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## **Emerging Developments in Employee Voice and Engagement**

Employee voice and engagement are important for companies. One new trend is using social media. Companies like Starbucks and Dell use internal social platforms to talk with employees, get feedback, and build a sense of community. This makes employees feel valued and heard (Gruman, 2020).

Another important focus is employee well-being. Google provides wellness programs that include mental health support, fitness centres, and flexible work hours. These programs help keep employees engaged by making them feel valued.

Advanced analytics and artificial intelligence (AI) are becoming popular. Companies like IBM use AI to study employee feedback, predict trends, and fix problems early. These tools give useful information to improve engagement plans (Gruman, 2020).

## **Recommendations for Improvement**

- 1. Enhance Social Media Use:** Companies should use social media more effectively to engage employees. Creating groups for different teams can improve communication and teamwork. Regular online meetings and Q&A sessions with leaders can increase trust and openness. For example, Microsoft uses Yammer to connect employees and leaders, which has improved communication (Dutta, 2023).
- 2. Invest in Well-being Programs:** Companies should offer complete well-being programs, including mental, physical, and emotional health. Flexible work hours, wellness workshops, and mental health days can boost engagement. LinkedIn's InDay program, where employees focus on personal growth, is a good example of promoting well-being and engagement (Dutta, 2023).
- 3. Use AI-Driven Analytics:** Companies should invest in AI-driven tools to understand employee needs better. These tools can analyse feedback and predict engagement levels. AI surveys and sentiment analysis, like those used by IBM, can help improve engagement strategies continuously, leading to a more motivated workforce (Dutta, 2023).

These recommendations can help companies improve employee voice and engagement, resulting in a more connected and satisfied workforce.

AC 1.2

### **Differences Between Employee Involvement and Employee Participation**

Employee involvement and employee participation are key ideas in managing people at work. Employee involvement means encouraging workers to share their ideas and take part in everyday decisions. It helps employees feel their opinions matter (Riyanto, 2021).

Employee participation is a more formal way of including workers in making important decisions. It involves giving employees roles in committees or through union representation (Riyanto, 2021).

#### **Differences**

- 1. Formality:** Employee involvement is informal. It includes suggestion boxes, team meetings, or open-door policies where workers can share their ideas. Employee participation is formal. It includes structured roles and processes, like union negotiations or having employee representatives on boards.
- 2. Scope of Influence:** Employee involvement affects daily tasks and operational decisions. For example, employees might suggest ways to improve their workflow. Employee participation involves bigger decisions that affect the whole organization, like negotiating work conditions through unions (Riyanto, 2021).

### **Building Effective Employment Relationships**

Both involvement and participation are important for good work relationships. Employee involvement helps workers feel responsible and important. When employees know their ideas are valued, they are more likely to be happy and work better (Neirotti, 2020).

Employee participation builds trust and openness between workers and management. When employees have a say in big decisions, they feel respected and valued. This

leads to better teamwork and less conflict, as workers are part of the decision process (Neirotti, 2020).

For example, Toyota uses quality circles where employees suggest improvements. Germany has laws where workers are part of company boards. Both methods lead to higher engagement and better work relations.

In summary, while employee involvement and participation are different, both are important for strong work relationships, leading to a more engaged and happy workforce.

AC 1.3

### **Surveys**

**Advantages:** Surveys allow employees to give feedback anonymously, which helps understand their satisfaction and areas needing improvement. They can be done regularly to track changes in engagement over time (Al-Shareeda, 2020).

**Disadvantages:** However, surveys may not get many responses if employees think their feedback won't lead to changes. Understanding survey results needs careful analysis to get actionable insights.

### **Suggestion Schemes**

**Advantages:** Suggestion schemes encourage employees to share ideas for making work better, making them feel valued. Successful schemes can lead to new solutions and boost morale (Al-Shareeda, 2020).

**Disadvantages:** However, suggestion schemes may fail if ideas aren't followed up or if employees feel management isn't interested. Some ideas may also be hard or expensive to do.

### **Team Meetings**

**Advantages:** Team meetings help open communication and teamwork among team members and management. They help discuss goals, problems, and successes, building teamwork and trust (Al-Shareeda, 2020).

**Disadvantages:** But team meetings can be not useful if they happen too often or aren't clear. Some team members may also not talk much, so different ideas aren't shared.

### **Driving Employee Engagement**

Surveys, suggestion schemes, and team meetings are important for making employees more engaged. Surveys show how satisfied employees are, suggestion schemes let them share ideas, and team meetings help teamwork (Yaqoob, 2020).

For example, Google uses surveys to get feedback, suggestion schemes for new ideas, and team meetings for updates and working together. These ways make sure employees feel heard and happy, so they work better and like their job.

Finally, using these ways well can make employees more engaged by listening to them and using their ideas in how the company works.

AC 1.4

## **Interrelationship Between Employee Voice and Organisational Performance**

### **Review of Sources**

- 1. Academic Research:** Bakker and Demerouti (2017) suggest that when employees feel free to share their ideas and concerns, it improves how well the organization performs overall. This is because engaged employees tend to be more innovative and committed to their work (Rasheed, 2021).
- 2. Industry Report:** According to Gallup (2020), companies where employees feel heard and valued perform better in terms of productivity, profits, and customer satisfaction compared to those where employees feel ignored. This shows a clear link between listening to employees and achieving better business outcomes (Rasheed, 2021).
- 3. Case Study Example:** Southwest Airlines is a good example. By encouraging employees to give feedback and implementing their ideas, Southwest has improved both customer service and operational efficiency, leading to higher profits (Rasheed, 2021).

## **Personal Evaluation**

Based on these sources, it's evident that encouraging employee voice is crucial for organizational success. When employees feel their opinions matter, they are more engaged and committed. This boosts productivity and efficiency within the company (Kaufman, 2020).

Also, when workers feel appreciated, they're more likely to think of new ideas that make the company's ways of doing things, products, and how they serve customers better. This helps the company stay ahead and do better overall (Kaufman, 2020).

In summary, companies that listen to and act on employee feedback are likely to see better results in all parts of their business. By making a culture where employees feel respected and empowered, companies can build a motivated workforce and succeed in the long run in a competitive market.

### AC 1.5

Better working lives mean making workplaces where employees feel happy, supported, and able to grow. It includes job satisfaction, fair treatment, work-life balance, and chances for development. According to the CIPD's Good Work Index, it also means having job security, freedom to do work, and good relationships at work (Irawanto, 2021).

## **Designing Better Working Lives**

Designing better working lives means making rules and practices that make employees feel good and satisfied. This includes offering flexible work choices, chances to learn and grow, fair pay and benefits, and having a positive company culture that values everyone (Irawanto, 2021).

## **Promoting Good Physical and Mental Health**

Promoting good physical and mental health is important for better working lives: (Gagnano, 2020).

- 1. Physical Health:** Companies can promote physical health by giving ergonomic work areas, encouraging regular breaks, and having places for exercise or

wellness programs. For example, Google provides good furniture and gyms at work.

- 2. Mental Health:** Supporting mental health means making a place where employees can get help. This can include programs to help employees (EAPs), training on stress, and helping with work-life balance. Microsoft, for example, lets employees take days off for mental health and teaches mindfulness (Gragnano, 2020).

## **Examples and Evidence**

Research shows that companies that care about their employees see good things like more work done, less missing work, and employees staying longer. Harvard Business Review says companies with well-being programs have happier workers who work better (Gragnano, 2020).

In end, making better working lives means caring about both physical and mental health. When companies make rules that help well-being, they can make employees happier, work better, and be more successful overall.

AC 2.1

## **Organisational Conflict**

Organisational conflict happens when there are disagreements or disputes between people or groups within a company. These conflicts arise from different goals, interests, values, or how people see things. For example, a conflict can occur between two teams about how to use resources or between a manager and an employee over job duties (Rahim, 2023).

## **Misbehaviour**

Misbehaviour in an organization means doing things that go against the rules, norms, or values of the company. It includes actions like harassment, bullying, theft, or being dishonest. For instance, gossiping about coworkers or repeatedly coming late to work are forms of misbehaviour (Rahim, 2023).

## **Differences**

- 1. Nature:** Organisational conflict is about disagreements or clashes of interests, often because people have different viewpoints or goals. Misbehaviour, on the other hand, involves actions that are not acceptable or harm the company's culture and values (Rahim, 2023).
- 2. Examples:** Conflict can sometimes be positive, like debating different strategies that lead to better decisions. Misbehaviour, however, undermines trust and respect in the workplace, such as when someone refuses to follow instructions or treats others badly (Rahim, 2023).

## **Differences Between Informal and Formal Conflict**

### **Formal Conflict**

Formal conflict is when disputes are officially recognized and dealt with through established procedures in the company. This might involve mediation, arbitration, or following the company's grievance policies (Slade, 2020).

### **Informal Conflict**

Informal conflict happens in a less structured way and may not follow official rules. It can start from informal talks, disagreements, or tensions that arise naturally among employees or teams. Informal conflict resolution often involves talking openly and finding compromises (Slade, 2020).

### **Differences:**

- 1. Process:** Formal conflict resolution follows strict rules, like filing complaints or using mediation. Informal conflict resolution involves talking and finding common ground without official procedures (Slade, 2020).
- 2. Scope:** Formal conflicts often involve big issues, like legal matters or serious complaints. Informal conflicts are usually small disagreements that can be solved by talking and understanding each other better (Slade, 2020).

Understanding these differences helps companies handle conflicts and misbehavior effectively, making sure the workplace is respectful and productive for everyone.

## AC 2.2

### **Official Action**

Official actions are formal procedures in a company that follow specific rules. These actions are approved by company policies to make sure things are fair and everyone is responsible. Examples include meetings where decisions are made, announcements of new policies, and actions taken when rules are broken (Cojocar, 2020).

An example of official action is when an employee receives a written warning for not following company rules. This follows the company's way of handling problems, which could lead to more serious consequences like not being allowed to work for a while or being let go.

### **Unofficial Action**

Unofficial actions are informal things done without following official company procedures. These actions are not officially recognized or recorded by the company. For instance, unofficial actions can be agreements between coworkers without telling managers or things done without asking for permission (Cojocar, 2020).

For example, employees might decide among themselves to change their work hours to fit better with their personal lives without telling their managers. While this can help teamwork, it might not follow company rules or be fair to everyone.

### **Differences Between Official and Unofficial Action**

- 1. Formality:** Official actions follow strict company rules, making sure things are clear and fair. Unofficial actions are less structured and can change depending on what people agree on (Graham, 2012).
- 2. Recognition and Recording:** Official actions are recognized and written down by the company, making sure everyone knows what happened. Unofficial actions might not be noticed or written down, which can cause problems or confusion (Graham, 2012).

Finally, knowing and understanding these differences helps companies keep things fair and clear while allowing flexibility for employees to work well together. Balancing both types of actions helps companies run smoothly and makes for a good work environment.

### AC 2.3

In recent years, there have been changes in how conflicts and industrial sanctions happen: (Makkonen, 2021).

#### **Shorter and More Planned Strikes**

Nowadays, labor movements like shorter strikes that are carefully planned to have the most impact with less disruption. For example, workers may choose quick stoppages instead of long strikes to achieve their goals faster (Makkonen, 2021).

**Pros:** This puts pressure on employers without causing long financial problems or inconvenience in the organisation.

**Cons:** Short strikes may not always solve bigger problems or achieve long-term goals well (Makkonen, 2021).

#### **Impact of Social Media**

Social media is now a big factor in conflicts and industrial actions. Platforms like Twitter and Facebook help spread information fast and gather support. For instance, workers can use these sites to get public support and influence negotiations (Makkonen, 2021).

**Pros:** Social media lets workers share their views widely and gain support from around the world.

**Cons:** However, wrong information or messages can change how people see things and make problems worse (Makkonen, 2021).

These changes show how conflicts and industrial disputes are developing (Makkonen, 2021), using new technology and careful planning to reach goals while managing public views and company responses.

## **Methods to Resolve Conflict: Conciliation, Mediation, and Arbitration**

### **Conciliation**

Conciliation involves a third party helping both sides reach an agreement. The conciliator does not make decisions but helps the parties talk and understand each other. For example, a conciliator might help an employee and employer settle a dispute (Kokoeva, 2022).

### **Mediation**

Mediation is similar to conciliation but more structured. A mediator helps the parties find a solution they both agree on. Unlike conciliation, mediation sessions follow a set structure. For instance, a mediator might help two coworkers resolve a conflict by guiding their discussion (Kokoeva, 2022).

### **Arbitration**

Arbitration involves a neutral third party who listens to both sides and makes a binding decision. It is more formal than conciliation and mediation and is similar to a court process. For example, in a pay dispute, an arbitrator might decide how much is fair (Kokoeva, 2022).

### **Differences**

- 1. Role of the Third Party:** In conciliation and mediation, the third party helps negotiate but does not decide. In arbitration, the arbitrator makes a binding decision (Nigmatullina, 2018).
- 2. Formality:** Arbitration is the most formal process. Mediation is structured but less formal than arbitration. Conciliation is the least formal (Nigmatullina, 2018).

These methods help resolve conflicts before they reach an employment tribunal, saving time and maintaining peace at work.

## Unfair Dismissal Law

Unfair dismissal law in the UK is primarily governed by the **Employment Rights Act 1996**. This legislation protects employees from being dismissed without a fair reason or proper procedure (Brodtkorb, 2010). Key principles include:

- **Valid Reason for Dismissal:** Employers must have a legitimate reason for dismissal, such as poor performance (capability) or misconduct (Brodtkorb, 2010).
- **Fair Procedure:** Employers must follow a fair process when dismissing an employee, which includes investigating the issue, holding meetings with the employee, and giving them a chance to improve or explain their behavior (Brodtkorb, 2010).

~~Unfair dismissal law protects employees from being fired without a good reason or a fair process. Key principles include having a valid reason for dismissal, such as poor performance or bad behaviour, and following a fair procedure (Mokhinur, 2020).~~

## Managing Capability Issues

Managing capability issues involves several steps for employers (Mokhinur, 2020):

1. **Investigate:** Look into the employee's performance and identify problems.
2. **Meeting:** Discuss the issues with the employee and find solutions such as extra training (Mokhinur, 2020).
3. **Improvement Plan:** Create a plan with clear goals and deadlines for improvement.
4. **Review:** Regularly check progress and provide feedback (Mokhinur, 2020).

## Managing Misconduct Issues

For misconduct issues, employers should: (Howe, 2018).

1. **Investigate:** Gather facts and evidence about the misconduct.

2. **Invite to Disciplinary:** Send a formal letter inviting the employee to a disciplinary meeting (Howe, 2018).
3. **Right to be Accompanied:** Allow the employee to bring a colleague or union representative.
4. **Disciplinary Meeting:** Discuss the evidence and hear the employee's side (Howe, 2018).
5. **Decision and Action:** Decide on the appropriate action, from a warning to dismissal.

### **ACAS Code of Practice**

Following the ACAS Code of Practice is important. It tells you how to handle disciplinary issues fairly. Not following these rules can lead to claims of unfair dismissal and legal problems (Mokhinur, 2020). Following these guidelines makes sure things are fair and helps prevent arguments.

#### **AC 3.2**

Employee grievances are formal complaints that employees make about their work conditions or how they are treated at work. According to ACAS and CIPD, these complaints can include issues like workload, working conditions, relationships with colleagues, or decisions made by management (Osayi, 2023).

### **Analysis of Causes**

Two main causes of employee grievances are: (Osayi, 2023).

1. **Poor Communication:** When management doesn't communicate clearly or enough, employees may feel confused or left out of important decisions. For instance, not being told about changes or feeling ignored in decision-making can make them unhappy.
2. **Unfair Treatment:** Grievances often happen when employees feel they are being treated unfairly, such as getting paid less, favoritism, or unfair discipline.

Employees may feel disappointed if they believe they are not being treated the same as their coworkers (Osayi, 2023).

Addressing these causes quickly and transparently can help prevent grievances from growing and maintain a pleasant workplace environment.

AC 3.3

## **Skills for Handling Grievances and Disciplinary Actions**

### **Effective Communication**

Good communication is very important for handling grievances and disciplinary actions. This means listening carefully to employees to understand their concerns and explaining decisions clearly. When you communicate well, it builds trust and reduces misunderstandings that could make problems worse. For example, when dealing with a grievance, listening carefully shows respect and makes it more likely to solve the problem (Phiri, 2018).

### **Conflict Resolution**

Conflict resolution skills are also crucial for dealing with disagreements during grievances and disciplinary actions. These skills help managers solve conflicts calmly and find solutions that everyone agrees with. Handling conflicts well stops them from getting worse and keeps the workplace positive. For instance, using mediation in disciplinary meetings helps people talk openly and find solutions together (Phiri, 2018).

Learning these skills makes sure that grievances and disciplinary actions are handled fairly, which makes employees happier and keeps the workplace peaceful.

AC 3.4

## **Importance of Handling Grievances Effectively**

Handling grievances well is very important for keeping a positive workplace and making sure employees are happy. When grievances are dealt with quickly and fairly, it shows employees that their concerns matter and are taken seriously. This helps

build trust between employees and their managers, which creates a supportive atmosphere at work (Hlongwane, 2023).

Furthermore, handling grievances well stops small problems from becoming big issues or legal fights. It also makes sure that workplace rules are followed fairly and openly, which makes employees happier and more productive. Studies show that companies with good grievance procedures have fewer people leaving and more employees who like their jobs (Hlongwane, 2023).

By managing complaints well, organizations show they care about their employees and follow the right laws and ethics. This not only resolve problems fast but also makes the workplace more calm and productive.

AC 4.1

### **Main Provisions of Collective Employment Law**

Two important laws in collective employment law are the Trade Union and Labour Relations Consolidation Act 1992 and the Trade Union Act 2016. These laws explain the rights and duties of trade unions and workers in negotiating and representing employees together (Škorić, 2018).

The **Trade Union and Labour Relations Consolidation Act 1992** outlines how trade unions can negotiate with employers on behalf of their members. It also covers how to resolve disputes between unions and employers.

The **Trade Union Act 2016** brought in changes like stricter rules for strike votes in some public sectors and extra requirements for union recognition. It aims to make sure strikes are supported by union members and are justified (Škorić, 2018).

### **Statutory Recognition Procedure**

The statutory recognition procedure is a legal way for trade unions to get official recognition from employers. This lets unions discuss terms and conditions of work for employees. Here are the main steps: (Liukkunen, 2021).

- 1. Application:** The union asks the Central Arbitration Committee (CAC) to recognize them. They explain why they should be recognized.

2. **Showing Support:** The union proves they have enough support from employees. This could be through a petition or a formal vote showing most employees want the union to speak for them (Liukkunen, 2021).
3. **Decision:** The CAC looks at the application and evidence from both sides. They decide if the union meets the rules for recognition, like having enough support and a clear purpose.
4. **Negotiating:** If recognized, the union and employer talk about pay, hours, and other work conditions. They try to agree on terms that are fair for everyone (Liukkunen, 2021).

This procedure helps unions represent employees well in discussions with employers, making sure workers are treated fairly. It gives employees a way to speak together about work issues and make sure their rights are respected (Liukkunen, 2021). Understanding these rules is important for keeping good relationships at work and making sure everyone is treated fairly.

AC 4.2

## **Comparison of Employee Bodies: Union and Non-Union Forms of Representation**

### **Union Representation**

#### **Example:** Trade Unions

Trade unions are groups of workers who join together to protect their rights at work. They negotiate with employers about pay, working conditions, and other issues affecting their members. Unions use collective bargaining to reach agreements that benefit all their members together (Addison, 2020).

#### **Similarities:**

1. **Representation:** Both unions and non-union bodies aim to represent employees' interests to management.

- 2. Purpose:** Both want to improve working conditions, negotiate better pay, and make sure employees are treated fairly (Addison, 2020).

#### **Differences:**

- 3. Legal Recognition:** Trade unions are legally recognized and can make agreements with employers that have to be followed by law. Non-union bodies, like employee forums, usually don't have legal recognition and may have less power.
- 4. Structure:** Unions often have leaders elected by members and formal ways to make decisions. Non-union bodies, such as work councils, might be less formal and have simpler structures (Addison, 2020).

#### **Non-Union Forms of Employee Representation**

##### **Example:** Employee Forums or Work Councils

Employee forums or work councils are groups that represent employees' views to employers. They give employees a chance to discuss workplace issues like rules, practices, and working conditions. These groups can be set up by employers voluntarily or through agreements with employees (Kaufman, 2016).

#### **Similarities:**

- 1. Employee Voice:** Like unions, employee forums aim to let employees have a say in decisions that affect them.
- 2. Consultation:** Both unions and non-union bodies try to improve communication between employees and management to solve workplace problems (Kaufman, 2016).

#### **Differences:**

- 1. Legal Status:** Unlike unions, non-union bodies might not have legal recognition or the power to make official agreements with employers.
- 2. Role:** Non-union bodies often focus more on advising and discussing issues rather than negotiating contracts and formal agreements (Kaufman, 2016).

## Summary

Both trade unions and non-union bodies play important roles in representing employees and making workplaces better. Trade unions have legal recognition and can negotiate official agreements, while non-union bodies focus on communication and advice without formal legal status (Kaufman, 2016). Choosing the right type of representation helps employers and employees work together effectively and maintain good relationships at work.

### AC 4.3

Collective bargaining is when workers, usually through a union, talk with their employer about work conditions and pay. It covers things like wages, hours, benefits, and rules for working. The goal is to agree on terms that are fair for everyone (Bernstein, 2022).

### How Collective Bargaining Works

1. **Preparation:** Before talks start, unions find out what their members want and learn about the company. They might look at how much other people get paid and how the economy is doing (Bernstein, 2022).
2. **Negotiation:** Both sides meet to talk and make suggestions. They keep talking until they agree on what works for everyone. This can mean giving ideas, talking about them, and finding ways to agree.
3. **Agreement:** Once they agree, it's written down and signed by both sides. This paper says what pay and conditions will be for workers (Bernstein, 2022).

### Examples

For instance, in a factory, a union might ask for safer machines or more money for workers. In an office, they might talk about working hours or more time off.

### Purpose of Collective Bargaining

#### Advantages:

1. **Fairness:** It lets workers have a say in decisions about their jobs, like pay and safety (Bernstein, 2022).

2. **Stability:** By talking things out, it can stop strikes and problems that can hurt everyone.

### **Disadvantages:**

1. **Complexity:** Talks can take a long time and be hard to do. They need people who know what they're doing (Bernstein, 2022).
2. **Costs:** Getting deals might mean paying more in wages or benefits, which can change how well a company does.

### **Evaluation**

Collective bargaining helps keep things fair between workers and employers. It helps keep jobs safe and makes workers happier by fixing problems together. But it can change because of the economy, laws, and how strong the union and company are (Bernstein, 2022).

In short, collective bargaining is important for making rules at work and making sure workers are treated well. It needs planning, good talking skills, and a want to make deals that help everyone. Knowing why and how it works is key to making sure work goes well and people are happy.

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