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EFFECTS OF EMPLOYEE VOICE ON ORGANISATIONAL COMMITMENT OF OIL AND GAS COMPANIES IN LAGOS STATE NIGERIA

IBINI Emueje, PhD¹ & OKONTA Ewere Clinton²

^{1 & 2} Department of Business Administration
Faculty of Management and Social Sciences
University of Delta, Agbor
Delta State, Nigeria.

Corresponding Author: IBINI Emueje

Corresponding Author Email: emueje.ibini@unidel.edu.ng

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ABSTRACT

The study examined the effect of employee voice on organisational commitment of oil and gas companies in Lagos State Nigeria. The type of survey research design method employed for the study was cross sectional survey research design. The population of the study consists of 1724 employees of three selected companies in Lagos State. Krejcie and Morgan (1970) sample size calculation table was used to estimate the sample size of 313 employees. Simple random sampling was used for the study. Copies of validated structured questionnaire were used for data collection. To establish the reliability of the instrument, a test-retest method was used. The statistical techniques of data analysis employed includes: descriptive statistics, and multiple regression analysis. Findings showed that workplace meetings ($\beta = 0.408, P < 0.05$), employee participation in decision making ($\beta = 0.126, P < 0.05$) and supervisor-subordinate mutual relationship ($\beta = 0.368, 0.05$) has positive effect on organizational commitment. Findings showed that 61% of the change in organizational commitment can be explained by the variables of employee voice. The study concluded that employee voice significantly predict organizational commitment of oil and gas companies in Lagos State Nigeria. The

study recommended amongst others that companies should encourage a culture where employees feel comfortable expressing their opinions and ideas. Foster an environment where employees feel empowered to share their perspectives and engage in discussions with their colleagues and superiors.

Keywords: Employee Voice, Organisational Commitment, Oil and Gas Companies, Lagos.

INTRODUCTION

Employee voice plays an important role in organizational commitment among oil and gas companies. When employees feel that they have a voice in the organization and that their opinions and concerns are valued, they are more likely to feel committed to the company and its mission. Some companies use employee surveys or focus groups to gather feedback from employees on a regular basis. Others hold regular town hall meetings or provide channels for anonymous feedback, such as suggestion boxes or online forums. Oil and gas companies often face unique challenges related to safety, environmental impact, and public scrutiny, which can impact employee perceptions of the organization and their level of commitment. Therefore, companies in this industry often place a strong emphasis on creating a positive work environment, fostering a culture of safety to promote long-term commitment and retention. Organizational commitment is the extent to which an employee identifies with and is dedicated to their employing organization. It reflects the strength of the employee's loyalty to the organization and their willingness to exert effort on behalf of the organization's goals and values.

The study on employee voice is a research endeavour that seeks to investigate and understand the phenomenon of employees expressing their opinions, suggestions, concerns, and ideas within the workplace. It focuses on the communication behaviours and mechanisms that enable employees to voice their thoughts, feelings, and perspectives in the organisational context. Today's reality, nevertheless, is completely different. There are numerous examples of these situations in the literature (Carrieri & Feltrin, 2016; Vanchon et al., 2016), including the fall in trade union density and collective bargaining coverage, the reduction in union political influence, and the growing marginalisation of union discourses in society. The primary causes of these changes are frequently attributed to globalisation, and international migration; government responses to economic crises; technological and organisational developments; the shift from full-time, permanent employment to precarious and temporary status; the growing diversity of the workforce; and the rise of individualism in society (Marginson, 2015; Rodrik, 2015). Organisational cultures have evolved over time from a top-down, hierarchical approach to one that is more participative and inclusive. Employer input is valued by companies for decision-making, problem-solving, and creativity. Employee voice has become a crucial idea in the study of organizational behaviour and management as a result.

Workers are more likely to be involved in their work and content with their jobs when they feel that their views and ideas are respected. As a result, companies looking to improve employee performance and well-being have turned to research in order better to understand the causes and effects of employee voice into. Organisations are becoming more aware of the impact employee voice may have on their commitment. Organisations may produce new ideas, recognise and solve challenges, and enhance decision-making processes by drawing on

their workforce's different perspectives and insights. Consequently, there is increased interest in learning how to facilitate and encourage employee voice in order to improve overall organisational outcomes. Workers now find it simpler to share their opinions and ideas both within and outside of the office because to the growth of social media and other technological developments. Employees can now express their issues, thoughts, and criticism using a variety of communication methods, including social networking sites, online forums, and email. This has altered the nature of employee voice and given companies new chances and difficulties. Employee voice is also essential for resolving issues in firms (Morrison, 2014), it may be necessary to manage the present trends and organisational issues (Cohen & Roeske-Zummer, 2021; Hodge, 2022), such as the Great Resignation, the widespread practise of voluntary employee employment termination (Curtis, 2021), Alternatively, workers may choose to quietly leave their jobs after completing their obligations without adhering to the "work is life" attitude that traditionally directs career and growth (Warrick & Cady, 2022).

Employee voice is the means by which employees can voice their interests, complaints, and solutions to issues within the firm. Voice is employed here as a stand-in for actual employee involvement in corporate operations. Through worker engagement programmes like policy development and implementation, it happens indirectly between workers and their companies. Employee voice is essential because it enhances open communication, increases retention of staff via fair treatment, and lowers unproductive behaviour in the workplace such tardiness, absenteeism, stealing, and unfavourable political behaviour (Nwizia & Saale, 2022). Many nations' labour laws and regulations value input from workers and safeguard workers' freedom to speak their ideas and grievances at work. In order to guarantee compliance with labour regulations and foster a healthy work environment, it is now essential for companies to grasp the legal and ethical consequences of employee voice. The study on employee voice seeks to examine the fundamental mechanisms, drivers, and effects of employee voice in companies in light of these aspects. The results of this type of research have immediate applications for businesses, assisting them in developing plans and interventions to support employee voice, generate a positive work environment that encourages engagement, contentment, and organisational productivity, and to encourage employee voice.

Statement of the Problem

Things are erratic and chaotic in the commercial world nowadays. Organisations must adapt consistently to the changing environment. Any organization's major objective is to remain stable in a situation like this. Only a group of willing employees who are committed to organisational objectives can assist a business in achieving long-term success. Modern businesses are special in that they employ a new generation of employees known as the "younger generation." The millennial generation has numerous traits that are noticeably different from preceding generations. The extensive and fiercely competitive environment, which drives companies to continuously pursue success, and the rapid environmental changes are among the top issues for companies (Hosseini et al., 2021b), a trust-based relationship between supervisors and staff members is absolutely essential (Kok et al., 2016). In order to stay competitive in a fiercely competitive market, a company must take into account the attitudes of its workers towards working hard. Workers now have the chance to voice their opinions, and it appears that they are prepared to do so in any circumstance. As a result, we must encourage workers to express their opinions.

There are few researches that illustrate how employee voice factors have a substantial impact on an organization's long-term success and commitment, despite the fact that many studies have established the importance of employee voice to an organization's success (Kwon et al., 2016). The research could make a significant contribution to closing this research gap. Because workers are not free to articulate their opinions, communicate honestly, and take part in problem-solving processes, companies still lack the capacity to adjust to environmental components and to survive in an ever-evolving workplace. This is true even though employee voice plays a crucial role in promoting organisational survival. When employees share their opinions, they run a major risk of losing their employment; as a result, they keep quiet about important matters and withhold information that would ensure the survival of the firm. This has led to low dedication, tardiness, a high rate of personnel turnover, and absenteeism, all of which had a negative impact on the survival of the firm. Due to this circumstance, the research therefore aims to investigate the connection between employee voice and organisational commitment in companies.

Objectives of the Study

The main objective of the study is to examine the effect of employee voice on organisational commitment of oil and gas companies in Lagos State Nigeria. The specific objectives are to:

1. determine the effect of workplace meetings on organisational commitment of oil and gas companies in Lagos State Nigeria.
2. assess the effect of employee participation in decision making on organisational commitment of oil and gas companies in Lagos State Nigeria.
3. ascertain the effect of supervisor-subordinate mutual relationships on organisational commitment of oil and gas companies in Lagos State Nigeria.

Research Hypotheses

H₁: Workplace meetings have significant positive effect on organisational commitment of oil and gas companies in Lagos State Nigeria.

H₂: Employee participation in decision making has significant positive effect on organisational commitment of oil and gas companies in Lagos State Nigeria.

H₃: Supervisor-subordinate mutual relationships have significant positive effect on organisational commitment of oil and gas companies in Lagos State Nigeria.

REVIEW OF RELATED LITERATURE

Employee Voice

Employee voice refers to the idea that employees should have a say in matters that affect their work and the overall organization. It involves providing employees with opportunities to express their opinions, ideas, and concerns, and ensuring that their feedback is taken into account in decision-making processes. Voice behaviour, is a behavior of horizontal or vertical communication, has come to be known as a proactive behaviour of a worker that emphasises change and aims to maximise the group's interest (Andiyasari et al., 2017). There is a common consensus that enabling employees to speak up can reveal pertinent issues and so support problem-solving, organisational development, and performance enhancement (Bashshur & Oc, 2015; Chamberlin, Newton, & Lepine, 2017). Employee voice, which is described as "any occasion and way staff convey thoughts and views within the company" (Wilkinson & Fay, 2011), is a complicated topic that is frequently studied by disciplines that do not interact with one another (Barry & Wilkinson, 2022). Employee voice is defined as voluntary behaviours

that appear in face-to-face interactions as direct informal voice in the literature on organizational behaviour; official displays of voice are defined as indirect and direct voice in the literature on human resource management (Barry & Wilkinson, 2016; Mowbray, Wilkinson, & Tse, 2015); and voice is viewed from a collective perspective of view in the literature on industrial relations (Freeman & Medoff, 1984). Employee voice represents how individuals ask questions, express their ideas, solve issues, exercise essential leadership, and participate in the workplace (Barry & Wilkinson, 2022; Wilkinson, Barry, & Morrison, 2020). Through worker participation schemes or indirectly through a staff representative, there is a direct line of communication between the workforce and management. Direct staff voice pertains to the special influence that some employees or groups of employees have on important organisational decisions. On the other hand, issues affecting workers are influenced indirectly by staff voices through their representatives, including the unions. These indirect plans differ from direct plans in how they communicate the option and the impact on an employee.

Employee voices are described as the extent to which employees may express their displeasure, share opinions, and participate in corporate decision-making freely and safely. Employee voice, according to Ganjali and Rezace (2016), is the expression of personal unhappiness, the exchange of ideas, collective representation, upward problem-solving, and group decision-making at work. When employees may securely express their opinions without worrying about repression or backlash from management, they are said to have a voice. The number of representational avenues for employees has increased, including direct and indirect representation, union representation, and individual representation.

It makes it possible for staff members to directly or indirectly represent their thoughts to management, which promotes the survival and continuity of the company. Employee voice, according to Mukiira (2020), demonstrates how employees communicate their interests, solve issues, pose important questions, and participate in organisational decision-making. It also demonstrates how staff members or union representatives can affect important choices that help a company survive. Any organization's ability to endure and grow critically depends on the degree to which management and workers can come to an amicable resolution and engage in collective bargaining on matters that are essential to the health and survival of the workplace. Open communication, union representation, employee involvement in decision-making, and employee empowerment are the components of employee voice. According to Wiikinson and Fay (2011), a team meeting, a compliance box, a joint consultative committee, and an open door policy all allow for the expression of employee opinion. The interchange of opinions and ideas, collective employee representation, employee engagement, upper-level issue resolution, staff member contribution, participation by workers, and staff supervisor-subordinate relationships are some of the elements of employee voice (Akinwale, 2019).

Workplace Meetings

Workplace meetings are formal or informal gatherings of employees or managers in an organization to discuss work-related issues, share information, make decisions, or plan future actions. Meetings can take different forms, such as one-on-one meetings between a manager and an employee, team meetings, departmental meetings, or company-wide meetings. Meetings play a bigger role in organisational life. Meetings can take up as much as 15% of an organization's total time (Allen et al., 2016). Meeting effectiveness frequently receives more

unfavourable feedback than favourable (Geimer et al., 2015). Positive feedback emphasises the importance of meetings for achieving business goals, disseminating information, and strengthening team dynamics. Nevertheless, the criticisms centre on how meetings are organised. For instance, the bulk of complaints centre on the absence of a meeting agenda or plan, irrelevant material, and an unclear effect of attendance. The majority of suggestions for how to make the meeting better have to do with how it is organised and structured. Meetings at work are crucial to the operation of companies and to the satisfaction of workers (Mroz, Landowski, Allen, & Fernandez, 2019). Given that meetings are an essential component of a company, it may have a distinct culture of policies, practises, and routines that encourage, highlight, and produce meetings—a culture known as a meeting orientation (Hansen & Allen, 2015). The whole meeting orientation of a company may have significant effects on how groups and teams evolve over time by, for example, affecting how frequently, when, and under what conditions group members gather to work and discuss issues. Group and team meetings are encouraged by companies with strong meeting orientation, either subtly or overtly, as vital components of the whole work process and significant forums for interactions between workers (Mroz et al. 2019). Because of this, firms with a high meeting orientation may hold a lot of team and group meetings at the office, but they aren't always productive meetings. Similarly, low meeting orientation companies may hold fewer meetings, and meetings held in such companies may not always be of a higher or lower calibre than those held in companies with greater meeting orientations. For instance, when a meeting culture prevents workers from performing their duties because they attend too many group and team meetings, meetings may be perceived negatively.

On the other hand, additional meetings that provide staff members the chance to ask questions of top management can be seen favourably. These meeting cultures may be advantageous or unfavourable based on the situation. Policy emphasis, meeting rewards, meeting strategy, and meeting overuse are the four components of meeting orientation (Hansen & Allen, 2015). The robustness of formal rules and procedures within the organisation with regard to meetings is referred to as policy emphasis. Rewards for meetings reflect how much members of the company value rewarding those who attend, conduct, or plan meetings. How heavily a company relies on meetings to gather, share, or react to information is referred to as the strategic use of meetings. Last but not least, meeting overuse relates to how frequently or for how long a company uses meetings.

Employee Participation in Decision Making

Employee participation refers to the involvement of employees in decision-making processes and other activities related to their work and the organization. This can include participating in team meetings, providing feedback on projects or policies, participating in quality improvement initiatives, and other activities that allow employees to have a voice and contribute to the organization's goals. Workers' participation is all about fostering an environment where people can influence decisions and actions that affect productivity in their line of work. As employees are regarded as the company's greatest asset, this enables management to be more proactive in meeting their demands. It is feasible for a company to have various levels of employee participation, indicating that companies include employees at all levels in the planning process, whilst in some businesses, only the top leadership would participate. Companies now acknowledge the importance of employee involvement in

accomplishing the company goals. Most businesses that use a participative management strategy have seen significant improvements in operating costs, high profit margins, and labour efficiency. Employee participation, according to Sofijanovna and Chatleska (2013), is the process of inspiring individuals at work to use their efforts to achieve improved performance both personally and organizationally. Irawanto (2015) investigated employee involvement in decision-making using data from an Indonesian state-owned company. Descriptive statistics were used by the investigator, and a questionnaire served as the main data source. Using SPSS software, a multi-regression analysis was performed on the study. According to the study's findings, motivation and decision-making involvement are significantly positively correlated in Indonesia's state-owned businesses. Isichei and Godwin (2015) studied a few hotels in the federal capital of Abuja as part of their research on decision-making and the hospitality sector in Nigeria. The study used a descriptive methodology, and a questionnaire was used to collect data from primary sources. Results were produced using the multiple regression method of analysis. The findings demonstrated that employee input into decision-making significantly influenced how well hotels performed in Nigeria. Employee participation in decision-making and business success were both studied by Abdulrahman (2016). The study used a descriptive survey methodology, and the results were gathered using a validated, piloted questionnaire that was sent by means of mail to 341 manufacturing companies.

The study's findings showed a substantial positive association between business success and employee involvement in decision-making. Dede (2019) investigated organisational productivity and decisions made by staff through a case study of the Cross River State Board of Internal Revenue, Calabar. The researcher used a questionnaire along with primary data as part of the qualitative data gathering strategy for this study. The findings demonstrated that staff participation in organisational decision-making becomes simpler, fosters a positive work environment, increases staff commitment and satisfaction with decisions made, and also boosts morale at work because they feel valued and a part of a team. An improvement in organisational productivity is the direct result of all of these.

Supervisor-Subordinate Mutual Relationships

Supervisor-subordinate mutual relationships refer to the positive and supportive relationship that exists between managers or supervisors and their direct reports. A strong supervisor-subordinate relationship is characterized by open communication, mutual respect, trust, and support. Charoen-sukmongkol (2022) asserted that the mutual relationship between a supervisor and subordinate produces proper behaviours and fosters mutual caring. Work successes and organisational success are influenced by employees' actions in workplaces (Khan et al., 2018). To produce beneficial results and improve organisational image, synergies must be developed (Khan et al., 2019). Market share and monetary gains are frequently used to gauge an organization's success and the value of its built-up brand equity (Li, Duverger, & Yu, 2018). Employee attitudes and behaviours at work are just as important for an organization's performance as these elements, according to Zhang et al. (2017). Employee retention has emerged as a global concern since employees are vital company resources (Khan et al., 2019; Li et al., 2018). Mejia et al. (2018) have demonstrated that a close relationship between managers and their direct reports lowers employee turnover and enhances work

practises. Employees have access to helpful tools and assistance because of the positive interactions they have at work (Atitumpong & Badir, 2018).

Influential bosses support staff in achieving shared objectives (Ali et al., 2019) and foster a positive work environment through communicating with staff members (Zhou et al., 2020). Significant research has been done on how managers may boost their teams' productivity and creativity (Atitumpong & Badir, 2018; Guan & Frenkel, 2019). Few research, however, have examined the impact of informal exchanges between superiors and subordinates on productivity and supportive work behaviours (Guan & Frenkel, 2020). Employee performance has been demonstrated to be impacted by social connections outside of the office (Ali et al., 2019). According to Saeed et al. (2019), who also support the social exchange theory (SET), this study asserts that leaders' encouragement, motivation, and incentives build employee relationships.

THEORETICAL FRAMEWORK

The Exit-Voice-Loyalty Theory

Hirschman introduced this theory in 1970. The relationship between employee voice and organisational survival as well as business organisation effectiveness is explained by the exit-voice-loyalty theory. According to him, there are two ways that people react to subpar workplace conditions. The notion states that the initial course of action is an exit, or quitting the organisation without addressing issues that threaten corporate survival. The second is a voice that offers solutions to the issue at hand without leaving and is able to describe unfavourable circumstances in a way that supports the organization's survival. The argument holds that loyalty is the capacity of an employee to stand up for their rights rather than deny them. In a similar thought, Nwizia & Nwizia (2021) endorsed the notion that a devoted worker demonstrates great civic behaviour and an emotional bond with the company. Employee commitment, dedication, and attachment to the organisation are displayed through loyalty. Employee loyalty lowers their likelihood of leaving the company.

METHODOLOGY

Cross sectional survey research design approach was the sort of survey research design method used for the investigation. It was used because it made it easier for the researchers to gather data at a specific time. Cross-sectional survey designs have the benefit of enabling quick and effective data collection for researchers. The population of the study consists of 1724 employees of three selected companies in Lagos State that are members of Oil Marketers Association of Nigeria such as Total Nigeria Plc, **OVH Energy**, and **11 Plc**. Krejcie and Morgan (1970) sample size calculation table was used to estimate the sample size of 313 employees that represented the population. For the purpose of the study, simple random sampling was employed. In research investigations, simple random sampling is a statistical method used to choose a random sample from a larger population. Each person in the population has an equal probability of being chosen to form a sample when using this method. Data collection employed copies of a structured questionnaire that had undergone validation. A prominent expert in the field of management sciences was provided the questionnaire to cross-check in order to authenticate the instrument for data collection. To establishes the reliability of the instrument; a test-retest method was used. The recommended coefficient value for Cronbach's Alpha test score was set at 0.7 (Hair, Bush and Ortinau, 2006). In table 1, favorable reliable scores were obtained from all items in general since they

were above 0.7 it is said that the instrument is reliable. The statistical techniques of data analysis employed includes: descriptive statistics, and multiple regression analysis.

Table 1
Cronbach's Alpha for Study Variables

SN	Dimensions of EV	Cronbach's alpha
1	Workplace meetings	0.722
2	Employee participation in decision making	0.721
3	Supervisor-subordinate mutual relationships	0.719
4	Organisational commitment	0.717

Source: Field Survey, 2023.

RESULTS OF DATA ANALYSES

A 95% response rate was achieved with 298 of the 313 questionnaire that were distributed being returned. After cases with incomplete data were eliminated, 286 copies of questionnaire (91%) were deemed valid and taken into account for data analysis.

Table 2
Analysis of Respondents Profile

S/N	Variables	Frequency	Percentage (%)
1	Gender:		
	Male	152	53
	Female	134	47
	Total	286	100
2	Age Range:		
	18-30 years	86	30
	31-42 years	102	36
	43years and above	98	34
	Total	286	100
3	Marital Status:		
	Single	76	27
	Married	185	64
	Divorced	25	9
	Total	286	100
4	Educational Qualification		
	SSCE	22	8
	OND/NCE	57	20
	HND/B.Sc	189	66
	Postgraduate	18	6
	Total	286	100

Source: Field Survey, 2023.

Table 2 showed that 53% of the employees were males and the remaining 47% were females. Majority (36%) of the employees are within the age brackets of 31-42. Furthermore, majority (64%) of the respondents are married. In terms of educational level, most of the respondents (66%) are HND/B.Sc holders.

Table 3
Regression Coefficients

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	-4.476	1.098			-4.077	.000
Workplace meetings	.600	.075	.408		7.994	.000
Employee participation in decision making	.144	.055	.126		2.630	.009
Supervisor-subordinate mutual relationship	.469	.063	.368		7.456	.000

a. Dependent Variable: Organizational commitment

Table 3 showed that workplace meetings have positive effect on organizational commitment ($\beta = 0.408$, $P < 0.05$). The test result of hypothesis H₁ showed that workplace meetings has significant positive effect on organizational commitment ($0.000 < 0.05$). The result is in agreement with Mroz, et al (2019) assertion that workplace meetings are essential to both the functioning of organisations and employees' workplace experiences. The implication of the finding is that workplace meetings can help organizations improve their communication and collaboration practices. Meetings are often a key part of organizational communication, and understanding how they function and what makes them effective can help organizations run meetings that are more productive and engaging. This, in turn, can help employees feel more connected to their organization and their colleagues, leading to higher levels of organizational commitment.

The result showed that employee participation in decision making showed positive effect on organizational commitment ($\beta = 0.126$, $P < 0.05$). The test result of hypothesis H₂ showed that employee participation in decision making has significant positive effect on organizational commitment ($0.009 < 0.05$). The result supports the finding of Irawanto (2015) who examined employee participation in decision-making: evidence from a state-owned enterprise in Indonesia. The result of the research showed that there is a significant positive relationship between participation in decision-making and motivation in state-owned enterprises in Indonesia. This implies that employee participation in decision making can help organizations create a more democratic and participative culture. When employees are given the opportunity to provide input and feedback on decisions that affect their work, they are more likely to feel valued and engaged. This, in turn, can lead to higher levels of organizational commitment and a greater sense of ownership over the organization's success.

Also the result showed that supervisor-subordinate mutual relationship has positive effect on organizational commitment ($\beta = 0.368$, 0.05). The test result of hypothesis H₃ showed that supervisor-subordinate mutual relationship has significant positive effect on organizational commitment ($0.000 < 0.05$). The result agreed with Mejia et al. (2018) findings that a strong bond between supervisors and subordinates reduces employee turnover and improves work behaviours. This implies that supervisor-subordinate relationships can help organizations identify the factors that contribute to positive and effective relationships between managers and their direct reports. When supervisors and subordinates have a good working relationship based on mutual respect, trust, and support, employees are more likely to feel engaged and committed to the organization.

Table 4
Fitness of the Models

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	472.242	3	157.414	150.905	.000 ^b
	Residual	294.164	282	1.043		
	Total	766.406	285			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Workplace meetings, Employee participation in decision making, Supervisor-subordinate mutual relationship

The *F*-ratio in table 4 tested the overall regression models and how it fit the data analyzed for the study. The table showed that the dimensions of employee voice significantly predict organizational commitment, $F = 150.905$, $0.000 < 0.05$. This means that the regression model is a good fit and statistically significant for the study.

Table 5
Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.616	.612	1.021

a. Predictors: (Constant), Workplace meetings, Employee participation in decision making, Supervisor-subordinate mutual relationship

Table 5 showed that 61% of the change in organizational commitment can be explained by the variables of employee voice. This means that employee voice is a strong predictor of organizational commitment and has a significant impact on it. It is important to note that other variables may also have an impact on organizational commitment. Employee voice can help oil and gas companies identify areas where employees may feel disengaged or disconnected from the organization. When employees feel that their opinions and concerns are not being heard, they may become disengaged and less committed to the organization.

CONCLUSION

The study concluded that employee voice significantly predict organizational commitment of oil and gas companies in Lagos State Nigeria. This means that when employees feel that their voices are heard and valued within the company, they are more likely to be committed to the organization. Employee voice can help oil and gas companies improve safety and environmental practices. Employees are often the first line of defense when it comes to identifying potential safety hazards or environmental risks. By creating opportunities for employee voice, organizations can encourage employees to report safety concerns and suggest ways to improve environmental practices. This can help organizations create a safer and more sustainable work environment, which can lead to higher levels of employee commitment and loyalty. Research has shown that workplace meetings have both positive effects on employees' attitudes and behaviors. On the one hand, effective meetings can increase employee engagement, satisfaction, and commitment by providing opportunities for communication, collaboration, and feedback. When employees are given opportunities to participate in decision making, they may feel more valued, engaged, and invested in the organization's success. This could lead to greater commitment to the organization and a willingness to go above and beyond in their job performance. Supervisor-subordinate mutual relationships, also known as leader-member exchange (LMX), refer to the quality of the relationship between a supervisor and their subordinate. Research has shown that higher

quality LMX relationships can lead to greater job satisfaction, engagement, and organizational commitment among subordinates.

Recommendations

1. Oil and gas companies should create a positive and supportive environment in meetings by showing respect for all participants, encouraging open and honest communication, and avoiding negative or confrontational behavior.
2. Companies should encourage a culture where employees feel comfortable expressing their opinions and ideas. Foster an environment where employees feel empowered to share their perspectives and engage in discussions with their colleagues and superiors.
3. Companies should encourage supervisors and subordinates to communicate regularly and openly about job expectations, performance, and feedback. Create a culture of transparency and trust where employees feel comfortable expressing their thoughts and opinions.

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