

Effect of Grievance Handling Procedures on Employees' Performance in the Nigerian Export Promotion Council

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Abstract

The study assessed the effect of grievance handling procedures on the employee performance in the Nigerian Export Promotion Council (NEPC), adopting the survey research design. The population of the study consists of 920 staff of the NEPC. The study used Taro Yamane's formula to determine the sample size of 279 staff members and also used a sample random sampling method to select respondents. The method of data collection used in the study was a questionnaire that was administered to the respondents. The statistical tool used is regression analysis. The results of the analysis indicate that the grievance handling procedure proxies such as the complaint unit and open-door policy have a positive and significant effect on the employees' performance, while collective bargaining has a negative and insignificant effect on employees' performance. This implies that the Nigerian Export Promotion Council should continue to effectively use grievance handling procedures such as the complaint unit and open door policy to settle dissatisfaction in the organisation. They should re-strategise towards the abatement of the use of collective bargaining to ensure that employees' cases are settled to ensure effective employee performance in the organisation.

Key Words: Grievance Handling Procedure, Collective Bargaining, Complaint, Open-door Policy, and Employees' Performance.

1. Introduction

Human resources are one of the most important and useful aspects of every organisation. Human resources frequently account for a significant portion of an organisation's cost structure and are the source of gaining a competitive edge due to their capacity to transform other resources into output (Naufer & Kumar, 2020). This suggests that regardless of the size and nature of an organisation, human resources are crucial.

In simple terms, human resources are the employees—human beings with complex emotions, needs, and lifestyles and unique from other resources because of their ability to control all other resources, as well as, think, feel and gather if there are any unfair occurrences (Ogadinma & Zwingina, 2019). As such, if or when an unfair occurrence does happen, humans tend to feel grievous. Maduwanthi and Fahim (2020), averred that grievance is any real or imagined feeling of personal injustice that an employee has concerning his employment relationship. Nevertheless, even if the grievances are imaginary or real, they must be a harmonious management-labour relationship, which helps to enhance organisational performance (Obiekwe & Eke, 2019).

An aggrieved employee who feels a grievance against a manager or the company as a whole is an unhappy employee and an unhappy employee cannot do effective work. Unhappy employees tend to have low morale, and as a result, their efficiency suffers. Workplace satisfaction in terms of all circumstances around the job is critical to maintaining healthy morale. It makes no difference how well-compensated or interesting a job is; morale will suffer until the individual performing the job is satisfied (Bajpai, 2020). Solving grievances is a function that an organisation's management must accomplish to keep its employees happy or prevent them from becoming dissatisfied (Maduwanthi & Fahim, 2020). Even if the firm has no deficiencies or malpractices, employees may have incorrect ideas and file grievances against them since grievances can be founded on real or fictitious reasons.

Grievances occur in every workplace, and how they are handled is critical to maintaining a pleasant and productive work environment (Gomathi et al., 2014). It is pertinent that organisations use an effective Grievance Settlement Procedure (GSP) to address employee grievances in a bid to foster fairness and avoid disagreements (Maduwanthi & Fahim, 2020). GSP is meant to give "peaceful" techniques for settling issues and maintaining effective labour-management relations in an organisation (Bajpai, 2020). While there are numerous aspects to an employee grievance in various organisations, this study sought to assess the effect of workplace employee grievances on employee performance by using the Nigerian Export Promotion Council as a case study.

The Nigerian Export Promotion Council has an established grievance settlement procedure such as complaints unit, open door policy, collective bargaining principles, etc. to ensure that all kinds of workplace grievances are addressed to

increase employees' performance. Yet, through a pilot study conducted by the researcher, employees in the organisation appear not to be committed to working and are not satisfied with the conditions and terms of the jobs. Furthermore, their attitude towards the job is not encouraging. Moreover, many studies have been conducted on the effect of grievance management procedures on work performance, such as Rose (2016), Asewe (2016), Ngetich (2016), Wiyshalanyuy (2018), amongst others, from many parts of the world, but none of these studies used the Nigerian Export Promotion Council. None of these studies reviewed used complaints unit, open door policy, and collective bargaining principles. Hence, this study filled the research gap by studying grievance handling procedures and its effect on employee performance in the Nigerian Export Promotion Council.

The main objective of this study is to examine the effect of grievance handling procedures on employees' performance in the Nigerian Export Promotion Council. The specific objectives are to evaluate the effect of the complaint unit on employees' performance in the Nigerian Export Promotion Council (NEPC); assess the effect of open door policy on employee's performance in NEPC and; examine the effect of collective bargaining on employee's performance in NEPC. The study covered grievance handling procedures proxies such as complaints unit, open door policy and collective bargaining and related them to employees' performance.

The selection of the Nigerian Export Promotion Council was due to many reasons. The Council plays a vital role in providing a significant contribution to the country's GDP, export earnings and employment. According to O'Neill (2022), the industry sector accounts for about 31.41% of the GDP of Nigeria in 2021. Hitherto the problems identified and considering the objectives of the study, the following hypotheses were formulated:

H₀₁: Collective bargaining has no significant effect on employees' performance in Nigerian Export Promotion Council;

H₀₂: Complaint has no significant effect on employees' performance in Nigerian Export Promotion Council;

H₀₃: Open door policy has no significant effect on employees' performance in Nigerian Export Promotion Council.

2. Literature Review

2.1. Grievance Procedure

A grievance procedure is any true or imagined emotion of dissatisfaction or injustice that an employee has about his job and its nature, regarding management policies and procedures that the employee expresses and brings to the attention of management and the organisation (Juneja, 2018). Complaints, problems, and issues happen from time to time in the workplace, and they have an impact on employees' performance. According to Jules et al. (2021), organisations should put in place grievance-handling mechanisms to manage problems raised by the employees to enhance their performance in the workplace.

The diversity among employees in the working environment requires employers to set rules, procedures and different means of managing or handling their grievances to increase productivity and sustain the vision of the organisation. The management of grievances in social enterprises is recommended to be the foundation of addressing all discrepancies among employees to mitigate risks of exposure to employees' discontent (Jules et al., 2021). For the organisation to be able to regulate and prevent the grievance occurrence they should inaugurate policies which would provide steps and clear procedures for preventing and handling grievances in the working place. In most cases, a grievance policy is made by the human resource management department to help decision-makers to make rational decisions in handling any issue related to grievance and turnover (Aniruddha, 2018).

Employee grievance management is critical for harmonious working relationships, increasing employee loyalty and dedication, and improving overall organisational productivity and performance. In contrast, a lack of or bad employee grievance management in businesses leads to negative organisational consequences such as decreased productivity, absenteeism, defying orders, indiscipline conduct, and diminished job quality (Obiekwe & Eke, 2019).

2.2. Collective Bargaining

Collective bargaining refers to the institutional processes through which union workers and their management or employers negotiate the appropriate terms and conditions of workers' employment (Raj & Rani, 2021). It is the process by which management and employees reach an agreement on wages, working conditions, and working hours for employees at the organisation. Workplace negotiations are typically conducted on behalf of an employee or employees by an employee's union to present a formidable front that management finds difficult to turn down. General negotiations on employee health and safety, work hours, salaries, overtime, grievance, training, grievance mechanisms, and even employee rights to participate in workplace activities are typically covered (Tapukiwa & Sheifa, 2019).

Collective bargaining helps to smooth the relationship between employees and employers by preventing strike actions, providing security and stability to employee tenures, providing protection to all employees, keeping abusive employees

powerless, and promoting a spirit of oneness among employees (Raj & Rani, 2021). According to Abudu et al. (2007), “collective bargaining describes the process by which trade unions work with employers to negotiate, administer, and interpret agreements governing employment conditions.” This implies that collective bargaining is a pioneering process because it sets the tone for labour policies.

2.3. *Open Door Policy*

An open-door policy simply means that every manager’s door is literally open to every employee (Heathfield, 2019). It is an organisation’s communication policy in which top management encourages openness and transparency from employees by providing them with unlimited access to top management offices to file complaints or contribute ideas that they believe will help the organisation move forward.

An open door policy, according to Francis (2018), allows employees to approach top management and discuss issues such as job performance, coworker conflicts, innovative ideas for business improvement, and company policies. Furthermore, an open-door policy promotes effective communication between employees and management. It also eliminates the possibility of misunderstanding when employees interact directly with their superiors. Moreover, it encourages healthy discussion at the workplace and enables the employees to seek their boss’s help and freely discuss things with them for better clarity (Bajpai, 2020). Open door policy, in essence, fosters an environment of cooperation and respect between the senior management team and employees.

2.4. *Complaints*

A complaint is an expression of dissatisfaction to a service provider regarding the firm’s products and services or the complaint handling process itself, with a response of resolution expected explicitly or implicitly (Oru & Madumere, 2022). Hence, complaints encompass the expression of dissatisfaction directed at an organisation; it could be about its products or the complaints handling process itself, and a response or resolution is either explicitly or implicitly expected.

A grievance-handling mechanism is thought to be gradual in nature (Bajpai, 2020). The formally filed complaint is thus transitive from one level to another. The formal communication between authorities and their employees can be regarded as a properly functioning grievance procedure. A complaint handling system must be responsive to all complainants’ needs. This necessitates proper staff training, adequate resources for the complaint unit or function, and ongoing system review and improvement. Oru and Madumere (2022) define responsiveness in service recovery as issues of timing and receptiveness. It is critical to resolving issues and complaints raised by unhappy customers in a timely and efficient manner (Mostaghel et al., 2015).

2.5. *Employees Performance*

Performance encompasses the achievement of objectives and how these objectives are achieved (Elena-Iuliana & Maria, 2016). For employees, high performance results from appropriate behaviour, especially discretionary, and the effective use of the required knowledge, skills and competencies. Employee performance, according to Gomathi et al. (2014), includes output quality and quantity, presence at work, accommodating and helpful nature, and output timeliness. Hence, employee performance could be measured in terms of employees’ job satisfaction, attitude and commitment.

Employees’ job satisfaction is very influential. Raub et al. (2021), defined satisfaction as an assessment of whether a person is happy or unhappy, satisfied or dissatisfied at work. According to them, this has a significant impact on employee performance. Employees are expected to deliver excellent results and to be skilled at their jobs. According to Colling and Terry (2010), five factors influence job satisfaction viz. pay, employment, promotional opportunities, supervisors, and colleagues.

Employees’ attitude describes how employees act concerning their objectives and goals. Employee attitude has three major dimensions: affective attitude, cognitive attitude, and individual attitude. The emotional factor, employee feelings, and values or norms all contribute to an effective attitude. The cognitive attitude is concerned with the employee’s beliefs about what is right and wrong. Finally, the behavioural employee’s attitude reveals intentions as well as decision-making will and power (Hussein et al., 2022). According to Armstrong and Taylor (2014), many employees perceive recognition for good performance, opportunities for advancement, professional growth, compensation, and incentive schemes as motivating factors.

Employees’ commitment entails an organisational employee’s devotion as well as a willingness to exert greater effort on behalf of a specific organisation (Gomathi et al., 2014). According to Aguta and Hasret (2015), organisational employees’ commitment is defined as the employee’s ability to recognise an organisation by: describing strong aspirations along with a definite belief in an organisation’s goals and values and their acceptance to be a tenacious part of specific

organisation; demonstrating readiness to exert a greater amount of effort and energy on the head of the organisation; and adopting the phenomenon of high-performance practices at work.

2.6. Empirical Review

Rose (2016), sought to examine public sector bargaining in Canada during the time of consolidation (1998–2013). The period was marked by economic upheaval (consistent economic growth followed by the global economic crisis), support for neoliberal policies across the board (the adoption of free market policies and austerity budgets), and protracted legal battles over the legality of legislation restricting the ability of unions to engage in collective bargaining. Using a regression model, the study analysed at a few collective bargaining variables, including union membership, pay agreements, and strike action, to determine the effect of these external constraints on relative negotiating strength. Their findings suggest that throughout this time, public sector unions' relative negotiating influence was diminished. Whilst the study provided a good framework for assessing collective bargaining, they failed to test the normality of the secondary data which may have impacted the research.

Asewe (2016), evaluated the perceived effectiveness of employee grievance-handling practices in Kenya's banking sector. To collect primary data, 270 questionnaires were distributed to employees of nine commercial banks. The data was analysed using a descriptive analysis technique that included frequency tables, percentages, means, and standard deviation. The results demonstrated that union representations, communication, and proper records of previously handled grievances were adequate and very effective in grievance handling. In conclusion, there was no systemic issue with the way grievances were handled in the Kenyan banking sector.

Ngetich (2016), investigated how perceived grievance handling affects employee performance in Nairobi's publishing industry. The data for this exploratory study was collected using a self-administered questionnaire. Descriptive statistics, such as ranking, frequencies, percentages, and pie charts, were used to analyse the data. The research's key findings revealed that the organisation had a quick and effective grievance-handling mechanism. The study recommended a prompt and effective grievance-handling mechanism to provide a peaceful means of reducing work pressure and fears and, as a result, resolving workplace disputes without halting work.

Wiyshalanyuy (2018), investigated the effective management of employee grievances and its impact on organisational performance in Cameroon: the case studies of Fako Bakery Limbe and Njeforbi Bakery Buea. Both bakeries' study sample population was 127. The study employed a multistage sampling technique that included stratified sampling and simple random sampling. The information was gathered using well-structured questionnaires and analysed using descriptive and inferential statistics. The findings revealed that there are grievances but no procedures in place to resolve these grievances, resulting in ineffectiveness. When comparing the two bakeries, Fako Bakery Limbe outperformed Njeforbi Bakery Buea. Whilst Wiyshalanyuy (2018), used an adequate method of analysis for investigating employee grievance, they failed to test the reliability of their research instrument, which may have affected their research findings.

2.7. Theoretical Framework: Procedural and Distributive Justice Theory

Procedural and Distributive Justice Theory can help those who have been wronged at work and are looking for justice. This theory was initially not applied in the labour market as it was in Courts of Justice (Lewin & Richard, 1999). Gordon and Fryxell (1993), provided a detailed explanation of the relationship between the grievance system and perceived justice. In their opinion, labour unions and their specific constituents had trust in procedural and distributive justice when compared to available benefits as outlined in a collective bargaining agreement (DePamphilis, 2022). This implies that the fairness of a grievance procedure is directly related to employee satisfaction.

Procedural equity is concerned with the decency and clarity of the procedures used to make decisions, and it differs from distributive equity (reasonableness in the distribution of rights or assets) and retributive equity (decency in the discipline of wrongs) (Raub et al., 2021). Hearing all gatherings before making a decision is one stage that should be taken altogether so that a procedure can be portrayed as procedurally reasonable. According to the procedural equity hypothesis, a reasonable method produces impartial results regardless of whether the requirements of distributive or remedial equity are met (Olson-Buchanan, 1996). It has been proposed that this is due to the higher quality relational associations found regularly in the procedural equity process, which appears to be more grounded in influencing the view of decency amid compromise.

The apparent manner in which a grievance is handled is more important to a representative's fulfilment than the apparent decency of a procedural result; equity openness has negative effects on a worker's work execution (Lewin & Richard, 1999). The hypothesis applicable to this study comes up short to clarify the impact of such grievances on the organisation, specifically activity fulfilment.

3. Methodology

The study adopted the survey research design of which relies on responses gotten from primary data. The sample size of the study comprised 207 management and operational level employees of hotels in the metropolis of Abuja municipal, Nigeria.

A survey research design was used for the study. The reason for using a survey research design is that the information needed in this study is obtained through the use of a questionnaire that is administered. The study also relied on asking respondents questions, and respondents are more likely to provide detailed and honest responses to questions. It is also the objective approach to decision-making. The study population included all Nigerian Export Promotion Council employees. According to the Human Resources Department record as of 2022, the organisation employs 920 people. Taro Yamane's sample size determination formula by Yamane (1967), was used to effectively determine the sampling representative of the entire population of Nigerian Export Promotion Council staff. This is because the population of the study as it was relatively too large.

Thus, Taro Yamane's formula is stated as follows:

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

Where: n = sample size; N = population size; e = degree of tolerance error, which with a confidence level of 95%, the degree of tolerance error is 5% (0.05).

The sample size is computed below:

$$n = \frac{920}{1 + 920(0.05)^2}$$

$$n = \frac{920}{1 + 920(0.0025)}$$

$$n = \frac{920}{1 + 2.3}$$

$$n = \frac{920}{3.3}$$

$$n = 278.79$$

$$n \approx 279$$

Based on the formula, two hundred and seventy-nine (279) is the sample size for the study. This sample size of 279 was adopted as it is usually not the largeness of the sample size that made a sample valid but its representativeness (Young, 2022). However, 20% of the questionnaire was added to ensure a successful return of 279. Therefore, a total copy of 335 questionnaires was distributed to the staff of the Nigerian Export Promotion Council to collect data for this study.

The study collected primary data by using a structured questionnaire to elicit responses from respondents. The structured questionnaire was the primary data collection tool for the study. The questionnaire was chosen because it is not time-consuming and frequently has standardised answers that make it simple to complete data; it allows respondents to provide answers that are confidential to them. This instrument was used to elicit responses from respondents about the impact of the grievance handling procedure on employee performance at the Nigerian Export Promotion Council, and respondents were allowed to provide more considered opinions and more adequate information; respondents checked the information before filling out the questionnaire. A Likert scale of 5-points was used to measure the extent to which the various respondents agreed or disagreed with the issues raised.

3.1. Validity and Reliability of the Instrument

The questionnaire was tested to ensure consistency and that the questions were correctly answered. The validity of the instrument was not considered because the questionnaire was adapted from Ogadinma's (2019) study. The questionnaire was used because the variables in the study were the same. The questionnaire's reliability was defined as having an Alpha value of 0.6 or higher, indicating that the instrument was considered reliable. The variables' reliability values are shown in Table 3.1.

Table 3.1.: Reliability Test

Variables	Cronbach's Alpha
Employees' commitment	0.87
Employees' job satisfaction	0.78
Employees' attitude to work	0.88
Complaints	0.87
Collective bargaining	0.79
Open door policy	0.66

Source: Researcher's Computation, 2022

3.2. Techniques for Data Analysis

The research study applied multiple regression tools in analyzing the effect of grievance handling procedures on employee performance in the Nigerian Export Promotion Council. Data obtained was tested using these tools to ascertain the degree of acceptability or rejection of the variables as applicable. To further achieve this, the use of descriptive and inferential statistics to summarize the characteristics of the data and testing of hypotheses was adopted. With the aid of SPSS 21 software for windows, descriptive statistics were applied to analyse the data gathered to compare variables numerically and to determine a pattern in the data set. The descriptive statistics include the range, mean, standard deviation, minimum and maximum.

The regression was adopted and used to determine whether there is a relationship between the dependent variable (employees' performance) and independent variables (grievance handling procedures). The ordinary least square method is the widely used method of regression analysis. It is used to examine whether one variable is dependent on another or a combination of other variables. The software statistical package known as SPSS was used in analysing data in this study. The output indicates whether there is a linear relationship between the dependent variable (employees' performance) and independent variables (grievance handling procedures). However, the output showed the t-statistics, standard error value, f-statistic value and p-value for the co-efficient, which resulted in either rejection or failure to reject the null hypothesis. The p-value signified the probability of getting a result that is at least as extreme as the critical value and it helped in accommodating the error factors in this research. The coefficient of determination (R^2) was also revealed.

3.3. Model Specification

The model below was specified to test the three hypotheses as follows using the multiple regression method:

$$EMP = \alpha + \beta_1CMP + \beta_2ODP + \beta_3COB + \mu \dots\dots\dots 1$$

$$EMP = \alpha + \beta_1CMP + \beta_2ODP + \beta_3COB + \mu \dots\dots\dots 2$$

$$EMP = \alpha + \beta_1CMP + \beta_2ODP + \beta_3COB + \mu \dots\dots\dots 3$$

Where: EMP = employee performance; CMP = complaints unit; ODP = open door policy; COB = collective bargaining; α = slope (the value of dependent variable [work performance] when all independent variables are zero); μ = error term; $\beta_1 - \beta_3$ = coefficient of independent variables.

4. Data Presentation and Analysis

To establish the effect of grievance handling procedures on employees' performance in the Nigerian Export Promotion Council, a Likert scale was used to gather data on the variables with regards degree of agreement on a scale of 1 to 5. The scale is such that 1 is the indicator for strongly disagree and 5 is the indicator for strongly agree. The gathered responses were presented and analysed using descriptive and inferential statistics in this section.

4.1. Distribution of Responses and Descriptive Statistics

Table 4.1.: Complaint Unit

Responses	5	4	3	2	1
Nigerian Export Promotion Council workers in Abuja frequently use verbal methods to complain on grievance in the organisation	67(24.01)	75(26.88)	57(20.43)	23(8.24)	57(20.43)

Responses	5	4	3	2	1
Nigerian Export Promotion Council workers in Abuja do not often use verbal methods of complaining on issues of grievance in the organisation	77(27.59)	69(24.73)	34(12.19)	56(20.07)	43(15.41)
Nigerian Export Promotion Council workers in Abuja usually adopt a written way of complaining on matters related to a grievance in the organisation	89(31.89)	77(27.59)	21(7.52)	43(15.41)	49(17.56)

Source: Field Survey, 2022

Table 4.1 revealed that 24.01% of the respondents strongly agreed that NEPC workers frequently use verbal method to complain on grievance in the organisation, 26.88% agreed, 20.43% were undecided, 8.24% disagreed while 20.43% strongly disagreed. 27.59% of the respondents strongly agreed that NEPC workers do not often use verbal method of complain on issues of grievance in the organisation, 24.73%, 12.19% were undecided, 20.07% disagreed while 15.41% strongly disagreed. 31.89% of the respondents who are staff of Nigerian Export Promotion Council in Abuja strongly agreed that Nigerian Export Promotion Council in Abuja usually adopt written way of complaining on matters related to grievance in the organisation, 27.59% agreed, 7.52% were undecided, 15.41% disagreed while 17.56% strongly disagreed.

Table 4.2.: Open Door Policy

Responses	5	4	3	2	1
Grievance committee usually communicate the standard of grievance resolved to parties involved in the grievance in the organisation	73(26.16)	69(24.73)	33(11.83)	50(17.92)	54(19.35)
Grievance committee usually set guidelines to resolve grievance in the organisation	87(31.18)	76(27.24)	28(10.04)	49(17.56)	39(13.97)
grievance committee often use existing principles and rules to resolve grievance issues in the organisation	91(32.62)	79(28.32)	31(11.11)	43(15.41)	35(12.54)

Source: Field Survey, 2022

Table 4.2 revealed that 26.16% of the respondents strongly agreed that grievance committee usually communicate the standard of grievance resolved to parties involved in the grievance in the organisation, 24.73% agreed, 11.83% were undecided, 17.92% disagreed while 19.35% strongly disagreed. 31.18% of the respondents strongly agreed that grievance committee usually set guidelines to resolve grievance in the organisation, 27.24% agreed, 10.04% were undecided, 17.56% disagreed while 13.97% strongly disagreed. 32.62% of the respondents strongly agreed that grievance committee often use existing principles and rules to resolve grievance issues in the organisation, 28.32% agreed, 11.11% were undecided, 15.41% disagreed while 12.54% strongly disagreed that grievance committee often used existing principles and rules to resolved grievance issues in the organisation.

Table 4.3.: Collective Bargaining

Responses	5	4	3	2	1
Nigerian Export Promotion Council workers in Abuja frequently adopt negotiation for the resolution of dispute in the organisation	78(27.95)	88(31.54)	55(19.71)	65(23.29)	7(2.51)
Nigerian Export Promotion Council in Abuja select a competent staff and train them to resolve grievance issues by using discussion method in the organisation	90(32.26)	86(30.82)	67(24.01)	54(19.35)	18(6.45)
Nigerian Export Promotion Council workers contending parties, frequently reach agreement on conflict/ dispute and resolve the dispute	87(31.18)	52(18.64)	77(29.59)	56(20.07)	7(2.51)

Source: Field Survey, 2022

Table 4.3 revealed that 27.95% of the respondents strongly agreed that Nigerian Export Promotion Council workers in Abuja frequently adopted negotiation for the resolution of dispute in the organisation, 31.54% agreed, 19.71% were

undecided, 23.29% disagreed. 32.26% of the respondents strongly agreed that Nigerian Export Promotion Council in Abuja select a competent staff and trained them to resolve grievance issues by using discussion method to resolve grievance in the organisation, 30.82% agreed, 24.01% were undecided, 19.35% disagreed while 6.45% strongly disagreed. 31.18% of the respondents strongly agreed that Nigerian Export Promotion Council workers in Abuja contending parties, frequently reach agreement on conflict dispute and resolve the dispute, 18.64% agreed, 29.59% were undecided, 20.07% disagreed while 2.51% strongly disagreed.

Table 4.4.: Employees Satisfaction

Responses	5	4	3	2	1
Employees of Nigerian Export Promotion Council, Abuja are usually satisfied with the management policy and programmes	78(27.96)	88(31.54)	33(11.83)	56(20.07)	24(8.60)
Employees of Nigerian Export Promotion Council, Abuja are usually not satisfied with the management policy and programmes	91(32.62)	76(27.24)	44(15.77)	67(24.01)	1(0.36)
Employees of Nigerian Export Promotion Council, Abuja are fully satisfied with the management policy and programmes	73(26.16)	82(29.39)	54(19.35)	78(27.96)	8(2.97)

Source: Field Survey, 2022

Table 4.4 revealed that 27.96% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja are usually satisfied with the management policy and programmes, 31.54% agreed, 11.83% were undecided, 20.07% disagreed while 8.60% strongly disagreed. 32.62% of the respondents who are the staff of Nigerian Export Promotion Council, Abuja strongly agreed that employees in Nigerian Export Promotion Council, Abuja are usually not satisfied with the management policy and programmes, 27.24% agreed, 15.77% were undecided, 24.01% disagreed while 0.36% strongly disagreed. 26.16% of the respondents strongly agreed that employees of Nigerian Export Promotion Council, Abuja are fully satisfied with the management policy and programmes, 29.39% agreed, 19.35% were undecided, 27.96% disagreed while 2.97% strongly disagreed.

Table 4.5: Employees Commitment

Responses	5	4	3	2	1
Employees of Nigerian Export Promotion Council, Abuja have effective attitude that brings about values or norms	77(27.59)	92(32.97)	33(11.83)	65(23.29)	12(4.30)
Employees in Nigerian Export Promotion Council, Abuja have cognitive attitude which focuses on the employees' belief about the right and wrong concept in the organisation	87(31.18)	69(24.73)	55(19.71)	67(24.01)	1(0.36)
Employees of Nigerian Export Promotion Council, Abuja have behavioural attitude that shows the intensions and decision making will and power in the organisation	71(25.45)	66(23.66)	54(19.35)	41(14.69)	47(16.85)

Source: Field Survey, 2022

Table 4.5 revealed that 27.59% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja have effective attitude which indicate emotional factor, feeling of employees and values or norms, 32.97% agreed, 11.83% were undecided, 23.29% disagreed while 4.30% strongly disagreed. 31.18% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja have cognitive attitude which focuses on the employees' belief about the right and wrong concept in the organisation, 24.73% agreed, 19.71% were undecided, and 24.01% disagreed while 0.36% of the respondents strongly disagreed. 25.45% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja have behavioural attitude that shows the intensions and decision making will and power in the organisation, 23.66% agreed, 19.35% were undecided, 14.69% disagreed while 16.85% of the respondents strongly disagreed that employees in Nigerian Export Promotion Council, Abuja have no behavioural attitude that shows the intensions and decision making will and power in the organisation.

Table 4.6: Employees Attitude

Responses	5	4	3	2	1
employees of Nigerian Export Promotion Council, Abuja have a good attitude towards work	70(25.09)	76(27.24)	51(18.28)	44(15.77)	38(13.62)
employees of Nigerian Export Promotion Council, Abuja have a positive attitude towards work	86(30.82)	56(20.07)	81(29.03)	32(11.47)	24(8.60)
employees of Nigerian Export Promotion Council, Abuja have a negative attitude towards work	97(34.77)	49(17.56)	54(19.35)	47(16.85)	32(11.47)

Source: Field Survey, 2022

Table 4.6 revealed that 25.09% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja have a good attitude towards work, 27.24% agreed, 18.28% were undecided, 15.77% disagreed while 3.62% strongly disagreed. 30.82% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja have a positive attitude towards work, 20.07% agreed, 29.03% were undecided, 11.47% disagreed while 8.60% strongly disagreed. 32.67% of the respondents strongly agreed that employees in Nigerian Export Promotion Council, Abuja have a negative attitude towards work, 38.61% agreed, 0.99% were undecided, 12.87% disagreed while 14.85% strongly disagreed.

Table 4.7: Descriptive Statistics on the Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EMC	279	1.00	5.00	3.2902	1.52187
EJS	279	1.00	5.00	2.8793	1.33985
EAW	279	1.00	5.00	3.1724	1.55370
CMP	279	1.00	5.00	3.7356	1.48545
ODP	279	1.00	5.00	3.5517	1.37712
COB	279	1.00	5.00	2.2443	1.18131
Valid N (listwise)	279				

Source: SPSS 21 version, 2022

Table 4.7 revealed the result of descriptive statistics which indicated the mean, range and standard deviation as well as variance. The mean value of employee commitment (EMC) is 3.29, employee job satisfaction (EJS) is 2.87, the mean value of employee attitude towards job (EAW) is 3.17, the mean value of complaints (CMP) is 3.73, the mean value of open door policy (ODP) is 3.55 and the mean value of collective bargaining (COB) is 2.24. The table also recorded standard deviation of the variables.

4.2. Test of Hypotheses

The multiple linear regression was used to assess the relationship between the independent variables (complaint unit, open door policy and collective bargaining) and the dependent variable (mean of employees' performance dimensions).

Table 4.8: Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.950	.949	.33114

a. Predictors: (Constant), CMP, ODP, COB

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	794.552	4	198.638	1811.557	.000 ^b
	Residual	42.106	275	.110		
	Total	836.658	279			

a. Dependent Variable: EMP

b. Predictors: (Constant), CMP, ODP, COB

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.214	.057		-3.759	.000
CMP	.307	.050	.288	6.174	.000
ODP	.128	.030	.116	4.291	.000
COB	-.010	.056	-.010	-.183	.855

a. Dependent Variable: EMP

***Decision Rule:** 5% level of significance

Source: Econometric Output, 2022

Table 4.8 shows the regression analysis. In the model summary, it shows that the model is fit for the study since the f-statistics in the ANOVA is significant at 5% level of significant. The $R^2 = 0.95$ indicates that only 95% of variation on grievance handling procedure can be used to explain employee performance in Nigerian Export Promotion Council, but 5% can be explained by other factors not noted in the regression model which is referred to as error term.

The result also shows that the complaint unit has a positive (.307) and significant (.000) effect on employee commitment in Nigerian Export Promotion Council, Abuja. This effect is significant since the P-value is less than 5%. Thus, we reject the null hypothesis and accept the alternative hypothesis that complaint has a positive and significant effect on employee commitment in Nigerian Export Promotion Council, Abuja.

The result also shows that the open door policy has a positive (.238) and significant (.000) effect on employee commitment in Nigerian Export Promotion Council, Abuja. This effect is significant since the P-value is less than 5%. Thus, we reject the null hypothesis and accept the alternative hypothesis that the open door policy has a positive and significant effect on employee commitment in Nigerian Export Promotion Council, Abuja.

The result also shows that collective bargaining has a negative (-.010) and insignificant (.855) effect on employee commitment in Nigerian Export Promotion Council, Abuja. This effect is insignificant since the P-value is more than 5%. Thus, we accept the null hypotheses and conclude that collective bargaining has a negative and insignificant effect on employee commitment in Nigerian Export Promotion Council, Abuja.

4.3. Discussion of Findings

From the results of the analysis, the study found that there is a positive and significant effect of grievance handling procedures on employee performance in the Nigerian Export Promotion Council, Abuja. In addition, another finding is that there is a negative and insignificant relationship between collective bargaining on employees' performance. The study is in line with the finding of Rose (2016); Mulunda et al. (2018); Phiri (2018); Maduwanthi and Fahim (2020); Aktar and Alam (2021) and Jules et al. (2021), who found that there is a statistically significant effect of grievance handling procedure on employees' performance.

The study is supported by Procedural and Distributive Justice Theory which states that employee commitment is directly related to the fairness of a grievance procedure. Procedural equity concerns the decency and the straightforwardness of the procedures by which choices are made, and might be diverged from distributive equity (reasonableness in the dissemination of rights or assets), and retributive equity (decency in the discipline of wrongs).

5. Conclusion and Recommendation

The study concludes that there is a positive and significant relationship between grievance handling procedures and employees' performance in Nigerian Export Promotion Council, Abuja. Such that grievance handling procedures affect employee performance in the form of employees' commitment, satisfaction and attitude. This goes to show that whilst grievance is inevitable in every organisation, what is paramount is how these grievances are managed to ensure that employees' performance is not derailed. Consequently, grievance management should not be left to chance. In line with the research objectives, the study concluded that both open door policy and compliant unit have a positive and significant effect on employees' performance in the Nigerian Export Promotion Council. However, collective bargaining has a negative significant effect on employees' performance.

The study, therefore, suggests that the Nigerian Export Promotion Council should continue to effectively use grievance handling procedures such as complaints and an open-door policy to settle grievances. They should further abate the use of collective bargaining by ensuring that employees' cases are settled to ensure effective employee performance in the

organisation. They should promptly monitor grievance handling procedures to ascertain the strength and weakness of the grievance handling procedures since it contributes to employees' job satisfaction in the organisation. The organisation should equally try to minimise the negative effect of collective bargaining by ensuring that delay in attending to issues of grievance is reduced. Finally, they should checkmate and control the grievance handling procedures to ensure that staff in the organisation respects the procedures since it contributes to employee job satisfaction in the organisation. More so, the organisation should set standards to reduce the negative effect of grievance handling procedures to enable employees to perform adequately.

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