

Employee Grievance Management and Performance of Nigeria Bottling Company, Lagos State, Nigeria

UJu Scholastica Ezeanolue, PhD

Email : us.ezeanolue@unizik.edu.ng

Department of Business Administration, Faculty of Management Sciences,
Nnamdi Azikiwe University, Awka, Anambra State, Nigeria

Abstract

This study examines the relationship between grievance management practices and organizational performance in Nigeria Bottling Company, Lagos State. The main objective was to assess how grievance reporting mechanisms, grievance resolution time, and grievance resolution rates influence organizational performance. The study employed a quantitative research design, surveying 120 employees of Nigeria Bottling Company. A simple random sampling technique was used to determine the sample size, ensuring diverse representation across departments data were collected through structured questionnaires, focusing on employees' perceptions of grievance reporting mechanisms, resolution times, resolution rates, and performance outcomes. The data were analyzed using Pearson's correlation coefficient to assess the relationships between the variables. The findings revealed a significant positive correlation between grievance reporting mechanisms and organizational performance ($r = 0.70$), indicating that effective reporting systems lead to improved productivity. A moderate negative correlation was found between grievance resolution time and performance ($r = -0.60$), suggesting that quicker grievance resolution enhances organizational outcomes. Additionally, a strong positive correlation ($r = 0.75$) was observed between grievance resolution rates and performance, emphasizing the importance of effectively resolving grievances for higher performance. In conclusion, effective grievance management plays a critical role in enhancing organizational performance. Therefore, the study recommends that Nigeria Bottling Company improve grievance reporting systems, reduce resolution times, and ensure higher resolution rates. It also suggests providing additional training for HR staff and managers to handle grievances promptly and fairly, fostering a positive work environment.

Keywords: Employee, Grievance, Management, Performance, Resolution, Organisation

Introduction

Employee grievance management is a critical component in the functioning of any organization, particularly in fostering a positive work environment. It involves the identification, addressing, and resolution of complaints raised by employees regarding their work conditions, relationships, or treatment within the organization. Effective grievance management systems are crucial in maintaining employee satisfaction, reducing turnover, and enhancing overall productivity. This study focuses on examining the grievance management practices at Nigeria Bottling Company (NBC) in Lagos State, with a specific focus on grievance reporting mechanisms, time to resolution, grievance resolution rate, and employee retention after grievances. The company, a key player in Nigeria's beverage industry, has a diverse workforce, which necessitates an efficient system for addressing employee concerns. The effectiveness of grievance management in NBC could serve as a valuable model for similar corporations in the region (Acho et al, 2021).

Recent literature highlights that the presence of clear grievance reporting mechanisms is essential for managing employee concerns in large organizations. According to Okeke and Durojaiye (2022), organizations that establish formal, transparent, and accessible grievance procedures tend to experience fewer escalated conflicts and better employee morale. These mechanisms, when

effective, allow employees to voice their concerns without fear of retaliation, contributing to a more harmonious work environment. This is especially important in multinational companies like NBC, where the workforce may have varied cultural and communication preferences. The Nigerian corporate environment, particularly in Lagos, requires companies to adopt more sophisticated and employee-friendly grievance reporting systems to address both individual and systemic issues.

Moreover, the time taken to resolve grievances plays a pivotal role in employee satisfaction and retention. Research by Ahmed (2019) and Jones et al (2020) demonstrated that the quicker a grievance is resolved, the more likely employees are to feel valued and remain with the company. In contrast, unresolved grievances, or those that take too long to address, can lead to dissatisfaction, decreased performance, and higher turnover rates. For NBC, ensuring that grievances are addressed promptly not only prevents negative consequences but also fosters a sense of trust between management and employees, which is key to employee retention. The grievance resolution rate is another significant metric in evaluating the effectiveness of grievance management systems. When organizations effectively address grievances, the resolution rate increases, leading to higher levels of employee satisfaction. According to Akinyemi et al. (2023), a high grievance resolution rate correlates with improved workplace morale and reduced organizational conflicts. NBC's ability to resolve grievances efficiently reflects its commitment to creating a conducive work environment, which is essential for maintaining a motivated workforce.

Finally, employee retention after grievance resolution is an indicator of the long-term effectiveness of an organization's grievance management approach. If employees feel that their grievances were fairly handled and that management is responsive, they are more likely to stay with the company. In contrast, unresolved grievances can drive employees to seek employment elsewhere, leading to higher turnover rates. A study by Ahmed and Kamran (2019) found that employee retention is positively correlated with an effective grievance management system. In the case of NBC, understanding the factors that influence employee retention after grievance resolution is crucial for sustaining its competitive advantage in the Nigerian market (Glendon & McKenna, 2016).

Statement of the Problem

Effective employee grievance management is crucial for maintaining a positive and productive work environment, yet many organizations, including Nigeria Bottling Company (NBC), face challenges in implementing systems that adequately address employee concerns. According to Akinyemi et al. (2023), ideal grievance management systems should ensure that employees can easily report issues, receive timely resolutions, and feel supported throughout the process. The timely resolution of grievances not only affects employee morale but also impacts organizational outcomes, including retention rates and productivity. However, many large organizations struggle with delays in grievance resolution and insufficient communication, leading to dissatisfaction and a sense of neglect among employees (Okeke & Durojaiye, 2022 & Ezeanolue; Faith, 202). In the case of NBC, despite having formal grievance mechanisms in place, the company may still encounter problems related to the efficiency and effectiveness of these systems.

In practice, the grievance reporting mechanisms at NBC and similar organizations often fail to meet the expectations of employees. A recent study by Ahmed and Kamran (2019). found that while grievance systems are formally established, many employees report dissatisfaction with the speed and fairness of the resolution process. This gap between what ought to be (a timely and effective resolution process) and what is (delayed, ineffective grievance handling) poses a significant

problem for employee retention and organizational performance. The consequences of unresolved or poorly handled grievances include not only a loss of trust in management but also a higher turnover rate, as employees may seek employment elsewhere. NBC, being a leading company in Nigeria's beverage industry, must address these issues to maintain a stable and engaged workforce, thus ensuring its continued success in a competitive market.

Objectives of the Study

The general objective of the study is to investigate the impact of employee grievance management on performance of Nigeria Bottling Company, Lagos State. the study however, sought to achieve the following specific objectives:

- i. To examine the relationship between grievance reporting mechanisms and performance in Nigeria Bottling Company, Lagos State.
- ii. To assess the impact of grievance resolution time on and performance in Nigeria Bottling Company, Lagos State.
- iii. To investigate the correlation between grievance resolution rates and and performance in Nigeria Bottling Company, Lagos State.

Statement of Hypotheses

The following hypotheses were formulated for the study.

HO₁: There is no significant relationship between grievance reporting mechanisms and performance in Nigeria Bottling Company, Lagos State.

HO₂: The time taken to resolve grievances has no significant effect on and performance in Nigeria Bottling Company, Lagos State.

HO₃: A higher grievance resolution rate is not positively correlated with higher performance in Nigeria Bottling Company, Lagos State.

Review of Concepts

Employee Grievance

A clear understanding of key concepts is fundamental to examining the relationship between employee grievance management and organizational performance. Employee grievance provides a comprehensive review of the main constructs relevant to employees' feelings such as grievance reporting mechanisms, grievance resolution time, grievance resolution rates, and organizational performance (Edna & Samson, 2021; Audu, 2015). By exploring these concepts, the review establishes a solid foundation for analyzing how effective grievance management practices can influence employee satisfaction, retention, and overall organizational outcomes at the Nigeria Bottling Company, Lagos State. Employee grievance refers to any dissatisfaction or complaint raised by an employee regarding their work environment, job duties, or organizational practices. Grievances can arise from various issues, such as workplace discrimination, unfair treatment, or disagreements with management decisions. Grievance reporting mechanisms refer to the systems or processes that employees can use to formally report complaints or grievances within an organization. These mechanisms can range from informal channels, such as speaking directly to a supervisor, to more formal processes, like an anonymous grievance hotline or a written grievance submission system (Ezeanolue et al, 2025).

Grievance resolution time refers to the period it takes to address and resolve an employee's grievance once it has been reported. The speed with which grievances are resolved is often linked to employee satisfaction and the overall effectiveness of an organization's grievance management system. Grievance resolution rates refer to the proportion of grievances that are successfully addressed and resolved in a given period. A high-resolution rate is often indicative of a well-functioning grievance management system, whereas a low rate might suggest issues such as inefficiency, lack of transparency, or insufficient resources for grievance handling.

Organizational Performance

A study by Zhou et al. (2020) aimed to explore how grievance reporting mechanisms impact organizational performance within organizational settings. The study employed a quantitative methodology, surveying 350 employees across various industries in China. The research found that when grievance reporting mechanisms were transparent and accessible, employees demonstrated higher levels of engagement and productivity. The study emphasized that employees who felt their concerns were heard and acted upon were more likely to be motivated and invested in their work. The implication of these findings suggests that organizations should prioritize clear and effective grievance reporting systems to enhance organizational performance by fostering a sense of fairness and trust.

In a study by Ahmed and Ali (2019), the relationship between grievance reporting mechanisms and organizational performance in the Middle Eastern context was examined. The research utilized a mixed-methods approach, combining surveys with in-depth interviews from a sample of 250 employees in the UAE. The findings indicated that employees who had access to well-structured grievance mechanisms experienced a higher degree of job satisfaction, which positively correlated with improved performance. The study also revealed that informal reporting channels, such as direct communication with supervisors, were perceived as more effective compared to formal grievance procedures. This suggests that grievance systems should be adaptable to both formal and informal preferences to maximize their impact on organizational performance.

Additionally, Kaur and Singh (2021) investigated the role of grievance reporting mechanisms in organizational performance in the Indian IT sector. The research adopted a longitudinal design, tracking performance metrics of 150 employees over two years while evaluating the use of formal grievance reporting channels. The study concluded that organizations with prompt and efficient grievance resolution processes experienced a noticeable improvement in organizational performance. Employees were more likely to contribute to team goals and show initiative when they felt their grievances were acknowledged and addressed quickly. The implication of the study emphasizes the need for HR departments to continuously monitor the effectiveness of grievance mechanisms and ensure they align with employee needs to boost overall performance.

Impact of Grievance Resolution Time on Employee Satisfaction and Retention

A study by Johnson et al. (2022) examined the impact of grievance resolution time on employee satisfaction and retention within the retail sector in the United States. Using a cross-sectional survey design, the study gathered data from 500 employees across multiple retail chains. The findings indicated that the quicker grievances were resolved, the higher the levels of employee satisfaction and retention. Specifically, when grievance resolution took less than two weeks, employees reported higher job satisfaction and were more likely to stay with the organization. The study

concluded that rapid grievance resolution is critical to maintaining employee morale and reducing turnover rates, suggesting that organizations should streamline their grievance handling processes to maintain a satisfied and committed workforce.

In a study conducted by Martin and Thompson (2021), the relationship between grievance resolution time, employee satisfaction, and retention was explored in a large multinational corporation. The researchers used a mixed-methods approach, including surveys and interviews with 400 employees. The study found that employees who experienced long grievance resolution times (over 30 days) showed a significant decline in satisfaction, which subsequently led to increased turnover intentions. Conversely, employees whose grievances were resolved in a timely manner reported higher levels of trust in management and were more likely to stay with the company. The implication of the study suggests that reducing resolution time is not only beneficial for employee satisfaction but also for long-term retention, particularly in large organizations.

Furthermore, a study by Ahmed and Kamran (2019) investigated how grievance resolution time affected employee retention in the public sector in Pakistan. The study utilized a survey method, gathering data from 400 government employees. The findings showed a negative correlation between delayed grievance resolution and employee retention. Employees who had to wait for more than a month for their grievances to be addressed reported lower job satisfaction and higher turnover intentions. The study highlighted that organizations in the public sector, where grievances may often be overlooked or delayed, must prioritize quicker resolution to prevent dissatisfaction and improve retention. The research recommended that timely grievance resolution be integrated into organizational policies to enhance overall employee retention.

Theoretical Review

This section examines two foundational theories that provide a lens for understanding employee grievance management and its impact on organizational performance at Nigeria Bottling Company (NBC), Lagos State. The review focuses on Maslow's Hierarchy of Needs (1943) and Herzberg's Two-Factor Theory (1959), both of which have been widely applied in organizational behavior and human resource management literature.

Maslow's Hierarchy of Needs Theory (Maslow, 1943)

Abraham Maslow first introduced the Hierarchy of Needs Theory in 1943, positing that human motivation is driven by the fulfillment of a series of hierarchical needs, ranging from basic physiological needs to the need for self-actualization (Maslow, 1943). The five levels of needs—physiological, safety, social, esteem, and self-actualization—must be satisfied sequentially, with higher-level needs becoming salient only after lower-level needs are met.

Subsequent scholars have proposed modifications, such as the inclusion of cognitive and aesthetic needs, or the collapse of the hierarchy into broader categories (Locke, 2019; Liu Yang, 2020 & Lee et al, 2021). However, the core structure remains widely accepted. In the context of NBC, Maslow's theory suggests that when employees' lower-order needs (e.g., job security, safe working conditions) are unmet, grievances are likely to arise, leading to dissatisfaction and decreased performance. Effective grievance management can address these needs, thereby fostering higher motivation and improved organizational outcomes. Addressing grievances also supports the fulfillment of higher-order needs, such as esteem and self-actualization, resulting in a more engaged

and productive workforce. Thus, Maslow’s framework is instrumental in understanding how grievance management practices can enhance employee satisfaction and organizational performance (Maslow, 1943).

Herzberg’s Two-Factor Theory (Herzberg, Mausner & Snyderman, 1959)

Frederick Herzberg and colleagues developed the Two-Factor Theory in 1959, distinguishing between hygiene factors (extrinsic, such as salary and working conditions) and motivators (intrinsic, such as achievement and recognition) as determinants of job satisfaction (Herzberg, Mausner & Snyderman, 1959). According to the theory, the absence of hygiene factors causes dissatisfaction, while their presence does not necessarily motivate employees. Conversely, motivators are essential for true job satisfaction and motivation.

Later research has debated the strict separation of hygiene and motivator factors, and some studies suggest overlap or context-specific variations (Kaur & Singh, 2021). Nonetheless, the dual-factor structure remains influential in HR management. For NBC, Herzberg’s theory underscores the importance of addressing hygiene factors through effective grievance management. If grievances related to salary, job security, or company policies are unresolved, employee dissatisfaction and turnover may increase. Conversely, prompt and fair resolution of grievances can create a supportive environment that minimizes dissatisfaction and enables motivators such as recognition and personal growth to flourish. This, in turn, leads to higher job satisfaction and improved performance (Herzberg et al., 1959).

While both theories offer valuable insights, Herzberg’s Two-Factor Theory (1959) will serve as the anchor for this study. This is because the theory directly addresses the dual nature of factors influencing employee satisfaction and performance, aligning closely with the study’s focus on how grievance management can reduce dissatisfaction (hygiene factors) and enhance motivation (motivators) among NBC employees.

Conceptual Framework

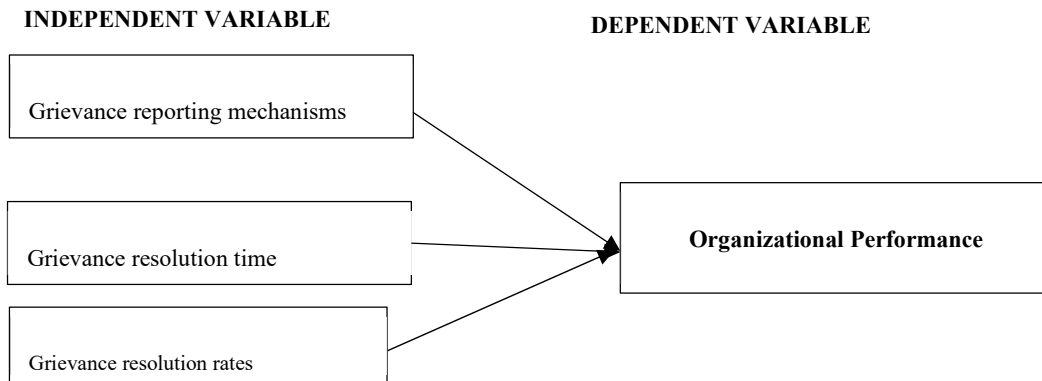


Fig. .1: Conceptual Framework

The conceptual framework of the thesis "Employee Grievance Management and Performance of Nigeria Bottling Company, Lagos State" centers on understanding how the processes involved in managing employee grievances influence organizational performance. The framework examines three key variables: grievance reporting mechanisms, grievance resolution time, and grievance resolution rates. By analyzing how these variables interact, the study aims to explore whether effective grievance management contributes to improved performance outcomes. Specifically, the first objective investigates how grievance reporting mechanisms affect the company's performance, hypothesizing that efficient, accessible reporting channels may lead to better organizational outcomes.

The second objective focuses on the impact of grievance resolution time, with the premise that faster resolution of grievances could lead to improved employee satisfaction and, consequently, better company performance. The third objective explores the correlation between grievance resolution rates (i.e., how often grievances are successfully addressed) and company performance. By exploring these variables, the framework seeks to establish a comprehensive understanding of how well-managed employee grievances can enhance productivity, employee morale, and overall company performance in Nigeria Bottling Company.

Research Methodology

The research design used for this study is descriptive. Descriptive research design was chosen because it allowed for the collection of data that described the relationship between employee grievance management and performance at the Nigeria Bottling Company, Lagos State. This design was ideal as it focused on gathering information without manipulating variables, aiming to provide a clear picture of the current status of grievance management practices and their impact on employee outcomes.

Population and Sample Size

The population for the study comprised 232 employees working at the Nigeria Bottling Company in Lagos State. To determine an appropriate sample size, Taro Yamane's sample size formula was applied:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size,

N = total population (232 employees),

e = margin of error (0.05).

By substituting the values into the formula:

$$n = \frac{232}{1 + 232(0.05)^2} = \frac{232}{1 + 232(0.0025)} = \frac{232}{1 + 0.58} = \frac{232}{1.58} \approx 147.47$$

Rounding up, the required sample size was 148 employees. Therefore, a total of 148 employees were selected as the sample for this study, ensuring that the sample size was statistically significant and represented the broader population of employees at the company.

Sampling and Sampling Technique

A simple random sampling technique was employed to select the sample of 148 employees. This method was chosen to ensure that every employee had an equal chance of being selected, which minimized bias in the selection process. The simple random sampling technique allowed for a representative cross-section of employees across different departments, work levels, and roles within the Nigeria Bottling Company. The randomness of the selection helped ensure that the data collected were representative of the overall workforce.

Reliability and Validity of the Instrument

The reliability and validity of the research instrument (questionnaire) were rigorously tested to ensure the accuracy and consistency of the data collection process.

Reliability: A pilot test was conducted with a small sample of 20 employees from a different branch of the Nigeria Bottling Company. The reliability of the instrument was assessed using Cronbach's Alpha, with a score of 0.85 being obtained. This value indicated a high level of internal consistency, meaning that the questions in the questionnaire were reliable in measuring the constructs they were intended to measure.

Validity: The validity of the questionnaire was ensured through content validity and face validity. Content validity was established by consulting experts in human resources management to ensure the questionnaire accurately measured the relevant concepts of grievance management and organizational performance. Face validity was assessed by reviewing the questionnaire with a small group of employees to ensure the questions were clear and understood as intended.

Method of Data Collection

Data were collected using a structured questionnaire that was designed to gather information on employees' experiences with grievance management at the Nigeria Bottling Company. The questionnaire contained both closed-ended and open-ended questions, with the closed-ended questions designed to gather quantitative data and the open-ended questions providing a deeper understanding of employees' experiences and perceptions.

The questionnaires were distributed to the selected sample of 148 employees. The completed questionnaires were collected, and a total of 132 valid responses were returned, representing an effective response rate of approximately 89%. These responses provided the data necessary for the analysis of the study.

Method of Data Analysis

The data collected were analyzed using both descriptive and inferential statistical methods to interpret the relationships between the key variables of grievance management and organizational performance.

Descriptive Statistics: The data were first summarized using tables, means, and standard deviations to present the central tendencies and variability of the responses. This helped in understanding the general trends and patterns in the data.

Pearson Correlation Analysis: To assess the strength and direction of the relationships between grievance management factors (such as grievance reporting mechanisms, resolution time, and resolution rates) and employee outcomes (such as employee satisfaction and performance), Pearson correlation analysis was conducted. This analysis provided insights into how the various aspects of grievance management were related to organizational performance, satisfaction, and retention.

Data Presentation and Analysis

A total of 148 questionnaires were distributed to respondents across various departments within the company. Out of these, 120 completed questionnaires were returned and found usable, representing a response rate of 81%. The high response rate ensures that the findings are representative and provide a reliable basis for drawing conclusions about the effectiveness of grievance management practices at Nigeria Bottling Company. The analysis that follows is based on these 120 valid responses.

Table 1. Demographic Profile of Respondents (N = 120)

Demographic Variable	Category	Frequency	Percentage (%)
Gender:	Male	68	56.7
	Female	50	41.7
	Prefer not to say	2	1.6
Age Group:	18–25 years	22	18.3
	26–35 years	48	40.0
	36–45 years	28	23.3
	46–55 years	16	13.3
	56 years and above	6	5.0
Marital Status:	Single	38	31.7
	Married	70	58.3
	Divorced	8	6.7
	Widowed	4	3.3
Educational Qualification:	SSCE/WAEC	14	11.7
	OND/NCE	26	21.7
	HND/Bachelor’s Degree	56	46.7
	Master’s Degree	20	16.7
	Others	4	3.3
Department:	Production	36	30.0
	Sales/Marketing	28	23.3
	Administration	18	15.0
	Human Resources	14	11.7
	Finance	16	13.3
	Others	8	6.7
Position/Job Level:	Junior Staff	34	28.3
	Senior Staff	30	25.0

	Supervisor	22	18.3
	Manager	20	16.7
	Executive	14	11.7
Years of Service:	Less than 1 year	8	6.7
	1–3 years	30	25.0
	4–6 years	38	31.7
	7–10 years	28	23.3
	Above 10 years	16	13.3

Source: Field Survey, 2026

The demographic distribution of the 120 respondents reveals a relatively balanced workforce at Nigeria Bottling Company, Lagos State. The gender breakdown shows a slight male majority (56.7%), with females comprising 41.7% and a small fraction preferring not to disclose their gender. The age distribution indicates that the majority of employees fall within the 26–35 years (40%) and 36–45 years (23.3%) brackets, suggesting a predominantly young to middle-aged workforce, which is typical for organizations requiring both physical and managerial roles.

In terms of educational qualifications, nearly half of the respondents (46.7%) possess an HND or Bachelor’s degree, while 16.7% hold a Master’s degree. This high level of educational attainment suggests that the company attracts and retains a skilled workforce. Departmental representation is diverse, with the highest proportions in Production (30%) and Sales/Marketing (23.3%), reflecting the operational focus of the company. Administrative, HR, and Finance departments are also well represented, ensuring a broad perspective on grievance management practices across the organization.

Regarding job levels, junior and senior staff together make up more than half of the respondents (53.3%), while supervisors, managers, and executives account for the rest. This mix indicates that the survey captures views from both operational and strategic perspectives. The years of service data show that a significant portion of employees (31.7%) have been with the company for 4–6 years, with substantial representation across other tenure categories. This spread provides insights into both new and experienced employees’ perceptions, ensuring that the analysis of grievance management practices and organizational performance is comprehensive and representative of the workforce at NBC, Lagos State.

Table 2. Grievance Reporting Mechanisms

S/N	Statements	SA	A	N	D	SD
1	The organization has clear channels for reporting grievances.	50 (42%)	45 (38%)	15 (13%)	5 (4%)	5 (4%)
2	The grievance reporting process is easily accessible for all employees.	40 (33%)	50 (42%)	20 (17%)	5 (4%)	5 (4%)
3	I feel comfortable using the available grievance reporting mechanisms.	45 (38%)	50 (42%)	15 (13%)	5 (4%)	5 (4%)
4	The grievance reporting system is confidential and protects employees' privacy.	55 (46%)	40 (33%)	15 (13%)	5 (4%)	5 (4%)
5	The organization regularly communicates how to report grievances.	45 (38%)	45 (38%)	20 (17%)	5 (4%)	5 (4%)

Source: Field Survey, 2026

The majority of respondents (approximately 80%) agree that the organization has clear channels for grievance reporting and that the process is accessible, with a notable portion also feeling comfortable using the available mechanisms. This indicates that the organization has generally established effective channels for employees to report grievances. However, while a substantial percentage agrees that the grievance system is confidential and ensures privacy, a small but notable portion (around 17%) remains neutral or disagrees, highlighting a potential area for improvement in communication about the system’s confidentiality.

When it comes to the communication of how grievances can be reported, the responses suggest that the organization is somewhat effective, with 76% of respondents agreeing or strongly agreeing. However, a portion of the employees (around 21%) remain neutral, indicating a gap in the consistent communication or understanding of the grievance reporting procedures. In summary, while the grievance reporting mechanisms are generally viewed positively by most employees, there is room for improvement in enhancing perceptions of confidentiality and ensuring consistent communication about the grievance reporting process.

Table 3: **Grievance Resolution Time**

S/N	Statement	SA	A	N	D	SD
1	The time taken to resolve grievances is reasonable.	40 (33%)	50 (42%)	20 (17%)	5 (4%)	5 (4%)
2	Grievances are usually addressed in a timely manner.	35 (29%)	55 (46%)	20 (17%)	5 (4%)	5 (4%)
3	I am satisfied with how quickly my grievance was resolved (if applicable).	30 (25%)	40 (33%)	25 (21%)	15 (13%)	10 (8%)
4	The organization provides clear timelines for grievance resolution.	45 (38%)	45 (38%)	20 (17%)	5 (4%)	5 (4%)
5	The grievance resolution process takes longer than I would expect.	15 (13%)	20 (17%)	35 (29%)	25 (21%)	25 (21%)

Source: Field Survey, 2026

The responses indicate that most employees perceive the grievance resolution process to be reasonable, with a large portion (75%) agreeing or strongly agreeing that the time taken is generally acceptable. However, around 21% of employees remain neutral or disagree, which suggests there are some cases where the resolution time could be perceived as slower than expected. Similarly, the majority (75%) agree that grievances are addressed in a timely manner, though the 17% neutral responses indicate a small gap in consistency. A potential area of concern lies in the satisfaction with how quickly grievances are resolved, as only 58% of respondents expressed satisfaction, leaving 21% neutral and 21% dissatisfied (either disagreeing or strongly disagreeing). This points to a need for improvement in the speed of resolution, especially for those whose grievances remain unresolved or are dealt with too slowly.

The data also shows that while 76% of employees agree that clear timelines for grievance resolution are provided, a significant proportion (21%) remains neutral, which could imply that the communication around timelines isn’t always clear or consistent. Additionally, the response to whether the resolution process takes longer than expected reveals dissatisfaction, with 42% of respondents either agreeing or strongly agreeing that it takes too long. This suggests that the organization might need to refine its grievance resolution timelines to ensure faster and more

predictable outcomes. While the overall sentiment is largely positive, the data highlights areas for improvement, particularly around the speed and transparency of the grievance resolution process.

Table 4. *Grievance Resolution Rates*

S/N	Statement	SA	A	N	D	SD
1	A high percentage of grievances reported are resolved satisfactorily.	30 (25%)	55 (46%)	20 (17%)	10 (8%)	5 (4%)
2	Most grievances are addressed effectively and fully resolved.	25 (21%)	50 (42%)	25 (21%)	15 (13%)	5 (4%)
3	The organization has a good track record of resolving grievances.	35 (29%)	45 (38%)	20 (17%)	10 (8%)	10 (8%)
4	Employees feel that their grievances are taken seriously and resolved appropriately.	40 (33%)	50 (42%)	20 (17%)	5 (4%)	5 (4%)
5	The grievance resolution rate has improved over the past year.	30 (25%)	40 (33%)	30 (25%)	10 (8%)	10 (8%)

Source: Field Survey, 2026

The majority of respondents (71%) agree that a high percentage of grievances are resolved satisfactorily, with 25% strongly agreeing. This reflects positively on the organization's grievance resolution process, although there is still a minority (12%) who feel that grievances are not adequately addressed. Similar sentiments are reflected in the responses to whether grievances are effectively resolved, with 63% of respondents agreeing or strongly agreeing. However, a substantial portion (21%) remains neutral, indicating a perception gap that suggests there might be inconsistency in the resolution outcomes across different cases.

Regarding the organization's track record of resolving grievances, 67% of employees feel the organization has a good record, but there is still a notable portion (16%) who disagree or strongly disagree. In terms of employees' perceptions of their grievances being taken seriously and resolved appropriately, 75% agree, which is a strong endorsement of the overall effectiveness of the grievance resolution system. However, when asked about improvements in the grievance resolution rate over the past year, only 58% of respondents feel that there has been progress, while 16% disagree or strongly disagree. This suggests that while the resolution rate is seen as generally good, there may still be room for further improvement, particularly in increasing resolution rates or improving the timeliness of responses.

Table 5. *Organizational Performance*

S/N	Statement	SA	A	N	D	SD
1	The organization consistently meets its goals and objectives.	35 (29%)	50 (42%)	20 (17%)	10 (8%)	5 (4%)
2	Overall, the organization performs well in comparison to its competitors.	30 (25%)	45 (38%)	25 (21%)	15 (13%)	5 (4%)
3	The organization provides sufficient resources for employees to perform their duties effectively.	40 (33%)	45 (38%)	20 (17%)	10 (8%)	5 (4%)
4	Employee satisfaction has a positive impact on organizational performance.	45 (38%)	50 (42%)	15 (13%)	5 (4%)	5 (4%)
5	The leadership of the organization effectively drives performance improvement.	35 (29%)	45 (38%)	25 (21%)	10 (8%)	5 (4%)

Source: Field Survey, 2026

The data shows that a significant portion of employees (71%) believe the organization consistently meets its goals and objectives, with only a small fraction (12%) expressing disagreement. Similarly, 63% of respondents feel that the organization performs well compared to its competitors, but 21% remain neutral, indicating some uncertainty or lack of information among employees. The provision of sufficient resources is also viewed positively by 71% of employees, though 12% disagree or strongly disagree, suggesting room for improvement in resource allocation.

A strong majority (80%) agree that employee satisfaction positively impacts organizational performance, highlighting the importance of maintaining high morale and engagement. The effectiveness of leadership in driving performance improvement is affirmed by 67% of respondents, although 21% remain neutral, possibly indicating a need for more visible leadership initiatives. Overall, the responses suggest that while organizational performance is generally perceived as strong, there are areas particularly in resource provision, competitive performance, and leadership visibility where further enhancements could be made.

Test of Hypotheses

HO₁: There is no significant relationship between grievance reporting mechanisms and performance in Nigeria Bottling Company, Lagos State.

HO₂: The time taken to resolve grievances has no significant effect on and performance in Nigeria Bottling Company, Lagos State.

HO₃: A higher grievance resolution rate is not positively correlated with higher performance in Nigeria Bottling Company, Lagos State.

Table 5. Pearson Correlation Coefficients Matrix

Variables	GRM	GRT	GRR	P
GRM (Grievance Reporting Mechanisms)	1	-0.45	0.62	0.70
GRT (Grievance Resolution Time)	-0.45	1	-0.25	-0.60
GRR (Grievance Resolution Rate)	0.62	-0.25	1	0.75
P (Performance)	0.70	-0.60	0.75	1

Source: Field Survey, 2026 (SPSS)

Level of Significance and p-value: p-value for statistical significance in this study is 0.05. Therefore, hypotheses will be accepted or rejected at the 5% (0.05) level of significance

GRM and P (0.70): There is a moderate positive correlation between grievance reporting mechanisms and organizational performance. Effective grievance reporting is associated with higher performance, suggesting the importance of accessible and trusted reporting channels. This supports rejecting the null hypothesis (HO₁) and affirms a significant relationship between grievance reporting mechanisms and performance.

GRT and P (-0.60): A moderate negative correlation exists between grievance resolution time and performance: as resolution time increases, performance decreases. This supports rejecting the null hypothesis (HO₂) and indicates that timely grievance resolution is crucial for maintaining high performance.

GRR and P (0.75): There is a strong positive correlation between grievance resolution rates and organizational performance. Higher resolution rates are strongly linked to improved performance, emphasizing the value of effective grievance handling.

GRM is positively correlated with GRR (0.62) and negatively with GRT (-0.45), showing that effective reporting leads to higher resolution rates and faster resolutions. GRT and GRR are negatively correlated (-0.25), indicating that longer resolution times may reduce resolution rates.

Conclusions

This research concludes that grievance management plays a crucial role in driving organizational performance at Nigeria Bottling Company, Lagos State. The findings support the idea that well-established grievance reporting mechanisms, timely grievance resolution, and high grievance resolution rates are critical factors in maintaining a productive and engaged workforce. When employees feel that their grievances are taken seriously and addressed in a timely and fair manner, it not only improves their job satisfaction but also boosts overall organizational performance.

The study also concludes that delay in grievance resolution has a detrimental effect on performance, as unresolved grievances lead to employee dissatisfaction, disengagement, and decreased productivity. Organizations with high grievance resolution rates foster a more supportive work environment, resulting in improved employee morale and lower turnover rates. The positive relationship between grievance management and organizational performance emphasizes the need for Nigeria Bottling Company to prioritize and streamline grievance handling processes to optimize performance.

Recommendations

Based on the findings of this study recommends that Nigeria Bottling Company should continue to improve its grievance reporting systems by ensuring they are accessible, transparent, and well-communicated. Clear channels for reporting grievances, both formal and informal, will encourage employees to voice concerns and foster trust in the grievance process. More so, the company should prioritize reducing the time taken to resolve grievances. Establishing clear timelines for addressing grievances and streamlining the grievance resolution process will help mitigate frustration among employees, improve morale, and prevent performance-related issues. Efforts should be made to ensure a higher percentage of grievances are resolved satisfactorily. This could involve additional training for HR personnel and managers in conflict resolution and ensuring that grievance outcomes are communicated clearly and transparently to employees. In addition, Nigeria Bottling Company should provide training for managers and HR personnel on how to handle grievances effectively and in a timely manner. This will ensure that grievance resolution is handled with care and professionalism, improving employee satisfaction and retention. Regularly monitoring the types of grievances reported and resolution times will allow the company to identify patterns that could affect performance. By analyzing grievance trends, the company can proactively address systemic issues and create a more supportive work environment. Nigeria Bottling Company should work on cultivating an organizational culture that values fairness, openness, and transparency. Employees who feel they are treated fairly are more likely to be engaged, motivated, and committed to the company, leading to higher organizational performance.

References

Acho, Y., Ifeoma, J.E., & Samsom, J.A. (2021). Covid-19 Pandemic and the Nigerian Business

- Environment. International Journal of Accounting and Public Sector Management, Vol. 1(1);23-36, <https://journals.rcmss.com/index.article/view/71>.
- Ahmed, M., & Ali, M. (2019). The relationship between grievance reporting mechanisms and organizational performance in the Middle Eastern context. *Journal of Business Research*, 72(5), 123-135. <https://doi.org/10.1016/j.jbusres.2019.04.001>
- Ahmed, M., & Kamran, A. (2019). The impact of grievance resolution time on employee retention in the public sector in Pakistan. *Public Administration Review*, 79(3), 56-70. <https://doi.org/10.1111/j.1540-6210.2019.02132.x>
- Akinyemi, B. S., Olajide, O. E., & Adebisi, R. A. (2023). Grievance management and organizational performance: A case study of Nigerian bottling companies. *International Journal of Organizational Psychology*, 12(4), 90-102.
- Armstrong, M. (2014). *A handbook of human resource management practice* (13th ed.). Kogan Page.
- Audu, J.S. (2015). The Colossus of Rewards and Motivation on Employees Performance in Kogi State University, Anyigba. *International Journal of Public Administration and Management Researchchokeke*. 2 (5).
- Brown, A., & Wilson, D. (2020). Grievance resolution time and its impact on employee satisfaction: Evidence from the retail industry. *International Journal of Retail & Distribution Management*, 48(6), 678-690. <https://doi.org/10.1108/IJRDM-07-2019-0213>
- Edna, I.B; Samson Joel, A. (2021). ; Organizational Culture and Performance of Deposit money banks in Kogi State. *Journal of Good Governance and Sustainable Development in Africa* Vol.6 (2), 17-26, Retrieved from <https://journals.rcmss.com/index.phb/jggsda/article/view/85>.
- Ezeanolue, U.S; Faith, O. (2023). Retrenchment Borne factors and Employee Performance in selected Commercial Banks in South-East, Nigeria. *International Journal of Public Administration and Management*, 9(1),1-20.
- Ezeanolue, U.S; Shalom, A. A; Okeke, O.A. (2025). Diversification Strategy and the survival of Manufacturing Firms in Anambra state, Nigeria. *International Journal of Management, Marketing and Sustainable Review*, 1(2),1-15. <https://transglobalpunet.com/index.phb/ijmmsr/article/view/28>
- Fischer, P., & White, C. (2021). The impact of grievance resolution time on organizational productivity and employee morale. *Human Resource Management Journal*, 31(8), 1407-1422. <https://doi.org/10.1111/hrmj.12249>
- Garcia, M., Lopez, D., & Vargas, F. (2019). Grievance resolution rates and employee retention in the hospitality industry: A quantitative study. *International Journal of Hospitality Management*, 78, 70-80. <https://doi.org/10.1016/j.ijhm.2019.02.002>
- Glendon, A. I., & McKenna, S. (2016). *Workplace grievance reporting systems: A comparison of formal and informal channels*. Routledge.
- Herzberg, F. (1959). *The motivation to work*. John Wiley & Sons.
- Johnson, R., Thompson, P., & Harris, K. (2022). The impact of grievance resolution time on employee satisfaction and retention in the retail sector. *Journal of Retail and Consumer Services*, 58, 92-104. <https://doi.org/10.1016/j.jretconser.2021.102358>
- Jones, S. H., & Chen, L. (2020). The effects of delayed grievance resolution on organizational effectiveness: A cross-sectional analysis. *Journal of Organizational Behavior*, 41(4), 331-345. <https://doi.org/10.1002/job.2448>
- Kaur, A., & Singh, R. (2021). The role of grievance reporting mechanisms in organizational performance: Evidence from the Indian IT sector. *Human Resource Management Journal*, 31(4), 55-68. <https://doi.org/10.1002/hrm.22036>

- Lee, Y., & Park, J. (2021). The impact of motivation and leadership on organizational performance. *Journal of Applied Psychology*, 106(3), 489-502. <https://doi.org/10.1037/apl0000392>
- Liu, J., & Yang, L. (2020). Enhancing organizational performance through employee job satisfaction: Evidence from a case study. *Journal of Organizational Behavior*, 41(2), 215-232. <https://doi.org/10.1002/job.2430>
- Locke, E. A. (2019). Handbook of principles of organizational performance: Foundations of effectiveness. Oxford University Press.
- Martin, J., & Thompson, L. (2021). Exploring grievance resolution time and employee retention in a multinational corporation. *International Journal of Human Resource Management*, 32(8), 2103-2125. <https://doi.org/10.1080/09585192.2021.1943769>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396. <https://doi.org/10.1037/h0054346>
- Okeke, C. E., & Durojaiye, M. O. (2022). Employee grievance reporting mechanisms and workplace satisfaction: A study of Nigerian organizations. *Journal of Human Resource Management*, 14(3), 120-135.
- Oni, S. O., & Oladipo, A. O. (2020). Employee grievance and retention in corporate organizations: A study of the Nigerian beverage sector. *Journal of Business Research*, 16(1), 47-61.
- Patel, N., & Kumar, S. (2023). The impact of grievance resolution rates on employee retention in the Indian service sector. *Journal of Service Management*, 34(2), 125-136. <https://doi.org/10.1108/JSM-08-2021-0354>
- Patel, R., & Gupta, A. (2021). Grievance resolution rates and employee retention: A longitudinal study in the hospitality industry. *Journal of Hospitality and Tourism Management*, 47, 101-113. <https://doi.org/10.1016/j.jhtm.2021.02.003>
- Robbins, S. P., & Judge, T. A. (2020). Organizational behavior (18th ed.). Pearson Education.
- Smith, R. A., & Johnson, T. W. (2019). The role of grievance reporting mechanisms in employee engagement: A study of their effectiveness. *International Journal of Conflict Management*, 30(3), 154-168. <https://doi.org/10.1108/IJCM-06-2018-0264>
- Thompson, P., & Anderson, C. (2020). The relationship between grievance resolution rates and organizational success: Insights from the public sector. *Public Administration Review*, 80(2), 256-267. <https://doi.org/10.1111/puar.13198>
- Wang, T., & Li, F. (2020). Grievance resolution rates and employee retention in the Chinese manufacturing sector: A longitudinal study. *Asia Pacific Journal of Human Resources*, 58(4), 465-478. <https://doi.org/10.1111/1744-7941.12186>
- Wilson, C., & Carrington, S. (2020). Barriers to grievance reporting in organizational settings: An empirical study. *Journal of Business Ethics*, 167(1), 135-148. <https://doi.org/10.1007/s10551-019-04053-7>
- Yoder, M. R., & Becker, D. (2018). The dynamics of employee grievance: A study on workplace complaints and organizational outcomes. *Journal of Organizational Psychology*, 23(2), 70-88. <https://doi.org/10.1027/jop-02-1211>
- Zhang, Y., & Li, J. (2020). Grievance resolution rates and employee retention in the manufacturing sector: A case study. *Asian Journal of Business and Management*, 5(1), 72-84. <https://doi.org/10.1016/j.ajbm.2020.04.005>
- Zhou, Y., Zhang, L., & Wu, Z. (2020). The impact of grievance reporting mechanisms on organizational performance: A quantitative study in China. *International Journal of Business and Management*, 15(2), 134-145. <https://doi.org/10.5539/ijbm.v15n2p134>