Collective Bargaining and Employee Citizenship Behaviour of Hotels in Yenagoa, Bayelsa State

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Abstract
The study examined the relationship between collective bargaining and employee citizenship behaviour of hotels in Yenagoa, Bayelsa. The study adopted a cross-sectional survey design with a population of 1674 from 11 hotels. The study embraced the Krejcie and Morgan method of sampling, with a sample size of 313. After data cleaning, only data for 268 were used for data analysis. Descriptive statistics were used for data presentation while the hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The content validity of our instrument was achieved using supervisor's vetting and approval while the internal consistency of instrument was achieved using the Cronbach Alpha Coefficient with all the items being above 0.70. Findings showed that: a positive and significant relationship exists between collective bargaining and employee citizenship behaviour of hotels in Yenagoa; Based on the findings, the study concludes that as collective bargaining increases, it increases the employee citizenship behaviour of hotels in Yenagoa. The study recommends that organizations collective bargaining outcomes should be strictly adhered; organic work culture that promotes a positive relational climate; organization should provide a means of involving employees in workplace governance.

1.   Introduction

Organizational operators' efforts at ensuring a functional and goal-oriented organization has attracted huge concern particularly in relation to having committed workforce with a mindset of getting involved in informal responsibilities that fast track goal attainment (Bassah & Jamoh, 2019). It does not amount to more gain saying that the heightened level of competition amongst firms, a dedicated workforce with extra-role and prosocial orientation is considered strategic for gaining competitive advantage. While it is classical to assign roles to employees formally as a means of attaining goals, the imperatives of informal work engagement for improved performance is underscored.

According to Latef and Azeez (2018), it is crucial to recruit a devoted staff in order to stay competitive in a changing environment. They also characterise this workforce as resilient, inventive, and focused on achieving work goals. The traits that are described are defined as

citizenship conduct in the writings of Brief and Motowildo (1986). Ekang (2014) defined employee engagement as the voluntary acceptance of additional responsibilities to help colleagues and the organisation in achieving desired objectives.

Essentially, the concept of citizenship behaviour has attracted huge attention in organizational psychology literature (Ertruk, 2007; Ahmad, 2011; Neihoff & Mooreman, 2014). These contributions amidst other plausible reasons, are interestingly superlative to the extent to which they have expressed the philosophical leaning of promoting voluntary behaviour that are not financial incentive related rather have the primary goal of helping the organization to achieve goals while at same time achieving their individual goals. Employee citizenship behaviour at the workplace infers pro-organisational and pro-individual behaviours which benefits the organization wholesomely directly and indirectly (Boundengban et al., 2012). It considered a strategic behavioural component for organization's wellbeing resulting from multiple levels and cross functional engagement amongst employees that consistently undertake voluntary roles (Layal, 2013; Kaphalma & Jore, 2016).

Employee citizenship conduct is typically viewed as a voluntary effort made by employees to assist their colleagues in completing tasks on time, as well as showing support for the organisation (Egbagha & Simeon, 2012). It involves collaborating with colleagues, taking on more responsibilities, being prompt, and exchanging information with fellow team members. Encouraging employees to exhibit citizenship conduct in the workplace as a way to achieve and maintain organizational goals has raised both practical and theoretical concerns. According to Goziem and Mpano (2016), employee civic behaviours may be encouraged by using a set of workplace activities that guide employees to move away from traditional work practices such as job design, job assignment, and structural niceties. The daily routine interactional linkages should be demonstrably flexible to make in-road towards a friendly relational climate for all-round support by work members (Ibe et al., 2015).

Collective bargaining according to Ilara and Kwenga (2016) essentially evolves a relational climate that is quite engaging to the extent that it affords creative policy and strategic initiatives that do not necessarily benefit the individual employees alone but ensure a robust approach to organisational survival and sustainability. The contemporary work organisation within its complex environment is viewed as being attentive to increase demand by employees for improved welfare, work environment and conditions, safety and health, work – life relationships, inclusiveness amongst others which are realizable through democratic behaviour that characteristically allow consultation, bargaining, or deputation as the case may be.

This simply means that Collective bargaining practices are likely to instigate functional outcomes amongst employees for overall attainment for goals. While this is intuitive conceptually, the need for an empirical perspective is underscored. Importantly, the hospitality sector has re-echoed in recent times as government has reiterated its effort towards improving revenue generation through investment in the tourism sector that share common economic horizon with the hospitality sector. It is common knowledge that labour turnover rate within the sector is unusually high especially among the third star hotel classification (Abel, 2017). This is in addition to counter productive work behaviour that rob-off citizenship behaviour.

The place of collective bargaining in predicting citizenship behaviour among employees in the hospitality sector is a primary concern in this study. This study aims to examine the empirical correlation between collective bargaining and citizenship behaviour in hotels located in Yenagoa.

Statement of the Problem

The growing rate of poor commitment to work goals by employees is fast attracting much managerial attention. It has been commonly noted that there is increased unwillingness to be involved in non-elective roles (Ahamrenne, 2020) by employees especially as such roles and responsibilities are not linked with pecuniary gains. As competition amongst firms has increased rapidly, the workforce is expected to get more involved in extra-role behaviours that catalyze goals attainment. However, efforts at leveraging work stalls and competencies gap that requires strategic relationship are yet to meet desired objectives due to employee low level commitment rules and collaborative effort.

It is fast becoming a phenomenal occurrence within the hospitality sector that the employees particularly at the lower level of work do not expose counterproductive behaviour of colleagues even when seen to be inimical to the overall interest of the organization. In some instances, the concealment and unwillingness to share information amongst work members has accounted for delayed and poor service delivery with the attendant result of low level organizational performance. All of these suggest that employees in work organization particularly the hospitality sector are only akin to taking only formal roles which do not sufficiently meet the demanding challenges of prompt, reliable and quality service delivery to the customer.

Akang (2016) observed that the hospitality sector has evolved rapidly considering increase in globalization practices and government policies targeted at improving hospitality and tourism. This has also signaled increased work responsibilities on the workforce which requires extra roles behaviour particularly offering co-worker support and volunteering to undertake role beyond assigned. This being the case, the inability of employee to be involved in prosocial work behaviour has been commonly linked to poor incentive schemes, non-transformative work climate and structural rigidities (Bada, 2014). These notwithstanding, Mara and Obadore (2017) have argued that organizational operators not willing to create a mix between governance and individual behaviour at work undermine the required synchrony that permits employee engagement and dedication to work tasks and organizational goals. This prism of conceptualization though intuitive has drawn attention to democratic practices as opposed to classical practice that restricts employee's involvement in the administrative latitude of work organizations.

While studies exist in extant literature that correlates some workplace variables like incentive schemes and citizenship behaviour the governance factor is yet to be explored. For instance, Zarayan and Njerre (2020) have examined manager reward system and employee citizenship behaviour in the private educational sector in Nigeria. The result showed a strong and significant correlation. All the same, the contextual variation presents a gap since the work culture between sectors vary. Again, the constructs were examined without recourse to their theoretical composition therefore viewed as mono-constructs which will not necessarily create the means for in-depth understanding. This in focus, this study seeks to investigate the empirical relationship

between workplace democracy and employee citizenship behaviour in the hospitality sector in Yenagoa.

Research Hypotheses
The following null hypotheses were raised from the research questions:
1. There is no significant relationship between collective bargaining and conscientiousness of hotels in Yenagoa.
2. There is no significant relationship between collective bargaining and sportsmanship of hotels in Yenagoa.
3. There is no significant relationship between collective bargaining and conscientiousness of hotels in Yenagoa.

Aim and Objectives of the Study
This study primarily investigates the empirical relationship between collective bargaining and employee citizenship behaviour of hotels in Yenagoa.

2.   Literature Review
2.1   Conceptual Review
The study conceptual review was drawn from existing body of knowledge and it shows the relationship between workplace democracy and employee citizenship behaviour. The independent variable which is workplace democracy has dimensions of joint consultation, collective bargaining and delegation. For the dependent variable it used civic virtue, sportsmanship and conscientiousness as measures and were drawn from the works of Olamide, Jere and Ajajaye, (2015) and Organ and Brief (1996). The conceptual framework resulting from the examined constructs is shown below as figure 2.1.
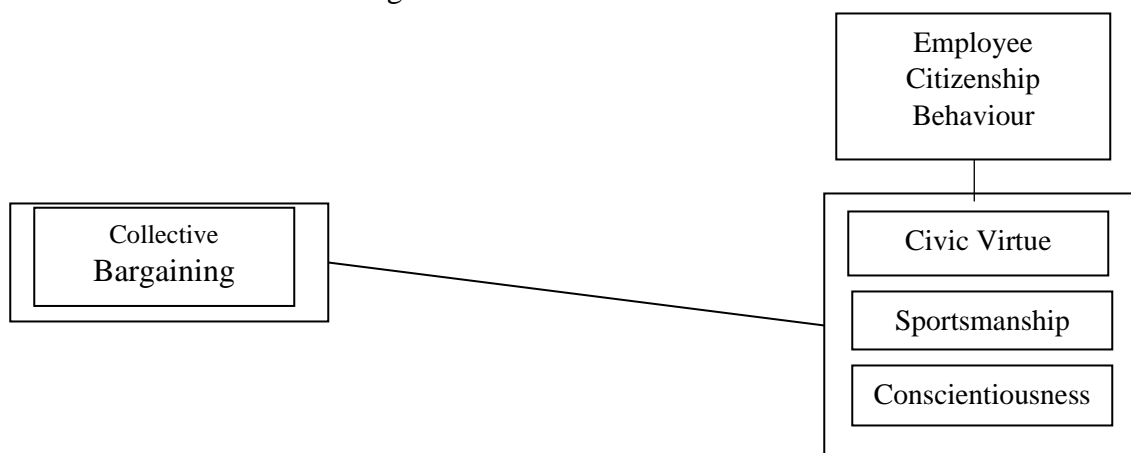

Fig 2.1: Conceptual Framework showing the Relationship between Collective bargaining and Employee Citizenship Behaviour
Source: Adapted from Olamide et al. (2015) and Organ and Brief (1996)

2.1.2   The Concept of Collective Bargaining

The notion of collective bargaining is formed from the fusion of two terms: collective and bargaining. Collective pertains to the coordinated efforts of a group of individuals acting via a spokesperson. From a managerial standpoint, the notion refers to the representatives of management who negotiate at the negotiating table. From the perspective of workers, it signifies being a member of a local company that represents the Union. The term "bargaining" is interchangeable with "negotiation." The concept of flexibility allows for variation in location rather than a fixed position. The word, as defined by Rose (2008), was used by Webb to refer to the process of negotiating terms and conditions of employment between representatives of employers (and maybe their associations) and employee representatives (likely their unions). According to Rose (2008), collective bargaining is the method by which representatives of employees and employers come together to make and control choices about important matters related to the employment relationship. The outcome of this procedure is consensus. The concept of collective agreement is legally protected and established in Article 2 of the Right to Organise and Collective Bargaining Convention of 1948. According to the Act, a collective agreement refers to a written agreement that resolves disputes regarding employment terms and working conditions. This agreement is made between an employer, a group of employers, organisations representing workers, or the authorised representative of workers.

Webb and Webb (1965) used the word to refer to the process of bargaining between employers and employees, or between employers' associations and trade unions, about conditions of service and terms of employment. Collective bargaining encompasses negotiations between workers and their employers that are conducted collectively through representatives, rather than individually. This process addresses a wide range of topics, including job grading and classification, wages, working hours, promotions, salary increases, retirement, and annual leave. Collective bargaining encompasses negotiable matters that have the potential to lead to industrial conflicts. The election tribunal, along with other sociopolitical problems, is considered a component of collective bargaining. Inside the realm of industrial relations, collective bargaining entails the collaborative discussion between employee or employer associations and workers inside an organisation to establish mutually agreed upon processes, job terms, and salary settlements. Although these agreements lack legal enforceability, they possess certain characteristics of coercion.

According to William (2009), collective bargaining is a method used to resolve industrial issues between the employer's representative and the employees' authorised representatives, who operate collectively with little government intervention. The preceding description highlights that collective bargaining is a procedural procedure that acknowledges and improves employee dignity by their active involvement in shaping their working circumstances and terms of employment. It encompasses democratic ideals and concepts that are carefully employed to enhance organisational efficiency. A political relationship is established in which a trade union exercises control or authority over employees who are subject to their governance. The management and union share equal authority in the negotiation process. Indeed, it is a power dynamic that manifests as a mechanism for distributing power between trade unions and management.

Nevertheless, in present-day Nigeria, there is evidence to suggest that the distribution of power has seemingly shifted towards management (Ogunbameru, 2011). Collective bargaining is founded on both political and economic principles. Both parties involved in the discussion are mutually interested in the equitable allocation of power and the fair distribution of revenue. Collective bargaining, in its truest form, does not equate to workers' engagement in management. Collective bargaining relies on the simplistic notion of using power to favour one side, but workers' involvement in management fosters collaboration and cultivates a mutually beneficial understanding, leading to a mature and responsible partnership. Collective bargaining is the focal point of the British voluntarist work relations.

2.1.3   Organizational Citizenship Behavior

In 1983, Bateman and Organ used the word "citizenship" to refer to behaviours that facilitate the smooth functioning of an organisation. They referred to employees who exhibit such behaviours as good citizens. Despite OCB's relatively short history, its origins may be traced back to Barnard (1938), who emphasised the need of employees being ready to devote their efforts to the cooperative system in order to achieve organisational goals. Katz (1964) and Katz and Kahn (1966) noted that constructive and cooperative behaviours that go beyond the usual work duties are crucial for the effective operation of an organisation, as addressed in Lester et al. (2008).

In his 1964 work, Katz identified three fundamental categories of behaviours that are crucial for the survival and optimal functioning of an organisation. According to Katz, people need to be motivated to join and stay in the system, they need to fulfil their assigned roles reliably, and there should be creative and spontaneous efforts to achieve organisational goals that go beyond the specified roles. Unforeseen circumstances, such as changes in the organisational environment, fluctuations in human resources, and unpredictable operational conditions, may arise that the organisation cannot anticipate and hence cannot take action against. Hence, it is important to exhibit inventive and impromptu actions in order to surmount such situations and maintain optimal functionality. To emphasise the significance of these behaviours, he asserted that if the system were to strictly adhere to job descriptions and protocol, it would quickly come to a standstill (Katz, 1964).

In 1983, Smith and associates examined the behaviour described by Katz as "innovative and spontaneous activity" and characterised it as "actions that are not specifically required by a person's role, but still help achieve the goals of the organisation" (Katz, 1964, p. 132). Organ (1988) conducted a comprehensive review of OCB, five years after the term was introduced in literature. He defined OCB as individual behaviour that is voluntary, not explicitly acknowledged by the official reward system, and collectively contributes to the efficient operation of the organisation. Discretionary refers to behaviour that is not mandatory or required by the person's role or job description. It is not explicitly specified in the terms of their employment with the organisation. Instead, discretionary behaviour is a personal choice and its absence is not typically considered punishable.

Organ (1988) further asserted that our understanding of OCB necessitates that it is neither directly or officially rewarded by the organization's system of incentives. OCB, as described by Organ (1988), refers to discretionary work-related behaviours that are not directly tied to the official

organisational incentive structure. These behaviours, when taken together, contribute to the overall effectiveness of the organisation. Furthermore, OCB encompasses more than only the performance metrics specified in a formal job description of an organisation. Organisational citizenship conduct refers to the acts carried out by employees that go beyond the basic expectations of their employment and contribute to the well-being of their colleagues, work groups, and/or the company (Lovell et al., 1999).

Consistent and varied displays of Organisational Citizenship Behaviour (OCB) over time can significantly influence the perception that a supervisor or coworkers have of a person. The perception, in turn, may impact the boss's suggestion for a wage rise or promotion. The crucial matter at hand is to ensure that such returns are not contractually guaranteed. From this definition, three fundamental attributes of OCB may be inferred: OCB, or Organisational Citizenship Behaviour, is characterised by discretionary actions that go beyond the typical work responsibilities (Smith et al., 1983). Contrary to the official work description provided in the contract between the employee and organisation, the employee is not required to participate in Organisational Citizenship Behaviours (OCBs). Instead, the decision to exhibit such behaviours is based on the individual's own willingness and is not influenced by any supervisor's instructions. Furthermore, the incentive scheme does not grant direct or official recognition to OCB. While participating in such activities may potentially lead to a wage rise or promotion through the boss's recommendation, the contract does not provide a guarantee for this outcome (Organ, 1997).

2.1.5.1 Measures of Organisational Citizenship Behaviour
The concept of organisational citizenship behavior has been conceptually described as altruism, conscientiousness, civic virtue, sportsmanship, courtesy, and helping co-worker.

2.1.5.1.1 Civic Virtue
Civic virtue encompasses actions that exhibit a conscientious regard for the reputation and welfare of the organisation (Redman & Snape, 2005). Civic virtue, as defined by Borman et al. (2001), refers to the responsible engagement and care for the affairs of the organisation. Civic virtue refers to the conduct of an employee who actively engages in and demonstrates a genuine interest in the affairs of the firm, as evidenced by their voluntary attendance at meetings (Todd, 2003). Baker (2005) defines civic virtue as the act of responsibly and constructively participating in the political processes of an organisation. As previously stated, there is a considerable correlation between Conscientiousness and both Generalised Compliance and Civic Virtue, as found by Konovsky and Organ in 1996.

2.1.5.1.2 Sportsmanship
The ability of employees of any organization to demonstrate the capacity to endure challenges and inconveniences at work and ensue positive behaviours to ensure that is growth in friendship and relationship with colleagues has become very essential for corporate survival. Sportsmanship is seen as the ability of an individual to be ensue fair and generous behaviour while relating with others in the workplace. Sridhar & Thiruvenkadam (2014) describes sportsmanship as a temperament exhibited by individual towards tolerating the inescapable troubles and pressure of

work without grumbling or whining. It is the ability of an individual in spite challenges faced to demonstrate the comprehension of fair play and exhibit positive ethical attitude, integrity and absolute good will to others around him or her. Uzonwanne (2014), opine that sportsmanship could be attributed as the ability of employees to desist from reporting grievances experienced within the organization. That is to say that it consists the ability of individuals to demonstrate broadmindedness without being grumpy in behaviours with regards to obvious unpalatable circumstances or not making a big deal out of small matters (Zhang, 2014).

2.1.5.1.3 Conscientiousness

Conscientiousness refers to voluntary actions that exceed the fundamental expectations of a job, such as adhering to work regulations, maintaining regular attendance, and achieving high job performance (Redman & Snape, 2005). Conscientiousness may be defined as the meticulous adherence to norms and processes within an organisation, especially in the absence of supervision. It is often accepted that mindfulness is the quality of being consistently aware of and engaged with a system or organisation. According to Colquitt et al. (2000), when adaptation is necessary, conscientiousness and openness are more accurate indicators of decision-making performance compared to decision-making performance before unexpected changes occur. In their study, Konovsky and Organ (1996) discovered a substantial correlation between conscientiousness and favourable job outcomes. Furthermore, there was a substantial correlation between conscientiousness and employee work satisfaction. Employees that are more conscientious will make an effort to keep educated on the latest knowledge regarding the items or services being given (Neihoff & Yen, 2004).

2.2   Theoretical Framework

The study is premised on social exchanges theory by Blau (1964).

2.2.1   The Social Exchange Theory

It is a psychological theory that elucidates the social elements that exert a significant impact on a person's interaction in a mutually influencing relationship. The social exchange hypothesis posits that workers exhibit favourable responses towards the company when they are treated favourably. Put simply, when a company fosters a sense of encouragement, it guarantees positive organisational conduct and work dedication. The notion linking mindset and devotion to democracy via organisational behaviour is discussed by Indradevi (2010). Employees can demonstrate their attitude towards the organisation and their colleagues by acts of charity and other prosocial behaviours. The core principle of the social exchange theory is that the individuals engaged engage in voluntary exchanges and mutually provide advantages to one another (Chinomona, 2012). Typically, when one party receives benefits, they are expected to reciprocate those benefits in return (Yoon and Sur, 2005).

Blau (1964) defined social exchange theory as a deliberate choice made by persons who are driven by the anticipated benefits they hope to get, which are usually realised, from others. This statement is accurate since social interaction leads to the development of duties, appreciation, and trust, which in turn establish a basis for social solidarity and order, even without the presence of formal contracts (Yoon & Sur, 2003; Thye et al., 2002). According to Lavelle et al. (2009), a social exchange relationship may be defined as a subjective and relationship-focused agreement between

employers and workers, where both parties engage in a reciprocal exchange of socio-emotional advantages. In this study, the theory of social exchange is applied to suggest that when managers or owners of organisations create a work environment that promotes fairness, job satisfaction, and other factors that encourage democratic behaviour among workers, it is likely to stimulate pro-social behaviour among employees. This, in turn, can lead to improved performance, increased competitiveness, and long-term growth and viability of the organisation.

2.3   Empirical Review
Collective Bargaining and Employee Citizenship Behaviour

Zaidi (2019) pointed out that collective bargaining continues to be an essential mechanism for the development of an inclusive policy framework that is in agreement with the organization's vision and mission. At the same time, it ensures that planning is carried out in a smooth and efficient manner, and it provides a solution to questions that arise from within the workplace and for the leadership of the organisation. Consequently, this is the case due to the fact that organisations are made up of individuals that enter the firm with their own personal beliefs, aspirations, and objectives. According to Milliman et al. (2003), collective bargaining is the estate in which an employee feels a strong sense of congruence existing between their particular values and the organization's purpose and mission. This is the estate in which collective bargaining serves as the estate. According to Mitroff and Denton (1999), collective bargaining is characterised by an interaction that takes place between individuals in the workplace and the organization's purpose for   existing.

As a result of the employees' perception that their personal values are congruent with those of the company, they participate in actions of prosociality that are beneficial to both their coworkers and the organisation, either directly or indirectly. As a result, this may be understood in the perspective of Hawley (1993), who proposed that working in an organisation with integrity and a purpose that is useful to others beyond just generating a profit is a component of living by one's inner truth.

In the year 2020, Hameed et al. conducted a study in which they evaluated an integrative model that included the indirect impacts of green human resource management techniques on employee organisational civic behaviour towards the environment. This was accomplished through green employee empowerment. The purpose of this study was to evaluate the moderating influence that workers' own sustainability ideals have on their organisational citizenship conduct. A total of 365 employees and their direct supervisors from Pakistan were interviewed for the purpose of collecting multisource data. Through green employee empowerment, the findings of structural regression showed that green human resource management has a large indirect influence on the organisational citizenship behaviour of workers. This effect is made possible by green employee empowerment. Additionally, the findings demonstrated that the positive association between green employee empowerment and organisational citizenship conduct of workers was tempered by the individual green values of the individuals inside the organisation.

Aboobakar et al. (2020) investigated the relationship between the dimensions of workplace democracy, which include a sense of delegation, joint consultation, and collective bargaining, and the measures of employee loyalty, which include the intention to remain, words of mouth about the organisation, and benefit insensitivity towards alternate employees. This was done within the

context of millennials being observed to be more likely to switch jobs than other generations. The survey included a total of 308 people who are now working for private organisations in India as those who participated. For the purpose of putting the hypotheses that were developed to the test, the researcher used the purposive sampling approach and structural equation modelling to choose individuals and then give self-reporting questionnaires to those participants. At the individual level, a sense of delegation suggested a positive connection with employees and an intention to remain. Joint consultation records a positive effect only on benefit insensitivity, whereas alignment with organisation principles connected favourably to all of the employee loyalty perspectives. In general, the data demonstrated that the degree to which workers feel that they are participating in democratic processes at work has a considerable and favourable influence on the degree to which they are loyal to the organisation.

An investigation of the connection between workplace democracy, work-family integration, employee well-being at work, and employee loyalty was carried out by Aboobaka (2018). The findings of the study suggest that the aspects of workplace democracy were positively connected with well-being at work, and the sense of delegation recorded the highest effect on well-being at work. This was the case regardless of the kind of organisational structure. A significant reduction in work-family conflict was achieved via the use of joint consultation and a feeling of delegation. The notion of delegation and collective bargaining, on the other hand, did not have a significant association with work-family enrichment or work-family conflict, respectively. The well-being of employees at work is negatively impacted by work-family conflict, but the well-being of employees at work is greatly enhanced by work-family enrichment policies. Work-family integration, which includes work-family, family conflict, and work-family enrichment, played a key role in mediating the connection between workplace democracy characteristics and well-being in the workplace. According to the findings, there is a favourable correlation between employee well-being at work and all aspects of employee loyalty, including intention to stay, benefit insensitivity, and word of mouth.

In 2018, Latif and Aziz conducted research on the phenomenon of workplace democracy and pro-environmental behaviour, specifically focusing on the importance of employee involvement and environmental awareness. They discovered that there was a substantial connection between workplace democracy and the pro-environmental conduct of nurses, and that employment engagement had an indirect impact on the connection between workplace democracy and pro-environmental behaviour. Furthermore, the findings revealed that environmental awareness tempered the influence of workplace democracy on the environmentally conscious conduct of nurses   with   regard   to   the   environment. Using joint consultation and collective bargaining as characteristics of workplace democracy, Oshi and Okeke (2018) conducted research on the relationship between workplace democracy and employee affective commitment in the public health sector of Rivers State. There was a substantial association between joint consultation and employee affective commitment, while there was no correlation between collective bargaining and employee affective commitment. The findings demonstrated that joint consultation increased employee affective commitment. Although the moderating impact of organisational culture suggested that organisational culture had a little

influence in moderating the link between workplace democracy and employee emotional commitment, the moderating effect of organisational culture was found to be rather weak.

In their 2019 study, Agboola and George investigated the role of workplace democracy as a predictor of organisational citizenship conduct in the public health sector in Lagos State. The study utilised a cross-sectional sampling approach, and the sample size was set at 150 individuals. These individuals were drawn from a variety of ministries and organisations located around the state. Joint Consultation, a feeling of delegation, and collective bargaining were proven to have a strong positive connection with organisational citizenship conduct, according to the findings of their research. According to the findings of the study, the most significant contribution was provided by collective bargaining, followed by a feeling of community, while joint consultation was found to be the least significant contributor.

The link between five major personality qualities and workplace democracy was investigated by Tutar et al. (2020) from the point of view of management. They did this by analysing the possible implications that democracy may have on management. Based on the findings, it can be concluded that the degree of congruence between the perception of personality structures and the democratic nature of the workplace plays a significant role in the employees' acceptance of workplace ideals.

In the year 2020, Cao and Green conducted an empirical investigation on the big data of workplace democracy theory method and computer simulation. The findings of their study demonstrated that job participation and workplace democracy are favourably connected with one another and are exceptional in their own right. Additionally, the perceived support from the organisation is a factor that plays a part in controlling work engagement. The following hypothesized statements are made on the basis of the information presented above:

3.   Methodology
3.1   Research Design
The survey design therefore serves the purpose of this study. Particularly, the cross-sectional survey design, which allows the collection of data across sets of participants at a point in time, is deployed for the study. It will also ensure the use of the questionnaire instrument.

3.2   Population of the Study
The population of a study is the entire universe of objects, humans or institutions that are of interest to a researcher. A research population notably shares common characteristics amongst all members. For this study, the population is made up of employees from all operating hotels in Yenagoa, particularly those classified as three-star hotels. According to the Hoteliers Association Schedule (2021), 10 of these hotels operate in Yenagoa, and from their Administrative and Accounting Departments, the population of employees is recorded as 712.

Table 3.1: Population Distribution of the Hotels

S/No	Hotels	Employees of each Hotel
1	Brass Suites	32
2	Jasmine	21
3	Ebi's Hotel	58
4	Golden Tulop	92
5	Ayallah	136
6	El-Babara	27
7	Honey Hill	53
8	Paakis	31
9	Aridolf	184
10	Matho Crystal	78
	Total	**712**

Source: Desk Research, 2024.

3.3   Sample Size and Sampling Technique

Where a population is large and cannot be feasibly covered, a sample size is chosen. A sample size is a representative unit drawn from a population with common features. In order to obtain the appropriate sample, the study relied at first instance on the Krejcie and Morgan (1978) sample size determination table (see Appendix II). The sample size therefore is 313. In order to have the sample size for each of the hotels since there is uneven population distribution among the hotels, the stratified sampling method was applied, which entailed the use of the Bowley Proportionate sampling technique. The formula is as follows:

$$nh = \frac{n(Nh)}{N}$$

Where: nh   = Sample size of each hotel

n   = Total sample size

Nh   = Population of each hotel

Table 3.2: Sample Size for each Hotel

S/No	Hotels	Employees of each Hotel	Sample Size of each Hotel
1	Brass Suites	32	14
2	Jasmine	21	9
3	Ebi's Hotel	58	26
4	Golden Tulop	92	40
5	Ayallah	136	60
6	El-Babara	27	12
7	Honey Hill	53	23
8	Paakis	31	14
9	Aridolf	184	81
10	Matho Crystal	78	34
	Total	**712**	**313**

Source: Desk Research, 2024.
Having known the sample size for each hotel, the sample subjects were obtained using the simple random sampling.

3.4   Method of Data Collection
The instrument used in generating data for this study primarily was the questionnaire instrument. The questionnaire was also drawn based on 5 point Likert's scale ranging from 1 – Strongly disagree to 5 – Strongly Agree.

3.5   Measurement of Variables
The measures for this study were adapted from extant scales on the independent, dependent. For the independent which is Collective bargaining, it adapted Millow and Lee (2011) 16 item scale which have shown reliability in Kregal (2013) with alpha value of 0.74. For employee citizenship behaviours, the study adapted Brief and Motowildo (2000) and Caprara (2005) 14 item scale.

3.6   Validity of Instrument
The content and face validity of the instruments used in this study were adopted in order to determine the extent to which the instrument can be claimed to be accurate and exact in the measurement of the variables that are being investigated. This was done in order to guarantee that the instruments used throughout this study are valid. The survey instrument was administered to professionals in the fields of workplace governance and management, as well as to the supervisor and a few professionals in the field of industrial relations, in order to determine its validity. Their contribution, which consisted of rephrasing several of the question statements, was crucial in the validation of the instrument.

3.7   Reliability of Instrument
Table 3.3   Reliability Coefficients of Variable Measures

S/No	Dimensions/Measures of the Study Variable	Number of Items	Number of Cases	Cronbach's Alpha
1	Collective Bargaining	6	268	0.803
2	Sportsmanship	4	268	0.803
3	Conscientiousness	4	268	0.737
4	Civic virtue	4	268	0.848

Source: Research data output, 2024

3.8   Method of Data Analysis
The data obtained were analyzed for common understanding, which is a primary objective of any scientific research effort. For this study, the data were analyzed descriptively and inferentially. The descriptive analysis, which essentially describes the behaviour of the phenomenon, was done using frequencies, means and standard deviation. The inferential analysis was done to show the nature of association between the examined variables. The Spearman Rank Order Correlation Co-efficient (SROCC) statistic served the purpose of inferential analysis. The choice of this tool is

owed to its ability to show the relationship between two variables. In all, the analysis was conducted using the Statistical Package for Social Sciences (SPSS V.23.0).

4.   Results and Discussion
4.1   Results
4.1.1   Questionnaire Administration and Retrieval

Table 4.1:   Administration and Retrieval of Questionnaire

	Number of Cases	Percentage
Copies of Questionnaire Administered	313	100
Copies of Questionnaire Retrieved/Returned	275	87.86
Completed but Unusable Copies of Questionnaire	7	2.55
Completed and Usable Copies of Questionnaire	268	97.45

Source: Field Work (2024)

According to the data shown in Table 4.1, it was discovered that 313 copies of the questionnaire were sent to the respondents. There were 275 copies of the questionnaire that were returned, which is equivalent to 87.86 percent of the total. On the other hand, out of this total number, 7 copies of the questionnaire, which represents 2.55 percent, were finished but could not be used. On the other hand, 268 copies of the questionnaire were correctly filled out and were therefore eligible for data analysis.

4.1.2   Test of Research Hypotheses

4.1.2.1. Relationship between Collective Bargaining and Measures of Employee Citizenship Behaviour

Table 4.2 below shows the result of correlation matrix obtained for Collective Bargaining and Measures of Employee Citizenship Behaviour, as well as the statistical test of significance (p-value).

Table 4.2: Correlations Matrix for Collective Bargaining and Measures of Employee Citizenship Behaviour

			Collective Bargaining	Civic Virtue	Sportsmanship	Conscientiousness
Spearman's rho	Collective Bargaining	Correlation Coefficient	1.000	.763**	.918**	.828**

	Sig. (2-tailed)	.	.000	.000	.000
	N	268	268	268	268
Civic Virtue	Correlation Coefficient	.763**	1.000	.767**	.696**
	Sig. (2-tailed)	.000	.	.000	.000
	N	268	268	268	268
Sportsmanship	Correlation Coefficient	.918**	.767**	1.000	.628**
	Sig. (2-tailed)	.000	.000	.	.000
	N	268	268	268	268
Conscientiousness	Correlation Coefficient	.828**	.696**	.628**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	268	268	268	268

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

Source: SPSS 23.0 data Output, 2024

Table 4.2 explains the test for the next three previously postulated hypotheses:

H$_{01}$: There is no significant relationship between collective bargaining and Civic Virtue of hotels in Yenagoa.

It can be seen from the findings presented in table 4.2 that there is a significant and favourable connection between collective bargaining and civic virtue in the hotel industry in Yenagoa. The value of rho, which is 0.763, provides an indication of the strength and degree of this link, which provides an answer to the fourth study question. The study reveals that there is a significant relationship between collective bargaining and Civic Virtue of hotels in Yenagoa. This is supported by the fact that the relationship is significant at a p-value of 0.000, which is less than the threshold of 0.01. Therefore, after considering these empirical findings, the bivariate null hypothetical statement that was previously stated is hereby rejected, and the alternate statement is accepted.

Ho2: There is no significant relationship between collective bargaining and sportsmanship of hotels in Yenagoa.

A substantial positive association between collective bargaining and sportsmanship of hotels in Yenagoa is demonstrated by the results that are presented in table 4.13. This relationship is proved to exist there. It is clear that the strength and amplitude of this link is shown by the rho value of 0.918, which provides an answer to the fifth research question. Furthermore, it is worth noting that the relationship is statistically significant at a p-value of 0.000, which is less than the threshold of 0.01. As a result, the bivariate null hypothesis that was presented earlier is hereby rejected, and the

alternative is accepted. The study concludes that there is a significant relationship between collective bargaining and sportsmanship among hotels in Yenagoa.

Ho3: There is no significant relationship between collective bargaining and conscientiousness of hotels in Yenagoa.

Taking into consideration the findings presented in table 4.13, it can be concluded that there is a robust and favourable correlation between collective bargaining and the conscientiousness of hotels in Yenagoa. In order to provide a response to the sixth research question, the rho value of 0.828 provides an indication of the strength and size of this association. Furthermore, it is worth noting that the relationship is statistically significant at a p-value of 0.000, which is less than the threshold of 0.01. As a result, the bivariate null hypothesis that was presented earlier is hereby rejected, and the alternative is accepted. The study concludes that there is a significant relationship between collective bargaining and conscientiousness among hotels in Yenagoa.

4.2 Discussion

Using both descriptive and inferential statistical approaches, this study investigated the link between Collective bargaining and employee citizenship conduct in the hotel industry in Yenagoa.

Significant Relationship between Collective Bargaining and Employee Citizenship Behaviour

The purpose of the fourth, fifth, and sixth hypotheses was to investigate the connection between collective bargaining and the citizenship conduct of employees. As a result, the hypothesis that there is no substantial association between collective bargaining and employee prosocial conduct was developed. The Spearman Rank Order Correlation Technique was that which was utilised in order to examine these assumptions. After doing a study of the data, it was shown that there is a positive and substantial association between collective bargaining and the citizenship behaviour of individual employees.

Our findings were in agreement with those of a prior study, which was conducted by Zhang (2019). Zhang's research investigated the impact of workplace ostracism on unethical pro-organizational behaviour, with a particular emphasis on the moderating influence that value alignment of WPS plays in this. According to the findings of the study, persons who are isolated from the organisation are more likely to participate in citizenship behaviours that violate ethical standards when they embrace strong value alignment with the organisation. Hameed et al. (2020) conducted a study to provide more evidence in support of this claim. They examined an integrative model that incorporated the indirect impacts of green human resource management techniques on employee organisational civic behaviour towards the environment. This was accomplished through green employee empowerment. The purpose of this study was to evaluate the moderating influence that workers' own sustainability ideals have on their organisational citizenship conduct. Through green employee empowerment, the findings of structural regression showed that green human resource management has a large indirect influence on the organisational citizenship behaviour of workers. This effect is made possible by green employee empowerment.

Additionally, the findings demonstrated that the positive association between green employee empowerment and organisational citizenship conduct of workers was tempered by the individual green values of the individuals inside the organisation. Additionally, in support of this study is the research conducted by Aboobakar et al. (2020), who investigated the relationship between components of workplace democracy, such as a sense of delegation, joint consultation, and collective bargaining, and measures of employee loyalty, such as the intention to remain with the organisation, word of mouth about the organisation, and benefit insensitivity towards alternative employees. This research was conducted within the context of millennials being observed to be more likely to switch jobs than other generations. Individually, a sense of delegation suggested a positive relationship with employees, an intention to remain, and joint consultation records a positive effect only on benefit insensitivity. On the other hand, alignment with organisation values associated favourably to all of the employee loyalty aspects. In general, the data demonstrated that the degree to which workers feel that they are participating in democratic processes at work has a considerable and favourable influence on the degree to which they are loyal to the organisation.

5.   Summary, Conclusion and Recommendations
5.1   Summary
The study examined the relationship between Collective bargaining and employee citizenship behaviour of hotels in Yenagoa. The results showed that Yenagoa hotels' Collective bargaining correlates positively with employee citizenship behaviour. Research also revealed that:

1. A positive and significant relationship exists between collective bargaining and conscientiousness of hotels in Yenagoa with rho value of 0.763 and a p-value of 0.000 (< 0.05). This indicates that when employees have a voice in determining their working conditions, they are more likely to exhibit conscientious behavior.
2. A positive and significant relationship exists between collective bargaining and sportsmanship of hotels in Yenagoa with rho value of 0.918 and a p-value of 0.000 (< 0.05). This suggests that when employees have a say in workplace decisions, they are more likely to demonstrate sportsmanship, such as being fair and cooperative with others.
3. A positive and significant relationship exists between collective bargaining and conscientiousness of hotels in Yenagoa with rho value of 0.828 and a p-value of 0.000 (< 0.05). This reinforces the idea that when employees are involved in decision-making processes, they are more likely to exhibit conscientious behavior.

5.2   Conclusion
The motivation for this research was to look at how hospitality workers in Yenagoa relate to Collective bargaining and how it affects their civic engagement. A robust positive and statistically significant correlation between Collective bargaining and employee civic conduct in Yenagoa's hospitality sector was found to exist based on the data collected and examined. The results and conclusions of this study show that in the Yenagoa hotel industry, employee citizenship behaviour improves with more collective bargaining.

5.3   Recommendations

Based on the findings of the study, the following recommendations are hereby made:

1.   The study also recommends that collective bargaining outcomes should be strictly adhered by organisational managers in order to instigate employee psychological attachment hence citizenship behaviour in the form of volunteering and co-worker support.
2.   The study recommended that delegation of responsibilities by operation should be due to encourage employee sportsmanship behavior.
3.   The study recommended that employees should be given some authority to attract the willingness to participate in meeting thereby showing civic behavior.

6.   References

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