. *Human Resource Planning*, 21(2), 50-55. <https://go.gale.com/ps/i.do?p=AONE&u=googlescholar&id=GALE|A21223775&v=2.1&it=r&sid=AONE&asid=1f06cc4f>
47. Fleming, R. W., & Witte, E. E. (1959). Grievances under the collective agreement. In J. Barbash (Ed.), *Unions and union leadership* (pp. 226-233). Harper.
48. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
49. Freeman, R. B., & Medoff, J. L. (1985). [Review of the book *What Do Unions Do?*, by R. B. Freeman & J. L. Medoff: Reply]. *ILR Review*, 38(2), 259. <https://doi.org/10.2307/2523853>

50. Fryxell, G. E. (1992). Perceptions of justice afforded by formal grievance systems as predictors of a belief in a just workplace. *Journal of Business Ethics*, 11(8), 635-647. <https://doi.org/10.1007/BF00872275>
51. Gamage, P. N., & Hewagama, G. V. (2007). An empirical study of grievance settlement and labour management relationship of apparel industry in Sri Lanka. *Kelaniya Journal of Human Resource Management*, 2(2), 170-186. https://www.academia.edu/5638367/An_Empirical_Study_of_Grievance_Settlement_and_Labour_Management_Relationship_of_Apparel_Industry_in_Sri_Lanka
52. Gandz, J. (1979). Grievance initiation and resolution. A test of the behavioural theory. *Relations Industrielles/Industrial Relations*, 34(4), 778-792. <https://doi.org/10.7202/029014ar>
53. Geetika, Ghosh, P., Rai, A., Joshi, J. P., & Singh, P. (2014). Measuring workers' satisfaction with grievance-handling procedure: Study of a power distribution major in India. *Asian Journal of Management Cases*, 11(2), 139-157. <https://doi.org/10.1177/0972820114538347>
54. Godbless, E. E., Goddey, A. E., & Solomon, E. (2020). Organizational grievance handling procedures and contextual performance of employees of Nigerian Money Deposit Bank. *International Journal of Management*, 11(10), 23-38. <https://ssrn.com/abstract=3736515>
55. Gomathi, S. (2014). A study on grievance management in improving employee performance in private enterprise. *Mediterranean Journal of Social Sciences*, 5(2), 20-29. <https://doi.org/10.5901/mjss.2014.v5n20p20>
56. Gordon, M. E., & Miller, S. J. (1984). Grievances: A review of research and practice. *Personnel Psychology*, 37(1), 117-146. <https://doi.org/10.1111/j.1744-6570.1984.tb02250.x>
57. Götzmann, N., & Bainton, N. (2021). Embedding gender-responsive approaches in impact assessment and management. *Impact Assessment and Project Appraisal*, 39(3), 171-182. <https://doi.org/10.1080/14615517.2021.1904721>
58. Graham, H., & Heshizer, B. (1979). The effect of contract language on low-level settlement of grievances. *Labor Law Journal*, 30(7), 427-432. <https://eric.ed.gov/?id=EJ230105>
59. Graham, S. (2009). The effects of different conflict management styles on job satisfaction in rural healthcare settings. *Economics & Business Journal: Inquiries & Perspectives*, 2(1), 71-85. <https://nebeconandbus.org/journal/EBJIP2009Graham.pdf>
60. Gunnigle, P., & Brady, T. (1984). The management of industrial relations in the small firm. *Employee Relations*, 6(5), 21-24. <https://doi.org/10.1108/eb055040>
61. Hair, J. F., Anderson, R. E., & Tatham, R. L. (2007). *Multivariate data analysis* (6th ed.). Pearson Education.
62. Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective* (Vol. 7). Pearson Education.
63. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th ed.). Prentice-Hall.
64. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.). Pearson-Prentice Hall.
65. Hamberger, J. (2018). Workplace dispute resolution: What guidance does existing research provide? In D. Lewin & P. J. Gollan (Eds.), *Advances in industrial and labor relations, 2017: Shifts in workplace voice, justice, negotiation and conflict resolution in contemporary workplaces* (Advances in Industrial & Labor Relations, Vol. 24, pp. 29-55). Emerald Publishing Limited. <https://doi.org/10.1108/S0742-618620180000024004>
66. Hammoud, R., Laham, S., Kdouh, O., & Hamadeh, R. (2022). Setting up a patient complaint system in the national primary healthcare network in Lebanon (2016-2020): Lessons for low-and middle-income countries. *The International Journal of Health Planning and Management*, 37(1), 387-402. <https://doi.org/10.1002/hpm.3347>
67. Handel, M. J., & Gittleman, M. (2004). Is there a wage payoff to innovative work practices? *Industrial Relations: A Journal of Economy and Society*, 43(1), 67-97. <https://doi.org/10.1111/j.0019-8676.2004.00319.x>
68. Haraway, W. M., III. (2002). Rediscovering process values in employee grievance procedures. *Administration & Society*, 34(5), 499-521. <https://doi.org/10.1177/009539902237273>
69. Harlos, K. (2010). If you build a remedial voice mechanism, will they come? Determinants of voicing interpersonal mistreatment at work. *Human Relations*, 63(3), 311-329. <https://doi.org/10.1177/0018726709348937>
70. Hirschman, A. O. (1970). *Exit, voice, and loyalty: Responses to decline in firms, organizations, and states*. Harvard University Press.
71. Holdford, D., & Lovelace-Elmore, B. (2001). Applying the principles of human motivation to pharmaceutical education. *Journal of Pharmacy Teaching*, 8(4), 1-18. https://www.researchgate.net/publication/247825514_Applying_the_Principles_of_Human_Motivation_to_Pharmaceutical_Education
72. Hunter, S., & Kleiner, B. H. (2004). Effective grievance handling procedures. *Management Research News*, 27(1/2), 85-94. <https://doi.org/10.1108/01409170410784374>
73. Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672. https://www.markhuselid.com/pdfs/articles/1995_AMJ_HPWS_Paper.pdf
74. Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resources management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40(1), 171-188. https://www.researchgate.net/publication/244505347_Technical_and_Strategic_Human_Resource_Management_Effectiveness_as_Determinants_of_Firm_Performance
75. Jules, S., Kwake, A. K., & Mwangi, F. W. (2021). Grievance management mechanisms and employees performance in Tubura social enterprise in Rwanda. *Journal of Human Resource & Leadership*, 5(1), 72-87. <https://stratfordjournals.org/journals/index.php/journal-of-human-resource/article/download/730/861/>
76. Kaplan, A. A. (1950). *Making grievance procedures work: The Southern California experience*. Institute of Industrial Relations, University of California.
77. Kimotho, W., & Ogot, D. (2021). Exploring the drivers of gendered grievance mechanisms: Examples from the agribusiness, extractive and wind power sectors in Kenya. *Impact Assessment and Project Appraisal*, 39(3), 240-250. <https://doi.org/10.1080/14615517.2021.1906020>
78. Klaas, B. S. (1989a). Determinants of grievance activity and the grievance system's impact on employee behavior: An integrative perspective. *Academy of Management Review*, 14(3), 445-458. <https://doi.org/10.5465/amr.1989.4279079>
79. Klaas, B. S. (1989b). Managerial decision making about employee grievances: The impact of the grievant's work history. *Personnel Psychology*, 42(1), 53-68. <https://doi.org/10.1111/j.1744-6570.1989.tb01551.x>

80. Kleiner, M. M., Nickelsburg, G., & Pilarski, A. (1995). Monitoring, grievances, and plant performance. *Industrial Relations: A Journal of Economy and Society*, 34(2), 169–189. <https://doi.org/10.1111/j.1468-232X.1995.tb00367.x>
81. Knight, T. R. (1985). Toward a contingency theory of the grievance-arbitration system. *Advances in Industrial and Labor Relations*, 2, 269–318.
82. Knight, T. R. (1986). Feedback and grievance resolution. *ILR Review*, 39(4), 585–598. <https://doi.org/10.2307/2523250>
83. Latreille, P. L., & Saundry, R. (2016). Toward a system of conflict management? Cultural change and resistance in a healthcare organization. In D. B. Lipsky, A. C. Avgar, & J. R. Lamare (Eds.), *Managing and resolving workplace conflict* (Advances in Industrial and Labor Relations, Vol. 22, pp. 189–209). Emerald Group Publishing Limited. <https://doi.org/10.1108/S0742-618620160000022008>
84. Lazaro, A. B. (2022). Employee grievances impacts and institution performances: Case study of Juba City Council, South Sudan. *International Journal of Innovative Research and Development*, 11(2), 10–36. <https://doi.org/10.24940/ijird/2022/v11/i2/FEB22015>
85. Lee, T. (1998). Assessment of safety culture at a nuclear reprocessing plant. *Work & Stress*, 12(3), 217–237. <https://doi.org/10.1080/02678379808256863>
86. Lewin, D. (1999). Theoretical and empirical research on the grievance procedure and arbitration: A critical review. In A. E. Eaton & J. H. O'Keefe (Eds.), *Employment dispute resolution and worker rights in the changing workplace* (pp. 137–186). Labor and Employment Research Association.
87. Lewin, D. (2005). Unionism and employment conflict resolution: Rethinking collective voice and its consequences. *Journal of Labor Research*, 26(2), 209–239. <https://doi.org/10.1007/s12122-005-1023-3>
88. Lewin, D., & Peterson, R. B. (1988). *The modern grievance procedure in the United States*. Praeger.
89. Lewin, D., & Peterson, R. B. (1999). Behavioral outcomes of grievance activity. *Industrial Relations: A Journal of Economy and Society*, 38(4), 554–576. <https://doi.org/10.1111/0019-8676.00144>
90. Lippitt, G. L. (1982). Managing conflict in today's organizations. *Training & Development Journal*, 36(7), 67–74.
91. Lipsky, D. B., & Avgar, A. C. (2004). Commentary: Research on employment dispute resolution: Toward a new paradigm. *Conflict Resolution Quarterly*, 22(1–2), 175–189. <https://doi.org/10.1002/crq.97>
92. Lipsky, D. B., Avgar, A. C., Lamare, J. R., & Gupta, A. (2012). *The antecedents of workplace conflict management systems in US corporations: Evidence from a new survey of Fortune 1000 companies*. ILR School, Cornell.
93. Lipsky, D. B., Seeber, R. L., & Fincher, R. D. (2003). *Emerging systems for managing workplace conflict: Lessons from American corporations for managers and dispute resolution professionals* (Vol. 18). Jossey-Bass.
94. Lipsky, D., & Avgar, A. (2010). The conflict over conflict management. *Dispute Resolution Journal*, 65(2–3), 11–43. <https://core.ac.uk/download/pdf/19958828.pdf>
95. Mante-Meijer, E. (1991). Designing an instrument for resolving individual conflicts in “Total” institutions. *Knowledge & Policy*, 4(3), 58–73. <https://doi.org/10.1007/BF02693088>
96. McClean, E. J., Burris, E. R., & Detert, J. R. (2013). When does voice lead to exit? It depends on leadership. *Academy of Management Journal*, 56(2), 525–548. <https://doi.org/10.5465/amj.2011.0041>
97. Meyer, D., & Cooke, W. (1988). Economic and political factors in formal grievance resolution. *Industrial Relations: A Journal of Economy and Society*, 27(3), 318–335. <https://doi.org/10.1111/j.1468-232X.1988.tb01010.x>
98. Mills, D. Q. (1994). *Labor-management relations* (5th ed.). McGraw Hill.
99. Mondy, R. W., & Noe, R. M. (2005). *Human resource management* (9th ed.). Pearson Education.
100. Monish, P., & Dhanabhakyan, M. (2022). Role of innovative grievance management strategies on workplace justice. *International Journal of Novel Research and Development*, 7(2), 260–267. <https://www.ijnrd.org/viewpaperforall?paper=IJNRD2202035>
101. Mosadeghrad, A. M. (2014a). Factors affecting medical service quality. *Iranian Journal of Public Health*, 43(2), 210–220. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4450689/>
102. Mosadeghrad, A. M. (2014b). Occupational stress and its consequences. *Leadership in Health Services*, 27(3), 224–239. <https://doi.org/10.1108/LHS-07-2013-0032>
103. Mosadeghrad, A. M., & Mojbafan, A. (2019). Conflict and conflict management in Iranian hospitals. *International Journal of Health Care Quality Assurance*, 32(3), 550–561. <https://doi.org/10.1108/IJHCQA-09-2017-0165>
104. Mueller, C. W., & Mulinge, M. (2001). Justice perceptions in the workplace: Gender differences in Kenya. *African Sociological Review*, 5(2), 102–121. <https://doi.org/10.4314/asr.v5i2.23194>
105. Myer, D. (1994). The political effectiveness of grievance handling stewards in local union. *Journal of Labor Research*, 15(2), 33–51. <https://doi.org/10.1007/BF02685674>
106. National Commission on Labour. (1969). *Report of the National Commission on Labour*. Ministry of Labour and Employment and Rehabilitation. <https://indianculture.gov.in/reports-proceedings/report-national-commission-labour>
107. Nunnally, J. (1978). *Psychometric methods*. McGraw-Hill.
108. Nurse, L., & Devonish, D. (2007). Grievance management and its links to workplace justice. *Employee Relations*, 29(1), 89–109. <https://doi.org/10.1108/01425450710714496>
109. Nurse, L., & Small, J. (2002). Who cares about workplace justice in Barbados? Men and women have their say: A preliminary analysis. *Journal of Eastern Caribbean Studies*, 27(3), 1–29.
110. Ochieng, O., & Kamau, L. (2021). Managing workplace discrimination, harassment and retaliation: An assessment of Kenyan workplace. *International Journal of Law and Policy*, 6(1), 15–27. <https://doi.org/10.47604/ijlp.1376>
111. Olson-Buchanan, J. B., & Boswell, W. R. (2008). Organizational dispute resolution systems. In C. K. W. De Dreu & M. J. Gelfand (Eds.), *The psychology of conflict and conflict management in organizations* (pp. 321–352). Taylor & Francis Group/Lawrence Erlbaum Associates. http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/CONFLICT%20MANAGEMENT%20The%20Psychology%20of%20conflict%20and%20conflict%20management%20in%20organization.pdf
112. Opatha, H. H. D. N. P., & Ismail, Z. (2001). Towards effective worker grievance handling: Some reflections. *Analisis*, 8(1–2), 111–127. https://www.researchgate.net/publication/277244821_Towards_effective_worker_grievance_handling_some_reflections
113. Oya, C., & Schaefer, F. (2021). The politics of labour relations in global production networks: Collective action, industrial parks, and local conflict in the Ethiopian apparel sector. *World Development*, 146, Article 105564. <https://doi.org/10.1016/j.worlddev.2021.105564>

114. Pavlakis, A., Kaitelidou, D., Theodorou, M., Galanis, P., Sourtzi, P., & Siskou, O. (2011). Conflict management in public hospitals: The Cyprus case. *International Nursing Review*, 58(2), 242-248. <https://doi.org/10.1111/j.1466-7657.2011.00880.x>
115. Peach, D. A., & Livernash, E. R. (1974). *Grievance initiation and resolution: A study in basic steel*. Division of Research, Graduate School of Business Administration, Harvard University.
116. Peterson, R. B., & Lewin, D. (2000). Research on unionized grievance procedures: Management issues and recommendations. *Human Resources Management*, 39(4), 395-406. [https://doi.org/10.1002/1099-050X\(200024\)39:4<395::AID-HRM9>3.0.CO;2-4](https://doi.org/10.1002/1099-050X(200024)39:4<395::AID-HRM9>3.0.CO;2-4)
117. Pettefer, J. C. (1970). Effective grievance administration. *California Management Review*, 13(2), 12-18. <https://doi.org/10.2307/41164273>
118. Ponak, A., Zerbe, W., Rose, S., & Olson, C. (1996). Using event history analysis to model delay in grievance arbitration. *ILR Review*, 50(1), 105-121. <https://doi.org/10.2307/2524392>
119. Rahim, M. A. (1983). *Rahim organizational conflict inventory — (ROCI II)* [Database record]. APA PsycTests. <https://doi.org/10.1037/t01012-000>
120. Rai, H. (2007). Dispute handling capability: Morphology and modalities — Development of a model. *Management and Labour Studies*, 32(2), 183-202. <https://doi.org/10.1177/0258042X0703200202>
121. Raphael, A. (2021). Arbitrating “just cause” for employee discipline and discharge in the era of COVID-19. *The Georgetown Journal of Legal Ethics*, 34, 1237-1260. <https://www.law.georgetown.edu/legal-ethics-journal/wp-content/uploads/sites/24/2022/08/GT-GJLE210070.pdf>
122. Robbins, T., Summers, T. P., & Miller, J. L. (2000). Intra-and inter-justice relationships: Assessing the direction. *Human Relations*, 53(10), 1329-1355. <https://doi.org/10.1177/a014107>
123. Roche, W. K., & Teague, P. (2012). Human resource management and ADR practices in Ireland. *The International Journal of Human Resource Management*, 23(3), 528-549. <https://doi.org/10.1080/09585192.2012.641083>
124. Rollinson, D. J. (2000). Supervisor and manager approaches to handling discipline and grievance: A follow-up study. *Personnel Review*, 29(6), 743-768. <https://doi.org/10.1108/00483480010296951>
125. Rose, E. (2004). *Employment relations* (2nd ed.). Prentice Hall.
126. Russell, M. L. (2021). Employment arbitration agreements: The case for ethical standards for dispute resolution system designers. *Pepperdine Dispute Resolution Law Journal*, 21(1), 173-194. <https://digitalcommons.pepperdine.edu/cgi/viewcontent.cgi?article=1474&context=drlj>
127. Salamon, M. (2000). *Industrial relations: Theory and practice* (4th ed.). Prentice Hall.
128. Seeber, R. L., & Lipsky, D. B. (2006). The ascendancy of employment arbitrators in US employment relations: A new actor in the American system? *British Journal of Industrial Relations*, 44(4), 719-756. <https://doi.org/10.1111/j.1467-8543.2006.00521.x>
129. Shell, R. G. (1999). *Bargaining for advantage*. Penguin Group. <https://executiveeducation.wharton.upenn.edu/wp-content/uploads/2018/08/shell-bargaining-for-advantage-intro-ch1.pdf>
130. Silva, W. S. A., & Malalage, G. S. (2021). Impact of workplace employee grievances on employee performance: Evidence from operational level employees in some selected apparel companies. *Journal of Business and Technology*, 5(2), 74-88. <https://doi.org/10.4038/jbt.v5i2.34>
131. Singh, B. P., Chhabra, T. N., & Taneja, P. L. (1990). *Personnel management and industrial relations*. Dhanpat Rai & Sons.
132. Singh, B., & Mehra, S. (2012). Joint consultative machinery in India. *ACADEMICIA: An International Multidisciplinary Research Journal*, 2(12), 322-335. <https://saarj.com/wp-content/images/2017/10/ACADEMICIA-DECEMBER-2012-ABSTRACT-PDF-1.pdf>
133. Singh, P., & Agrawal, G. (2022). Mapping the customer centric weather index insurance service design using quality function deployment. *The TQM Journal*, 36(6), 1800-1822. <https://doi.org/10.1108/TQM-08-2021-0236>
134. Slichter, S. H., Healy, J. J., & Livernash, E. R. (1960). *The impact of collective bargaining on management* (Vol. 4). Brookings Inst Press.
135. Swann, J. P. (1981). Formal grievance procedures in non-union plants. *Personnel Administrator*, 26(8), 66-68.
136. Syed, N., & Yan, L. X. (2012). Impact of high performance human resource management practices on employee job satisfaction: Empirical analysis. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 318-342. <https://journal-archieves19.webs.com/318-342.pdf>
137. Tjosvold, D., & Morishima, M. (1999). Grievance resolution: Perceived goal interdependence and interaction patterns. *Relations Industrielles/Industrial Relations*, 54(3), 527-548. <https://doi.org/10.7202/051253ar>
138. Walker, B. (2009). *For better or for worse: Employment relationship problems under the employment relations Act 2000* [Ph.D. dissertation, University of Canterbury]. <https://doi.org/10.26021/5254>
139. Walker, B., & Hamilton, R. (2011). Employee-employer grievances: A review. *International Journal of Management Reviews*, 13(1), 40-58. <https://doi.org/10.1111/j.1468-2370.2010.00283.x>
140. Walker, B., & Hamilton, R. T. (2009). Grievance processes: Research, rhetoric and directions for New Zealand. *New Zealand Journal of Employment Relations*, 34(3), 43-64. https://ndhadeliver.natlib.govt.nz/delivery/DeliveryManagerServlet?dps_pid=IE2315579
141. Wood, A. J., & Lehdonvirta, V. (2021). Antagonism beyond employment: How the ‘subordinated agency’ of labour platforms generates conflict in the remote gig economy. *Socio-Economic Review*, 19(4), 1369-1396. <https://doi.org/10.1093/ser/mwab016>
142. Wu, X., Lin, L., & Wang, J. (2021). When does breach not lead to violation? A dual perspective of psychological contract in hotels in times of crisis. *International Journal of Hospitality Management*, 95, Article 102887. <https://doi.org/10.1016/j.ijhm.2021.102887>
143. Xie, J., Song, X. M., & Stringfellow, A. (1998). Interfunctional conflict, conflict resolution styles, and new product success: A four-culture comparison. *Management Science*, 44(12), 192-206. <https://doi.org/10.1287/mnsc.44.12.S192>
144. Zakari, N. M., Al Khamis, N. I., & Hamadi, H. Y. (2010). Conflict and professionalism: Perceptions among nurses in Saudi Arabia. *International Nursing Review*, 57(3), 297-304. <https://doi.org/10.1111/j.1466-7657.2009.00764.x>