

## Union Citizenship: A Furtive Spirit of Positive Peace Towards Industrial Peace

Noel D. Santander and Josephine Prudente

<sup>1</sup>Department of Theology, Humanities and Social Sciences Cluster  
College of Arts and Sciences, San Beda University, Manila, Philippines

<sup>2</sup>Department of Business Management and Entrepreneurship, Business Cluster  
College of Arts and Sciences, San Beda University, Manila, Philippines

**Abstract.** *Ascribing the attainment of positive peace to the voluntary active participation of the members in organized labor poses a great deal especially in attempting to attain an industrial peace. This research explores the problem of how union citizenship is considered as a furtive spirit of positive peace that can contribute to the development of industrial peace. It embraces a qualitative content analysis' conventional methodology and process employed on the shared knowledge and experiences of the members of a trade or workers' union, purposively chosen as respondents. The results presented the various duties and responsibilities of the respondents as union members. It conveyed the concrete expressions of union citizenship of the respondents, using the common behavioral determinants as categories, and the positive peace domains as major themes. It also provided the different possible contributions of union citizenship to the attainment of human development and industrial peace which was considered as an essential facet of nation-building. The results concluded with the call for promoting the union citizenship in any organized labor that will assist the workers and management to continuously work together and act as a catalyst of change to induce positive peace in the workplace and attain industrial peace.*

**Keywords:** *Industrial Peace, Organizational Citizenship Behaviors, Positive Peace, Trade union, Union Citizenship.*

### 1. Introduction

Challenges, difficulties, or conflicts are encountered almost every day. These may arise from workplace dealings in a more organized view such as organized labor like a trade union. Rees and Smith (2017) described a trade union as an organization made up of members from the working group whose main principle is to represent workers and to protect their working conditions through negotiation and collective bargaining with management. In the Philippines, a trade union after having acquired its legal personality by registering to the Department of Labor and Employment or DOLE (2019), generally negotiate with employers on behalf of its members and advocates the improvement on working condition, compensation, job security, and

employment rights among others. Considering all these done by the labor organization, it may result in the attainment of better life-condition of workers and presumed may also lead to improved productivity on the part of the management, and therefore, presuppose to pave the way for industrial peace.

As perceived and experienced by the researchers, being active members of organized labor in academe themselves, the realities about a better condition of workers, better productivity, and industrial peace are not simple thrusts to attain. This is most true if not paying much attention to the promotion of a healthy and active working environment that starts at least from the level of the workers within their own organization. Specifically, this pertains to the

\*Corresponding author. Email: nsantander@sanbeda.edu.ph  
Received: September 9<sup>th</sup>, 2020; Revised: October 21<sup>st</sup>, 2020; Accepted: December 1<sup>st</sup>, 2020  
Doi: <http://dx.doi.org/10.12695/ajtm.2020.13.3.2>  
Print ISSN: 1978-6956; Online ISSN: 2089-791X.  
Copyright©2020. Published by Unit Research and Knowledge  
School of Business and Management-Institut Teknologi Bandung

prevalence of inactive participation of the members which ordinary union greatly suffers from (Twigg, Fuller, & Hester 2008). Many had seen the efficacy of active participation of members in a union. Participation in this context means doing something beneficial for the members more than simple involvement in unionism. The concept of “doing” here involves supporting the union in a variety of ways, ranging from more formal activities like attendance at meetings, voting in elections to more informal activities, for example, speaking well of the union to others, assisting others in the workplace. According to Twigg et al. (2008), active participation raises the quality of decisions, injects a sense of mission in the union membership, and generates excitement and meaning for participants.

The researchers presupposed that a healthy and active working environment within the workers’ organization, marked and characterized by individual behavior that is not mandated but promotes the interests of the organization, will facilitate achieving greater heights in protecting the rights of the workers. This essentially pertains to a form of union citizenship behaviors being exerted by the members of the union. Union citizenship behaviors are voluntary and contribute to the union’s functions but are not explicitly required or rewarded by the union (Twigg et al., 2008). In this case, union citizenship becomes an appropriation of the ideals of organizational citizenship in organized labor. Therefore, union citizenship and organizational citizenship differ only in nomenclature but in the same context. A reference views organizational citizenship as a form of behavior that extends beyond performing a specific task. It includes various activities in the form of cooperation and helpfulness to others that support the organization’s social and psychological context.

These activities are called organizational citizenship behavior or OCB. Some are directed towards individuals, such as assisting coworkers with their work problems,

adjusting one's work schedule to accommodate coworkers, showing genuinely courtesy towards coworkers, and sharing one's work resources with coworkers. Other OCBs represent cooperation and helpfulness toward the organization such as supporting the company’s public image, taking discretionary action to help the organization avoid potential problems, offering ideas beyond those required from one's job, attending voluntary functions that support the organization, and keeping up with new developments in the organization. One reiterated what other writers recognized as five common types of behaviors that manifest as organizational citizenship. They are altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Polat (2009) further reveals that OCB is beneficial in many ways to the organization and the workman. It facilitates the renewal, environmental orientation, resource transfer and savings of the organization. It improves the quality of service, increases the efficiency and the performance of the organization whereas it reduces the costs. Workmen who display high-level organizational citizenship behavior increases willingness to participate in decision making, the tendency of collaboration, interdependence, responsibility, and satisfaction from work.

In context, where there is a real expression of union citizenship observed by the members of the union, the researchers thought of a possible relation existing between union citizenship and positive peace, and or industrial peace. Positive peace is not just the absence of violence, but a holistic approach to developing peace according to the Institute for Economics & Peace or IEP (2018). It does not only sustain peace, reduces violence, and the level of grievances, but also support an environment where human potential flourishes (IEP, 2017). Positive Peace through its eight pillars with its twenty-four indicators describe the attitudes, institutions, and structures that underpin peaceful societies, or in this research, the union. The positive peace ideals are interesting to discover and how they

manifest in the context of organized labor with the aid of an organizational citizenship type of behavior. Furthermore, the researchers do believe that union citizenship has a hidden effect on the creation of industrial peace. It is something unexplored but very interesting to find out. The concept of Industrial peace is not merely a negative concept signifying the absence of industrial unrest or the reconciling of hostile forces to avoid ruinous strife. But it also signifies the active presence of harmonious and good industrial relations generating amity and goodwill between the partners in an industry—a condition which is both the cause and effect of fruitful co-operation (Pandian, 2015). This sounds no different from what Lussier and Hendon (2017) were claiming to attain industrial peace. For them sound industrial relations and effective social dialogue are a means to promote better wages and working conditions as well as social justice and peace.

In an attempt to determine the role and depth of union citizenship towards the attainment of positive peace and industrial peace, the researchers would like to answer the relevant question, how a member's citizenship to the union can be a furtive spirit of positive peace and contribute to the organization's industrial peace? This research problem is carried out with the following specific objectives: Identify the basic roles of labor union members; determine the very essence and concrete expressions of union citizenship through the method and process of content analysis approach; and explain how union citizenship is an expression of positive peace that can contribute to the fundamental development of industrial peace.

The researchers followed this simple operational framework below:

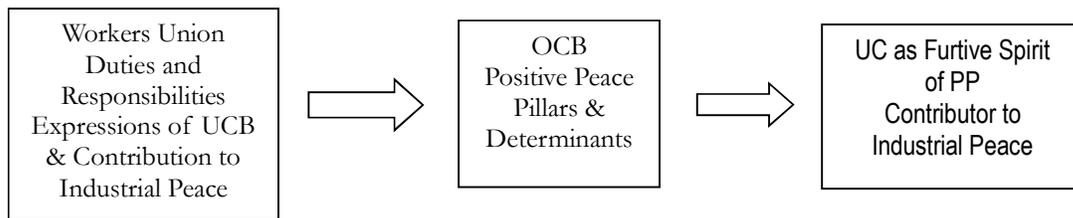


Figure 1.  
Operational Framework

## 2. Literature Study / Hypotheses Development

It has been more than a hundred years since the modern-day labor movement and organization became popular among workers. The literature of various kinds of labor movement and organizations were published and studied. An example of this is *The Anthropology of Labor Unions* by Durenberger and Reichart (2010). It was concerned with how, and under what circumstances, unions do or do not achieve their goals, and emphasizing the relevant concept of collective action within a union.

The work of *Union in Crisis? The Future of Organized Labor in America*, provided partially strategies that may revitalize unions that appear in a decline existence in recent years, such as value-added unionism, union democracy, labor-community alliances, organizing the unorganized, and labor internationalism.

*Unions and Labor Laws: Point-Counterpoint* by Bridegam (2010), through her counterpoint insight about unions, provided hints about some negative realities within the organizations of workers. According to her, not all unions are on working people's side, can abuse their members, enrich leaders, or get too close to employers. Forms of racism

and prejudices are just bad habits with unions. They are also limited by their roles as representatives of people employed in conventional jobs.

Petrick (2019) implied in his article *How to Improve Working Relationships with the Employee Union*. He said, mutual respect, regular communication, proactive policies, and teamwork are needed elements to improve organizational performance and sustainability, which in turn benefits both the employer and employees.

*Union-Member Relations and Satisfaction with Unions in South Korea* by Frenkel and Kuruvilla (1999), presented the most significant factor influencing union member satisfaction with their union. The study had shown that it was the internal union relations or relations between rank-and-file members and local union leaders.

Massachusetts Nurses Association (2019) through its virtual site posted an interesting article, *Your Role as a Union Member*. It enumerated several simple steps to make a union a more powerful and effective vehicle for advancing its interests and the members. These steps include reading one's contract, submitting ideas for contract proposals, going to union leadership if has a question, attending meetings, reading newsletters of the union, participating in and voting in the election of leaders, participating in the activities of the bargaining unit, and being politically informed and involved.

On the issue of industrial peace, according to Ogunola (2018), in his article *Harmonizing the Employment Relationship for Sustainable Organizational and Personal Development*, industrial peace is not the absence of disagreement, but it is when there is an understanding between employers and employees that permits the system to achieve its goals. Lussier and Hendon (2019) mentioned in their book *Fundamentals of Human Resource Management*, that industrial conflict arises due to human differences. The more an organization

creates a culture of a diverse workforce the likelihood for more conflict may arise and therefore, each member has to make use of their citizenship to a group, employ cohesiveness and focus on the factors that undermine industrial peace. There is industrial peace when there are peaceful industrial relations that permit the harmonious relationship between the management in totality and the union collectively according to Chellappa and Jhuraney (1982), from their *Causes of Peace in Industrial Relations*. Peace, therefore, is conceived when there is a mutual disposition to co-exist and resolved differences bilaterally. This, therefore, according to the authors, established the full trust of the union to the management and thereby refraining the use of union tactics that will deplete the operations in the workplace.

Sibal (2004), from his article *A Century of the Philippine Labor Movement*, stated that there is a decline in labor militancy and strikes because trade unions are more cooperative with management in the implementation of adjustments measures towards enterprise productivity in exchange for gain sharing schemes. For him, such a decline in labor militancy and strikes were associated with the researchers on social dialogue.

Edralin (2014) in her *Employee Participation: Schemes, Issues Tackled, and their Effects* article published in 2014, mentioned that the various employee participation programs enabled the employees to become more active in giving suggestions for company improvement and develop a positive attitude towards their work and co-employees. Employee participation or "employee voice," can be direct or representative, and can be delivered in several ways such as through union, management channel, or dual-channel of management-led and union representation.

The Republic Act No. 6715, an amendment on the Labor Code of the Philippines, otherwise known as Herrera Law, affirmed the rights of the workers to self-organization

and fostered activities that promote industrial peace (Congress of the Philippines, 1989).

The literature presented significantly informed the researchers and somehow challenge them to conduct a unique study. Since there is no literature yet written that connects altogether the concepts of union citizenship, organizational citizenship, positive peace, and industrial peace, the researchers were challenged to make a study. Specifically, the researchers had decided to study the concept of union citizenship within the context of labor unions in the academe, that pursues positive peace in the pursuit of industrial peace.

### **3. Methodology**

This research embraced a qualitative content analysis' method and process employed in the transcribed data of the respondents. According to Hsieh and Shannon (2005) in their research *Three Approaches to Qualitative Content analysis* published in 2005, qualitative content analysis is a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns. The three distinct approaches are conventional, directed, and summative. For this research, the authors used the conventional content analysis where coding categories are derived directly from the text data. This design is generally suitable when existing theory or research literature on a phenomenon is limited, in this case, union citizenship.

The criteria set by the researchers for the respondents on this research were as follows: 1) Individual members of accredited labor unions in academe; 2) Two or more years of work experience; 3) Male or female; 4) Within the age bracket 21 and 65 years; 5) Single or married; 6) and any religious affiliation. The size of respondents for the interview was thirty (30) individuals.

The researchers used purposive sampling to ensure the necessary data needed for their analysis. The researchers managed to have 30 respondents, five from the University of the East, twelve from the Far Eastern University, five from Jose Rizal University, four from the University of Sto. Tomas, two from the Philippine National University, and two from the University of the Philippines. There were nineteen females and eleven males, ages ranged from 23 to 65, 13 of which were single, and the rest were married with 2 to 34 years of work experience, and all were members of their respective workers' association or labor union.

The proponents of this research conducted a recorded semi-structured in-depth survey interview. Each respondent was asked with these three questions: (1) What are your basic duties and responsibilities as a union member? (2) How do you concretely express union citizenship in your labor organization? (3) How do you see union citizenship can contribute to industrial peace? The validated recorded data then were translated into a lucidly written form which was used for content thematic analysis.

The steps in analyzing the data involved condensation process where the texts were divided up into small meaning units while ensuring the core meaning is still retained. The next step performed then was labeling the meaning units through codes that most exactly describe what the condensed meaning units are all about. And then, a category was formed by grouping together those codes that were related to each other through their content or context. Lastly, themes were created based on the categories made. A theme expresses an underlying meaning, i.e., latent content, found in two or more categories. In the end, the researchers performed a reflective synopsis based on the themes created as part of the discussion.

#### 4. Findings and Discussion

The researchers were confronted with results concerning the knowledge of the respondents about their duties and responsibilities as members or officers of their unions. They were provided too with the details of how the respondents understood and observed union citizenship, categorized by the five common types of

behaviors that manifest as organizational citizenship, and themed using the positive peace determinants. Also, the researchers were presented with the ideas as to how union citizenship could be contributing to the attainment of industrial peace and nation-building. Immediately after each result, a discussion on the salient points was being presented.

Table 1.  
*Duties and Responsibilities of Union Members*

| Meaning Units/Codes from the respondents  | Categories   | Themes           |
|---|--|------------------|
| <i>Abide by the rules and regulations of the union</i><br><i>Pay for union dues and other contributions</i><br><i>Attend regularly union meetings</i><br><i>Attend, participate, and vote in the elections</i><br><i>Attend and vote on matters of the rights &amp; privileges of the members, sector conflicts, and other issues affecting membership</i><br><i>Support all the stands of the union</i>        | Obligation or moral commitment which an individual is expected to perform                | Duties           |
| <i>Giving suggestions during Collective bargaining</i><br><i>Work for better benefits for the Faculty</i><br><i>Ensure Collective Bargaining Agreement (CBA) enforced or followed by both parties</i><br><i>Inform or relay matters that need to be followed as a member</i><br><i>Actively promote the philosophy and mission of the union</i><br><i>Help the member in their endeavors as faculty members</i> | Liability which is assumed or accepted by a person as a part of his job role or position | Responsibilities |

From the shared experiences of the respondents as members of their respective labor unions, the researchers presented what were their duties and responsibilities, simply as a member or member representatives, see Table 1. They were categorized and then themed either as an obligation or moral commitment which an individual is expected to perform – duties and as a liability which is assumed or accepted by a person as a part of his job role or position – responsibilities. The researchers supposed these shared duties and responsibilities of the respondents arose from their statutory rights being a member

of the workers’ organization with juridical personality. Statutory rights were set as laws to observe by the members. They were approved by the general members of the union.

##### *4.1. On Duties and Responsibilities of Union Members*

The duties of the union members presented in the table, since they were imputed, reflects respect, obedience, and sincerity towards the work, rules, and their union representatives. They require the sacrifice of self-interest by the person to whom it is ascribed for the

good of the members of the union and the union itself. While the responsibilities presented exudes accountability by the union members or officers on the delivery or non-delivery of something as part of his or her job role or position within the union. They demand trustworthiness and loyalty. Both duties and responsibilities, in this case, were perceived essential tasks, conduct, work, or

service, that emerge out of an individual's position, occupation, or role within the union. They are ought to be done properly within a reasonable time. They both require allegiance on the part of the concerned union member, for the discharge of duties and responsibilities successfully. All this for the good of the union and the people that constitute it.

Table 2.  
*Union Citizenship Expressions*

| Perceived expression of union citizenship  | Organizational Citizenship Types of Behavior | Domain of Positive Peace |
|--|--|--------------------------|
| <i>Using our rights as a member of the employment and legal protection</i>   | Courtesy                                     | Structure                |
| <i>Participate in the decision-making of the association</i>   | Civic virtue                                 | Behavior                 |
| <i>Assist the faculty in the computation of their economic benefits.</i>   | Altruism                                     | Behavior                 |
| <i>Helps/protects member during labor crisis, helps in monitoring benefits with the employees</i>  | Conscientiousness                            | Behavior                 |
| <i>Abiding the rules and policies as a member</i>  | Civic virtue                                 | Structure                |
| <i>Relaying essential things to those who failed to attend important affairs and meetings</i>  | Conscientiousness                            | Behavior                 |
| <i>The casting of vote in election, policies, and others</i>   | Civic virtue                                 | Behavior                 |
| <i>Inquiring on information essential to the union</i>   | Civic virtue                                 | Behavior                 |
| <i>Religiously attend and participate in all functions &amp; events of the organization</i>  | Conscientiousness                            | Behavior                 |
| <i>A shield and armor when time gets rough. E.g. when problems occur &amp; need somebody/people to defend my rights as a citizen of this organization.</i> | Altruism                                     | Structure                |
| <i>Ask relevant questions and vote wisely</i>  | Civic virtue                                 | Behavior                 |
| <i>Giving contributions to help hospitalized members. (though the union has its way of helping, we also extend our help.)</i>                              | Altruism                                     | Structure                |
| <i>Observe and implement the CBA</i>   | Conscientiousness                            | Institution              |

Table 2 presented the different expressions of union citizenship according to the understanding and personal actions of the respondents who were members of the labor unions. These expressions of union citizenship were categorized into four of the five common types of behaviors that manifest as organizational citizenship. They were altruism, courtesy, conscientiousness, and civic virtue. There was no shared expression of union citizenship of the respondents that can be categorized as behavior determinant of sportsmanship. An important part also of the results was the identification of the themes of each of the categories of the shared knowledge and experiences of the respondents using the three domains of manifesting positive peace. These domains were institution, behavior, and structure.

4.2. *On Union Citizenship and the Domains of Positive Peace*

Evident from the results was the clear attribution of the individual union members expressed union citizenship actuations with the four behavior determinants of organizational citizenship. This only cemented the fact that the underlying principles of OCB could be seen and understood in the context of a workers' union. Thus, union citizenship was possible to promote and uphold within a human organization like a labor union. Especially when all these union citizenship behavior (UCB) determinants were recognized seemingly by the respondents as beneficial in many ways to the union and the members.

The researchers inferred that UCB can help improve the quality of services, efficiency, and the performance of the union. The members and the members' representatives who consciously display union citizenship behavior were taking active and dynamic roles that may strengthen the union and consequently help better the situation of the individual members.

Surprisingly, table 2 also presents the undeniable relationship between the UCB with the domains of positive peace. This would imply that by exhibiting more of union citizenship behavior it instigates to manifest positive peace within the union. So, in this case, union citizenship through its determining behavior serves as a furtive spirit behind attaining positive peace.

Understanding the data shown in table 3, the idea that union citizenship behaviors with their benevolent outcomes to members and the union have positive effects on the attainment of industrial peace is possible. Looking into the concrete outcomes of the UCBs, each has real effect first and foremost to the union and its members and extending to the management or industry, eradicating possible impediments to good industrial relations like which is for the researchers had considered it an important element of attaining industrial peace, where one can find the presence of positive peace and vice versa. So, the UCBs with their outcomes are qualified acts that promote industrial peace. On UCB, Industrial Peace and Nation Building

Table 3.  
*UCB Possible Contributions to The Attainment of Industrial Peace*

| Concrete Outcomes of Union Citizenship   | Effects to Industrial Peace and Nation Building   |
|--|---|
| <i>Constant dialogue between management and union on issues relating to their duties, responsibilities &amp; benefits</i>    | Eliminate the causes of industrial unrest   |
| <i>Providing the necessary seminars, training, and projects which are beneficial to the union members and the management</i> | Advancement of the general welfare, health and safety and the best interests of employers and employees |
| <i>Positively bring a peaceful and harmonious relationship within the union and with the management</i>                      | Promote sound stable industrial peace   |

Table 3. (Continued)  
*UCB Possible Contributions to The Attainment of Industrial Peace*

| Concrete Outcomes of Union Citizenship   | Effects to Industrial Peace and Nation Building               |
|--|---|
| <i>Helps each member to have a fair benefit, standard salary grade of the workers, and security of tenure</i>                              | Promotion of worker’s moral, social, and economic well-being. |
| <i>The good synergy between union members and corporate entity ensuring productivity, efficiency, and contentment for parties involved</i> | Industrial harmony  |
| <i>Member will be well-informed &amp; will protect the well-being of the union</i>   | Following internal labor organization procedures.             |
| <i>Giving a helping hand to our colleagues or co-members even outside their school duties</i>  | Job satisfaction and assistance to members                    |
| <i>Peaceful settlement of disputes, greater protection of rights of workers</i>  |   |
| <i>All legal remedies and amicable settlement are served</i>   | Prevent or minimize labor disputes                            |
| <i>Provide an avenue for leadership development</i>  | Securing the welfare of the member workers                    |

**4.3. On Union Citizenship and Industrial Peace**

This research also had investigated the possible irrevocable relationships of union citizenship behaviors with the attainment of industrial peace and the pursuit of nation-building. The respondents from their shared knowledge and experiences had identified specific ways the union citizenship behaviors can become factors for the attainment of industrial peace, see Table 3.

In nation-building, which is multifaceted tasks, it involves the active participation of its citizens in various walks of life, the institutions, and effective structures. Since it is multifaceted, the researchers saw industrial peace has an important role to play on it. This is most true if nation-building takes into consideration the socio-economic progress, industrial peace in this case really must be attained. This requires now providing essential conditions for industrial peace like the presence of industrial harmony, elimination of the causes of industrial unrest, advancing the general welfare, health, safety, and the best interests of the employers and employees to promote sound and stable industrial peace. Implicitly, it will require the observance and promotion of union citizenship with its determinants.

**4.4. Union Citizenship and Human Development.**

Human development according to Prasetyo and Pudjono (2013) is an alternative measure other than purely economic indicators where people are believed to be the real wealth of a nation. They posit that Human Development Index (HDI), and Global Peace Index (GPI) are the emerging paradigm that should be accomplished by the government concerning public goals aside from generating revenue or income. It is believed that government expenditures must yield positive impact on human capital resulting to human development and social progress while military services spending was believed to provide nation security and peace. These government efficiencies were assumed to be the reason why there is a significant HDI gap among countries despite their similar economic levels.

Relating this with union citizenship, the researchers believe that labor organizations spending that build relationships such as general assemblies and meetings may strengthen cohesiveness among the union and its members since it provides avenue of social dialogue.

The idea of union citizenship can be a great factor in improving organizational culture defined as the values and beliefs that are practiced by all employees in an organization (Weese, 1996). An improved organizational culture reflects a positive change in the bond between the employee and the employee and employee-management that may result to excellent performance within an industry (Asaad and Yusoff, 2013).

## **5. Conclusions**

This research was carried out primarily to show how union citizenship is a fertile spirit of positive peace that can contribute to the fundamental development of industrial peace.

The authors used content analysis, a widely used qualitative research technique. They specifically chose the conventional approach of content analysis to best describe the phenomenon, in this case the union citizenship. This type of design is usually appropriate when existing theory or research literature on a phenomenon is limited (Hsieh & Shannon, 2005).

It presented the various duties and responsibilities the union members that were perceived as essential tasks, conduct, work, or service, that emerge out of an individual's position, occupation, or role within the union. All these acts were being identified with OCBs. Thus, the idea of appropriating organizational citizenship in organized labor is possible. The same set of activities was related to some of the positive peace domains and determinants. The different outcomes of union citizenship can contribute to the necessary condition to attain industrial peace. The UCBs had real effect first and foremost to the union and its members and extending to the management or industry. They can eradicate possible impediments to good industrial relations which are considered as an important element of attaining industrial peace.

From all these results, the researchers were offering the idea that union citizenship with all its possible determining behaviors could reflect peace, as such, positive peace that enables organized labor and corporate capital attain industrial peace.

The researchers believed that labor organizations spending that build relationships may strengthen cohesiveness among the union and its members since it provides avenue of social dialogue. This may be a great contribution in the aspect of organized labor or union management that can also be appropriated in the level of the industry administration.

The researchers also had sensed in union citizenship a greater enjoyment and consideration of individual freedom which is oftentimes sacrificed between organized labor and corporate capital. That is why the researchers see the need to promote and uphold union citizenship in any organized labor.

In this view, to further appreciate the goodness of union citizenship, the researcher would recommend research be conducted on how much freedom does a union member really enjoy knowing that a union has a collective interest to attain. The same research design and method approach may be used since relatively few articles were also written about it.

## **References**

- Asaad, M. N. M., & Yusoff, R. Z. (2013). Organizational culture influence on total productive maintenance (TPM) and operational performance using Rasch model analysis. *The Asian Journal of Technology Management*, 6(2), 72-81.
- Bridegam, M.J.D. (2010). *Unions and labor laws: point-counterpoint*. New York: Chelsea House Publishers.
- Chellappa, H. V. V., & Jhuraney, J. C. (1982). Causes of peace in industrial relations. *Indian Journal of Industrial Relations*, 1-28.

- Congress of the Philippines. (March 2, 1989). *Republic Act of 6715*. Republic of the Philippines.
- Department of Labor and Employment. (June 15, 2019). Industrial Peace Sustained. Retrieved from: <https://www.dole.gov.ph/news/industrial-peace-sustained/>
- Durrenberger, E.P., and Reichart, K. S. (2010). *The Anthropology of Labor Unions*. Colorado: University Press of Colorado.
- Edralin, D. (2014). Employee Participation: Schemes, Issues Tackled, and their Effects. *The Journal of Business Research and Development*, 1(1), 11-30.
- Frenkel, S. J., & Kuruvilla, S. (1999). Union-member relations and satisfaction with unions in South Korea. *British Journal of Industrial Relations*, 37(4), 539-575.
- Hsieh, H. F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative health research*, 15(9), 1277-1288.
- Institute for Economics & Peace (2017). Positive Peace: The Lens to Achieve the Sustaining Peace Agenda. IEP Brief. Retrieved from <http://visionofhumanity.org/app/uploads/2017/05/IPI-Positive-Peace-Report.pdf>
- Institute for Economics & Peace. (2018). *Positive Peace Report 2018*. Sydney, Australia.
- Lussier, R. N., & Hendon, J. R. (2019). *Fundamentals of human resource management: functions, applications, and skill development*. SAGE Publications, Incorporated.
- Massachusetts Nurses Association. (2019). Your Role as a Union Member. Retrieved from <https://www.massnurses.org/labor-action/your-role-as-a-union-member>
- Ogunola, A. A. (2018). Harmonizing the employment relationship for sustainable organizational and personal development. *Journal of Advanced Research in Psychology & Psychotherapy* 1 (3&4), 1-11.
- Pandian, G. (2015). Industrial relations and labor welfare. Leadership and Management. Retrieved from <https://www.slideshare.net/ganeshamc/unit-2-industrial-dispute>.
- Petrick, J. (2019). How to Improve Working Relationships with the Employee Union. Chron. Retrieved from <https://work.chron.com/improve-working-relationships-employee-union-23038.html>.
- Polat, S. (2009). Organizational citizenship behavior (OCB) display levels of the teachers at secondary schools according to the perceptions of the school administrators. *Procedia-Social and Behavioral Sciences*, 1(1), 1591-1596.
- Prasetyo, A. D., & Pudjono, A. N. S. (2013). Measuring government expenditure efficiencies towards peace and human development. *The Asian Journal of Technology Management*, 6(2), 82-91
- Rees, G., & Smith, P. (Eds.). (2017). *Strategic human resource management: An international perspective*. Sage.
- Sibal, J. V. (2004). A century of the Philippine labor movement. *Illawarra Unity-Journal of the Illawarra Branch of the Australian Society for the Study of Labour History*, 4(1), 29-41.
- Twigg, N. W., Fuller, J. B., & Hester, K. (2008). Transformational leadership in labor organizations: the effects on union citizenship behaviors. *Journal of Labor Research*, 29(1), 27-41.
- Weese, W. J. (1996). Do leadership and organizational culture really matter?. *Journal of Sport Management*, 10(2), 197-206.