

EFFECT OF GRIEVANCE HANDLING PROCEDURES ON EMPLOYEES PERFORMANCE IN NIGERIA NATIONAL ASSEMBLY

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Abstract

This study on the effect of grievance handling procedures on employee performance in the National Assembly, Nigeria adopted a survey research design. The population of the study consists of 6990 staff of the National Assembly, Nigeria. The study used Taro Yamane's formula to determine the sample size of 377 staff and also used a simple random sampling method to select respondents. The method of data collection used by this study was a questionnaire that was administered to the respondents. The statistical tool is regression analysis. The findings revealed that grievance handling procedures have a positive effect on employee's performance in terms of employee commitment in the National Assembly, Nigeria. This implies that grievance handling procedures such as collective bargaining, complaints, and open-door policy affect employees' performance in terms of commitment (devotion, continuous and affective commitment). The study recommended that National Assembly management in Nigeria should continue to apply the use of grievance handling procedures such as collective bargaining, complaints, and open-door policy since it positively affected the employee's performance in terms of commitment (devotion, continuous and affective commitment).

Keywords: *Grievance Handling Procedure, Collective Bargaining, Complaint, Open-door Policy, and Employees' Performance*

Introduction

Grievance procedures are the form of strategies, an integrated and coherent approach to the employment, development, and well-being of the people working in organizations to influence or enhance employees' commitment. In other words, grievance procedures are the laid down mechanisms through which workers' grievances are dealt with or resolved to adequately enable them to perform in the organizations. The application of grievance procedures varies from organization to organization, due to management structure and resources availability. One of the effective ways of minimizing and eliminating the source of employee's grievance is by having an

'open-door policy'. An 'open-door policy' facilitates upward communication in the organization where employees can walk into the superiors' office at any time and express their grievances (Peterson, 2000). Managers must, therefore, be educated about the importance of the grievance process and their role in maintaining favorable relations with the employees to ensure that the employees perform well in the organization. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace (Daud, 2010).

The Parliamentary Staff Association of Nigeria (PASAN), National Assembly chapter has well-established complaints unit, open-door policy, collective bargaining principles, etc. to ensure that all kinds of workplace grievances are addressed to increase employees performance in terms of employees commitment. Yet, employees in the organization are not committed to work.

Moreover, many studies have been conducted on the effect of grievance management procedures on work performance, such as Asewe (2016), Ngetich (2016), Malchades (2013), Jomo and Jomo (2015) from Kenya, Nairobi and other parts of the world, but none of these studies use the Nigeria National Assembly. Also none of these studies reviewed the use of complaints unit, open-door policy and collective bargaining principles. Hence, this study fills the research gap by studying grievance handling procedures and their effect on employee performance.

The objective of this study is to examine the effect of grievance handling procedure on employees' performance. However, the specific objective is to examine the effect of grievance handling procedures on employee commitment in Nigeria National Assembly.

This study is on the effect of grievance management procedures on employee performance as represented by the Parliamentary Staff Association of Nigeria (PASA), National Assembly Chapter. This study covers the grievance management procedures in Nigeria National Assembly from 2006 to 2018. The period was chosen because, in December 2018, National Assembly workers demonstrated expressing their dissatisfaction with the management system of handling grievances, demanding for the payment of arrears of 28% increase in their salaries since 2010 and they stormed the National Assembly, blocking all the entrances into the complex. They also cut off essential services like power and water supply, thereby crippling any form of activity

within the premises. It could also be recalled that the aggrieved workers had before this time, shut down the National Assembly, stopping lawmakers from sitting, blaming the Management of the National Assembly for their plight and insisting on the removal of the Clerk to the National Assembly.

Based on the above research objectives, the following hypothesis was formulated:

Ho₁: Grievance handling procedure has no significant effect on employees commitment in Nigeria National Assembly

Concept of Grievance Handling Procedure

Grievance procedures are a means of dispute resolution that can be used to address complaints by employees against management or to settle disputes between a company and its suppliers, customers, or competitors (Coleman, 2000). Bagraim (2007), the rationale for grievance procedures is to help the individual organization attain its best in terms of employee performance and service delivery. However, in most cases, the procedures are management centered and may not allow employees to initiate expression of their dissatisfaction concerning their work situations.

Grievance procedures are procedures by which worker's grievances are dealt with or solved. They also serve as the system of communication between workers and managers, inform managers of potential trouble, provide an outlet for complaints, and avoid slowdowns, absenteeism, strikes, and damage (Mamoria, 2009).

Employee grievance can be defined as a wrong or complaint against the agreeable terms of the parties in relation (Lewin, 2003). It may also mean a collision of aspirations or desirability against the benchmarked policy or institutional practice (John, 2008). In legal, the grievance may be defined as the breach of contract one of the parties in the line of application (Leban & Euske, 2006). A grievance may be a disappointment concerning that concerns a formal action or exclusion by the employer that may influence the deterioration of their relationships that may lead to unjustified dismissals (Bagraim, 2007). The handling procedures of grievances are human resource management tools used to guide the manner such actions can be resolved. Compliance situations require the undertaking of the formal grievance handling procedures at workplaces.

Five kinds of handling have been identifiable that include the open door policy, ombudsman, hearing officer, and peer-review and step review system and methods as the significant in resolving situations. Institutions have been noted to be graduating how they handle the grievances from the lower to the higher level (Pinar, 2008). There is a variance in organizational management of grievances with many ensuring properness into the employment situation and welfare in delivering to their needs. In most cases, however, the handling procedures are management inclusive and less of the proper expression of the aggrieved party thus this may include poor job dissatisfaction that may lead to poor performance (Pinar, 2008 & Consolata, 2011). Grievances are subjects of concern in the line of employee management and to the consideration of the performance of organizations (Pinar, 2008). He further opines that grievances largely contribute to drastic diminish of an employee expectation both in career growth and institutional performance. Accordingly, there is a need for a universal method of solving grievances which includes but not exhaustive, the policy agreement, Union agreements as well as employee committee hearing meetings or tribunals (Brady, 2002). These properly put to use will lead to employee productivity (Consolata, 2011). Brown and Caylor, (2009) posit that employee productivity is affected by the existence of unresolved grievances and besides, the production of the organization is impacted. A balance in resolution is the medium of ensuring continuity growth in the limited grievance occurrence and improved organizational performance (Pinar, 2008). Studies conducted indicate an outcome of improved staff relations for the properly adhered procedure in handling the grievances (Consolata, 2011). Grievance handling procedures are how the issues raised are managed and combated before their escalation into hazardous situations.

Grievance requires steady fast resolutions through either dispute mechanism, the arbitration, open door policy the committee decisions among other independent institutional channels defined for addressing grievances. The grievance handling mechanism is considered gradual. In this case, the worker has to press for the address of concern by the management (Francois, 2004). By this, the formally lodged complaint is transitive from one level to another. The formal engagement in communication by authorities and their workforce can be considered as a proper grievance procedure. In most cases, the unresolved grievances may be classified as criminal offenses by the parties involved if unresolved over a given period (Lewin & Peterson, 1988). The

inclusiveness of the same may lead to stalling of institutional performance targets such as the delivery of services to the respective population (Salamon, 2010).

Open Door Policy

As posited by Salamon (2010), Open door policy is a procedure whereby the aggrieved party (ies) have access to the executive or topmost managerial cadre in addressing the lodged complaint. Particularly, this policy is most practical in small corporations and adaptable to majority executives. On the other hand, top management of bigger organizations is normally busy with further concerns of the organization. Operational employees can sometimes have feelings of shyness to approach top management.

Collective Bargaining

Collective Bargaining Agreements provide simplistic steps for addressing grievances. In this procedure, there is high expectation of resolution when the cases are handled from lower cadre to the highest levels. This encompasses an understanding of the worker and the manager in charge. Further, it does involve a third party who is considered unbiased. Initially, the grievant has to present their grievances to the supervisor in a written form. This has to contain all the issues requiring address by the Supervisor. The second phase involves the convening of a meeting with top-level management in case of failure to resolve. If the meeting in the second fails to reach an agreement, the outcomes and original grievances are presented to the topmost executive and existing permanent staff of the union. All three steps have precise timelines in which all parties have to come to a conclusive agreement (Ichniowski & Lewin, 2013).

Concept of Employees Performance

Employee's performance has received wide attention in literature and research due to its importance since every organization aims to achieve high performance (Ojo, 2009). Employees are people who are hired, working based on part-time or full time under an employment arrangement, whether it is in written or oral expression. It also includes agreement on the remuneration and the kind of duties expected of the employee within a time frame (Shumen, 2009). Performance is the achievement of a set of assigned tasks that are anchored to time, with a

result indicator that would measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Shumen, 2009). Employee performance thus refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance (McNamara, 2005). Thus, employees' performance can be defined as the way to perform job tasks according to the prescribed description. According to Kazmi (2008), employees' performance is the result of three factors; skill, effort and the nature of work conditions. The skills include knowledge, abilities, and competencies the employee brings to the job. The effort is the degree of motivation the employee puts forth toward getting the job done while the nature of work conditions is the degree of accommodation of these conditions in facilitating the employees' productivity.

Employees Commitment

Employee commitment is the commitment of an employee to the organization as well as employees' commitment to their jobs (Robinson, 2009). Sila and Gichinga (2016) documented that the employee's commitment involves an organizational employee's devotion as well as the willingness to utilize fuller effort on behalf of a specific organization. Aguta and Hasret (2015) states that organizational employees' commitment is known to be the employee's ability to identify with an organization by having strong aspiration along with a definite belief in its goals , and values, the acceptance to be a tenacious and demonstrating readiness to exert a fuller amount of effort and energy as well as by adopting the phenomena of high-performance work practices which is also known to be high involvement or high-involvement work practice.

Procedural and Distributive Justice Theory

The relationship between perceptions of justice and the grievance system was highlighted by Gordon and Fryxell (1993). They asserted that a union's relations with its constituents are tied more closely to the procedural and distributive justice afforded by its representation in the grievance system than by any other type of benefit in the collective bargaining agreement. This means that filing a grievance is a formal expression of procedural justice perceptions. Through this, employees develop their perception of the union. In other words, the perceived fairness of the grievance procedure is positively related to employee satisfaction with the grievance procedure, management, and union. Perceived fairness of grievance handling has stronger effects on employee satisfaction than perceived fairness of grievance procedures outcomes; access to

grievance procedure negatively related to job performance and intent to exit (Lewin & Petterson, 1988)

Procedural and Distributive Justice Theory offers more insights to those aggrieved in workplaces and are seeking justice. Initially, this theory was not applied in the labour market as it was applied in Courts of Justice (Lewin, 1999). Gordon and Fryxell (1993) offered an in-depth explanation of the relationship between the grievance system and perceptions of justice. In their view, the labour unions and their specific constituents had trusted with procedural and distributive justice compared to available benefits as they may be contained in a collective bargaining agreement (Olson Buchanan, 1996). This implies that employee satisfaction is directly related to the fairness of a grievance procedure. Procedural equity concerns the decency and the straight forwardness of the procedures by which choices are made, and might be diverged from distributive equity (reasonableness in the dissemination of rights or assets), and retributive equity (decency in the discipline of wrongs). Hearing all gatherings previously and a choice is made is one stage which would be viewed as suitable to be taken all together that a procedure may then be portrayed as procedurally reasonable. The procedural equity hypothesis holds that reasonable method prompts impartial results, regardless of whether the prerequisites of distributive or remedial equity are not met (Olson Buchanan, 1996). It has been proposed that this is the result of the higher quality relational associations regularly found in the procedural equity process, which has appeared to be more grounded in influencing the view of decency amid compromise. The apparent way of taking care of a grievance is more critical to a representative's fulfillment than the apparent decency of a procedural result; equity openness has negative relations to the work execution of a worker (Lewin and Petterson, 1988). The hypothesis applicable to this paper neglects to solely clarify the impact postured by such grievances on the association specifically on the activity fulfillment

Empirical Review

Asewe (2016) assessed the perceived effectiveness of employee grievance handling practices in the banking sector in Kenya. 270 questionnaires were administered to employees in 9 commercial banks to generate the primary data. Descriptive analysis technique using frequency tables, percentages, means and standard deviation were used to analyze the data. The result showed that union representations, communication and proper records of formerly handled

grievances were adequate and very effective in handling grievances. In conclusion, there was no systemic problem in the way grievances handling is practiced in the Keyan banking sector.

Ngetich (2016) examined perceived grievance handling affects employee performance in the publishing industry in Nairobi. This study was exploratory, and data was collected using a self-administered questionnaire. The data were analyzed using descriptive statistics which included ranking, frequencies, percentages, and piecharts. The key findings of the research revealed that the organization had a prompt and effective grievance handling mechanism. The study findings revealed that the organization's grievance handling mechanism provided the employees with judicial protection and avenues to present their problems peacefully and in an orderly way. It also improved employees' perceptions of fairness and equity in the organization. The research recommended a prompt and effective grievance handling mechanism to provide peaceful means to reduce work pressure and fears and therefore settle workplace disputes without the stoppage of work. The study also promptly recommended the handling of grievances to help lower detrimental effects that grievance handling has on employee performance.

Melchades (2013) examined the role of effective grievance management procedures in enhancing work performance. The purpose of this study was to assess how the grievance management policy, strategies, and practices enhance work performance in organizations. Both primary and secondary data were collected from TPA- Mtwara Port and OLAM (T) LTD - Mtwara Branch, through three methods viz questionnaires, observation method, and interview method. Descriptive statistics were used to analyze the data. The study findings revealed that grievances have occurred to the two selected organizations but at different levels, but it happened more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port. Many respondents from two selected organizations have been not satisfied with the grievance policy and strategies, but the level of dissatisfaction at OLAM (T) LTD- Mtwara Branch is higher than at TPA- Mtwara Port. It was therefore recommended to all organizations to be given priority to grievance management systems for the good health of the organizations.

Jomo and Jomo (2015) assessed the effects of grievance handling the procedure on conflict management in the Kenya National Union of Teachers. This study adopted a descriptive survey. Using 53 respondents as a sample population, data were collected using structured

questionnaires, which was analyzed using multiple regression. The study revealed that there were avenues present to address grievances in the Kenya National Union of Teachers. The study also found that grievance capturing systems positively influence conflict management in Kenya National Union of Teachers. From the findings, the study concludes that grievance capturing systems play a role in conflict management in Kenya. The study also found that the grievance handling process positively influences conflict management in Kenya National Union of Teachers.

Mulunda, Were and Muturi (2018) examined the effect of collective bargaining on employee performance in the Energy sector in Nairobi County, Kenya. The target population of the study was 5,001 staff in the Energy Sector. A representative sample of 356 staff was obtained by the use of stratified random sampling. This study targeted both Management and Unionisable staff of all companies in the Energy Sector in Nairobi County. The study targets management staff who are charged with the responsibility of formulation and implementation of employee relations policies, procedures and strategies as well as Unionisable staff since they are affected by the policies, procedures, and strategies. The study used a descriptive research design to measure the effect of employee relations on employee performance. The study used a questionnaire to collect data. A structured questionnaire was used to collect data. The Statistical Package for Social Sciences version 22 was used to analyze data. Inferential statistics were used to establish the relationships that existed between the variables. The correlation coefficient results found that collective bargaining had a positive significant effect on employee performance, $r = .547, p = .000$ while the regression results showed that for every one unit change in collective bargaining, employee performance increases by 0.362 hence implying a positive impact of collective bargaining on employee performance. The study found out that collective bargaining had a significant effect on employee performance.

Akhaukwa, Maru and Byaruhanga (2013) conducted a study to determine the effect of the collective bargaining process on the industrial relations environment in Public Universities in Kenya. The data analysis was based on a stratified probability sample of 322 respondents interviewed in 2012 in the three public universities in Kenya. Exploratory factor analysis was performed to reduce a large number of variables for further analysis. Linear regression analysis was employed to determine the effect of the collective bargaining process on industrial relations.

The result showed that the collective bargaining process had a significant effect on the industrial relations environment ($=0.495$, $p<0.05$). It was recommended that parties to collective bargaining should reconsider their strategies for engagement to enhance their relationship.

Joseph, (2015) conducted a study on the Constraints on public sector bargaining in Canada. The study examined public sector bargaining in Canada during the consolidation period (1998–2013). The study assessed the impact of these environmental pressures on relative bargaining power. The study examined selected collective bargaining indicators –union membership, wage settlements, and strike activity. The results indicated that the relative bargaining power of public-sector unions was eroded during this period. The study concluded that a period of highly constrained public-sector collective bargaining was to continue in the future.

Okpalibekwe, Onyekwelu and Dike (2015) examined Trade Union, collective Bargaining and Organizational Performance, a study of the Nigeria Union of Local Government Employees of Idemili North Local Government Council of Anambra State. Trade Unions have often been accused of pursuing their selfish interests without due consideration of their role in enhancing organizational performance. An adequate and detailed exposition on the role trade unions can play in organizational performance, therefore, becomes very necessary, thus this study intends to examine Trade Unions, Collective Bargaining and Organizational Performance. The survey research method was adopted for the study and the study relied much on primary and secondary data. Three hypotheses were formulated as a guide to the study and a simple random sampling technique was used to select the study sample. The data generated were analyzed using percentages and mean scores and the hypotheses were tested using the one-sample t-test. The findings from the study showed that the Nigeria Union of Local Government Employees has helped to ensure industrial peace, employee commitment to optimum job productivity as well as effectively using collective bargaining to enhance organizational performance. The researcher concludes that the Nigeria Union of Local Government Employees of Idemili North is a veritable instrument for improved employee productivity as well as organizational performance.

Michael (2011) studied the influence of grievance handling on employee satisfaction in private secondary schools in Thika West District in Kenya. It was conducted to achieve two main objectives which were to investigate the style the private school managers use in handling grievances and to examine the influence of grievance handling on job satisfaction among the

teachers. The population of the study consisted of class teachers, heads of departments, deputy principals and principals from seventeen registered private secondary schools in Thika West District. The response rate was 72.72%. The data were analysed using descriptive statistics. The results of the study revealed that the grievance handling styles with the highest preference by respondents were Compromising and Integrating styles with 89.6% and 81.2% levels of preference respectively. Dominating, Avoiding and Obliging styles had 24.9%, 29.1% and 20.87% levels of preference respectively. The study also revealed that respondents in the study derive most satisfaction when Compromising and Integrating styles are used in handling their grievances with 89.05% and 84.8% respectively reported satisfied. The percentage of respondents satisfied with Obliging, Dominating and Avoiding styles were 31.3%, 22.93% and 12.5% respectively. The study concluded that Compromising and Integrating styles lead to high job satisfaction since they are associated with a high concern for both parties involved in a conflict. Dominating, Avoiding and Obliging styles, lead to low job satisfaction since they are associated with a high concern for one party and a low concern for the other party involved in a conflict.

Loice and Gregory (2016) reported a significant association between organizational commitment and labour turnover. For this reason, HR managers need to put more emphasis on grievance handling procedures. However, in most Kenyan firms like National Hospital Insurance Fund (NHIF), it has been shown that employees tend to have low levels of commitment. This has been directly linked to excessive bureaucracy in processes and procedures, non-optimal utilization of resources, lack of effective communication mechanisms, and lack of reward systems and capacity building for employees. However, there is no empirical evidence to show if the factors associated with grievance handling at NHIF Thika Branch have improved employee commitment or not; it isn't clear whether the factors have had a positive effect or not. The study, therefore, sought to determine the effect of grievance handling on organizational commitment among National Hospital Insurance Fund employees, Thika Branch. The objectives of the study were to establish how grievance handling procedures and causes of employee grievances affect employee commitment. The study adopted a descriptive research design. The target population for the study was 50 employees in NHIF, Thika Branch, and from which a sample of 46 respondents was drawn for the study. The researcher employed a simple random sampling technique to select the samples for the study. The study used questionnaires to collect primary data from the

respondents. The data collected was analyzed by the use of descriptive statistics (frequencies and percentages) and inferential statistics (Chi-square test). A chi-square test was undertaken to determine and explain the relationship between the variables. The study findings revealed that grievances at NHIF Thika branch were handled to the employees' satisfaction, which enhances their commitment to the workplace. The study also found that the causes of grievances most likely to affect employee commitment at NHIF Thika branch were: chances of promotion, safety, and a healthy environment as well as job content and working conditions.

Methodology

The research design for this study is the survey method. The reason for adopting a survey research design is that the information needed in this study is gotten through the use of an administered questionnaire. The study also relied on asking questions on the respondents and respondents provided close and honest feedback on questions. Also, it is the unbiased approach to decision-making. The population of this research covered all the employees of the National Assembly. According to the National Assembly record as of March 2019, there is 6,690 staff of the organization. However, the population of this study is the 6690 employees of the national assembly in Nigeria. To effectively determine the sampling representative of the entire population of the National Assembly workers, Taro Yamane's formula for sample size determination cited in Ezugwu and Akubo (2014) was adopted. Thus, the Taro Yamane's formula is stated as follows:

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

Where: n = Sample size

N = Population size

e = Degree of tolerance error with a confidence level of 95%, the degree of tolerance error is 5% (0.05).

$$\begin{aligned} \text{Therefore: } n &= \frac{6,690}{1 + 6690(e)^2} \\ &= \frac{6,690}{1 + 6,690 (0.0025)} \\ &= 6,690 \end{aligned}$$

$$= \frac{\quad}{1 + 16.73}$$

$$= \frac{6,690}{17.73}$$

$$n = 377$$

Three hundred and seventy-seven (377) represent the study sample size for this study. The study used primary data employing the use of a structured questionnaire to elicit responses of the respondents. This instrument is used to obtain opinions from respondents about the effect of grievance handling procedures on employees' performance in the National Assembly, Nigeria and the respondents were allowed to supply more considered opinions and more adequate information. The respondents checked the information before filling the questionnaire. It was designed in 5 points Likert scale which was used to collect information from the respondents. On questions, on employee performance, both junior and management staff were permitted to answer. However, the respondents returned only 294 copies of the questionnaire which was used in this study. It was realized that only 274 said that they are management staff of the National Assembly, Nigeria.

The questionnaire was tested to ensure that the questions are being answered properly. The reliability of the questionnaire is accepted when there are Alpha values of 0.6 or more, the instrument is reliable. The table below indicates the reliability value of the variables.

Table 1 Reliability Test

Variables	Cronbach's Alpha
Employees commitment	0.87
grievance management procedure	0.81

Source: Researcher's Computation (2019)

However, Alpha values are reliable.

This study applied the simple regression tools in analyzing the effect of grievance management procedures on work performance on the Nigerian National Assembly. Data obtained was tested

using these tools to ascertain the level of responses that reflected the degree of acceptability or rejection of the variables as applicable. To further achieve this, the use of descriptive and inferential statistics was adopted to summarize the characteristics of the data and testing of hypotheses, with the aid of SPSS 25 software for windows.

The model below is specified to test the hypothesis as follows using a simple regression method:

$$EMC = \alpha + \beta_1GMP + \mu \dots\dots\dots 1$$

Where:

EMC = employees commitment

α = Slope (the value of the dependent variable [work performance] when all independent variables are zero)

μ = Error term

$\beta_1 - \beta_2$ = Coefficient of Independent variables

Data Analysis and Discussion

Table 2: National Assembly, Nigeria frequently used Collective bargaining in resolving the grievance in the organization

Responses	Frequency	Percent (%)
Strongly Agreed	23	7.82
Agreed	11	3.74
Undecided	1	0.34
Strongly Disagreed	108	36.73
Disagreed	151	51.36
Total	294	100

Source: Field Survey, (2019)

The table indicates that 7.82% of the respondents strongly agreed that the National Assembly, Nigeria frequently used Collective bargaining in resolving the grievance in the organization. 3.74% of the respondents agreed that the National Assembly, Nigeria frequently used Collective bargaining in resolving the grievance in the organization and 0.34% of the respondents were

undecided. 36.73% of the respondents strongly disagreed that National Assembly, Nigeria frequently used Collective bargaining in resolving the grievance in the organization and 51.36% of the respondents strongly disagreed that National Assembly, Nigeria frequently used Collective bargaining in resolving the grievance in the organization. The implication is that the National Assembly, Nigeria sparingly use collective bargaining in resolving the grievance.

Table 3: National Assembly, Nigeria always ensure they used open-door policy in resolving the grievance in the organization

Responses	Frequency	Percent (%)
Strongly Agreed	111	37.75
Agreed	102	34.69
Undecided	2	0.68
Strongly Disagreed	32	10.88
Disagreed	47	15.98
Total	294	100

Source: Field Survey, (2019)

The table indicates that 37.75% of the respondents strongly agreed that the National Assembly, Nigeria always ensure they used open-door policy in resolving the grievance in the organization. 34.69% of the respondents agreed that the National Assembly, Nigeria always ensure they used open-door policy in resolving the grievance in the organization and 0.68% of the respondents were undecided. 10.88% of the respondents strongly disagreed that National Assembly, Nigeria always ensure they used open-door policy in resolving the grievance in the organization and 15.98% of the respondents strongly disagreed that National Assembly, Nigeria always ensures they used open-door policy in resolving the grievance in the organization. This implies that the National Assembly, Nigeria mostly use open-door policy in resolving the grievance.

Table 4: National Assembly, Nigeria always ensure they used frequently complain methods as a way of resolving the grievance in the organization

Responses	Frequency	Percent (%)
Strongly Agreed	21	7.14
Agreed	18	6.12
Undecided	4	1.36
Strongly Disagreed	171	58.16
Disagreed	80	27.21
Total	294	100

Source: Field Survey, (2019)

The table indicates that 7.14% of the respondents strongly agreed that the National Assembly, Nigeria always ensure they used frequently complain methods as a way of resolving the grievance in the organization. 6.12% of the respondents agreed that the National Assembly, Nigeria always ensure they used frequently complain methods as a way of resolving the grievance in the organization and 1.36% of the respondents were undecided. 58.16% of the respondents strongly disagreed that National Assembly, Nigeria always ensure they used frequently complain methods as a way of resolving the grievance in the organization and 27.21% of the respondents strongly disagreed that National Assembly, Nigeria always ensure they used frequently complain methods as a way of resolving the grievance in the organization. This implies that the National Assembly, Nigeria does not frequently use complain methods to resolve the grievance.

Table 5: Employees of the National Assembly are devoted to work

Responses	Frequency	Percent (%)
Strongly Agreed	67	24.82
Agreed	77	27.69
Undecided	4	1.43
Strongly Disagreed	51	18.34
Disagreed	79	28.41
Total	274	100

Source: Field Survey, (2019)

The table indicates that 24.82% of the respondents strongly agreed that employees of the National Assembly are devoted to working. 27.69% of the respondents agreed that employees of the National Assembly are devoted to working and 1.43% of the respondents were undecided. 18.34% of the respondents strongly disagreed that employees of the National Assembly are devoted to working and 28.41% of the respondents strongly disagreed that employees of the National Assembly are devoted to working. This implies that most employees at the National Assembly, Nigeria are devoted to working.

Table 6: employees have affective and continuous commitment to work in the National Assembly, Nigeria

Responses	Frequency	Percent (%)
Strongly Agreed	86	30.93
Agreed	99	35.61
Undecided	10	3.59
Strongly Disagreed	43	15.46
Disagreed	40	14.38
Total	278	100

Source: Field Survey, (2019)

The table indicates that 30.93% of the respondents strongly agreed that employees have affective and continuous commitment to work in the National Assembly, Nigeria. 35.61% of the respondents agreed that employees have affective and continuous commitment to work in the National Assembly, Nigeria and 3.59% of the respondents were undecided. 15.46% of the respondents strongly disagreed that employees have affective and continuous commitment to work in National Assembly, Nigeria and 14.38% of the respondents strongly disagreed that employees have affective and continuous commitment to work in National Assembly, Nigeria. This implies that employees of the National Assembly, Nigeria have effective and continuous commitment to work.

Table 7: Descriptive Statistics of the variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EMC	278	1.11	3.91	3.3371	.91071
GMP	278	1.12	4.00	3.5741	.99181
Valid N (listwise)	278				

Source SPSS version 25.00

The table 7 revealed that the result of descriptive statistics which indicated the mean and standard deviation as well as the minimum and maximum value of the variables. The mean value of employee commitment (EMC) is 3.33 and grievance handling procedures (GMP) is 3.57. The table also recorded the standard deviation of the variables.

Table 8: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.098 ^a	.501	-.411	.10161

a. Predictors: (Constant), GMP

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.061	3	.023	231.111	.000 ^b
	Residual	22.302	275	.043		
	Total	12.361	278			

a. Dependent Variable: EMC

b. Predictors: (Constant), GMP

Coefficients ^a						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.312	.043		3.711	.000
	GMP	.023	.064	.023	1.512	.000

a. Dependent Variable: EMC

Source: Econometric output, 2019

Decision Rule: 5%

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. The result also shows that grievance handling procedures have a positive effect on employees' performance in terms of employee commitment in the National Assembly, Nigeria. This effect is significant since the P-value is less than 5%. Thus, we can reject the null hypothesis and concluded that grievance handling procedures have a positive

effect on employees' performance in terms of employee commitment in the National Assembly, Nigeria.

The $R^2 = 0.50$ indicates that only 50% of variation on grievance handling procedures can be used to explain employees' productivity in National Assembly, Abuja but 50% can be explained by other factors not noted in the regression model which is referred to as error term.

Discussion of Findings

The study found out that grievance handling procedures have a positive effect on employee performance in terms of employee commitment in the National Assembly, Nigeria. The study is in line with the findings of Melehades (2013) and Mulunda et al (2018) who found that positive and significant effect relationship between the variables. The study is also in line with Procedural and Distributive Justice Theory which states that employee commitment is directly related to the fairness of a grievance procedure. Procedural equity concerns the decency and the straightforwardness of the procedures by which choices are made, and might be diverged from distributive equity (reasonableness in the dissemination of rights or assets), and retributive equity (decency in the discipline of wrongs).

Conclusion and Recommendations

The study concluded that grievance handling procedures have a positive effect on employee's performance in terms of employee commitment in the National Assembly, Nigeria. This implies that grievance handling procedures such as collective bargaining, complaints, and open-door policy affect employees' performance in terms of commitment (devotion, continuous and affective commitment). The study recommended that National Assembly management in Nigeria should continue to apply the used of grievance handling procedures such as collective bargaining, complaints, and open-door policy since it positively affected the employee's performance in terms of commitment (devotion, continuous and affective commitment).

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