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Grievance Management Strategies and Performance of a Manufacturing Firm in Nigeria

Bankole Oluseun Ayodele

Lecturer, Department of Business Administration and Management,
Federal Polytechnic Ilaro, Ogun State, Nigeria

Amusan Oluwaseun Mayokun

Lecturer, Department of Business Administration and Management
Federal Polytechnic Ilaro, Ogun State, Nigeria

Abstract:

This article theoretically examined the effect on organisational results of staff grievance leadership. The article observed that efficient worker grievance leadership is crucial for a harmonious workplace partnership, strengthening staff allegiance and engagement, and improving general organisational efficiency and efficiency. In contrast, absence of or bad leadership of staff grievances in organisations results in adverse organisational results such as decreased efficiency, issue of absenteeism, disobedience of instructions, indisciplinary conduct and decreased job performance. The target population of this study, which is finite (being defined), is the total number of Dangote Cement Plant in Ibese, Ogun State, Nigeria. The population comprises staff whose population is two hundred and sixty (260). The use of questionnaire was adopted to elicit information from the cross section of the selected population. The correlation coefficient value ranges from 0 – 1 and has an acceptable value of 0.88, which indicate a higher reliability of measurement instrument and a low error variance, implying that the instrument is reliable. While the analysis was done using regression analysis, the findings revealed that there is a significant influence of avoidance grievance, dominating grievance, compromise grievance, obliging grievance and integrating grievance management on organisational performance. Organizations should encourage mutual relationship among employees, as well as provide conducive working conditions/ environment for employees, like organizational learning, effective communication among employees, which will enhance their productivity and organizational performance.

Keywords: Grievance, organizational performance, leadership, productivity

1. Background to the Study

Today, the need to preserve a harmonious workplace connection to increase worker morale, enhance organisational efficiency, and improve organisational efficiency has rendered worker grievance leadership a severe and essential organisational issue. Employee grievance management has appeared as a top concern for many right-thinking executives and executives in our modern company field, as organisations trying to make the most of each of their staff need to be able to keep a harmonious management-labor connection that is essential to organisational sustainability, achievement, efficiency and improvement. Grievances are issues, issues or conflicts raised by staff with their employers' procedures to adapt the emotions, opinions and opinions of their staff in order to acquire the confidence, allegiance and wholehearted dedication of their staff, particularly when it goes to staff with channels to convey their grievances to management.

The nature and size of problems that arise from bad worker grievance leadership have been experienced today is something that every organisation must attempt to prevent at all costs. In reality, any organisation that fails to put an adequate staff grievance system in location makes itself susceptible to systemic inefficiencies that are probable to eat the organisation as a whole. Therefore, the leadership of employee grievances is essential for ongoing economic harmony and organisational efficiency. Grievance proceedings are carried out of the sensation that fellow staff or managers have breached the worker. Certainly, management's function and goal does not only result in attracting, maintaining, motivating staff, imposing penalties needed to obtain reactions to worker conduct, but also in ensuring that an efficient grievance management process is in location within the organisation. Bean (1996) observed that employee-related grievance problems were discontent with the therapy they received. Grievances also result from the dispute between the employee and the strategy of their company (Ayadurai, 2016).

Effective management of staff grievance in today's organisations is a crucial function for staff executives. Danku, Apeteley, Aboagye and Benyebaar (2015) argue that, if grievances are left untreated or dealt with inappropriately, they have a deep impact on motivation, morals, interactions between management and labor and have a negative impact on the organization's efficiency. ACAS (2011) argues that by using the established method, executives attempt to decrease grievances and other difficulties that occur within the environment of an organization. Consequently, management and

instant managers have a severe part to play in effective management of employees' grievance. Therefore, grievances are signs of discontent on the portion of an organization's individual employees and organizations with representatives of common concern. Suppressing grievances has far-reaching consequences for manufacturing organizations' survival, development, and efficiency.

Suppressed employees' grievances can lead to casual strikes, sabotage, elevated degree of absenteeism, poor morale, quarrels, distrust, absence of engagement and employee injuries with their severe impact on efficiency and enhanced performance, especially in the manufacturing sector. The manufacturing is ostensibly the most imperative and vital segment in human capital improvement (Igbinoba, 2016). It is viewed as crucial to the structure of a solid and feasible economy (World Bank, 2008; Akindele, Oginni and Omoyele, 2012). A number of good manufacturing firms are not aware of the close relationships that exist between employees' grievance and organization performance (Bartel, 2012). Thus, efficient management of grievance processing can assist to boost the amount of employee fulfillment and also to prevent or decrease the absenteeism, alcoholism, accident, early arrival, absence of collaboration, insubordination, employee removal behavior instead of work, etc. Moreover, some organizations are not been fair in handling of grievance and not taking cognizance of how it has affected employees moral, styles in handling employee's grievances which may give an impact on organisational performance.

Procedures are becoming increasingly common in organizations and workforce engaged in both union and nonunion organizations. The situation is becoming increasingly diverse, according to Mohanasundaram & Saranya (2013). If grievance is not settled or correctly addressed in the organisation, it produces unsuccessful employees and subsequently undermines the effectiveness that would lead in a large workforce or worker. Employee Grievance leadership remained a challenge in the Dangote Cement Plant (Mkude, 2003). Cristina and Aure (2011) in their research on the management of employee grievances by workers observes that processes constitute a number of values and guidelines that assist in work relationships and how they should be performed to reflect organizational processes used by sides in dealing with many daily issues. Extant literature have shown that none of the existing studies has looked into the issue of what an unfair handling grievance of employee has caused them to leave their present job. Many studies have existed on managing employees' grievances and its effects on organizational survival. However, fewer of these studies, if any, have really attempted to explore managing employees' grievances and its effects on organizational performance. This research stands to fill that missing intellectual gap by answering the research questions:

- How can avoidance grievance management strategy affect the performance of the selected firm?
- What is the effect of dominating grievance management strategy on the performance of the selected firm?
- What is the effect of compromise grievance management strategy on the performance of the selected firm?
- What is the role of obliging grievance management strategy on the performance of the selected firm?
- What is the influence of integrating grievance management strategy on the performance of the selected firm?

2. Literature Review

There have been different views about the role of grievances in organizations. The views concerning grievance have evolved since the emergence of workplace grievance. Diverse insights concerning grievance has led different scholars to approach it in a distinct manner which plays a vital part in sustaining a favorable workplace atmosphere, this views can either lead to an optimistic or adverse organizational atmosphere (Pike, 2009). Grievances are a vital part and also present in every sphere of an individual's life. Grievance occurs when there is a disagreement, different views concerning a desired outcome, a correlation, and capacity to negatively affect the relationship if not addressed with a sense of necessity (Cahn & Abigail, 2017). Grievance is considered as a displeasing occurrence in any organization or institute, so far people have to compete for recognition, power and resources (Hotepo, Asokere et al 2010).

Grievance is unavoidable even among family members, friends and colleagues at work or in the workplace (Viletta Bankovs Kay, 2012).

2.1. Classical View (1930-1940)

Classical approach to grievance believes that all grievances are heinous and should be avoided. The classical school of thought, views grievance as harmful and it's correspondingly used with terms like viciousness and obliteration. According to Verma (1998) this mindset are still embraced mostly among labor union movements. The viewpoint that grievance is harmful to workplace success and it should be sidelined was strongly advocated by Fayol and Weber (Pike, 2009). Grievance is a an outcome of deprived transmission and interpretation of message and disbelief among people, it can only be eradicated or managed only by the top level management (Bernard Oladosu and Ashimi Rashidat. 2014). This view believes that grievance should be eluded, although despite this there is a want to investigate the sources of grievances and the management, so as to increase organizations productivity (Robins, 2005).

2.2. Contemporary View (1940-1970)

Considering that another school of thought 'Human Relations' (behavioral/ contemporary approach), dominant from 1940s and 1980S, saw grievance as natural existence in all institutes and segments of the society and argued for the acceptance of grievances. It believes grievance is needed for the development and advancement of the organization, it also believes it helps the organization in achieving its set goals. It accepts grievances and believes its profits the organizations productivity (Robbins, 2005).

2.3. Interactionist View

The Interactionists differing with the earlier views, perceive grievances as an asset to be heartened based on an agreement that it is balanced, friendly and nonviolent in other for change and innovation to take place (Rashmi, Habeeb et al 2014). Interactionalists ask "how is there grievance? What techniques are to be used in expressing it? (Bernard Oladosu and Ashimi Rashidat, 2014). Leffel et al (2012) gave an illustration which likened grievance to an animal in the animal kingdom, discovering itself in a hostile setting; to survive its needs accommodative skills, to this effect it develops different adaptable abilities, which means its adapts or diminishes. So it was postulated that adaptable skills can lead new innovations and inventions, denial to this adaptable abilities leads to unproductivity. Grievance is a symbiotic relationship among individuals/groups when one of the party observes that there is a mismatched objectives and aims, which could lead to an obstruction from realizing these objectives (Folger, 1993).

2.3.1. Forms of Workplace Grievance

Workplace grievance consists of interpersonal and intergroup grievance. Interpersonal consists of coworkers or superiors while intergroup grievance is between the diverse departments in the workplace (Ikeda, 2005). According to Dirks and Parks (2003) there are three forms of grievances which are: process grievances, relationship grievance and task grievances.

Process Grievance: According to Jehn and Mannix (2001) this is a brawl about how a duty should be accomplished and the roles and responsibilities of each individual in a group also the delegation of authority. Process grievance has been researched to be linked with low self-confidence, poor performance (Jehn, 1997) and low team productivity (Jehn, 1999). **Relationship Grievances:** According to Jehn (1995) this occurs when there is interpersonal mismatches between individuals in a group, such as personality clashes due to different temperaments, pressure, hostility and frustration. This type of grievance generates destructive emotions within a person. Examples include nervousness, doubts, or bitterness (Jehn, 1995), anger, and fright of rejection from the group participants (Murmigham and Conlon, 1991).

Task Grievances: This is when there is an argument over the context of disagreements about the content of a duty or a job objective, which involves circulation of resources, processes, and analysis of facts (John, 1995; 1997). It involves diverse standpoints on beliefs, opinions and this could correspond with vigorous deliberations and individual enthusiasm. Task grievance has been linked with numerous valuable impacts which include improving the interpersonal relationship among group members (Jehn, et al, 1999), which led to more productivity and inventions (West & Anderson, 1996; Amazon, 1996) and leads to better service delivery (Tjosvold, Dann & Wong, 1992). Task grievance may be associated to diverse damaging effects which include: low employee morale, poor team spirit (Kabanoff, 1991; Jenn, et al, 1997), and nervousness (Jehn, 1997).

2.3.2. Grievance Management Theories

This segment will be the reviewing of different theories of grievance management created by different management theorists. Grievance management theories and approaches are from time to time used alternatively and they denote the social orientation of a person involved in grievance (Rahim, 2002).some authors call them theories, others argued that they are styles (Pryor, Larkin , Taneja, , Singleton and Toombs 2011;Van De Vliert, and Kabanoff, 1997;). Grievance management styles are systematic reactions or collections of behaviors that people use in grievance (Hocker and Wilmot, 2011). According to Zulkifal, Riaz and Jamal (2012) grievance management theories has its origin from social psychology and organizational research. The earliest theories were propounded by the likes of Thomas (1976), Follett (1940), Blake and Mouton (1964), while researchers like Pruitts (1983) and Rahim and Bonoma (1979) came later on. The first researcher to discuss grievance management models is considered to be Follett (1940), while the researcher recognized to be the first to present a theoretical technique for categorizing grievance management theory was Blake and Mouton (1964) and it was classified into five forms: problem-solving, smoothing, withdrawing, forcing and compromising.

Thomas (1976) and Pruitt (1983) were declared to have introduced a theory focused on the regards for the parties involved in the grievance. When parties get involved in grievance for their personal gains is called assertiveness while cooperativeness is the regard for the interests of others, According to Pruitt (1983) these styles were called problem-solving (high self-assurance/high cooperativeness), delay (low self-assurance/low cooperativeness), and competing (high self-assurance /low cooperativeness),yielding (low self-assurance /high cooperativeness). Problem solving technique is a better choice at solving grievances because it is advantageous to both parties.

2.3.2.1. Follett Mary Parker (1940)

According to Follett (1940) who recommended methods for resolving grievance which includes compromise, integration, domination, suppression and avoidance. According to her, domination means one party/individual being triumphant over the other party/individual in grievance situations (win/lose approach). While in compromise style, the both parties / individual involved lie down there interest and try to reach a middle ground to satisfy each other's concern. But she pointed out that, most individuals do not respond well to the idea of forfeiting their concerns for some else sake. Moreover In integrating style, parties/individuals have the zeal to reach an agreement that would be advantageous and acceptable to the both parties/individuals. The integrating style was recommended as the best according to her (Riaz, Zulkifal and Jamal, 2012).

2.3.2.2. Rahim and Bonoma (1979)

When different scholars had suggested diverse approaches on handling grievance, but Rahim and Bonoma's (1979) approaches on handling grievance seems to be the most widespread as there are factual proof to authenticate them (Copley, 2008). According to Rahim and Bonoma (1979) the different strategies of managing grievance is subdivided into two elements: concern for self and concern for others. The level at which an individual endeavors to please his or her self is called regard for self. While the second elements clarify the level (high or low) at which an individual endeavors to please the concern for others. These elements portrayed the reason for a person's action in the course of grievance (Rahim and Bonoma, 1979). It was started that advance studies buttressed these elements (Van de Vliert and Kabanoff, 1990). The five strategies for handling interpersonal grievance was a blend of the two concerns as represented in the diagram below Figure 1.

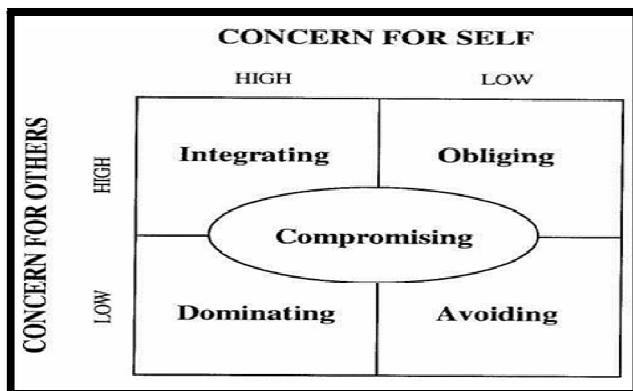


Figure 1: Rahim and Bonoma's Grievance Management
Model Source: Rahim and Bonoma (1979)

The analysis of Figure 1 includes the following:

- Integrating Style: High regard for self and high regard for others.
- Avoiding Style: Low regard for self and low regard for others.
- Obliging Style: Low regard for self and high regard for others
- Compromising Style: Moderate regard for self and moderate regard for others.
- Dominating Style: High regard for self and low regard for others.

The Black and Mouton (1964) managerial grid theory of grievance management was embraced by Rahim and Bonoma (1979). Nevertheless, they identified the elements in different way: Regard for others and Regard for self. According to Rubin, Pruitt and Kim,(2004) regard for self-element is subject to the level at which an individual wants to fulfill his personal interest while the second element is to what extent can an individual ease the worries of others. Their grievance management strategies were named as follows: avoiding, integrating, obliging, dominating and compromising. Avoiding grievance management style: in understanding to McMahon (1994) it is the point at which an individual concentrates itself from any issue that includes struggle and furthermore relinquishes individual destinations which incorporate the affiliations worried in the contention. This style is also recognized as pulling back or rejecting style (Abdul Fattah, Yaser Hasan and Yahya Abdul, 2017). As indicated by Muhammad Asyraf and Hazril Izwar (2014), avoiding style is a strategy for displaying absence of enthusiasm as though the contention isn't significant and it conceals its thought (Robbins, 1991). Workers who get worried in strife with their bosses are probably going to respond in avoidance conduct (Drake, Zammuto and Parasuaman, 1982).

Dominating grievance management style: It is otherwise called a competing strategy (Thomas and Kilmann, 1974). It involves high respect for self and low respect for other people and it is a win- lose situation (Rahim & Magner, 1995). This technique happens when individual examines that his or her grip is harming to other people (Friedman et al., 2000). This technique is progressively advantageous when there are crisis needs that require rapid reaction with limited time; however this technique is normally opposed by representatives (Muhammad Asyraf and Hazril Izwar, 2014).

Compromising grievance management style: As indicated by Rahim (2002) and it's a technique that involves when every gathering undertakings to deal with their contention with the guide of perceiving an answer which is halfway attractive to the gatherings (Igbinoba, 2016). Bargaining strategy alludes to part the likenesses, substituting and seeking after an expedient center ground position (Thomas & Kilmann, 1974). Bargain can be recognized as "arranging or exchange" (Muhammad Asyraf and Hazril Izwar, 2014). It tends to be regulated when the differing parties have risen to power and objectives with indistinguishable significance. As indicated by Girard and Koch (1996) this system is possibly viewed as fine when the issues included are calmly critical.

Integrating grievance management style: As indicated by Rahim (2002) this methodology is connected with earnestness, scattering of data, critical thinking, and assessment of varieties and searching for substitutes that are fantastic to every gathering. Be that as it may, this methodology is worried about association in the midst of gatherings to achieve a palatable arrangement (Rahim; Magner, 1995). Incorporating approach alludes to the capability of a manager to work together with his or her representatives to profile answers that fulfill their desires (Igbinoba, 2016). This procedure is also recognized as cooperation whose transcendent objective is to fulfill the wants of the every party (Robbins 2002; DeCenzo, 2007).

Obliging grievance management style: As indicated by Igbinoba (2016) this methodology is used when people/party relinquishes its needs for the other party/person. It is recognized as accommodative methodology and furthermore a lose-win approach. Relationship is increasingly fundamental to one gathering then the other, so it's slanted to make forfeits for the benefit of the other party, just to see the other loose (Robbins, 1991).

2.3.3. Organisational Performance

According to Bidwell (2017), performance is the accomplishment of a given task measured against predetermined known standards of accuracy, completeness, cost and speed. Kolawole and Badmus (2017) defines organizational performance as, the analysis of a company (organization)'s performance in comparison to its goals and objectives. It is an organization's real output / results acquired when evaluated against its expected performance (goals and goals), according to Farlex (2012). Richard et al, (2009) suggests that organisational output includes three particular fields of the results of organisations- economic quality (earnings, return on capital, return on capital, etc.); consumer performance (revenues, business share, etc.) which are the three main results of the analyzed commercial organisations. However, production capacity performance is another factor of analysis for organisations. For experts in multiple areas, including strategic managers, activities, finance, legal and organizational growth, organisational efficiency is a notion of utmost significance. It could be described in two main respects: a) Financial performance, which involves efficiency, market share, profitability, marketing proportion of fresh goods, capital employed and Return on Assets (ROA) (Selvarajan et al., 2007; Hsu et al., 2007, as quoted in Ukenna et al., 2010), Return on Investment (ROI), Earnings Per Share (EPS) and Net Income After Tax (NIAT) (Grossman, 2000, as quoted in Ukenna et al., 2010).

2.4. Empirical Review

Okoli, Okeke, and Nuel-Okoli (2017) conducted a research on grievance management and organisational performance among staff in selected public universities in the South East. A survey research design was used and questionnaires were distributed. The population study is 460 while the sample size was 210; it was arrived using Krejcie and Morgan formula. A total of 190 copies of questionnaire were examined. The hypothesis was verified at a 5% level of significance using the Pearson's Product Moment Correlation Coefficient. The result showed that there was a substantial relationship amidst integrating style and organisational performance with a correlation coefficient of 902 ($r = .902 < .05$). It was determined that the style adopted in handling grievance determines how fast the grievance will be managed.

Barasa, Chege, and Iravo, (2015) conducted a study on grievance handling strategies affecting employees' workplace allegiance at Kenya Seed Company. The focus of this research was to examine if the grievance handling strategies affects workplace commitment. The Dual Concern Model was used to determine the grievance handling strategies of parties involved in grievance. Workplace allegiance was studied as it has been discovered that institutions benefit most from this pattern, for the reason being that it enhances efficiency, productivity and it promotes an organizations culture and loyalty. 82 Seed indigenous organizations were reviewed as case studies. Using Organizational Grievance Inventory-II (ROGI-II) and Organizational Commitment Questionnaire (OCQ) the assessment of the grievance management techniques and workers devotion was evaluated. Data was analyzed using descriptive techniques. It was discovered that workers felt their loyalty was being questioned, when avoidance and dominating approach were used while integrating, compromising and accommodating styles boost loyalty. Involving the approaches for managing grievance in the organizations policies and employment contracts were recommended, to determine the workers commitment.

Mba (2013) carried out a research about grievance management and employees productivity in Julius Berger Nigeria Plc. Bonny Island. A descriptive research design was used in implementing the study using 50 purposively selected sample respondents consisting of 25 managerial employees and 25 non-managerial employees. The focus of the study is the use of cross sectional survey research design in generating the necessary primary data. Data collected were examined using descriptive and inferential statistics. Results from the data analysis pointed out that there is a significant relationship that exists between grievance management strategies and employees' performance and no changes exist between managerial and non-managerial employees 'views of the value of grievance management strategies. The research therefore recommended among others: promotion of industrial democracy, regular management/employees meetings, and strict implementation of collective agreements and regular review of personnel policies.

Saranya (2016) carried out a study on grievance handling approaches and the influence on organizational dedication it surveyed among Women Employees in IT sector in Chennai city. Data was acquired using the questionnaires which were distributed to 108 women employees working in IT sector. The variables were measured under the different grievance management styles such as Emotional expression, Grievance approach and Self-disclosure whereas organizational commitment was measured using Continuance Commitment, Normative commitment, and Affective Commitment. Results from correlation shows there is a link between grievance handling approaches and workplace commitment. By implication, it means that improved grievance management practices will lead to more loyalty and improved job performance from the employee.

Ndulue & Ekechukwu (2016) studied the influence of grievance management on employee's performance using Nigerian Breweries Plc, Iganmu, Lagos State, Nigeria as a study. A survey research design was administered in the research. Questionnaires were administered to acquire data; the time frame for the study was from 2005 - 2014. The study made use of ordinary Least Square and the results showed that there is a relationship between management of grievance and workers productivity in Nigerian Breweries Plc. It was recommended that the organization should improve their techniques for managing grievance because it increases workers productivity. Sev, Kwahar, Emakwu, Dewua & Agema

(2016) conducted a study on grievance management styles as a mechanism for an industrious performance in business companies, a review of Dangote Cement Plc, Gboko plant. The results discovered that grievance management has progressive effects in promoting productivity among workers of Dangote Cement Plc, Gboko plant. Approaches used for grievance management, considerably affects the performance of Dangote Cement Plc, Gboko plant. According to the study, the content of grievance should be examined, before determining to implement an appropriate strategy for the management of grievance. The study suggested that the organization should evaluate the reasons for grievance in the organization bearing in mind the organizations success.

Igbinoba (2016) conducted a research on the effect of grievance handling approaches on educational employee's efficiency using few carefully chosen public and private universities in South-West Nigeria as a study. This study employed the use of Rahim and Bonoma's theory of managing relational grievance and contingency concept to describe the variations in grievance handling approaches used in handling grievances in selected Nigerian universities and the effect on the productivity of staffs. The primary and secondary sources were used in obtaining data, the primary data was obtained using questionnaires and interviews. Three hundred and sixty-eight (368) duplicates of questionnaires was distributed to educational staffs of selected private and public universities. Data was gathered and collected for analysis. For the data analysis both descriptive and inferential statistical techniques were used. The results showed that the approaches for managing grievance have substantial influence on the efficiency of staffs. The study recommended that staffs should endeavor to contribute valid opinions that will assist the academia management in finding fixed answers to occurrence of grievances while the government should embrace dialogue and other multi-dimensional approaches to industrial relations.

3. Methodology

The target population of this study, which is finite (being defined), is the total number of Dangote Cement Plant in Ibese, Ogun State, Nigeria. However, due to time budgetary constraints (finances), geographical location and subject area of interest, the study is limited to Ibese, Ogun State which constitute the sampling unit from where employees who are readily accessible for this study were selected to form the sample. The population comprises staff whose population is two hundred and sixty (260). The use of questionnaire was adopted to elicit information from the cross section of the selected population. The correlation coefficient value ranges from 0 – 1 and has an acceptable value of 0.88, which indicate a higher reliability of measurement instrument and a low error variance, implying that the instrument is reliable while the analysis was done using regression analysis.

4. Data Presentation and Analysis

A sum of 260 copies of questionnaire were circulated and out of the 260 questionnaires handed out, 11 of the questionnaire were invalid due to the fact that they were not properly answered which was 4.2% of the allotted questionnaire furthermore, 29 representing 11.1% were not answered after they were collected from the respondents and 220 of the questionnaire were valid for the analysis which was 84.7% of the allotted questionnaire as presented in Table 1.

		Frequency	Percent
Gender	Male	91	41.4
	Female	129	58.6
	Total	220	100.0
Age	21-30	70	31.8
	31-40	131	59.5
	41-50	8	3.6
	51 and above	11	5.0
	Total	220	100.0
Marital status	Single	115	52.3
	Married	105	47.7
	Total	220	100.0
Educational Qualification	OND/NCE	3	1.4
	B.SC/HND	72	32.7
	M.Sc./MBA	93	42.3
	PHD	52	23.6
	Total	220	100.0
Number of years spent in current organization	less than 5 years	85	38.6
	5-10 years	128	58.2
	11-15 years	7	3.2
	Total	220	100.0
Employment status	Full time	120	54.5
	Contract staff	100	45.5
	Total	220	100.0

Table 1: Demographic Characteristics

Source: Field 2019

4.2. Test of Hypotheses

Regression was used to measure the effect and the relationship of the independent variable and the dependent variable of the different hypothesis.

- H₀: Avoidance grievance, dominating grievance, compromise grievance, obliging grievance and integrating grievance management strategies have no significant effect on the performance of the selected firm

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.256 ^a	.065	.061	.83132	
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.543	1	10.543	15.256	.000 ^b
Residual	150.657	218	.691		
Total	161.200	219			
Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.490	.340		7.324	.000
AVOIDING	.331	.085	.256	3.906	.000
DOMINATING	.103	.104	.366	5.799	.000
COMPROMISE	.409	.089	.296	4.576	.000
OBLIGING	.262	.075	.230	3.492	.001
INTEGRATING	.175	.141	.084	1.980	.016

Table 2

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Grievance Handling Styles

The table presents the results that revealed the degree to which the variance in organisational performance is explained by avoidance grievance, dominating grievance, compromise grievance, obliging grievance and integrating grievance management strategies. This is represented by R square which equals .065 and expressed is 6.5%. This shows that avoidance grievance, dominating grievance, compromise grievance, obliging grievance and integrating grievance management strategies only accounts for 6.5% of organisational performance, while the standard error estimate is .83132 which signifies error term.

Decision Rule and Interpretation: Null hypothesis should be rejected when the significance value is below 0.05. Basically, the ANOVA table shows that the F value is

15.256 at .000^b Significance level. The implication is that that avoidance grievance ($\beta = .331$; $t=3.906$; $p<0.000$), dominating grievance ($\beta = .103$; $t= 5.799$; $p<0.000$), compromise grievance ($\beta = .409$; $t= 4.576$; $p<0.000$), obliging grievance ($\beta = .262$; $t=3.492$; $p<0.000$) and integrating grievance management ($\beta = .175$; $t=1.980$; $p<0.000$) have significant influence on organisational performance.

- Decision: The Null hypothesis is therefore rejected because the significance is below 0.05. Therefore, there is a significant influence of avoidance grievance, dominating grievance, compromise grievance, obliging grievance and integrating grievance management on organisational performance.

5. Discussion of Findings

The first hypothesis tested was: Avoidance grievance management strategy has a significant effect on employees' commitment. Using regression analysis, the result derived showed that there is a relationship between avoidance grievance management strategy and employees' commitment. This means that the employee's understand the fact that there are sometimes that the organization needs to turn a blind eye to certain situations and from the result it shows that despite this the employees are still committed to their duties to the organization. This repudiates what (Jehn, 1995) said. The second hypothesis tested was: Dominating grievance management strategy has a significant role on job effectiveness. Using regression analysis, the result derived showed that there is an effect of competitive grievance management strategy on job effectiveness. There are times in which the organization needs to make an urgent decision concerning the affairs or the structures of the organization and a delay in such decisions could lead to serious devastation. Despite this dominating strategy, employees are still emotional attached to the organization (Herscovitch and Meyer, 2002).

The third hypothesis tested was: Compromise grievance management strategy has a significant effect on employees' efficiency. Using regression analysis, the result derived showed that compromise grievance management strategy has an influence on employees' efficiency. According to Dobkin & Pace, (2006) and Green & Marks (2001) when integrating and dominating strategy fail or are ineffective, the best alternative is compromise strategy because it takes into

consideration the needs and wants of both parties and how both parties can have their needs satisfied. This means the organization and the employee are able to find a balance in the sense that both parties are satisfied because a middle ground has been reached.

- Hypothesis 4 was: There is a significant influence of obliging grievance management strategy on employees' commitment. Using regression analysis, the result derived showed that accommodative grievance management strategy has an effect on employees' commitment. According to Herscovitch and Meyer (2002) the employees value their membership to the organization, as a result of that they comply with whatever policies the organization brings forth whether they find it favorable or not. Likewise the organization also values its employees because of the values they add to the organization. Therefore both parties accommodate each other despite their shortcomings.
- Hypothesis 5 was: Collaborative grievance management strategy has a significant effect on job satisfaction. Using regression analysis, the result derived showed that there is no effect of Collaborative grievance management strategy on job satisfaction. According to Pruitt and Camevale, 1993; Ahmad and Marinah, 2013; Nizam, 2011) if there is delay or obstruction in the passage of information, little time for consideration of the information passed could affect employee's affective commitment. Making the employee's feel like they don't matter or have an opinion in the affairs of the organization.

6. Recommendations

By studying the findings and the conclusions that has been stated above, it can be resolved that, the objectives of the research have been reached and the following recommendations which can not only be applied in the manufacturing sector but other sectors include:

- Organizations should encourage mutual relationship among employees, as well as provide conducive working conditions/ environment for employees, like organizational learning, effective communication among employees, which will enhance their productivity and organizational performance. Different strategies of managing grievance ought to be educated by the management of the universities so that notwithstanding when they don't think about the contention like relational struggle, the general population included will pick the best approach.
- The individuals involved in grievance ought to be liberal and prepared to hear out the other individual so as to take the most ideal and sane choice while managing grievance. Employees should be educated that grievance is not a bad occurrence and also should be educated about the five strategies of managing grievance and also the strengths and weakness associated to each strategy. Organizations should emphasize on team building and create an environment that encourages respect and equality among employees. Finally, organizations should inhabit the culture of involving the employee's in decision making process and also every employee should be given the privilege of expressing themselves.

7. Suggestions for Further Research

Research is an unavoidable boundless circle and data is dynamic and broad, accordingly there will be further investigations on this theme. The discoveries of this research supplement past investigations in demonstrating proposals for approaching studies which are rearranged underneath;

- There should be more studies carried out in Nigeria because most studies were carried out in Kenya and Jordan. Seeing the littleness of the example measure, expanded research with a bigger example estimate incorporating impersonation in different areas with higher population would improve the legitimacy of the exploration and own speculation and clearing expressions increasingly appropriate. Other researchers could endeavor to make use of mixed method that is quantitative and qualitative research method
- The conclusion drawn from this research work is limited due to the restricted sample size of employees; subsequent studies may therefore be embarked upon to explore the subject on managing employee grievances and its effect on organizational performance. Also this research was carried out in Ibese, Ogun State; another research could be made in other states/regions of Nigeria. Furthermore, managing employee grievances and its effect on organizational could be studied in the manufacturing industry.

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