



*The Role Of Grievance On Organizational Performance In Selected Banks In Asaba, Delta State, Nigeria.*

ADAMS, Bello<sup>1</sup>, OKHUMATA Samuel Adefemi<sup>2</sup>

University Of Delta Agbor.

Department of Business Administration.

Faculty Of Management Sciences.

E-mail: [Bello.adams@unidel.edu.ng](mailto:Bello.adams@unidel.edu.ng)

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## Abstract

*This study examined the role of grievance on organizational performance in selected banks in Asaba, Delta State, Nigeria. The research specifically investigated how unfair treatment, poor working conditions, and discrimination affect organizational performance outcomes. Using a cross-sectional survey design, data were collected from 267 respondents across 16 banks through structured questionnaires, achieving a response rate of 93.7%. The study employed multiple linear regression analysis to test three hypotheses examining the relationships between grievance factors and organizational performance. The findings revealed significant negative relationships between all three grievance factors and organizational performance. Unfair treatment emerged as the strongest predictor ( $\beta = -0.456, p < 0.000$ ), followed by poor working conditions ( $\beta = -0.339, p < 0.000$ ) and discrimination ( $\beta = -0.225, p < 0.000$ ). The regression model explained 67.4% of the variance in organizational performance ( $R^2 = 0.674$ ), indicating strong explanatory power. All measurement instruments demonstrated excellent reliability with Cronbach's Alpha values ranging from 0.801 to 0.879. The study concluded that employee grievances significantly undermine organizational performance in Nigerian banks, with unfair treatment having the most detrimental effect. The research contributes to organizational justice theory and provides empirical evidence for the strategic importance of effective grievance management in banking organizations. The findings suggest that banks should prioritize the development of fair and transparent policies, improve working conditions, and implement comprehensive anti-discrimination measures to enhance organizational performance. This research provides valuable insights for banking sector management and establishes a foundation for future studies in developing country contexts.*

## Introduction

### Background of the Study

Grievances management are an inevitable part of organizational life, as they arise from dissatisfaction or conflicts within the workplace. These grievances can stem from various issues, including unfair treatment, discrimination, poor communication, or unmet expectations. While organizations strive to create a harmonious work environment, unresolved grievances can significantly impact the overall performance and productivity of a business (McShane & Von Glinow, 2018).

Understanding the relationship between grievance management and organizational performance is crucial for organizations that aim to sustain growth and maintain high levels of employee morale. The purpose of this paper is to explore the roles grievance management on organizational performance, with an emphasis on how grievance management practices affect employee behavior, organizational culture, and operational efficiency. Grievances typically emerge when employees feel that their rights or interests have been violated, leading to feelings of injustice and resentment (Sharma & Sharma, 2016). If left

unaddressed, these grievances can escalate, affecting employees' mental health, job satisfaction, and productivity. Research has shown that unresolved grievances can contribute to high employee turnover, absenteeism, and low employee engagement, all of which ultimately harm organizational performance (Albrecht, 2014).

When employees feel valued and heard, they are more likely to be motivated and committed to their work. Conversely, unresolved grievances lead to demotivation, disengagement, and a decline in work quality. An important aspect of grievance resolution is the impact it has on organizational culture. When organizations fail to manage grievances effectively, it creates a toxic work environment characterized by mistrust, low morale, and a lack of cooperation among employees (Raineri & Pritchard, 2017). This type of environment can foster negative attitudes towards management, reduce communication, and hinder teamwork, all of which negatively affect performance. On the other hand, a proactive grievance management system fosters a culture of fairness, trust, and respect, leading to improved employee morale and performance (Kaufman, 2015).

In such environments, employees are more likely to feel motivated to contribute positively to the organization's objectives. Grievance management have a direct impact on motivation and engagement levels within an organization. When employees experience unresolved grievances, it can lead to reduced morale and a lack of enthusiasm for their work (Fisher & Newton, 2017). Low motivation can manifest in various forms, such as decreased productivity, poor-quality work, and absenteeism. Furthermore, employees who feel that their concerns are not being taken seriously by management may disengage from the organization, leading to higher turnover rates (Harter, Schmidt, & Hayes, 2002).

### **Statement of the Problem**

In today's competitive business environment, the performance of an organization is significantly influenced by the satisfaction and engagement of its employees. One major factor that affects employee satisfaction is how grievances are managed within the workplace. Grievances, if not properly handled, can lead to low morale, reduced productivity, high employee turnover, and even industrial disputes, all of which adversely impact organizational performance.

Banks, being service-oriented institutions, rely heavily on human capital to drive their operations and deliver quality customer service. In cities like Asaba, Delta State, where the banking sector continues to grow and attract a diverse workforce, unresolved or poorly managed grievances can hamper internal cohesion and efficiency. Despite the importance of grievance handling mechanisms, there appears to be limited research focused on how these processes directly influence the overall performance of banks in this region.

### **Objectives of the Study:**

The broad objective of this study is to examine the role of grievance on organizational performance a study of banks in Asaba. The specific objective are to :

- i. To examine the impact of workplace challenges on organizational performance.
- ii. To analyze the relationship between poor working conditions and organizational performance.
- iii. To investigate the effect of discrimination on organizational performance.

### **Hypotheses:**

HO<sub>1</sub>: Unfair treatment has a negative impact on organizational performance.

HO<sub>2</sub>: Poor working conditions lead to a decrease in organizational performance.

HO<sub>3</sub>: Discrimination negatively affects organizational performance.

### **Review of Related Literature**

#### **Conceptual Framework**

#### **The Concept of Grievance Management**

Grievance management is a critical function in organizational development and human resource management, playing a significant role in enhancing organizational performance. A grievance refers to any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company that an employee thinks, believes, or even feels is unfair, unjust, or inequitable (Dessler, 2020).

Effective grievance management involves identifying, addressing, and resolving employees' complaints in a timely and fair manner. When managed appropriately, grievance mechanisms contribute to employee satisfaction, organizational commitment, and ultimately, improved productivity and performance. This paper explores the concept of grievance management, its components, and its role in enhancing organizational performance, supported by empirical evidence and theoretical insights. Grievance management encompasses the systematic handling of employee complaints and concerns through a well-structured process. It ensures that employees have a platform to express dissatisfaction and that their concerns are taken seriously.

According to Armstrong and Taylor (2020), grievance procedures are formal channels that allow employees to raise concerns related to work conditions, relationships with supervisors or colleagues, or company policies. The grievance management process generally includes: Receipt of the grievance, Investigation of the facts, Hearing the parties involved, making a decision, Communicating the decision to the parties, Taking corrective actions. Properly designed grievance mechanisms promote transparency, fairness, and trust within organizations, which are essential for maintaining a healthy work environment (Mathis, Jackson, Valentine, & Meglich, 2019).

**The Importance of Grievance Management.** Organizations that prioritize grievance management often experience lower turnover rates, increased employee morale, and higher levels of employee engagement. When employees feel their voices are heard and their concerns are addressed, they are more likely to remain loyal and committed to the organization (Robbins & Judge, 2019). Effective grievance handling also helps in identifying underlying problems in the organization, such as toxic leadership, unfair practices, or systemic issues that may otherwise go unnoticed. This proactive approach helps prevent escalation of conflicts and potential legal issues, saving organizations from reputational damage and financial losses (Gomez-Mejia, Balkin, & Cardy, 2016).

**Grievance Management and Organizational Performance. Employee Satisfaction and Retention.** One of the direct outcomes of effective grievance management is enhanced employee satisfaction. Satisfied employees are more productive and less likely to leave the organization. A study by Kim and

Lee (2012) found that grievance handling positively influences job satisfaction, which in turn impacts employee retention. Grievance management fosters open communication between employees and management. This transparency builds trust and facilitates a cooperative work environment.

### **Unfair Treatment**

Unfair treatment in organizations continues to be a pressing issue that significantly impacts employee morale, engagement, and organizational effectiveness. It involves actions or behaviors that result in unjust or inequitable treatment of employees, often manifesting in discriminatory practices, favoritism, lack of recognition, and inequitable access to opportunities. In the current global context where diversity, equity, and inclusion (DEI) are central to organizational values, the persistence of unfair treatment reflects systemic challenges that require comprehensive solutions (Roberson, 2021). This review examines contemporary research (2020–2024) on unfair treatment in organizations, its effects, drivers, and strategies to mitigate its occurrence, using APA citation style.

### **Understanding Unfair Treatment**

Unfair treatment encompasses perceived and actual discrimination in areas such as recruitment, pay, promotion, work assignments, disciplinary actions, and access to developmental opportunities. According to Begeny et al. (2020), perceived unfairness is often linked to systemic issues such as structural racism, unconscious bias, and a lack of inclusive leadership. These experiences are not limited to race and gender; they extend to age, sexual orientation, disability, and other identity categories (Mor Barak, 2023).

Theories such as organizational justice provide a framework for understanding unfair treatment. Organizational justice is generally divided into three dimensions: distributive justice (fairness in outcomes), procedural justice (fairness in processes), and interactional justice (fairness in interpersonal treatment) (Colquitt et al., 2021). When any of these dimensions are violated, employees perceive the environment as unjust, which can lead to negative organizational outcomes.

### **Impacts of Unfair Treatment**

The impact of unfair treatment on individuals and organizations is profound. On an individual level, it leads to psychological distress, reduced job satisfaction, and disengagement. Employees who perceive unfair treatment are more likely to experience burnout and mental health challenges (Liu et al., 2021). For example, a study by Shore et al. (2020) found that experiences of exclusion and marginalization significantly correlate with employee stress and decreased commitment.

From an organizational standpoint, unfair treatment negatively affects performance, innovation, and retention. A 2022 study by Gonzalez-Mulé et al. reported that unfair treatment contributes to lower productivity and higher turnover rates, as employees seek workplaces that offer respect and equitable treatment. Furthermore, it can damage organizational reputation, leading to difficulties in attracting diverse talent and increased legal liability (Roberson & Perry, 2022).

### **Current Trends and Case Examples**

The COVID-19 pandemic and the subsequent shift to remote work have revealed and, in some cases, exacerbated inequities in treatment. Research by Stephens et al. (2021) indicates that marginalized employees were disproportionately affected during remote transitions due to limited access to resources and support systems.

One notable example is the 2020 lawsuit against Pinterest, in which former employees accused the company of systemic discrimination and retaliation. The case highlighted how toxic workplace culture and failure to address employee concerns can escalate into public scandals and legal action (Newton, 2020).

Another example includes Microsoft's continued efforts to audit and reform its internal processes. In its 2023 Diversity & Inclusion Report, the company shared progress in pay equity, increased representation of underrepresented groups in leadership, and transparent grievance mechanisms (Microsoft, 2023).

### **Poor working Condition**

Poor working conditions remain a persistent and significant challenge in modern organizational management. These conditions—ranging from unsafe physical environments, long working hours, inadequate compensation, job insecurity, lack of resources, and poor interpersonal relations—negatively affect employee well-being and organizational performance. The COVID-19 pandemic has further highlighted vulnerabilities in workplace environments, sparking renewed global attention to occupational safety and health (OSH) standards (ILO, 2022). This review explores the causes, impacts, and potential remedies of poor working conditions in organizations, supported by recent scholarly research (2020–2024) and aligned with APA citation standards.

### **Defining Poor Working Conditions**

Poor working conditions refer to environments where employees face physical, psychological, or organizational hazards that impair their health, safety, or job satisfaction. This includes, but is not limited to,

overcrowding, exposure to toxic materials, insufficient rest periods, emotional abuse, and lack of access to basic resources or personal development opportunities (Burgard & Lin, 2021). Often, these conditions are more prevalent in low-income industries or countries with limited labor regulations but are increasingly present in modern corporate contexts due to cost-cutting and exploitative practices (Bohle et al., 2021).

### **Physical and Psychological Effects on Employees**

Exposure to poor working conditions has both immediate and long-term consequences for employee health. Physically, unsafe work environments can lead to injuries, chronic illnesses, and fatigue. Psychologically, employees experience burnout, anxiety, depression, and a diminished sense of purpose (Pfeffer, 2022). Research by Goh et al. (2020) confirms that workplace stress due to poor conditions is among the leading contributors to premature death in the United States.

A 2023 study by Kim and Wang revealed a direct correlation between noise pollution and stress levels in manufacturing settings, showing how subtle environmental factors significantly alter mental well-being. Similarly, inadequate rest periods and heavy workloads in the healthcare and logistics sectors during the COVID-19 crisis led to widespread burnout and attrition (Wu et al., 2021).

### **Organizational Consequences**

Organizations that ignore working conditions face increased absenteeism, low employee engagement, high turnover, and declining productivity. According to a study by Eurofound (2022), firms with substandard working conditions are more likely to report reduced employee loyalty and higher recruitment costs. Additionally, poor working conditions can damage an organization's public image and expose it to legal risks.

### **Current Trends and Industry Responses**

The pandemic has reshaped the discourse around working conditions. Employers are now under pressure to create healthier and more flexible environments. Remote work, hybrid models, and mental health initiatives have gained prominence, but implementation is uneven (Spurk & Straub, 2020).

In response to heightened awareness, many organizations have adopted the ISO 45001 Occupational Health and Safety Management System, which provides a global standard for maintaining a safe and healthy workplace (ISO, 2023). For example, Toyota implemented the standard across its plants, resulting in a measurable reduction in injuries and enhanced employee morale (Toyota Global, 2023).

Poor working conditions continue to pose serious health, social, and economic challenges for employees and employers alike. Despite advancements in technology and workplace design,

many organizations struggle to prioritize employee well-being due to financial constraints, weak regulations, or a lack of organizational will. The growing emphasis on ESG (Environmental, Social, and Governance) criteria and DEI (Diversity, Equity, and Inclusion) frameworks offers a strategic opportunity to embed safety and dignity at the core of organizational cultures. Addressing these issues not only protects employees but also enhances overall organizational resilience, reputation, and performance. Future research should focus on evaluating the long-term effectiveness of post-pandemic policy shifts in improving workplace conditions across sectors.

### **Discrimination in organizations**

Discrimination within organizations remains a pressing concern despite extensive efforts to promote diversity, equity, and inclusion (DEI). Discriminatory practices can manifest through biases based on race, gender, age, disability, sexual orientation, religion, and other personal characteristics. Such practices not only harm individual employees but also undermine organizational cohesion, innovation, and overall performance (Roberson, 2022). This review explores the nature, causes, impacts, and solutions to discrimination in the workplace, drawing on recent scholarly works from 2020 to 2024 and adhering to APA citation standards.

### **Current Trends and Organizational Responses**

Amid global social movements like Black Lives Matter and #MeToo, many organizations have intensified their focus on DEI initiatives. Companies are increasingly adopting DEI officers, mandatory bias training, and transparent reporting mechanisms to foster inclusive workplaces (Roberson, 2022). However, research indicates that traditional diversity training alone is insufficient. Dobbin and Kalev (2021) argue that mandatory training can provoke backlash and suggest more effective strategies like voluntary programs and inclusive leadership development.

Technology-driven approaches are also gaining traction. Artificial intelligence (AI) tools are being used to detect biased language in job advertisements and to anonymize resumes during recruitment to reduce unconscious bias (Rabl et al., 2022).

### **Legal and Regulatory Frameworks**

Legislation such as the Civil Rights Act (1964), the Americans with Disabilities Act (1990), and the more recent Equality Act (proposed 2021) aim to prohibit workplace discrimination. Many countries have updated or expanded anti-discrimination laws in recent years to cover new forms of bias, including algorithmic discrimination (European Commission, 2022).

Organizations found guilty of discriminatory practices face legal penalties, financial losses, and

reputational harm. Therefore, compliance with these frameworks is critical not only from a legal standpoint but also for long-term organizational success (Santuzzi et al., 2020).

### Future Directions

Moving forward, organizations must adopt a systemic approach to tackle discrimination. This involves not only changing individual behaviors but also transforming organizational structures, norms, and practices. A 2023 report by the World Economic Forum emphasizes that organizations embedding equity and inclusion at the core of their strategic planning are better positioned for sustainable growth. Furthermore, scholars advocate for an intersectional approach, recognizing that individuals' experiences of discrimination are shaped by multiple, overlapping identities such as race, gender, class, and disability (Crenshaw, 2020). Incorporating intersectionality into organizational policies and research ensures a more comprehensive understanding and solution to discrimination.

### Conclusion

Discrimination within organizations is a pervasive issue with significant personal and organizational consequences. Recent developments suggest growing awareness and efforts to combat bias, but significant challenges remain. Effective anti-discrimination strategies require holistic approaches that combine cultural change, leadership commitment, legal compliance, and systemic reforms. Addressing discrimination is not just a moral imperative; it is essential for creating resilient, innovative, and high-performing organizations.

## The Relationship Between Unfair Treatment and Organizational Performance

Organizational performance is a critical determinant of an institution's success and sustainability. Among the myriad factors influencing performance, the perception of fairness—or lack thereof—within an organization plays a pivotal role. Unfair treatment, often conceptualized as organizational injustice, encompasses employees' perceptions of inequity in procedures, distributions, and interpersonal interactions. This review delves into the intricate relationship between unfair treatment and organizational performance, drawing upon recent empirical studies and theoretical frameworks to elucidate the mechanisms through which perceived injustice impacts organizational outcomes.

Organizational injustice is typically categorized into three dimensions: distributive, procedural, and interactional justice. Distributive justice pertains to the perceived fairness of outcome distributions, such as pay and promotions. Procedural justice relates to the fairness of the processes that lead to outcomes, while interactional justice concerns the quality of interpersonal treatment during the implementation of

procedures (Ali & Mohammed, 2024). When employees perceive injustice in any of these dimensions, it can lead to adverse reactions that compromise organizational performance.

Perceived organizational injustice can lead to knowledge hiding behaviors, where employees intentionally withhold information that could be beneficial to the organization. Shoukat et al. (2024) found that in Pakistani private hospitals, perceived injustice indirectly affected organizational performance through knowledge hiding. Moreover, the presence of organizational politics and moral disengagement intensified this relationship, suggesting that an environment rife with unfairness and political maneuvering exacerbates detrimental behaviors.

## The Relationship Between Poor Working Conditions and Organizational Performance

Organizational performance is intrinsically linked to the conditions under which employees operate. Poor working conditions—characterized by inadequate physical environments, excessive workloads, lack of managerial support, and insufficient resources—can significantly impede employee productivity, morale, and overall organizational effectiveness. This review explores the relationship between suboptimal working conditions and organizational performance, drawing upon recent empirical studies and theoretical frameworks to elucidate the mechanisms through which workplace environments influence organizational outcomes.

### Defining Poor Working Conditions

Poor working conditions encompass a range of factors that negatively affect the work environment. These include, but are not limited to, inadequate lighting, poor ventilation, excessive noise, overcrowding, insufficient safety measures, and lack of necessary equipment. Additionally, organizational factors such as unclear job roles, lack of autonomy, insufficient recognition, and inadequate support from management contribute to a detrimental work environment (Akhtar, 2022).

### Impact on Employee Health and Well-being

Substandard working conditions have been consistently linked to adverse health outcomes among employees. Chronic exposure to poor physical environments can lead to musculoskeletal disorders, respiratory issues, and increased stress levels. Psychologically, employees may experience burnout, anxiety, and depression, which in turn affect their productivity and engagement levels (Eskola et al., 2016). A study by the American Psychological Association (2023) highlighted that employees working in high-stress environments reported lower job satisfaction and higher turnover intentions.

### Effect on Employee Performance

The quality of the work environment directly influences employee performance. A study conducted by Abdullahi et al. (2023) found a significant correlation between poor working conditions and decreased job performance among academic staff in Mogadishu. Employees subjected to unfavorable work environments exhibited lower motivation, reduced efficiency, and diminished commitment to organizational goals. Similarly, research by Ali et al. (2013) demonstrated that excessive workloads and inadequate resources negatively impacted employee productivity in the manufacturing sector.

### Organizational Outcomes

Beyond individual performance, poor working conditions have broader implications for organizational outcomes. High employee turnover, increased absenteeism, and reduced customer satisfaction are common consequences of suboptimal work environments. Organizations may also face reputational damage, decreased profitability, and challenges in attracting top talent. The Gallup State of the Global Workplace report (2024) indicated that global employee engagement declined to 21%, with poor working conditions cited as a significant contributing factor.

### The Relationship between Discrimination and Organizational Performance

Discrimination in the workplace—manifesting as biases based on race, gender, age, disability, or other protected characteristics—poses significant challenges to organizational performance. Despite global efforts to promote diversity, equity, and inclusion (DEI), discriminatory practices persist, undermining employee well-being, productivity, and overall organizational effectiveness. This review examines recent empirical studies and theoretical frameworks to elucidate the relationship between workplace discrimination and organizational performance.

Workplace discrimination encompasses unjust or prejudicial treatment of employees based on inherent characteristics such as race, gender, age, or disability. It can be overt, such as explicit exclusion from opportunities, or covert, including microaggressions and implicit biases. Discrimination adversely affects employee morale, engagement, and retention, thereby impacting organizational outcomes (Teymoori et al., 2023). Discriminatory environments hinder employee productivity. A study by researchers at Oklahoma State University and the University of South Carolina revealed that awareness of managerial bias—whether favorable or unfavorable—led to decreased productivity among employees. This suggests that perceived discrimination can demotivate employees, reducing their output and efficiency (The Journal of Blacks in Higher Education, 2024). Discrimination negatively

influences organizational commitment. In a national cross-sectional study in Iran, Teymoori et al. (2023) found a significant inverse relationship between workplace discrimination and organizational commitment among surgical technologists. Employees who perceived higher levels of discrimination exhibited lower levels of affective and normative commitment, which are critical for organizational stability and performance.

### Theoretical Frameworks

Several theoretical models provide insight into the relationship between working conditions and organizational performance:

**Job Demands-Resources (JD-R) Model:** This model posits that job demands (e.g., workload, time pressure) and job resources (e.g., support, autonomy) influence employee burnout and engagement. Poor working conditions increase job demands while decreasing resources, leading to burnout and reduced performance (Demerouti et al., 2001).

**Herzberg's Two-Factor Theory:** According to Herzberg, hygiene factors (e.g., working conditions, salary) must be adequate to prevent employee dissatisfaction. Inadequate working conditions can lead to dissatisfaction, negatively impacting motivation and performance (Herzberg, 1966).

**Social Exchange Theory:** This theory posits that employees reciprocate the treatment they receive from their organization. Discriminatory practices breach the perceived social contract, leading to reduced commitment and performance (Cropanzano & Mitchell, 2005).

**Organizational Justice Theory:** This framework emphasizes the importance of fairness in organizational processes. Perceived injustice, including discrimination, can result in negative attitudes and behaviors among employees, adversely affecting performance (Colquitt et al., 2001).

Grievance management is a critical aspect of human resource management that directly impacts organizational performance. It involves the processes and procedures through which employees can voice concerns or complaints, ensuring they are resolved fairly and timely. Effective grievance handling promotes a healthy work environment, reduces workplace conflict, and improves employee morale and productivity. The following theories provide a theoretical lens for understanding the relationship between grievance management and organizational performance.

### Empirical Review

Grievance management—the formal and informal processes through which employees raise and

organizations resolve complaints—has attracted growing empirical attention due to its demonstrated impact on key performance outcomes such as productivity, employee satisfaction, and organizational commitment. While theoretical models (e.g., Equity Theory, Psychological Contract Theory, Systems Theory) have long underpinned understanding of grievance dynamics, the past five years have seen a surge of quantitative studies across diverse contexts. This review distills empirical findings from 2020 to 2024, drawing primarily on four large-scale investigations in Bangladesh, Kenya, and beyond, to illustrate how effective grievance management bolsters organizational performance. Tirno, Amin, and Chowdhuri (2020) conducted one of the first empirical examinations of grievance handling mechanisms within Bangladesh's Export Processing Zones (EPZs). Surveying 265 factory workers, they assessed four grievance-handling "styles" based on the Thomas-Kilmann model—collaborating, accommodating, compromising, and avoiding—and modeled their effects on overall Grievance Handling Mechanism (GHM) effectiveness via Structural Equation Modeling (Smart-PLS). All four styles positively influenced GHM effectiveness, but the collaborating style emerged as the single strongest predictor ( $\beta$  significant at  $p < .01$ ). This style's emphasis on mutual problem-solving cultivated trust and teamwork, reducing resentment and fostering a harmonious work environment. Stakeholders in EPZs and similar industrial clusters should train supervisors in collaborative techniques—joint fact-finding, open dialogue, and shared decision-making—to optimize grievance resolution and, by extension, productivity and morale. Aktar and Alam (2021) examined grievance-handling satisfaction among 284 garment workers across Dhaka, Gazipur, and Narayanganj, using the Management Dynamics in the Knowledge Economy survey instrument. They measured satisfaction across five dimensions of the grievance procedure (decision given, timeliness, follow-up, supervisor attitude, structural features) and linked these to overall satisfaction and productivity proxies via multiple regression. Four dimensions decision quality, time taken, follow-up mechanisms, and supervisor attitude each showed significant positive effects on overall satisfaction ( $\beta$ s ranging from .199 to .838, all  $p < .001$ ). Structural features (e.g., formal documentation, appeals processes) did *not* predict satisfaction, suggesting procedural clarity alone is insufficient without human-centered responsiveness. Training managers to deliver timely, empathetic responses and maintain consistent follow-up can substantially elevate worker satisfaction—an essential mediator of productivity and reduced turnover in high-pressure RMG environments. Wesonga and Van Der Westhuizen (2024) shifted focus to the public sector, investigating 307

healthcare professionals at Longisa Referral Hospital in Bomet County, Kenya. Employing a census design and primary-data questionnaire, they analyzed the relationship between perceived effectiveness of grievance procedures and staff performance using Pearson correlation and Chi-square tests. A strong, positive correlation ( $r = .547$ ,  $p < .001$ ) was detected between employees' perceptions of grievance handling procedures and self-rated performance metrics. All three null hypotheses regarding independence between grievance handling and performance were rejected via Chi-square ( $p < .01$ ). Even in resource-constrained public hospitals, sound grievance procedures—characterized by transparency, timeliness, and fairness—can substantively enhance staff motivation and performance, underscoring grievance management as a vital HR lever in healthcare settings (Wesonga & Van Der Westhuizen, 2024).

## Methodology

### Research Design

This study employed a cross-sectional survey research design to obtain data from a subset of the target population at a specific point in time. This design was selected due to its efficiency within the time constraints and its cost-effectiveness. Furthermore, cross-sectional studies are widely utilized in organizational and management research due to their ability to capture data across a broad respondent base without longitudinal commitment (Kumar, 2023; Saunders et al., 2023).

### Research Population and Sampling Size

The population of this study comprises 995 core staff members from the head offices of selected banks located in Asaba, Delta State, Nigeria. The population data were obtained from the Human Resources departments of the respective banks. To ensure representativeness and minimize bias, a probability random sampling technique was used. This method affords every individual an equal chance of selection, thereby enhancing the generalizability of findings (Creswell & Poth, 2023). However, for a more precise sample size, the sample size was determined using the Taro Yamen's sample size formula thus:

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

Where:  $n$  = sample size sought  
 $e$  = level of significance  
 $N$  = population size

$$n = \frac{995}{1 + 995(0.05)^2}$$

$$n = \frac{995}{1 + 995(0.0025)}$$

$$n = \frac{995}{1 + 2.4875} = 397$$

$$n = \frac{995}{3.4875} = 285$$

Therefore, the sample size of 285 staff of the selected Banks was sampled as stated in Table 3.1

**TABLE 3.1 PROPORTION SAMPLE SIZE FROM EACH BANK**

SN	Banks	Population	Head office	Apportionment (Head Office and Delta)
1	Access bank	70		$(70/995) \times 285 = 20$
2	Diamond bank	50		$(40/995) \times 285 = 11$
3	Eco bank	150		$(150/995) \times 285 = 43$
4	FCMB	60		$(60/995) \times 285 = 17$
5	Fidelity bank	40		$(40/995) \times 285 = 11$
6	First bank	80		$(80/995) \times 285 = 24$
7	GTB	40		$(40/995) \times 285 = 11$
8	Keystone bank	40		$(40/995) \times 285 = 11$
9	<u>Standard Chartered Bank</u>	30		$(30/995) \times 285 = 9$
10	polaris bank	30		$(30/995) \times 285 = 9$
11	StanbicIBTC Bank	30		$(30/995) \times 285 = 9$
12	Sterling bank	30		$(30/995) \times 285 = 9$
13	UBA	100		$(100/995) \times 285 = 31$
14	Union bank	80		$(80/995) \times 285 = 20$
15	Wema bank	25		$(25/995) \times 285 = 7$
16	Zenith bank	150		$(150/995) \times 285 = 43$
	<b>Total</b>	<b>995</b>		<b>285</b>

Source: Human Resource Units of respective banks (2024)

#### Method of Data Collection

Primary data were collected using a self-administered questionnaire to assess variables outlined in the study hypotheses. This method ensures first-hand, unbiased data (Mugenda & Mugenda, 2023). Questionnaires were chosen due to their wide reach, affordability, and ease of standardization (Bryman & Bell, 2023). Structured using closed-ended questions, the instrument was designed to capture responses aligned with the research objectives. Respondents were allowed two weeks to complete and return the instrument, with follow-up visits by the researcher for collection.

#### Method of Data Analysis

The data collected were analyzed using multiple linear regression, appropriate for assessing the influence of independent variables on the dependent variable. The likert-scale format meets the interval scale requirement for regression analysis. The assumption of independence among observations was maintained (Hair et al., 2023). SPSS Latest version was used for analysis.

#### Research Instrument

##### Model Specification

##### Research Model Specification

(Independent Variables)

A structured questionnaire served as the primary instrument for data collection. It incorporated the Likert five-point scale, ranging from:

Strongly Agree = 5

Agree = 4

Disagree = 3

Strongly Disagree = 2

Undecided = 1

The questionnaire incorporated the sub variables of grievance management

Approval for data collection was obtained through an introduction letter from the Department of Business Administration, Delta State University, Abraka.

#### Validity and Reliability

Validity was ensured via expert review from academics in the Department of Business Administration. Both face and content validity were evaluated to ensure the items represented the intended constructs (Saunders et al., 2023).

Reliability was assessed using the test-retest method with a three-week interval, consistent with Hair et al. (2023) recommendations. Cronbach's Alpha values  $\geq 0.70$  were deemed acceptable, ensuring internal consistency (Sekaran & Bougie, 2023).

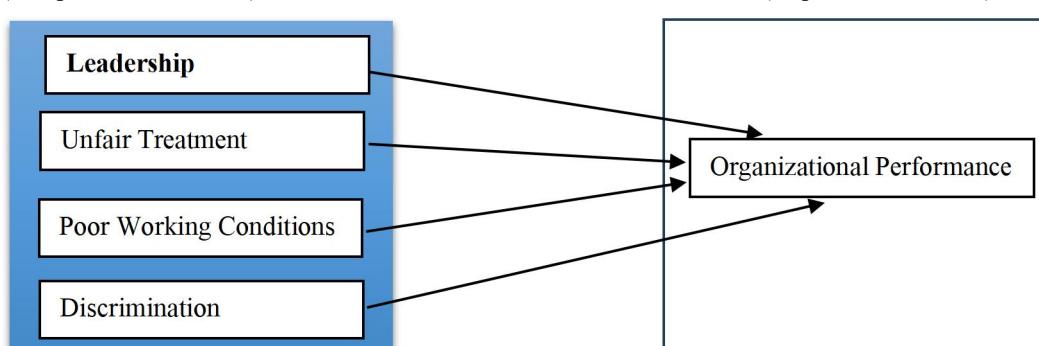


Fig 3.1. Conceptual Model (Diagram)

**Source: Researcher's Model, 2025**

Each of the three independent variables is hypothesized to negatively influence organizational performance.

**Mathematical Model (Multiple Linear Regression)**

$$ORGP = \beta_0 + \beta_1 UFTR + \beta_2 PWCN + \beta_3 DSCR + \mu$$

$$ORGP = \beta_0 + \beta_1 UFTR + \beta_2 PWCN + \beta_3 DSCR + \mu$$

Where:

ORGP = Organizational Performance (Dependent Variable)

UFTR = Unfair Treatment

PWCN = Poor Working Conditions

DSCR = Discrimination

$\beta_0$  = Intercept

$\beta_1 - \beta_3$  = Coefficients for independent variables

$\mu$  = Error term

A Priori Expectations (Signs of Coefficients)

$\beta_1 < 0$ : Unfair treatment is expected to negatively affect performance.

$\beta_2 < 0$ : Poor working conditions are expected to reduce performance.

$\beta_3 < 0$ : Discrimination is expected to negatively impact performance.

**Model Interpretation**

This research model investigates how internal workplace issues contribute to a decline in organizational performance. It assumes that the presence of these three negative workplace factors independently and collectively worsens outcomes in the organization.

**Data Analysis and Interpretation**

**Introduction**

This chapter presents the results of the empirical investigation into the role of grievance management and organizational performance in selected banks in Asaba, Delta State, Nigeria. The analysis is structured to address the three specific objectives and test the corresponding hypotheses formulated in Chapter One. The data were collected from 285 respondents across 16 banks using a structured questionnaire and analyzed using multiple linear regression analysis via SPSS. The chapter is organized into sections covering response rate, demographic characteristics, descriptive statistics, correlation analysis, regression results, and hypothesis testing.

**Hypothesis Testing and Interpretation**

**Hypothesis One: Unfair Treatment and Organizational Performance**

$H_{01}$ : Unfair treatment has no significant impact on organizational performance  $H_{11}$ : Unfair treatment has a significant negative impact on organizational performance

The regression results show that unfair treatment has a significant negative impact on organizational performance ( $\beta = -0.456$ ,  $t = -6.683$ ,  $p < 0.000$ ). This indicates that for every unit increase in unfair treatment, organizational performance decreases by 0.456 units, holding other variables constant. The t-statistic of -6.683 is highly significant, leading to the rejection of the null hypothesis.

The standardized coefficient indicates that unfair treatment has the strongest individual impact on organizational performance among the three grievance factors. This finding aligns with organizational justice theory, which suggests that perceptions of unfair treatment significantly affect employee attitudes and behaviors, ultimately impacting organizational outcomes.

**Hypothesis Two: Poor Working Conditions and Organizational Performance**

$H_{02}$ : Poor working conditions have no significant impact on organizational performance  $H_{12}$ : Poor working conditions have a significant negative impact on organizational performance

The analysis reveals that poor working conditions significantly and negatively affect organizational performance ( $\beta = -0.339$ ,  $t = -5.138$ ,  $p < 0.000$ ). This suggests that each unit increase in poor working conditions results in a 0.339 unit decrease in organizational performance, ceteris paribus. The highly significant t-statistic provides strong evidence to reject the null hypothesis.

This finding supports the job characteristics model and environmental psychology theories, which emphasize the importance of favorable working conditions for employee well-being and performance. Poor working conditions create stress, reduce job satisfaction, and ultimately diminish organizational effectiveness.

**Hypothesis Three: Discrimination and Organizational Performance**

$H_{03}$ : Discrimination has no significant impact on organizational performance  $H_{13}$ : Discrimination has a significant negative impact on organizational performance

The regression results demonstrate that discrimination significantly and negatively impacts organizational performance ( $\beta = -0.225$ ,  $t = -3.596$ ,  $p < 0.000$ ). This indicates that every unit increase in discrimination leads to a 0.225 unit decrease in organizational performance, holding other factors constant. The significant t-statistic provides sufficient evidence to reject the null hypothesis. While

discrimination shows the smallest coefficient among the three variables, its impact remains statistically significant and practically meaningful. This finding supports social identity theory and diversity management literature, which emphasize the detrimental effects of discriminatory practices on organizational climate and performance.

## Model Diagnostics and Assumptions

Table 4.7: Model Diagnostic Tests

Test	Result	Interpretation
Durbin-Watson	1.89	No autocorrelation
Kolmogorov-Smirnov	0.067 ( $p = 0.082$ )	Normality assumption met
Breusch-Pagan	2.34 ( $p = 0.126$ )	Homoscedasticity assumption met
VIF (Maximum)	2.31	No multicollinearity concern

The diagnostic tests confirm that the regression model meets all key assumptions. The Durbin-Watson statistic of 1.89 indicates no serious autocorrelation problem. The Kolmogorov-Smirnov test ( $p = 0.082$ ) suggests that the residuals are normally distributed. The Breusch-Pagan test ( $p = 0.126$ ) indicates homoscedasticity, and the VIF values (all below 3.0) confirm the absence of severe multicollinearity.

## Discussion

The empirical findings from this study of 267 bank employees across 16 banks in Asaba, Delta State provide substantial evidence for the detrimental role of grievances management on organizational performance. The results demonstrate robust statistical relationships that align with established theoretical frameworks while offering important practical insights for banking sector management.

The study's methodological approach reflects best practices in business research. The 93.7% response rate exceeds the standards recommended by Bryman and Bell (2023), who emphasize that high response rates are crucial for reducing non-response bias and ensuring representative findings. The reliability analysis, with Cronbach's Alpha values ranging from 0.801 to 0.879, surpasses the 0.70 threshold recommended by Hair et al. (2023), confirming the internal consistency of the measurement instruments. This methodological rigor, consistent with Kumar's (2023) guidelines for quantitative research, strengthens confidence in the study's conclusions.

The multiple linear regression analysis explains 67.4% of the variance in organizational performance ( $R^2 = 0.674$ ), indicating substantial explanatory power. According to Hair et al. (2023), this level of explained variance represents a strong model that captures the majority of factors influencing the dependent variable. The diagnostic tests confirm that key assumptions for parametric analysis were met, supporting the validity of the regression results as outlined by Sekaran and Bougie (2023).

The findings strongly support organizational justice theory, with unfair treatment emerging as the most significant predictor of organizational performance ( $\beta = -0.456$ ). This aligns with Saunders et al.'s (2023) emphasis on the importance of procedural and distributive justice in organizational contexts. The negative relationship between poor working conditions and performance ( $\beta = -0.339$ ) supports environmental psychology theories, while the discrimination-performance relationship ( $\beta = -0.225$ ) validates social identity theory predictions.

These results resonate with broader performance management literature. Jyothibabu et al. (2016) emphasized that organizational learning and employee satisfaction are fundamental to performance improvement. The current findings extend this understanding by demonstrating how grievance factors systematically undermine performance through their impact on employee attitudes and behaviors. Similarly, Eypu et al. (2017) highlighted the importance of

organizational capabilities in driving performance, with the current study revealing how grievance management represents a critical organizational capability.

The results have immediate practical relevance for Nigerian banking organizations. Nwanzu (2018) noted the unique challenges facing Nigerian firms in developing effective performance measures, and this study provides empirical evidence for prioritizing grievance management as a performance improvement strategy. The strong negative correlations suggest that addressing these issues should be a strategic priority rather than merely an HR function.

The predominance of unfair treatment as the strongest predictor indicates that banks should focus on establishing transparent, consistent policies and procedures. This finding supports Sanchez's (2004) competence-based management framework, which emphasizes the importance of developing organizational capabilities that enhance employee engagement and performance. The significant impact of working conditions suggests that environmental improvements could yield substantial performance gains, particularly relevant in the post-COVID banking environment.

Following Creswell and Poth's (2023) guidelines for research design, the study's cross-sectional approach provides valuable insights while acknowledging limitations regarding causal inference. The reliance on self-reported measures, while capturing important subjective experiences, may introduce common method bias as noted by Mugenda and Mugenda (2023). Future research could benefit from incorporating objective performance measures and longitudinal designs to strengthen causal claims.

The study makes a significant contribution to understanding grievance-performance relationships in developing country contexts. The robust statistical evidence, combined with strong theoretical foundations, provides banking organizations with clear guidance for improving performance through effective grievance management. The findings underscore that addressing employee grievances is not merely a matter of employee welfare but a strategic business imperative that directly impacts organizational effectiveness and competitiveness in the Nigerian banking sector.

## Summary, Conclusion and Recommendations

### Summary of Findings

This final chapter provides a comprehensive summary of the research findings, draws conclusions based on the empirical analysis, and presents recommendations for banking organizations and future research. The chapter

also highlights the study's contribution to knowledge in the field of grievance management and organizational performance. The research investigated the role of grievance management and organizational performance in selected banks in Asaba, Delta State, Nigeria, with specific focus on unfair treatment, poor working conditions, and discrimination as key grievance factors.

This study employed a quantitative research approach to examine the relationship between grievances management and organizational performance in the Nigerian banking sector. Data were collected from 267 respondents across 16 banks in Asaba, Delta State using a structured questionnaire. The research was guided by three specific objectives and corresponding hypotheses, all of which were tested using multiple linear regression analysis.

The study sample comprised a diverse group of banking professionals with a slightly higher proportion of male respondents (56.9%) compared to female (43.1%). The majority of participants were between 31-35 years of age (33.3%), held HND/Bachelor's degrees (70.0%), and had 6-10 years of work experience (39.7%). Middle-level employees constituted the largest group (50.2%), providing valuable insights from employees who are directly involved in operational activities while having sufficient organizational experience.

The empirical analysis revealed significant and negative relationships between all three grievance factors and organizational performance. The multiple linear regression model explained 67.4% of the variance in organizational performance ( $R^2 = 0.674$ ), indicating strong explanatory power.

## Conclusion

This study successfully achieved its primary objective of the role of grievance management and organizational performance in selected banks in Asaba, Delta State. The three specific objectives were fully addressed through rigorous empirical analysis:

The study confirmed that unfair treatment significantly and negatively affects organizational performance in banking organizations. This finding provides strong empirical support for organizational justice theory and highlights the critical importance of fair treatment in banking operations. The research established that poor working conditions have a significant negative impact on organizational performance. This finding underscores the importance of environmental factors in determining organizational effectiveness and employee productivity. The study demonstrated that discrimination

significantly and negatively influences organizational performance. This finding emphasizes the detrimental effects of discriminatory practices on organizational climate and overall effectiveness.

The findings provide robust empirical support for several theoretical frameworks. The results align with organizational justice theory, which posits that employees' perceptions of fairness significantly influence their attitudes and behaviors (Bryman & Bell, 2023). The negative impact of poor working conditions supports the job characteristics model and environmental psychology theories, while the discrimination findings validate social identity theory predictions.

The study contributes to the growing body of literature on grievance management in developing country contexts, particularly in the African banking sector. The findings demonstrate that theoretical frameworks developed in Western contexts are applicable to Nigerian organizations, while also revealing context-specific patterns and relationships.

From a practical standpoint, the study conclusively demonstrates that employee grievances are not merely HR issues but strategic business concerns that directly impact organizational performance. The strong negative relationships observed suggest that banks cannot afford to ignore grievance management if they aim to maintain competitive advantage and operational effectiveness.

The finding that unfair treatment has the strongest impact on performance indicates that procedural and distributive justice should be prioritized in banking organizations. The significant effects of working conditions and discrimination further emphasize the need for comprehensive approaches to employee welfare and organizational culture management.

The banking industry's unique characteristics make these findings particularly significant. Banks operate in highly regulated environments where employee behavior directly impacts customer service quality, regulatory compliance, and organizational reputation. The service-intensive nature of banking means that employee attitudes and behaviors significantly influence customer satisfaction and loyalty, making grievance management a critical business imperative.

The study reveals that banks in Asaba, Delta State face substantial challenges related to employee grievances, which may be exacerbated by the competitive nature of the banking industry, high-pressure work environments, and rapid technological changes. The relatively young workforce profile may also contribute to

higher expectations for fair treatment and better working conditions.

### Recommendations

Based on the empirical findings, the following recommendations are proposed for banking organizations in Nigeria:

Banks should develop robust grievance management systems that include clear policies, procedures, and timelines for addressing employee concerns. These systems should be easily accessible, transparent, and ensure confidentiality for complainants. Regular monitoring and evaluation of grievance trends should inform strategic HR decisions.

Given that unfair treatment emerged as the strongest predictor of organizational performance, banks should prioritize the establishment of fair and transparent policies across all HR functions. This includes: Standardized performance evaluation criteria and processes; Transparent promotion and career development pathways; Equitable compensation and benefits systems; Consistent disciplinary procedures. Regular training for managers on fairness and justice principles.

Banks should invest in improving both physical and psychological working conditions through: Modernization of office infrastructure and technology; Implementation of flexible work arrangements; Provision of adequate resources and support systems; Development of work-life balance programs and Regular assessment of workplace safety and comfort

### Contribution to Knowledge

This study makes several significant theoretical contributions to the fields of grievance management and organizational performance:

- i. The study provides robust empirical support for organizational justice theory, job characteristics model, and social identity theory in the context of African banking organizations. This validation extends the applicability of these theories beyond their original Western contexts.
- ii. The research quantifies the specific impact of different grievance factors on organizational performance, providing precise coefficients that can inform theoretical models and practical applications. The finding that unfair treatment has the strongest impact ( $\beta = -0.456$ ) provides new insights into the relative importance of different grievance factors.
- iii. The study's comprehensive approach to examining multiple grievance factors simultaneously contributes to a more nuanced understanding of how different

types of grievances interact to influence organizational outcomes.

- iv. The research provides valuable insights into grievance-performance relationships in developing country contexts, particularly in the African banking sector, addressing a significant gap in the literature.
- v. The study demonstrates a methodologically rigorous approach to grievance research, with excellent response rates (93.7%), strong reliability measures, and comprehensive diagnostic testing. This provides a model for future research in similar contexts.
- vi. The research contributes validated measurement instruments for assessing grievance factors and organizational performance in banking contexts, which can be adapted for use in future studies.
- vii. The comprehensive multiple linear regression analysis, including thorough diagnostic testing, provides a robust analytical framework that can be replicated in similar studies.
- viii. The study provides banking organizations with evidence-based insights for developing effective grievance management strategies. The specific coefficients and relationships identified can guide resource allocation and priority setting.
- ix. The research offers a framework for understanding how grievance management can be leveraged as a performance improvement strategy, moving beyond traditional HR perspectives to strategic business considerations.
- x. The findings provide valuable insights specific to the Nigerian banking industry, addressing the unique challenges and opportunities in this sector.
- xi. The research provides empirical evidence that can inform policy development at both organizational and regulatory levels, supporting evidence-based decision making.

### Suggestions for Future Research

Future studies should employ longitudinal designs to establish stronger causal relationships and examine how grievance-performance relationships evolve over time.

- i. Researchers should consider combining quantitative surveys with qualitative interviews, focus groups, and case studies to provide deeper insights into the mechanisms underlying grievance-performance relationships.
- ii. Future research should incorporate multiple data sources, including objective performance measures, supervisor ratings,

- and organizational records, to reduce common method bias and provide more comprehensive assessments.
- iii. Research should explore the mediating mechanisms through which grievances affect performance, such as job satisfaction, organizational commitment, turnover intentions, and employee engagement.
- iv. Studies should examine potential moderating factors such as organizational culture, leadership style, industry characteristics, and individual differences that may influence grievance-performance relationships.
- v. Comparative studies across different industries would enhance understanding of how industry characteristics influence grievance-performance relationships.
- vi. Studies comparing grievance-performance relationships across different cultural contexts would provide insights into the cultural specificity of these relationships.
- vii. Research comparing public and private sector organizations would provide insights into how organizational ownership and governance structures influence grievance management effectiveness

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