

Grievance Management and Performance of Selected Brewery Organizations in South-South Region of Nigeria

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Abstract: Grievance affects performance; hence, the study investigated grievance management and its influence on the performance of selected brewery organizations in South-South region of Nigeria. Two objectives were established to guide this study. First, is to determine the influence of grievance management on employee's commitment and second, is to determine the relationship between pilferage minimization and customer's satisfaction. The study adopted purposive sampling technique, using structured questionnaire for gathering data from primary and data from secondary sources were used. Regression was used to test the hypotheses. The results show that grievance management and pilferage minimization have positive influence on employee commitment and customer's satisfaction respectively. We therefore conclude that grievance management has positive influences on performance of the selected brewery organizations. The study recommended timely intervention in situation of grievance and proper segregation of responsibilities and use of accounting techniques to reduce pilfering which will help to direct all efforts towards industrial harmony for increased performance.

Keywords: Grievance, Commitment, Pilferage, Customer's satisfaction

Date of Submission: 22-06-2022

Date of Acceptance: 04-07-2022

I. Introduction

Grievances are normally associated with dissatisfaction among employees which are related to working procedure, working facilities (Bean, 2004), confusion in provisions stated in company's policy (Ayadorai, 2006) and the violation of provisions in terms and conditions of employment stated in collective agreement. It arises due to disagreement over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behaviour, as well as in cases of disputes between employees/unions and employer.

Grievance can hinder the introduction of change and new technologies, can be a threat to the survival of organizations, reduce customer's confidence and employee's commitment in the organizations. Thus, poorly managed grievance can have devastating effects on the organizational performance.

1.1 Objectives of the Study

The objectives of the study are:

- a) The effect of grievance management on employees' commitment in selected brewery organizations in South-South region of Nigeria.
- b) The effect of pilferage minimization on customer's satisfaction in the selected brewery organizations in South-South region of Nigeria.

1.2 Hypotheses of the Study

H₀1: There is no significant relationship between grievance management and employees commitment in selected brewery organizations in South-South region of Nigeria.

H₀2: There is no significant relationship between pilferage minimization and customer's satisfaction in the selected brewery organizations in the South-South region of Nigeria.

II. Literature Review

2.1 The Concept of Grievance Management

Grievance is a process where one party perceives rightly or wrongly, that another party is opposing the first party's interest and therefore about to cause harm to it. It is viewed as a form of disagreement or argument,

or an incompatibility in the views, opinions, principles and so forth between two or more individuals (Nnabuife, 2009). Grievance management involves doing things to limit negative aspects of grievance and to increase the positive aspects of grievance to enhance learning and group outcomes including the effectiveness in the organization setting (Rahim, 2002). A good manager should be skilled in grievance management for effective performance of his role.

2.2 Definition of Employee Commitment

Organizations have assets that exist in visible and invisible firms. One of such invisible assets is employee commitment. Employee commitment is relative to the workers attainment to or participation in the organizations in which they are employed. (Bratton & Gold, 2007). Employee's commitment can also be defined as the degree to which the employees feel devoted to their organization (Akintayo, 2010). Thus, Khan (2010) in his study of the relationship between employee commitment and workers performance, advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increase employee performance and subsequently increase organizational productivity.

2.3 Pilferage Minimization

Pilferage means to steal from where you work (Oxford Advanced Learner's Dictionary, 2015). It thrives in climate of instability, conflict, poor working environment, poor pay and political chaos (Asuni, 2009). Pilferage is a symptom of grievance in the organization.

2.4 Customer's Satisfaction

Customer's satisfaction is the perception of a customer with respect to the product/services provided by the organization in an effective manner (Cengiz, 2010). It is derived largely from the quality and reliability of your products and services (Adeoye & Lawanson, 2012). It creates the need for a customer to want to continue to repurchase the product or service.

III. Research Methodology

3.1 Research Design

The research survey was purposive among selected staff of Guinness Nigeria Limited, Pabod Plc and Champion Plc brewery organizations in South-South region of Nigeria.

3.2 Population of the Study and Sample Size

A total of two hundred and forty (240) respondents were selected for the study. Out of these figure that were equally distributed to the organizations, a total of one hundred and eighty two (182) structured questionnaires were returned, representing 76% which form the sample size.

3.3 Data Collection and Analysis

Technique

The responses to the questions in the questionnaire were collected and analyzed by using frequency tables and percentage method. We restricted our studies to the Inferential Statistics in testing our hypotheses, using Regression and Pearson Correlation Coefficient to determine the strength, direction and statistical significance of the correlation.

IV. Findings and Interpretation

The results of the inferential statistics helped to determine the relationship that exists between grievance management, pilferage minimization on employee commitment and customer's satisfaction respectively. These outcomes are summarized in tables 1 and 2.

Hypothesis One:

Table 1: Linear Regression of grievance Management on Employee Commitment

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.251 ^a	.063	.058	14.74864

a. Predictors' (Constant), Grievance Management

Source: SPSS Version 22

(b) ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2575.806	1	2575.806	11.842	.001 ^a
Residual	38283.934	181	211.514		
Total	40859.739	182			

Predictors (constant) Grievance Management
 Dependent Variable: Employee Commitment
 Source: SPSS Version 22

(c) Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	52.845	10.292		5.135	.000
Grievance Management	1.200	.349	.251	3.441	.001

Dependent Variable: Employee Commitment
 Source: SPSS Version 22

Table 1 shows F value of 11.842 and P value of .001 testing at alpha level .05. The P value is less than alpha level, so, the null hypothesis which states that there is no significant relationship between grievance management and employment commitment of the selected brewery organizations in South-South region of Nigeria is rejected. Consequently, the alternative hypothesis that states that grievance management does have significant influence on employee commitment in the selected brewery organizations in South-South region of Nigeria is accepted. This is our finding.

The Beta Coefficient is .251 and the R2 value is .063, meaning that as grievance management improves, employee commitment also improves and 6.3% of employee commitment is predicted by improved grievance management.

Hypothesis Two:

Table 2: Linear Regression of pilferage on customer’s satisfaction.

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.221 ^b	.049	.044	4.67934

Predictors’ (Constant), Pilferage
 Source: SPSS Version 22

(b) ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	198.241	1	198.241	9.054	.003 ^a
Residual	3853.738	181	21.896		
Total	4051.979	182			

Predictors (constant) Pilferage
 Dependent Variable: Customer’s satisfaction
 Source: SPSS Version 22

(d) Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	39.915	3.802		9.447	.000
Pilferage	-.411	.137	-.221	-3.009	.003

Dependent Variable: Customer’s Satisfaction
 Source: SPSS Version 22

Table 2 shows F value of 9.054 and P value of .003 testing at alpha level .05. The P value is less than the alpha level, so, the null hypothesis which states that there is no significant relationship between pilferage minimization and customer's satisfaction of selected brewery organizations in South-South region of Nigeria is rejected, in favour of the alternative hypothesis that states that pilferage minimization does have significant influence on customer's satisfaction in the selected brewery organizations in South-South region of Nigeria. This is our finding.

The Beta coefficient is - .22 and the R² value is .049, meaning that as pilferage minimization improves and customer's satisfaction also improves 4.9% of customer's satisfaction is predicted by improved pilferage minimization.

V. Summary of the Findings, Conclusion and Recommendations

5.1 Summary of Findings

The main objective of this study is to investigate the relationship between grievance management and performance of some selected brewery organizations in South-South region of Nigeria. This objective is satisfied by collecting and analyzing relevant data using various statistical techniques. The study established that grievance management influence employee's commitment and customer's satisfaction.

5.2 Conclusion

The study revealed that grievance management positively influenced the performance of the selected brewery organizations in the South-South region of Nigeria.

5.3 Recommendations

Management should identify the cause of the grievance, which will help in determining which management strategy to adopt in managing it. Good industrial relations will not only reduce the grievance, it will also improve employees' loyalty to the organization.

The use of accounting techniques for monitoring goods will help to reduce pilferages and make more goods available to satisfy the needs of customers.

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A. E. IYEKEKPOLOR, et. al. "Grievance Management and Performance of Selected Brewery Organizations in South-South Region of Nigeria." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(07), 2022, pp. 56-59.