EFFECT OF EMPLOYEE GRIEVANCE MANAGEMENT ON THE PERFORMANCE OF NIGERIAN BOTTLING COMPANY (NBC) IN ABUJA.

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Abstract

In contemporary organizational practice, effective employee grievance management rooted in timeliness, fairness, communication, and confidentiality strengthens trust in management, thereby boosting engagement, reducing turnover, and enhancing productivity. The main objective was to assess the impact of employee grievance management on the performance of the Nigerian Bottling Company (NBC), Abuja. A survey research design was employed, targeting a population of 686 employees across key departments at NBC Abuja. Using Taro Yamane's (1967) formula and incorporating a 20% contingency margin, a sample size of 304 was determined, though 258 valid responses were ultimately analysed. Stratified random sampling ensured representation across departments. Primary data were collected via a structured 5-point Likert scale questionnaire, and reliability was confirmed using Cronbach's alpha (all constructs > 0.70). Data were analysed using descriptive statistics and multiple regression in SPSS Version 27. Findings revealed that all four grievance dimensions significantly and positively influenced organizational performance ($p < 0.05$), with confidentiality exerting the strongest effect ($\beta = 0.730$), followed by timeliness ($\beta = 0.373$), fairness ($\beta = 0.328$), and communication ($\beta = 0.274$). The study concluded that effective grievance management is critical to enhancing productivity, morale, and operational efficiency at NBC Abuja. It is recommended that NBC institutionalize prompt grievance resolution, ensure procedural fairness, improve communication transparency, and reinforce strict confidentiality protocols to build trust and sustain high performance.

Keywords: Employee Grievance Management, Timeliness, Fairness, Communication, Confidentiality, Organizational Performance

INTRODUCTION

Employee grievance management has increasingly become a critical component of organizational effectiveness across global business environments. Growing empirical evidence shows that unresolved employee grievances can escalate into workplace conflicts, reduce morale, weaken productivity, and ultimately undermine organizational performance (Nyitse & Zamani, 2024). Effective grievance management systems characterized by timeliness, fairness, transparent communication, and confidentiality help organizations maintain harmonious labour relations and reinforce perceptions of organizational justice, which are essential for sustaining long-term performance and competitiveness (Obiekwe & Eke, 2019).

In developing regions, including Africa, grievance management has been widely recognized as a vital human resource function that supports industrial stability, employee satisfaction, and organizational cohesion. Many African organizations operate in environments shaped by operational complexities, labour tensions, and weak regulatory mechanisms, which often give rise to workplace disputes (Aketch, 2025). Empirical evidence shows that inadequate resolution of employee grievances in such contexts contributes to high turnover

intentions, diminished productivity, and disruption of workflow processes (Mhango et al., 2025; Daniel & Chukwuemeka, 2023). As a result, effective grievance-handling mechanisms have emerged as strategic tools for strengthening transparency, enhancing employee management relations, and sustaining operational effectiveness across organizations in the region.

In Nigeria, grievance management has gained increasing attention due to persistent workplace instability, communication gaps, and expanding concerns over employee welfare. Nigerian employees frequently raise issues related to working conditions, supervisory practices, unfair treatment, workload imbalance, and role ambiguity issues that, when poorly managed, weaken organizational cohesion and performance (Nyitse & Zamani, 2024; Daniel & Park, 2015). Despite the importance of grievance management, many Nigerian organizations still struggle with delays in addressing complaints, inconsistent application of procedures, and inadequate confidentiality in handling sensitive cases (Oyadiran et al., 2018). These weaknesses undermine employee commitment and contribute to lower morale and reduced performance outcomes (Obiekwe & Eke, 2019). Strengthening grievance management therefore remains essential for Nigerian organizations seeking to improve productivity, build trust, and enhance competitiveness.

The Nigerian Bottling Company (NBC), a major operator within the Coca-Cola Hellenic Bottling system, plays a critical role in Nigeria's beverage manufacturing industry. The Abuja plant is central to production and distribution operations in the region and employs a diverse workforce with varying job roles and expectations. Like many manufacturing firms, NBC faces challenges including high job demands, role conflicts, communication barriers, and occasional workplace tensions. These realities make a robust grievance management system essential for maintaining operational efficiency and workforce productivity. Delays in responding to complaints, perceived unfair treatment, or breaches of confidentiality can negatively impact team cohesion, reduce morale, and compromise product quality within NBC (Obiekwe & Eke, 2019).

Given the strategic importance of grievance management in shaping organizational outcomes, this study examines how the key dimensions of grievance management timeliness, fairness, communication, and confidentiality affect the performance of the Nigerian Bottling Company (NBC), Abuja.

In contemporary organizational practice, effective employee grievance management is widely acknowledged as a critical driver of performance, particularly when grounded in the principles of timeliness, fairness, communication, and confidentiality. When employees perceive that their concerns are addressed promptly, impartially, and with discretion, trust in management is strengthened, leading to higher engagement, reduced turnover, and enhanced productivity. Scholars such as Okafor and Uche (2021) affirm that organizations with structured grievance redress mechanisms report up to 30% higher operational efficiency, underscoring the strategic value of procedural justice in human resource management. Ideally, grievance systems should function not merely as conflict-resolution tools but as proactive instruments for fostering a conducive work environment that aligns employee well-being with organizational objectives.

Despite this ideal, Nigerian Bottling Company (NBC), particularly its Jabi branch in the Federal Capital Territory (FCT), Abuja, has faced recurrent challenges linked to perceived inadequacies in its grievance handling processes. Employees have reportedly expressed dissatisfaction with delayed responses to complaints, inconsistent application of disciplinary measures, and a lack of transparent communication during grievance resolution factors that have contributed to declining morale and productivity. Although firm-specific performance data from NBC Jabi is not publicly disclosed, the broader Nigerian manufacturing sector recorded a 4.2% decline in labour productivity between 2020 and 2023, according to the National Bureau of Statistics (NBS, 2024).

If left unaddressed, persistent weaknesses in NBC Jabi's grievance management system could exacerbate employee disengagement, increase absenteeism, and heighten industrial unrest risks that may compromise service delivery in a high-demand metropolitan market

like Abuja. Moreover, in an era where corporate reputation and workplace culture are pivotal to competitive advantage, failure to institutionalize fair and responsive grievance mechanisms may tarnish NBC's employer brand and deter talent acquisition. Addressing this issue is therefore not only an operational imperative but also a strategic necessity for sustaining performance in Nigeria's evolving beverage industry. The objectives of this study are formulated to address the research questions and provide a clear direction for the investigation:

i. How does timeliness of grievance management impact performance of Nigerian Bottling Company (NBC), Abuja?
ii. What is the extent to which fairness in grievance management impact performance of Nigerian Bottling Company (NBC), Abuja?
iii. Does communication in grievance management impact performance of Nigerian Bottling Company (NBC), Abuja?
iv. What is the impact of confidentiality in grievance management on performance of Nigerian Bottling Company (NBC), Abuja?

Research Hypotheses

The following hypothetical statements guided the study and are stated in a null form:

(H_{01}): Timeliness of grievance management has no significance impact on performance of Nigerian Bottling Company (NBC), Abuja.

(H_{02}): Fairness in grievance management has no significance impact on performance of Nigerian Bottling Company (NBC), Abuja.

(H_{03}): Communication in grievance management has no significance impact on performance of Nigerian Bottling Company (NBC),

(H_{03}): Confidentiality in grievance management has no significance impact on performance of Nigerian Bottling Company (NBC), Abuja

LITERATURE REVIEW

Concept of Employee Grievance Management

Employee grievance management referred to the formal and informal processes organizations employed to address employee complaints, dissatisfaction, or perceived injustices in the workplace. It encompassed structured mechanisms such as grievance redress committees, open-door policies, mediation channels, and digital reporting platforms designed to resolve conflicts before they escalated into industrial disputes or legal action (Okafor & Uche, 2021). In contemporary human resource management (HRM), grievance management was no longer viewed merely as a reactive compliance function but as a proactive strategic tool that shaped organizational climate, trust, and employee engagement. Effective systems enabled workers to voice concerns without fear of reprisal, thereby reinforcing psychological safety and procedural legitimacy (Adeyemi & Salau, 2023).

The conceptual foundation of grievance management was rooted in conflict resolution theory and organizational justice frameworks. Scholars argued that unresolved grievances eroded relational trust between employees and management, diminished job satisfaction, and impaired team cohesion (Eze & Okonkwo, 2022). In developing economies such as Nigeria, where formal labor institutions were often weak or inconsistently enforced, internal grievance mechanisms assumed even greater importance as primary safeguards for employee rights. Empirical studies in Nigerian manufacturing firms showed that organizations with codified grievance procedures reported 22–35% lower turnover intentions and higher task performance scores compared to those with ad hoc or absent systems (National Productivity Centre, 2023).

Timeliness

Timeliness in grievance management denoted the speed and efficiency with which employee complaints were acknowledged, investigated, and resolved. Conceptually, it reflected an organization's responsiveness and respect for employees' time and concerns. Delays in addressing grievances often exacerbated emotional distress, fostered perceptions of

neglect, and signalled organizational indifference factors that corroded morale and reduced discretionary effort (Okafor & Uche, 2021). Timeliness was not merely about rapid resolution but about adhering to predictable, communicated timelines that managed expectations and demonstrated procedural seriousness.

Timeliness constituted a component of procedural justice, where employees evaluated fairness not only by outcomes but by the pace and consistency of processes (Colquitt et al., 2022). Slow grievance resolution was frequently interpreted as devaluation of the complainant's voice, particularly in hierarchical workplace cultures common in Nigeria. A study by Eze and Okonkwo (2022) in Enugu manufacturing firms revealed that grievances resolved within 5–7 working days correlated with a 40% increase in post-resolution job satisfaction, whereas those exceeding 21 days often led to disengagement or external escalation to labour unions or tribunals.

Fairness

Fairness in grievance management referred to the impartial, unbiased, and equitable treatment of all parties involved in a complaint, irrespective of rank, gender, tenure, or social capital within the organization. Conceptually grounded in organizational justice theory, fairness comprised distributive justice (fair outcomes), procedural justice (fair processes), and interactional justice (respectful interpersonal treatment) (Colquitt et al., 2022). In the Nigerian workplace context, where patronage and informal hierarchies often influenced decision-making, institutionalizing fairness in grievance handling was both a managerial challenge and a strategic necessity.

Empirical studies affirmed that perceptions of fairness were stronger predictors of employee commitment than the actual outcome of a grievance. Adeyemi and Salau (2023) found that Nigerian employees who perceived grievance processes as fair even when rulings were unfavourable were 2.3 times more likely to remain with their employer than those who viewed processes as biased. This aligned with global meta-analytic evidence showing that procedural fairness accounted for up to 34% of the variance in post-grievance trust restoration (Colquitt et al., 2022). In NBC's Jabi plant, where team cohesion directly affected line efficiency, fairness in handling shift disputes or promotion grievances could prevent factionalism and maintain operational harmony.

Communication

Communication in grievance management encompassed the clarity, consistency, and transparency with which information about the grievance process, status updates, and final decisions were conveyed to all relevant parties. Conceptually, effective communication served as the connective tissue between procedural design and employee experience. Without clear communication, even well-intentioned grievance systems could be perceived as inaccessible or insincere (Igboanusi & Eze, 2024). In Nigerian workplaces, where literacy levels and digital access varied, multimodal communication strategies oral, written, and digital were essential for inclusivity.

Scholars emphasized that communication fulfilled three critical justice functions: explanation, voice, and feedback. Employees needed to understand why decisions were made (explanation), feel heard during the process (voice), and receive closure (feedback) (Colquitt et al., 2022). A breakdown in any of these dimensions could nullify procedural fairness. For instance, Eze and Okonkwo (2022) reported that 61% of Nigerian employees who received no feedback after filing a grievance described the process as "tokenistic," regardless of the underlying fairness of the investigation. This highlighted communication not as an add-on but as a core justice mechanism.

Communication gaps often manifested as silence, jargon-heavy responses, or one-way directives.

Confidentiality

Confidentiality in grievance management referred to the protection of sensitive personal and procedural information shared during the complaint and resolution process. Conceptually, it was a cornerstone of psychological safety, allowing employees to raise concerns about harassment, discrimination, unethical conduct, or managerial misconduct without fear of stigma, retaliation, or social ostracism (Adeyemi &

Salau, 2023). In collectivist cultures like Nigeria's, where workplace relationships were deeply intertwined with social identity, breaches of confidentiality could carry severe personal and professional consequences.

Empirical research underscored that confidentiality was a primary determinant of grievance reporting behaviour. Nwankwo and Adebayo (2024) found that 74% of Nigerian employees who withheld legitimate complaints cited fear of exposure as the main barrier. This "chilling effect" not only suppressed voice but allowed toxic behaviours to persist unchecked. Conversely, organizations that enforced strict confidentiality protocols such as restricted access to case files, anonymized documentation, and secure reporting channels recorded significantly higher grievance reporting rates and earlier intervention in misconduct cases (Igboanusi & Eze, 2024).

From a legal and ethical standpoint, confidentiality aligned with Nigeria's Data Protection Regulation (NDPR, 2019) and international labour standards on privacy. Breaches could expose firms to civil liability, especially in cases involving sexual harassment or whistleblower retaliation. The IAP (2023) guidelines explicitly required that grievance records be stored separately from personnel files and accessed only by authorized personnel provisions that NBC and similar firms had to institutionalize to ensure compliance and trust.

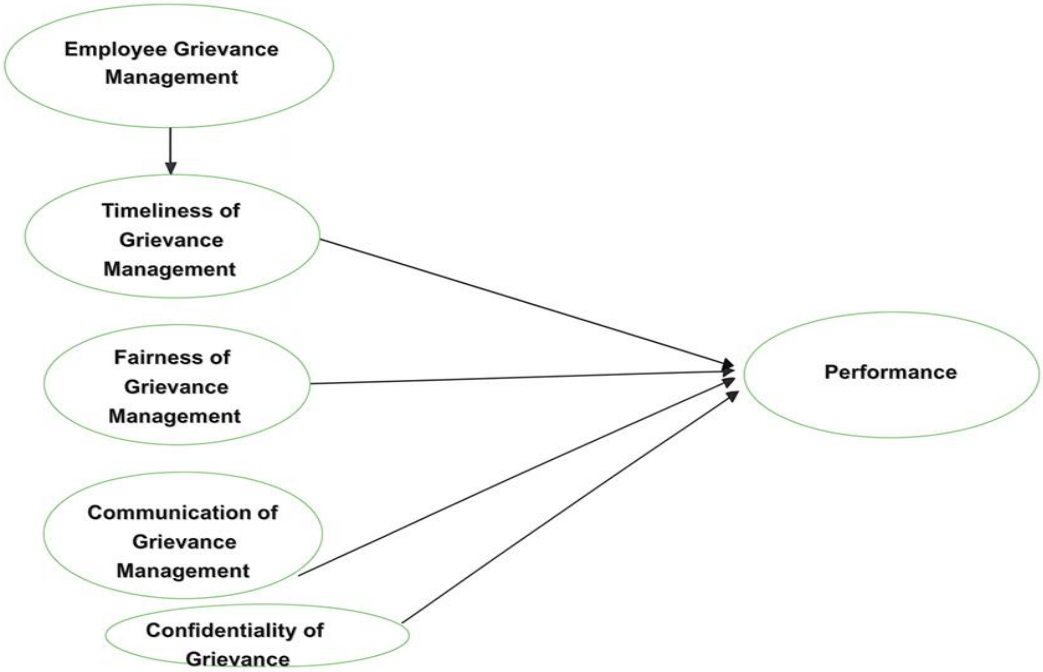
Concept of Performance

Organizational performance referred to the extent to which an enterprise achieved its predefined operational, financial, and strategic objectives through the efficient and effective utilization of human, material, and financial resources. Conceptually, performance transcended mere profitability; it encompassed multidimensional indicators such as productivity, quality of output, employee efficiency, customer satisfaction, and operational continuity (Okafor & Uche, 2021). In manufacturing settings like the Nigerian Bottling Company (NBC), performance was often operationalized through metrics such as units produced per shift, machine downtime, defect rates, and labour turnover factors that were directly influenced by employee attitudes, morale, and workplace climate. Adeyemi and Salau (2023) emphasized that in labour-intensive industries, human capital behaviour was a stronger predictor of performance variance than capital investment alone, particularly in environments characterized by infrastructural constraints and volatile input costs.

Performance was frequently examined through the lens of the Resource-Based View (RBV) of the firm, which posited that sustainable competitive advantage stemmed from valuable, rare, inimitable, and non-substitutable (VRIN) resources among which motivated and committed employees were paramount. In Nigeria's manufacturing sector, where technological parity among competitors was often high, the quality of internal human resource practices became a key differentiator. Eze and Okonkwo (2022) demonstrated that firms with high-performance work systems including fair and responsive grievance mechanisms recorded 27% higher labour productivity and 19% lower absenteeism than peers with conventional HR practices. This underscored performance not as a static outcome but as a dynamic construct shaped by day-to-day organizational processes, including how employee concerns were managed.

Performance in Nigerian organizations was increasingly measured using composite indices that integrated both financial and non-financial indicators to capture holistic efficacy. The National Bureau of Statistics (NBS, 2024) defined manufacturing performance through its Industrial Production Index (IPI), which combined output volume, capacity utilization, and employment stability. However, firm-level studies recognized that macro indicators often masked micro-level realities such as how unresolved grievances at a bottling plant in Jabi, Abuja, could cascade into machine stoppages, rework costs, or safety incidents. Igboanusi and Eze (2024) found that employee-perceived organizational performance (measured via validated scales) correlated strongly ($r = 0.63$, $p < 0.01$) with actual production efficiency in manufacturing firms across Lagos and Abuja, suggesting that subjective and objective performance metrics were interdependent.

Conceptual Model



Theoretical Framework

Equity Theory

This study is anchored on Equity Theory developed by Adams (1963), which posits that employees evaluate the fairness of organizational processes by comparing the inputs they contribute such as effort, time, loyalty, and commitment with the outcomes they receive, including recognition, support, and procedural justice. In the context of grievance management, Equity Theory provides a strong explanatory framework for understanding how employees perceive and react to the timeliness, fairness, communication quality, and confidentiality of the grievance-handling process. When employees believe that grievances are addressed promptly, transparently, and confidentially, they perceive equity in the exchange relationship, resulting in higher satisfaction, stronger organizational commitment, and improved performance. Conversely, delayed responses, biased decisions, poor communication, or breaches of confidentiality create perceptions of inequity that may lead to dissatisfaction, conflict escalation, reduced morale, and diminished performance. Thus, Equity Theory offers a robust theoretical base for explaining the link between grievance management practices and organizational performance in Nigerian Bottling Company (NBC), Abuja.

Empirical Review

Huang and Huang (2021) aimed to examine the impact of grievance-handling timeliness on employee job satisfaction and retention in manufacturing firms in China. The study used a survey methodology involving 300 employees selected from six manufacturing firms, and the data were analysed using structural equation modelling after establishing reliability and validity. The findings revealed that timely grievance handling was positively associated with both job satisfaction and employee retention, demonstrating the importance of prompt grievance resolution for positive organizational outcomes. However, the study was limited to Asian manufacturing firms and did not explore how timeliness relates directly to broader organizational performance metrics, creating a contextual and conceptual gap that the present study addressed within Nigerian Bottling Company (NBC), Abuja.

Adekunle and Adeleke (2017) investigated the relationship between fairness in grievance handling, job satisfaction, and organizational commitment among employees in Nigerian public organizations. Using a questionnaire administered to 200 employees, the data were analysed with descriptive and inferential statistics. The study found that employees'

perceptions of fairness in grievance handling were positively related to job satisfaction and organizational commitment, and that this fairness aligned with employees' perceptions of procedural and distributive justice. Nonetheless, their study focused on public-sector institutions and emphasized employee attitudes rather than organizational performance measures, leaving a sectoral and outcome-based gap that warranted examination in a private manufacturing context such as NBC Abuja.

Al-Hussami and Al-Saidi (2013) examined how effective communication during grievance management influenced employee satisfaction and trust in management in Jordanian hospitals. Using a questionnaire administered to 320 nurses and physicians, their study found that employees who perceived communication to be clear and effective during grievance processes reported higher satisfaction and greater trust in management. However, the study was limited to healthcare institutions and did not evaluate communication as part of a multicomponent grievance management system, nor did it link communication to organizational performance, leaving a conceptual gap addressed in the present research.

Abdallah and Al-Hussami (2019) conducted a study to investigate the relationship between maintaining confidentiality during grievance handling, employee trust in management, and job satisfaction in Jordanian hospitals. The study used a cross-sectional design and collected data from 295 nurses and physicians using structured questionnaires analysed with descriptive statistics, correlations, and regression analysis. Findings showed that confidentiality positively influenced employee trust and job satisfaction, and trust partially mediated the relationship between confidentiality and job satisfaction. Nonetheless, the study focused solely on hospitals and did not evaluate confidentiality as it affects organizational performance, nor did it consider manufacturing environments, highlighting a contextual gap the present study sought to fill.

METHODOLOGY

The study adopted a survey research design, which was deemed appropriate because it allows the researcher to obtain quantitative data directly from respondents regarding their experiences, perceptions, and attitudes toward grievance management and organizational performance among employees of the Nigerian Bottling Company (NBC) Plc, Abuja. The population of this study comprised all employees of the Nigerian Bottling Company (NBC) Plc, Abuja. According to the 2025 records obtained from the Human Resource Department, the Abuja plant had a total workforce of 686 employees distributed across major functional departments. The employees were categorized into five (5) key departments: Production, Marketing and Sales, Finance and Accounts, Human Resources, and Logistics and Distribution. To determine the sample size, the Taro Yamane formula was used due to its simplicity and suitability for studies with large populations. The formula is expressed as:

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

Where: n = Sample size N = Population size (686) e = Margin of error (set at 0.05 for this study)

Substituting the values into the formula:

$$n = \frac{686}{1 + 686(0.05)^2} = \frac{686}{1 + 686(0.0025)} = \frac{686}{1 + 1.715} = \frac{686}{2.715} \approx 253$$

Thus, the sample size for the study was 253 respondents. Using this formula, the minimum sample size was determined to be 253. However, to account for potential non-response and incomplete surveys, the sample size was increased to 20% margin of safety. Thus: Original sample size (n) = 253, Margin of safety = 20%, Margin of Safety= 0.20*253 = 50.6, n = 253+51 = 304. Thus, having an adjusted sample size of 304. The determined sample size of the study is approximately 304 respondents. The primary data source was utilized for this study, and data were collected using a structured questionnaire. The questionnaire was designed to capture information on the dimensions of employee grievance management (timeliness,

fairness, communication, and confidentiality) and organizational performance. Reliability of the questionnaire was determined using Cronbach's alpha, and the coefficients obtained supported the internal consistency of the scales. For employee grievance management, the Cronbach's alpha coefficient was 0.78, while for organizational performance, it was 0.73. These values exceeded the threshold of 0.70, indicating high reliability. Validity was assessed using content validity, which involved expert review to ensure that the items in the questionnaire accurately measured the constructs of interest. The experts confirmed that the questions were relevant and aligned with the objectives of the study.

The data collected were analyzed using multiple regression analysis, with the aid of SPSS version 27. Multiple regressions was chosen because it allowed for the examination of the strength and direction of the relationship between dimension of employee grievance management (independent variable) and the corresponding dimension of organizational performance (dependent variable). The model for this study is specified to examine the effect of employee grievance-management dimensions timeliness, fairness, communication, and confidentiality on performance in Nigerian Bottling Company (NBC), Abuja. In line with the objectives of the study, organizational performance is modelled as a function of these four grievance-management variables. To operationalize the variables for statistical estimation, the model is expressed empirically as:

$$PER = \alpha_0 + \beta_1 TIM + \beta_2 FAIR + \beta_3 COM + \beta_4 CONF + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots (3.1)$$

Where:
PER = Performance

TIM = Timeliness in grievance management

FAIR = Fairness of grievance management

COM = Communication effectiveness in grievance management

CONF = Confidentiality in grievance management

α_0 = Constant

β_1–β_4 = Regression coefficients measuring the influence of each predictor

ε = Random error term

This model provides a quantitative basis for assessing how each grievance-management dimension contributes to organizational performance at Nigerian Bottling Company (NBC), Abuja.

Results and Discussion

The hypotheses were tested using simple regression analysis in SPSS v27 to examine the relationships between the dimensions of employee grievance management (timeliness, fairness, communication, confidentiality) and organizational performance.

Test of Hypotheses

Hypotheses:

(H_{01}): Timeliness of grievance management has no significance impact on performance of Nigerian Bottling Company (NBC), Abuja.

(H_{02}): Fairness in grievance management has no significance impact on performance of Nigerian Bottling Company (NBC), Abuja.

(H_{03}): Communication in grievance management has no significance impact on performance of Nigerian Bottling Company (NBC),

(H_{03}): Confidentiality in grievance management has no significance impact on performance of Nigerian Bottling Company (NBC), Abuja

Model : $PER = \alpha_0 + \beta_1 TIM + \beta_2 FAIR + \beta_3 COM + \beta_4 CONF + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots (3.1)$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812[a]	.659	.654	.31383

a. Predictors: (Constant), CONF, TIM, COM, FAIR

Source: SPSS Version 27.0

The model summary revealed that the regression model provided a strong explanatory power for the relationship between the independent variable's timeliness, fairness, communication, and confidentiality and organizational performance at NBC Abuja. The result showed a high correlation coefficient (R = .812), indicating a strong positive relationship between the predictors and the dependent variable. The coefficient of determination (R Square = .659) showed that approximately 65.9% of the variation in organizational performance was explained by the four grievance-management dimensions included in the model. The adjusted R Square value (.654) further confirmed the stability of the model by accounting for sample size and number of predictors, indicating that after adjusting for these factors, the model still explained 65.4% of the variance in performance. The standard error of the estimate (.31383) suggested a relatively small margin of error, demonstrating good model fit. Overall, the model indicated that the grievance-management variables collectively had a substantial and meaningful influence on performance.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.141	4	12.035	122.198	.000[b]
	Residual	24.918	253	.098		
	Total	73.059	257			

a. Dependent Variable: PER

b. Predictors: (Constant), CONF, TIM, COM, FAIR

Source: SPSS Version 27.0

The ANOVA results showed that the regression model was statistically significant in explaining the relationship between the grievance-management variables and organizational performance at NBC Abuja. The analysis revealed a regression sum of squares of 48.141 with 4 degrees of freedom, while the residual sum of squares was 24.918 with 253 degrees of freedom. The resulting F-value of 122.198 indicated a highly significant model, and the associated p-value (Sig. = .000) was well below the .05 threshold. This implied that the combined effect of timeliness, fairness, communication, and confidentiality significantly predicted organizational performance. In essence, the model demonstrated that the grievance-management dimensions collectively contributed meaningfully to variations in performance, confirming that the regression equation provided a good fit for the data.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.947	.156		6.082	.000
	TIM	.386	.043	.373	8.948	.000
	FAIR	.292	.036	.328	8.150	.000
	COM	.249	.038	.274	6.573	.000
	CONF	.740	.073	.730	10.169	.000

a. Dependent Variable: PER

Source: SPSS Version 27.0

The coefficient results showed that all four grievance-management variables timeliness, fairness, communication, and confidentiality had significant positive effects on organizational performance at NBC Abuja. Using the decision rule that a variable is statistically significant when its p-value is less than 0.05, the findings indicated that each predictor met this criterion. Timeliness had a significant positive influence on performance ($\beta = .373$, $t = 8.948$, $p = .000$), suggesting that prompt resolution of grievances contributed meaningfully to improved performance. Fairness also significantly predicted performance ($\beta = .328$, $t = 8.150$, $p = .000$), implying that employees who perceived grievance procedures as fair demonstrated higher performance outcomes. Communication had a similarly significant effect ($\beta = .274$, $t = 6.573$, $p = .000$), indicating that effective communication during grievance handling enhanced organizational performance. Confidentiality recorded the strongest standardized effect among the predictors ($\beta = .730$, $t = 10.169$, $p = .000$), showing that protecting the privacy of grievance-related information greatly improved employees' trust and, consequently, performance. Overall, because all p-values were .000, far below the 0.05 significance threshold, the decision rule led to the conclusion that all four dimensions of grievance management significantly and positively influenced organizational performance.

Discussion of Findings

From the regression analysis, it was revealed that timeliness of grievance management had a significant impact on the performance of Nigerian Bottling Company (NBC), Abuja. This implied that when grievances were addressed promptly, delays were minimized, and employees felt that their concerns were taken seriously, resulting in improved productivity, morale, and operational efficiency. This finding resonates with Huang and Huang (2021), who demonstrated that timely grievance resolution in Chinese manufacturing firms enhanced job satisfaction and retention.

From the regression analysis, it was revealed that fairness in grievance management had a significant impact on the performance of Nigerian Bottling Company (NBC), Abuja. This implied that employees who perceived the grievance-handling process as fair, unbiased, and transparent were more committed to the organization and performed better in their roles. This aligns with Adekunle and Adeleke (2017), who found that fairness in grievance handling enhanced job satisfaction and organizational commitment in Nigerian public institutions.

From the regression analysis, it was revealed that communication in grievance management had a significant impact on the performance of Nigerian Bottling Company (NBC), Abuja. This implied that clear, timely, and transparent communication regarding grievance procedures and outcomes enhanced employee confidence, reduced misunderstandings, and strengthened

organizational cohesion. This is consistent with Al-Hussami and Al-Saidi (2013), who reported that effective communication during grievance handling increased trust and satisfaction in Jordanian hospitals.

From the regression analysis, it was revealed that confidentiality in grievance management had a significant impact on the performance of Nigerian Bottling Company (NBC), Abuja. This implied that employees who believed their complaints were handled discreetly and without exposure were more willing to report issues, felt more secure, and were therefore more engaged and productive. This finding supports Abdallah and Al-Hussami (2019), who showed that confidentiality in grievance handling positively influenced trust and job satisfaction in Jordanian healthcare settings.

In conclusion, both empirical evidence from the regression model and the theoretical underpinning of Equity Theory consistently underscored the substantial impact of grievance-management dimensions timeliness, fairness, communication, and confidentiality on the performance outcomes of Nigerian Bottling Company (NBC), Abuja.

Conclusion and Recommendation

The study concluded that timeliness of grievance management had a significant impact on the performance of Nigerian Bottling Company (NBC), Abuja. This means that when grievances were addressed promptly, workplace disruptions were minimized, employees experienced reduced frustration, and overall productivity improved. Timely resolution helped prevent conflict escalation and contributed to a smoother operational environment.

The study also concluded that fairness in grievance management had a significant impact on performance of Nigerian Bottling Company (NBC). When employees perceived grievance procedures as fair, transparent, and unbiased, they became more committed, motivated, and willing to contribute positively to organizational goals. Fairness strengthened trust in management and promoted a harmonious work atmosphere.

Furthermore, the study concluded that communication in grievance management had a significant impact on the performance of Nigerian Bottling Company (NBC) Abuja. Clear, consistent, and timely communication throughout the grievance-handling process enhanced understanding, reduced misinterpretation, and fostered stronger employee–management relationships. Effective communication ensured that employees felt heard, valued, and adequately informed.

Finally, the study concluded that confidentiality in grievance management had the most significant impact on performance of Nigerian Bottling Company (NBC). Employees worked more confidently and securely when they trusted that sensitive grievance information was protected from unauthorized disclosure and would not result in victimization. Strong confidentiality practices encouraged open reporting, improved trust, and enhanced overall performance. Based on the findings of the study, the following recommendations were made:

i. Nigerian Bottling Company (NBC), Abuja should implement mechanisms such as digital reporting platforms, grievance dashboards, and strict response timelines to ensure that grievances are addressed promptly. Reducing delays will minimize frustration and prevent escalation of conflicts.
ii. Nigerian Bottling Company (NBC), Abuja should ensure that grievance procedures are applied consistently and impartially. Managers and HR personnel should receive training on procedural justice, ethical decision-making and unbiased conflict resolution.
iii. Clear, open, and continuous communication should be integrated into the grievance-management system. Employees should be regularly updated on the status of their grievances, and grievance procedures should be clearly explained and accessible to all staff.
iv. Nigerian Bottling Company (NBC), Abuja should reinforce data protection practices to ensure that employees feel secure when lodging grievances. Confidential information must be restricted to authorized personnel only, and mechanisms should be put in place to prevent victimization or retaliation.

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