An Analysis of the Impact of Cultural Diversity on Grievance Handling: A Case Study of Unilever Nigeria

Dissertation submitted in part fulfilment of the requirements for the degree of
MBA in Human Resource Management
at Dublin Business School

Florence Yemattu Gorvie
10379358

MBA (HRM) January 2019
DECLARATION

I, Florence Yemattu Gorvie, declare that this research is my original work and that it has never been presented to any institution or university for the award of Master of Business Administration in Human Resource Management. In addition, I have referred correctly all literature and Sources used in this work and this work is fully compliant with the Dublin Business School’s academic honesty policy.

SIGNED: Florence Gorvie

DATE: 5TH January 2019
ACKNOWLEDGEMENT

This has been a period of immense learning for me (academically as well as socially). To finally complete this phase of my life, I would like to reflect on the people; who through their various contributions, supported and helped me throughout this period.

Firstly, I would like to thank the lecturers at Dublin Business School for their valuable guidance. You provided me with the tools I needed to choose the right direction and successfully complete my dissertation. I would like to single out my supervisor, Dr Martin O’Dea. I want to thank you for your comments, corrections, suggestions and cooperation throughout the process of completing my dissertation.

Special thanks go to my mum; words cannot express how grateful I am to you for giving me another opportunity to further my education. To my family and friends, I thank you for supporting me throughout this process whilst understanding that I had to be absent at some functions.

Finally, and most importantly, I would like to thank God Almighty for making it possible for me to complete my studies. Without his blessings, this research would not have been possible.

THANK YOU EVERYONE

FLORENCE YEMATTU GORVIE
ABSTRACT

As more companies are striving to be global, their workforce is becoming more diversified. Conflicts are inevitable in any organisation especially one that have employees from different cultural backgrounds. This research aims at analysing the impact of cultural diversity on grievance handling. To further understand this concept, a multinational company; Unilever Nigeria will be used as a case study. This a multinational company that is bases in Lagos, Nigeria and it employs people from different backgrounds be it race, gender, education and culture.

In carrying out the research, both primary and secondary methods of data collection were used. A review was carried out on secondary sources such as research journals, articles and text books. Questionnaires were distributed among employees of Unilever Nigeria as a form of primary data collection with questions based on the topics of grievance handling and cultural diversity.

This research produced a number of findings: recent studies have confirmed that cultural diversity and effective grievance handling have an effect on employee performance and organizational growth. Research has also proved that as a result of increase in globalization, companies are now more likely to have a culturally diverse workforce.

The main conclusion drawn from this research is that ways in which employee grievances are handled is highly linked to their performance and commitment level. This research argues that in the process of grievance handling, management should often ensure that it generates all the relevant facts needed to make informed judgment and decisions on any specific grievance presented to it.
Table of Contents

DECLARATION .................................................................................................................................................. i

ACKNOWLEDGEMENT .................................................................................................................................. ii

ABSTRACT ...................................................................................................................................................... iii

CHAPTER ONE ................................................................................................................................................ 4

1. INTRODUCTION .......................................................................................................................................... 4

1.1 Background to the Study .......................................................................................................................... 4

1.2 Statement of Research Problem ............................................................................................................ 7

1.3 Research Question .................................................................................................................................. 9

1.4 Research Aim and Objectives ................................................................................................................ 9

1.5 Research Hypothesis ................................................................................................................................ 9

Scope and Limitation of Study ................................................................................................................... 10

1.7 Significance of Study ............................................................................................................................... 10

1.8 Research Methodology ........................................................................................................................ 12

1.9 Organization of Study ............................................................................................................................ 12

CHAPTER TWO ................................................................................................................................................ 14

LITERATURE REVIEW .................................................................................................................................. 14

2.0 Introduction .............................................................................................................................................. 14

2.2 Conceptual Review ................................................................................................................................. 18

2.2.1 Diversity ............................................................................................................................................ 18

2.2.2 Workplace Conflict and grievances ................................................................................................. 23

2.2.3 Causative Factors of Work-place Conflict ....................................................................................... 25

2.3 Classification of Workplace Conflict .................................................................................................... 27

2.3.1 Types of Grievances ......................................................................................................................... 29

2.4 Double Effects of Diversity .................................................................................................................. 34

2.5 Managing Diversity in the Nigeria Organizational Context ............................................................... 39

2.6 Grievance Handling Procedure ............................................................................................................ 44

Theoretical underpinning of the Study ........................................................................................................ 46

CHAPTER THREE ........................................................................................................................................... 48

RESEARCH METHODOLOGY .................................................................................................................. 48
3.1 Research Purpose........................................................................................................49
3.2 Research Method........................................................................................................49
3.3 Research Philosophy .................................................................................................51
3.4 Research Strategy ......................................................................................................52
3.5 Method for Collecting Data .......................................................................................53
3.6 Target Population .......................................................................................................55
3.7 Sampling Technique ..................................................................................................56
3.7.1 Sample Size ...........................................................................................................56
3.8 Sampling Criteria ......................................................................................................57
3.9 Method of Data Analysis ...........................................................................................57
3.10 Moral Consideration ...............................................................................................58
3.11 Research Limitation .................................................................................................59
CHAPTER FOUR ..............................................................................................................60
DATA PRESENTATION AND ANALYSIS ........................................................................60
4.1 Introduction ...............................................................................................................60
CHAPTER FIVE ...............................................................................................................75
DISCUSSION ...................................................................................................................75
5.1 Discussion of Findings ..............................................................................................75
CHAPTER SIX ................................................................................................................80
6.1 Conclusion ................................................................................................................80
6.2 Recommendations ....................................................................................................82
REFLECTION ..................................................................................................................84
REFERENCES ................................................................................................................87
QUESTIONNAIRE ...........................................................................................................95

LIST OF TABLES
Table 4.1.1 ....................................................................................................................65
Table 4.2.1 ....................................................................................................................66
Table 4.2.2 ....................................................................................................................66
Table 4.2.3 ....................................................................................................................67
Table 4.2.4 .................................................................68
Table 4.3.1 .................................................................69
Table 4.3.2 .................................................................70
Table 4.3.3 .................................................................71
Table 4.3.4 .................................................................72
Table 4.3.5 .................................................................72
Table 4.3.6 .................................................................73
Table 4.3.7 .................................................................74
Table 4.3.8 .................................................................75
Table 4.3.9 .................................................................75
Table 4.3.10 ...............................................................76
Table 4.3.11 ...............................................................77
Table 4.3.12 ...............................................................77
Table 4.3.13 ...............................................................78
Table 4.3.14 ...............................................................78
Table 4.3.15 ...............................................................79
CHAPTER ONE

1. INTRODUCTION

1.1 Background to the Study
Given the many forms of diversity that exist in most multinational organizations, employee’s dissatisfaction and conflict remains an inevitable aspect of industrial relation (Holt, 2005). Although the concept of grievance has been described as a state of dissatisfaction or discontent on the part of either labor or management, the major area of contention by organizational managers remains the overall mechanism adopted by management in managing these conflicts (Prasadini, 2008). It is negative feeling which commonly finds expression in various forms ranging from complaint to strike action or destructive reactions. Establishing a grievance practice that will give employees the opportunity of filing their complaints is one of the steps an organisation might take. For an organization to have meaningful productivity and improved labour management relationship, it requires the design and adjustments of equitable grievance handling systems. Grievance procedures are usually established in line with the principle of “due process”. This guarantees the application of procedural justice and ethical decision making in an organization (Jones, 2014).

Often seen as a system of communication between workers and managers, grievance handling procedures provides an opportunity for employees to make complaints, inform managers about malpractices whilst at the same time curbing absenteeism, strikes and other incidents that may lead to poor business operations (Ivancevich, 2011). In other words, grievance procedures are the laid down mechanisms through which workers’ grievances are dealt with or resolved. Different organisations apply different grievance handling procedures as organisations have different
management structure and resources available. Organisations usually engage in an ‘open door policy’ as this has proved to be an effective way of minimising grievances. This encourages upward communication within an organisation. With this system, an employee can express their grievances at any time to a manager or superior (Peterson & Lewin, 2010). Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace (Daud, 2010).

In a diverse environment with conflicting socio-cultural perceptions which to a large extent determines behavioral outcome, conflicts are often inevitable (Holt, 2005). Several studies have been conducted on grievance handling procedures. For instance, Mohanasundaram and Saranya (2013) conducted a study on employee grievances at Dharmapuri District Co-Operative Sugar Mills Limited. They concluded that defining grievance is often difficult as it a ‘feeling of discontent and unfairness which an employee has about his relationship with the employer’. They also concluded that employees are more productive when they are fully satisfied with their working environments and conditions (Ivancevich, 2011).

Likewise, Zulkiflee & Shakizah (2011) concluded that the grievance handling procedures used by managers in a telecommunications company with branches located in Malaysia are integrating, cooperating and dictating. Cristina and Aure (2011) in their study on managing employees’ grievances by employers observe that procedures “form the set of principles and rules which help in employment relations and how they should be conducted to represent operational mechanisms used by parties in treating many problems that arise every day.” Lawrence & Dwayne (2007) on the other hand in their study concerning management of grievances intertwines to workplace justice, explored the influence of workers’ demographic characteristics from their perceptions of procedural justice from grievance management. Walker, et al., (2011) in their article of employee
and employer grievances observed that there has been a shift in approaching industrial conflicts collectively for grievances between employee and employer.

Several factors motivate different people to work for an organisation over a period; one of which might include the extent to which their grievances are handled. There are variables that will display whether the employee’ grievances are tended to and unfathomed appropriately or not. The components considered here incorporate the mindfulness of the issue, the mindfulness of the representatives whom to report, the accessibility of the concerned individual, causes and impacts etc. Even though several studies have been conducted on Grievance Management and Procedures, this study was unique as it was conducted on a Private Group of Enterprises to probe into their Grievance Management (Costantino, et al., 2016).

Given the increasing demand for management to power commitment in addition to organizational productiveness, managers have come to terms with the impact of grievances and diversity on organizational performance. Complaint controls in different surroundings is all about the capability of management to effectively device methods and tactics that will be used in addressing complaints when they arise. Employees’ grievances usually arise in areas like employment contract, adherence to work ethics, rule or regulation, adherence to job policy or procedure, employee’s health and safety regulation, organizational past practice against present realities, diversified and changing cultural norms and values, victimization of individual employee, inappropriate wage and bonus administration etc. Thus, the ability of management to show efforts at effectively finding a solution to these grievances in the organization would go a long way in enhancing employee’s performance and commitment in the organization (Zulkiflee, 2009). It is against this background that the rest of the study would aim at evaluating the grievance handing mechanism in a culturally diversified organization, a case study of Unilever plc.
1.2 Statement of Research Problem

Companies in these days face several challenges that mostly affect the working conditions of employee and the way they perceive organizational effectiveness. Organisations need good employee relations for effective performance and as such Grievances are usually considered a problem or a challenge (Mohanasundaram & Saranya, 2013).

It was necessary to enhance understanding of the possible demographic moderators of the link between workplace and job conditions and employee grievance filing which was for several reasons critical in resolving conflict. (In his work the employee grievance filing remains a major accomplishment of the system of industrial relations (Bamberger, et al., 2008). According to Cristina & Aure (2011), they believed that effective grievances procedure ensures amiable work environment that redresses grievances to mutual satisfaction of both managers and employees at large. It helps the management to frame its policies and procedures to be acceptable to the employees. It is a medium for the employees to express their feelings of discontent and dissatisfaction openly and formally of which it promotes employees job performance (Lewis, et al., 2007).

Grievances handling in most multinational organizations are by way of application of the open-door policy, where in some instances managers may not share the view that there should be a formal grievance handling procedure and the need to take grievances through a graduated series of steps. By adopting this Policy, managers often have the opinions that there should be a general offer to aggrieved employees to familiarly drop in any time to talk and express their grievances. This Policy may not work to the advantage of the organization as this method is seen to be the preserve of the top management which may not have the time for the many routine grievances,
which is the work of lower level managers. This policy most often bypasses the front-line supervisor who understands his subordinates better and this provokes the supervisor who may perceive the behavior of his superior to be disrespectful. Top management may be too unfamiliar with the work situations to enable them to make informed decisions out of proper evaluation of the information that it gets. The many levels between the operative employee and the top executive of the organization may cause distortion, unfair standards, fading and delays on which complaints are based (Kandula, 2010).

In most organizations, a grievance is arising between an employer and employee, among employees, or between employer and labor unions which relates to the implied or explicit terms of the employment agreement (Britton, 2012). The use of grievance procedure is intended to serve the needs of both employers and employees (Jones, 2004).

Despite most multinational organizations having access to one of the best human resources and managerial team, the management of employee grievance has remained a challenge, hence the need for this study. This challenge has been evidenced by the fact that some employees have often threatened to break their employment contract in order to work with other organizations while others have decided to leave the organizations for other ventures. By all accounts, this situation has been caused by employee dissatisfactions over how the supervisors manage their grievances. In support of this observation, Kamoche (2007) found that the unsatisfactory performance of most African private organizations is due to inappropriateness of management practice and weak inefficient decision making. Various styles or approaches used in managing employee grievances and performances in different organizations has not been adequate and encompassing enough. So far, few studies comprising on workplace grievances and assessing discipline handling and grievance management procedure have been conducted in multinational organizations used by
supervisors and managers in managing grievances and has raised criticism by their subordinates or fellow employees (Danku & Apeletey, 2009, Aboagye & Benyebar, 2010). It has been observed that improper or unsatisfactory handling of grievance in many organizations has caused high labor or employee turnover, poor human relation and ineffective communication of objectives. It is against this background that this study focuses on grievance handling procedures in a culturally diversified organization.

1.3 Research Question
The understated questions would guide this study:

a. What form of grievance handling mechanism is effective in a culturally diversified organization?

1.4 Research Aim and Objectives
The major aim of this study is to essentially examine grievance handling mechanisms in a culturally diversified organization, a case study of Unilever. The study also intends to;

a. To examine the Grievance Management System practiced in a Unilever plc,

b. To ascertain why grievances has remained an inevitable aspect of multinational organizations,

c. To identify and examine employee’s perception about grievance handling procedures in Unilever plc,

d. To determine the extent to which grievances are essential in achievement of organizational change,

1.5 Research Hypothesis
The study is guided by the following hypothesis;

HI: The grievance handling mechanism used in Unilever is effective enough
**H0:** The grievance handling mechanism used in Unilever is not effective enough

**Scope and Limitation of Study**
The conceptual scope covered in this study is the grievance handling mechanisms in a culturally diversified organization. In addition the study would also look at the Grievance Management System practiced in a Unilever plc, why grievances has remained an inevitable aspect of multinational organizations, employees perception about grievance handling procedures in Unilever plc, determine the extent to which grievances are essential in achievement of organizational change, ascertain which form of grievance handling measure is more effective in managing employee’s dissatisfactions in an organization.

The organizational and geographical scope for this study is Unilever Nigeria Plc, No. 1 billings way, Oregun, Ikeja Lagos, Nigeria. The time scope for the study is from 2010 to 2017.

The study is however limited by the restrictions of the population to only employees of Unilever Plc, which renders the findings, conclusions and recommendations applicable mainly to the similar multinational organization but not all private companies. The unwillingness of some of the respondents to provide needed information about the study affected the findings of the study. Getting clearance from authorities to carry out the field work, some respondents not being available for the interview due to work load and some respondents not able to provide answers to all questions.

**1.7 Significance of Study**
Employee grievance is of great importance to the survival of any organization, hence the undisputable need for this study. This is because grievances when not addressed will turn to have a major effect on the organization. The aim of this study is to investigate grievance handling procedures in a culturally diversified organization. The research would not only add to works that
have been done in this area, but also provoke further research into the grievance handling procedures and its resultant effect on the achievement of the object of the organizations. It would benefit the management of Unilever Plc in its effort to handling grievances and increasing tranquility and cooperation among employees. It is assumed that this research will be a guide to human resource managers as well as those who may have keen interest in handling grievances in organizations. Employee grievance management is not a new concept in human resource management even though many have not come to terms with it. As a crucial aspect of personnel management, organizations (public and private) have started showing interest on how it can be used to increase the performance of the employees. The findings of this study would therefore be very useful to different stakeholders in the private sector. More specifically, the following categories of people will benefit:

The organizational managers will benefit from the report of the study because it will highlight the areas of urgent attention and give insight into how to repackage the needed incentives in order to make them more effective in motivating the staff.

ii. The human resources managers will by the findings of this study design a better and more responsive ways of addressing nagging issue on better conditions of service which has lingered for so long. This will make the employees less agitated and the desired harmonious work environment necessary for improved performance will be achieved.

iii. The employees will by the findings of this study know how to imbibe the spirit of give and take built on mutual understanding that is needed in industrial relations.

iv. The employees will be empowered through the implementation of the recommendations to effectively facilitate the provision of services to both the internal and external stakeholders in the organization as expected and beyond.
v. Researchers who want to carry out further studies in this area will find the report very useful because it will provide them with basic information necessary for taking-off.

1.8 Research Methodology
The study will utilize the qualitative and quantitative research methodology. The primary and the secondary sources of data collection will be adopted in sourcing information for this study. The primary data will include the use of questionnaire. The questionnaires will be distributed among the staff and management of Unilever plc Lagos Nigeria for the purpose of gathering information on the impact of grievance handling mechanism in a culturally diverse organization; their views will be gathered through questionnaires.

The secondary data will also be adopted in our research. The secondary source of data collection will involve the gathering of information from an already processed source, i.e. through the work previously done by other person, which has some direct or indirect correlations with our current research (Moti, 2000). These will involve data from paper presentations, published articles, conferences presided over by educational administrators, and subsequent documents relating to the impact of grievance handling mechanism in a culturally diverse organization. Tables and charts were utilized in analyzing the demographics of respondents. Hypotheses were analyzed using chi-square. Similarly, secondary data were analyzed using content analysis.

1.9 Organization of Study
The research is a six-chapter dissertation. Chapter one is organized as follows: Chapter one will contain introduction, statement of problem, hypothesis, scope and limitation, significance of the study, methodology, organization of the study, etc.

Chapter two will include review of literature on human resource management and organizational effectiveness in Nigeria as the case study used is of a company in Nigeria. Chapter three provides
insight into the research methodology which entails, the introduction, source of data, population of study, sample size and sampling technique, method of data collection and method of data analysis.

Chapter four dwells on the data presentation and analysis including test of hypothesis. Chapter five will constitute the discussions of the findings and chapter six will be the conclusion and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
Given the highly changing nature of most organizations, organizational hierarchies are always seeking for strategies to cope with these changing needs in order not to wind up as well as improve its existing strategies (Adebisi, 2014). Also, with the ever growing internal and external factors which impact on organizational process, management are continuously faced with the function of continuously identifying ways through which it can select the best workforce, manage and ensure the organizational working environment is conducive enough to accommodate the diversities that may characterize different strata of workers (Adomi, 2015).

Most especially associated with multinational organizations, the human resources operating in these organizations mostly cut across different age, gender, religion, culture, and nationalities. These distinguishing factors most often than not impact on the organizational process, thereby resulting in the need for management to identify measures aimed at managing the negative effects of this on the entire organizational process (Akanji, 2015).

Managing the organizational workforces is a very important and complex task which necessitates the managerial action at ensuring that the various interest, compliant, as well as observations of the members of the workforce is incorporated in the entire management decision process as a way of ensuring that equity and equality in the treatment of all staff is achieved. In making managerial decisions concerning selection, placement, training, development as well as performance, it’s expected that managerial decision should be fair and equitable in order to reduce the tendencies of grievances and conflict within the organization. With the growing dynamism of most organizational processes, these changes have impacted on the employees who need to be
considered by the entire management of the organization. The major rationale for this is unconnected to the rising effect of globalization as well as trade openness and other benefits of international trade. These various factors have presented a scenario whereby people work in places alien to their fundamental cultures, religious belief, political system, thereby creating the need for advanced organizational approaches at ensuring that these organizational demands are attended to. It should be further noted that the outcome of globalization has increased the instances where people migrate to other countries and continents apart from their region in search of economic opportunities. Hence organizational process needs to be understood in the light of increasing external and internal environmental organizational factors which determine the actions and inactions of employee within the system (Mazur, 2010).

Globalization has also resulted in situations where individuals living in different environments are exposed to working with co-staff speaking different languages as well as exhibiting different life styles (Tong, 2013). Therefore, given the need for management to ensure that these very many organizational differences do not deter its efforts at achieving the major organization goals, there is need for management to structure organizational processes in order to achieve these goals. Also, the nature and goals of the organization determines the employee composition of an organization. Organizations with high demand for expansion must strategies in order to structure it to accommodate the exigencies of diversities which are occasioned by the need to sources for employees with cutting edge skill, competencies, knowledge, as well as the required attributes to meet up with the organizational needs. Hence it can be argued that the need to search for talents as well as achievement of organizational goals remains the major determinant of workforce diversity in any organization. Since the need for diversities cannot be avoided, management of
most multinational organization has realized the need to situate itself in order to effectively manage the emerging issue and trends of diversity (Jones & George, 2012).

Similarly, the various differentiating factors among staff in a highly diversified organization sometimes breed tendencies of conflicts, emanating from poor understanding of the managerial peculiarities as well as interpersonal relationship skill needed to manage the divergent culture, languages and lifestyles of these groups. Thus, these differentiating factors have increased the tendencies of conflict especially as it concerns the inability of management to ensure that fairness and equity is respect in the organization. Especially as it concerns group and team work, conflict is mostly prevalent owing to the fact that most of the employees feel restricted as it concerns the full expression of themselves (Hotepo, Asokere, Abdul-Azeez and Ajemunigbohun, 2010).

The impact of poor management of organizational grievance in the form of conflict is endemic. Although most organization has laid down procedure to enable them in managing the conflict of interest that may arise, the major argument lies with the effectiveness of management’s grievance handling procedure in ensuring that peace and work place harmony is maintained in the organization. As deduced in previous studies most organizational management has identified the fact that most grievance handling procedures are one sided and does not take into consideration the issues of diversities among the various employees. Several organizational grievances handling procedure has not been updates in line with the current organizational need, thereby resulting in many unresolved conflict, grievance and observation by the employees in the process of carrying out their jobs. Most grievance handling mechanism does not create opportunities for corrections, rewards as well as effective punishment (Osad and Osas, 2013).

The concept of work place conflict entails the presence of discord among the individuals working in an organization which could be as a result of lack of interpersonal relationship skill, poor value
system as well as diversities in life style (Kazimoto, 2013). The cases of organizational grievances are many and it affects the very managerial structure and team performances in the workplace either competing for control of power, recognition or jobs within the workplace (Adomie and Anie, 2015). It however behooves on management to ensure that these conflict and grievances are addresses in order not to interfere or impact negatively on the achievement of organizational goal. Thus, it can be rightly held that effective management of organizational process can only be achieved in the light of peaceful and cooperative interpersonal relationship with co employee (Akanji, 2015).

An effective grievance handling procedure does not only improve employees interpersonal relationship with co employee; rather it results in the overall improved performance outcome in the organization. Therefore, it’s very essential for management to increases measures at ensuring an efficient process of organizational performance and outcome is to be achieved (Obasan, 2012). Hence, it’s on the premise of the above introduction that the rest of the study intends to address the increasing challenges which poor grievance management procedures portends for an organization, especially in organization with highly diverse workforces. In this regards several many literature works has been conducted which are mainly aimed towards addressing the concept, trend, types and effect of grievance handling procedure on employee’s performance especially within a highly diversified organization. The remaining section of this chapter is geared towards addressing the mixture of empirical arguments and literatures on the concept of organizational grievances, conflict management, and diversity management as well as the overall effect of these variables on the entire organizational process, performances and profitability.
2.2 Conceptual Review
This section aims basically at identifying the major variables which will constitute the major concept that will form the underlining basis for this study. Therefore, the concept diversity, work place conflict etc. would be analyzed under this section.

2.2.1 Diversity
The concept of diversity remains one of the emerging concepts that have received much attention emanating from the need for cutting edge knowledge as well as human resource talent hunt. Therefore, the concept of diversity has been defined in many ways (Mendenhall, Osland, 2015). The concept of diversity has been defined in terms of various differentiating factors which can constitute dimensions such as nationality, education, age, gender, ethnicity as well as work place status which results in peculiarities among various employees in the organization. Hence Kreitz (2014) stated that diversity basically entails “any significant difference that distinguishes one individual from another”. The above definition therefore constitutes a differentiating factor which separates an employee from the order. In a similar vein Ely and Thomas (2013) defined employee’s diversity as “a characteristic of groups of two or more people and typically refers to demographic differences of one sort or another among group members.” This situation therefore enhances the peculiarities among various employees in the organization which goes a long way in determining the lifestyle and behavioral dispositions of this employee in an organization (Loden, 2011).
Hence the concept of diversity defines the pattern and natures of interpersonal relationship as well as outcome of team cooperation. Most theoretical analysis on the concept of diversity has mainly focused on analyzing the dynamics of social identity as well as social categorization within team relations (Tajfel & Turner, 2016). In the same light some other studies have analyzed the concept
of diversity based on surface-level traits which determines behavioral pattern in the organization (Harrison, Price, & Bell, 2013).

Most contemporary studies on the concept of organizational diversities majorly center on factors such as ethnicity as well as nationality which impacts on employees’ traits within the organizational system. The various dimensions of diversities in the organization have both on group and individual consequences on the entire organizational performance structure. Beyond the ethnic and nationality differences that impact on employees’ behaviors within the organization, cultural diversities also to a great extent determines employee’s disposition in an organization. Diversities may also result in either positive or negative consequences such as employee discrimination, tendencies of employment disparities, employees stereotyping, innovation, creativity, as well as conflicts or grievances in the organization (Krell & Wächter, 2016). Studies have identified the various positive effects of diversity in the organization such as diverse opinions and ideas for improved team performances. Hence analyzing the impact of diversity as it concerns big and small groups shows that larger team with highly diversified staff often perform more than small teams under certain conditions, which is mostly as a result of the availability creative minds (Fujimoto, Härtel, & Härtel, 2014; Podsiadlowski, 2012; Stahl, Maznevski, Voigt, & Jonsen, 2013).

Teams with diverse membership backgrounds are often open to diverse perspectives in solving of group task as well as enhanced accessibility to creative performance (Williams & O’Reilly, 2015). This process often results in increasing job satisfactions as well a more productive outputs emanating from the availability of ease in problem solving in the workplace (Podsiadlowski, 2012).
Diversity especially employee’s diversity presents many advantages especially in relating with various customers prevalent within the industry, therefore the need for management to attract and retain diverse employees as a very essential business process. However, in ensuring that diversities are adequately imbibed in the organization, there is need for management to take into considerations social inequalities which has the potential of breeding conflict within the organization. Hence the various divergent argument on organizational diversity, especially as it concerns positive and negative sides, its therefore essential for management to identify various approaches at managing diversities in the organization. As rightly stated by O’Reilly et al, “A group is diverse if it is composed of individuals who differ on a characteristic on which they base their own social identity” (O’Reilly, Williams, & Barsade 2012).

Hence management of diversity within the organization requires acceptance as well as respect for differentiating factors amongst the human resources. Acceptance and respect border on the need for employees to identify or recognize the individual differences among their fellow employee as well as embrace these differences especially as it concerns the positive aspects of these diversities. Employee’s diversities can tilt along dimensions of race, gender differences, ethnicity and nationality, sexual and diverse social orientation, economic and work place experiences, physical abilities and religious beliefs, age, ideological and political beliefs etc. (Jack & Dobbin, 2015).

Generally, the concept of diversity implies differences that separate one employee from another when explained in the context of an organization (The Law Society of Scotland, 2013). Hence this heterogeneous workforce dynamism within the workforce determines the interactive systems of among staffs in a multi-dimensional activity. Management of organizational diversity entail practical measures aimed at identifying how to relate with the employees’ differences especially as it concerns the conditions and qualities of organizational process (Cleff, Harrison, 2013).
Diversity management covers the age differences, ethnicity, gender, class, physical skills and qualities as well as other psychological factors which impacts on the performance prospects in the organization. Most diversity associated with some employees can be fluid or rigid depending on the specific differentiating factors to be examined. Although prior to now, most organizational systems were perceived to be homogenous in nature, but in reality, most organizational has existed as a heterogeneous system depending on the category of differentiating factors which separates the various employee in the organization. Several factors have resulted in the present high rate of diversity within most organizations. Hence globalization, migrations as well as the fruit of increased economic equality granted to women including the effects of technological changes has further driven the phenomenon of diversity (Kurtulus, 2012).

Diversities in most organizations among the employees can either be primary or secondary in natures (Arredondo, 2014). Whatever characteristics which differentiates an employee from other one, the reality remain that achieving organizational performance is highly dependent on the ability of management to employ an effective diversity management framework and practices in order to improve on the achievement of its goals and objectives (Loden, Rosener, 2012).

As it can be deduced from the study, it’s very clear that primary employee diversities entail those traits that essential determines employee identities but are beyond the control of an employee. The primary employee diversities affect the external individual perceptions and assumption about such employees. Primary diversities heavily determine team’s performance as well as shape an employee’s self-image including their perception about the entire organizational system (Kreitner, Kinicki & Buelens, 2002; Mazur, 2013).

The secondary dimension of organizational diversities entails does employee qualities which the employees has control over such as educational and family background, income and work
experience, geographical and religion beliefs which impacts on the disposition and interpersonal relations with fellow employees (Arredondo, 2014).

Employee’s diversities also entail similarities features which informed the definition of diversity by Thomas (2016) as “any mixture of items characterized by differences and similarities”. Given the various positions on what constitutes diversity, it can therefore be generally opined that the concept of diversity results in increased differences in problem solving possibilities in the organization. Diversities further provide opportunities for increased brainstorming in terms of improving organizational process. Irrespective of the various positive impact of diversity, poor management of diversity in the organization can result in several negative effects especially in organization that lack the necessary frameworks needed to ensure that the various employee differences are adequately imbibed in the management decisions. The impact of diversities differences between its effect on large and small teams. Diversities can be highly beneficial to large group is adequately utilized and applied (Milliken, 2016).

On the other hand, diversities can also result in increased conflict in large teams especially where there is continuous struggle for jobs, and control of organizational power. Irrespective of the impact of diversity, the eventual outcome of diversity in an organization is determined by the patterns of application of these features in the entire organizational process. Although some diversity features may be rigid in nature, some features of employee diversities can be changed or learnt over time. Therefore, diversity presents several dividends especially when they are applied devoid of any form of prejudice (Kurtulus, 2012).

It should hence be noted that organization which recognizes, values and respects individual’s differences among each employee will definitely improve the performance within such firm. It’s should further be noted the phenomenon of diversity remains an indispensable aspect of modern
organization given the level of social, economic, globalization and technological factors which has resulted in the increasing level of dynamism in modern organization. Thus, diversity remains a far-reaching concept as well as major phenomena which have changed the management decision given the indispensable effect of diversities on the overall employee’s tolerance capacity (Ike & Eze, 2013).

Therefore, in ensuring the survival of any company (in today’s highly challenging internal and external organizational factors which determines the entire organizational processes) there is need for adoption of a multifaceted approaches putting into consideration the primary and secondary distinguishing traits and qualities amongst the employees (Forbes, 2013).

2.2.2 Workplace Conflict and grievances
Just like it’s very common with every form of human interaction one form of issue or another is bound to arise essentially as a result of conflict of interest or unhealthy struggle for power and control within a group or team. These forms of disagreement are not only associated with the informal human relationships, but also happens in a work place setting. Given this situation, the concept of workplace conflict has attracted several definitions form several management scholars, hence a few of them would be examined under this section (Ikeda, Veludo and Campomar (2015); Azamoza (2014) and Ajala and Oghenekohwo, 2012).

The concept of workplace conflict can be examined in the light of organizational discontentment as well as employee contention that results in putting excessive pressure and demands against each other in the organization (Obi, 2012). Hence the above definition may be held to be one sided in terms of trying to ascertain the root causes of conflict in the organizational, without presenting the personal features which exists within the employee and may result into one form of conflict or the other on the other hand. A similar position on the concept of organizational conflict was also presented by Henry (2013), where he posited that the concept of organizational conflict can be
defined as a form of dispute which arises as a result of employee conflict of interest, values, dreams, and goal with team members or coemployee which often results in unhealthy struggle or rivalry among employee within an organization. The definition tries to identify the cause of conflict which many emanate as a result of employee struggle to ensure that they achieve their dreams in the organization irrespective of the individual interest of coworkers. Thus, workplace conflict exits in every organization which is an outgrowth of some existing patterns of employment relationship. The issue of workplace conflict cannot be overlooked by any organizational management given the fact that it goes a long way in determining the level of performance outcome as well as organizational efficiency and effectiveness (Comboh, 2014).

In the same light workplace conflict is inevitable as no human organization exist without one form of conflict or the other. An organization hence must establish processes to ensure that it recognizes plans and institutes processes which will be specifically aimed at addressing the possibilities of conflict both among employees within the same managerial cadre or between employees and external stakeholders including customers. Conflict is not only a product of clash of interest among the human resources within an organization, conflict can also arise from the demands made on the organization by its customer who are the principal factors for the very existence of the organization. Conflict if not resolved in an organization might graduate to a dispute and subsequent grievances. As it can be seen in most organization, grievances are one of the eventual outcomes of an organizational human relationship. Employees might either express grievances as a result of lack of fairness and equity concerning an organization, process, placement, motivation and incentives, performance appraisal system, reward and punishment. These grievances if not properly addressed may impact on the organizational efficiency and effectiveness over time. The very complex nature of most modern organizations therefore creates the need for management to
ensure that there is established grievance handling methods. In the same vein, this method is expected to be effective and efficient enough in ensuring that the individual observations, complaint and disagreement of any employee are addressed in a manner that results in peace and harmony within the organization (Fajana, 2012).

Management is often faced with the challenges of strategically resolving conflict among various actors in an organization, given the fact that the various actors in an organization are structured to perform several critical roles in an organization. Hence management’s ability to ensure that the individual goal of each employee is protected in the process of conflict, grievance and dispute handling process is very important. In most organizations conflict and grievance arise as a result of lack of common norms, values system and visible strategic goals. This situation results in a condition whereby every staff assumes what they like, resulting in conflict of interest. In this case conflict is bound to arise. Addressing these organizational issues is highly significant in ensuring that the achievement of peace and harmony within the organizational work environment is sustained (Henry, 2014).

2.2.3 Causative Factors of Work-place Conflict

Several literature and empirical research have pointed to that the challenges of dispute and grievances which emanate as a result of workplace conflict. The factors which instigate conflict in most human relationship is many. Within the organizational context conflict may arise as a result of human and material struggled which exerts pressure on the entire organizational process. Therefore, the causative factors of work place conflict have attracted much contemporary research especially as it concerns the modern dynamisms which characterize multinational organizations (Hotepo, Asokere, Abdul – Azeez and Ajemunigbohun, 2013).

The cause of conflict, grievances in most modern organization can be traced to the limited availability of material resources, employee competition and different expectations, poor
interpersonal relationship skill as well as uncooperative tendencies, interdependence nature of work including poor communication system within the organization. These factors go a long way in impacting negatively on the patterns of relationship that exist per time in the organization which has resulted into dispute and conflict among the employees in the organization (Hotepo, 2010). Similarly conflict may arise in an organization as a result of employee dissatisfaction with some employment contracts and relationships, unfriendly and poor cordial managerial relationship with other employees especially middle or lower staffs, as well as lack of sense of inclusiveness and belongings created by managerial process, managements dissatisfaction within employee unionism, as well as poor grievance handling procedures and programmes especially as its regards punishment and reward programmes for erring employees (Obasan, 2011).

These factors are more significant with Nigerian organizations where the issues of employee welfare and interest are least significant in managerial decisions making process, thereby resulting in employee dissatisfaction and grievances about some of the organizational designs. The poor mechanism adopted by most organizations has remained the major determinant of employee grievances since stored or bottled up anger may over time impact negatively on employee’s commitment, motivation and willingness to ensure the growth and development of the organization, especially if the employee is granted the opportunity. In a similar context, employee grievance and conflict in a modern organization may emanate as a result of bad perception, poor communication channel and framework, distorted values system, norm and culture in the organization and poor interpersonal relationship training which most often determines the overall sources of conflict in most firms (Ikeda, 2015). In the same vein organizational conflict and grievance are mostly tied to economic goals of the employee which is threatened by either an existing organizational norm or the actions of co employee or management. The challenges of goal
incompatibility which most often is peculiar with organizations that has highly diversified workforce, has remained one of the contemporary factors which instigate employees’ grievances and conflict, and even in some cases might result in the resignation of these employees (Tsevendorj, 2008).

2.3 Classification of Workplace Conflict
Conflict within the organization can be classified into two major strata depending on the context which it’s used. However, for the purpose of this study organizational conflict can be divided into formal and informal class of conflict (Ogunbameru, 2016). An informal conflict entails a form of dissatisfaction that is not traced or related to any poor systematic process in an organisation but is just a product of external grievances which is expressive. The reality about this form of grievances is that it cannot be directly traced to any system failure in an organization but can only be seen or felt from the poor or unruly facial or body expression from the employees. This can be expressed by the employee through unconscious protest, unfriendly behaviors both to coworker, management or even customer, organizational sabotage, as well as other forms of poor attitude by the employee within the organizations (Mugal, 2013).

However, the reality remains that if this informal conflict is left to escalate unchecked, it might result to some very negative significant impact on both the organizational image and productivity index of other employee within the organization. Informal conflict can either result in poor job focus, retarded employee turnover rate as well as poor profitability, productivity, efficiency and effectiveness of the organization in the long run (Kazimoto, 2013).

Similarly, the formal classification of workplace conflict entails any form of employee’s dissatisfaction that is expressed in an organized form which is displayed either through the channel of trade unions or any other representatives of the employee to the organizational management (Ogunbameru, 2016). The reality with this form of organizational conflict is that it
can be traced to a specific organizations system and can be easily visible, identified and policy action taken. This class of organizational conflict is expressed in a conscious and highly calculated manner which might have a major impact on the employment relationship within the organization (Mugal, 2013).

The reality about the various classes of conflict in the organization is that they most often than not determine the patterns of relationship formed in the organization. Whether formal or informal, the major issue within these two major classes of conflict in the organization lies in the fact that one result in a healthy relationship in the organization, whereas the other may have in destructive impact in the entire organizational system. Hence the major distinction between these various forms of conflict lies in their approach at solving the problem in the organization. The major issues identified above shows that formal conflict system results in restructuring of employment relationship in an organization, whereas the informal system leads to eventual sabotage and retarded productivity and profitability of the organization. However, it can be deduced from the above that the formal and informal classes of conflict are neither entirely bad nor entirely good, since conflict is very important in the organization which leads to disruption and change (Obasan, 2011).

However, the major issues lie on whether the change is for good or bad depending on what organizational management make out of it per time. In most modern organization, conflict management units are established since most management has realized the high potential of conflict or dispute in resulting in positive adjustment of entire work place relationship which can lead to improved performances outcome (Albert, 2011).

In the same vein most of the argument surrounding the conflict of formal and informal classes of conflict border on the effect which they have in determining the entire organizational process,
without examining on the effect which it has on employee’s interpersonal relationship with coworkers and even the management. In most cases formal conflict affects essentially the interpersonal relations between the employee and the organizational management since this class of grievances is expressed through unionist groups. On the other hand, the informal conflict often affects the employee’s relationship with coworker since this form of conflict is seen in the light of unruly disposition of the employee to co employee and even in some cases the management. Irrespective of the classes of conflict available in most organization the reality remains that achieving organizational goals must take into consideration the effective management of conflict if productivity and profitability is to be achieved. The nest section identifies the various types of grievances and conflict that are specific to any modern organization.

2.3.1 Types of Grievances
There are several stages which an issue passes before it gets to the level of a formal grievance in an organization. Essentially an employee compliant represents his/her dissatisfaction with an organizational process which is expressed verbally or discussed at the level of co employee. However, when a complaint is addressed formerly to the organizational management it becomes a grievance requiring managerial action (Obi, R. (2012).

Although most studies have opined that a complaint may not be officially written to management for it to be classified as a grievance, it’s instructive to note that a grievance may be stated, written, unvoiced, orally expressed, justifiable. In the same light a grievance may be true or untrue and may emanate from faulty organizational process or member of staff displaying displeasure about a perceived case of injustice, that the employee believes may have an undue influence on the performance or reward accruable to them. Most cases of grievances in an organizational are mostly related to employment relationship, organizational working environments, and situations of alteration of employment conditions, unfair and unequal opportunities and accessibility to
resources in the organization, including growing cases of injustices and unevenly distributed workloads in an organization. Organizational grievances among the employee mostly result in a state of dissatisfaction, such as unhealthy conditions of discontent, employee frustration, unhappiness, reduced morale, poor competence as well as change of attitude, behavior and distorted ego. However, for the purpose of this study organizational grievances can be classified into three major typologies which are grievances related to managerial polices, grievances associated with organizational working and service conditions as well as grievances emanating from individuals’ peculiarities and factors (Locke, 2013).

Essentiality organizational grievances can emanate from some level of inconsistencies with managerial policies such as performance appraisal mechanism, salary and wages, leave policies, work overtime and benefits, career planning and employee role conflict, insincerity in keeping up with employment contract and agreements, lack of respect for worker skill and differences as well as other inconsistencies with reward and punishment process. On the other hand, organizational grievances may be classifying according to the organizational working conditions which an employee is exposed to. This includes poor availability of safety working programmes, unavailability of physical settings to improve the success of working environment, inadequate working tools to as well as relevant machinery to enhance the work process, unrealistic work target set by management on the employee, poor employee safety rewards in case of eventualities faced by the employee in the course of duty (Ogunbameru, 2016).

Most of the grievances which arise as a result of employee poor working condition are mainly centered on the management inability to make adequate provisions to cover for loses whether capital loses or physical which an employee might be faced with in the process of performing his task in the organization. Mostly prevalent in developing countries where the rate of unemployment
is very high and, on the increase, daily, an employee may not be willing to discuss the safety condition, since he/she is only concerned about putting daily food on the table for the family. In this regards employer often take advantage of this to excludes substantial safety benefits for the employee which goes a long way in determining the level of commitment of the employee. However, in the long run when the employee begins to feel dissatisfied with this process, it can lead to grievances in the organization. Finally, organizational grievances can also emanate from personal factors which mostly impact on the inter-personal relationships in the organization. Some of the interpersonal sources of conflict in the organization includes but are not limited to poor interactions among members of a team or group, fallouts of autocratic leader either by a team leadership or organizational managers, unruly disposition towards fellow workers and even towards superior colleagues as well as incessant complaint and conflict with customers, employment associates and other colleagues (Osad, 2013).

In some modern organizations, a grievance can be visible or invisible depending on the pattern of expression which it follows. In the case of visible grievances employee dissatisfaction with employment systems as well as tendencies of infringement on his/her right may be expresses through written complaints or verbal expression. However, when an employee decides to allow their dissatisfaction exists only in their mind but waiting for the perfect day to extent their anger on the entire organizational structure, it is therefore categorized as invisible grievance. It should be noted that whatever form of grievances identified, the unexpressed grievances remains the unhealthiest aspect of all, since it does not provide management with the opportunity to ensure that they make improvements as well as address the problems of the employee which might be inimical to the overall achievement of organizational growth and development (Rahim, 2012).
Whatever source of grievance which is available or prevalent in the organization, whether related to working condition, personal factors, or unfavorable and unfair managerial policies, the need for management to ensure a process that accommodate and addresses these various grievances remains very important in achievement of organizational growth. As opined by most scholars the increasing tendencies of grievance may not only influence the profitability and productivity of an organization, rather it can also impact on the external organizational image which would affect its growth and development plans (Thomas, 2016).

However, amongst all the various forms of grievances, management are often highly concerned with the ones that impacts on the morale level of employees since it has the capacity to determine the overall employee level of commitment and motivation to exert exceptional control on the entire organizational outcome. When employee is aggrieved with the organizational management policies, efforts are directed towards restructuring them in order to accommodate the needs of these employees except they may impact negatively on the organizational vision and mission process. This position does not undermine the effectiveness of grievances emanating from personal factors and safety working condition, as this also has the capacity of determining employee morale and capacity to perform in an exception way too. In most developing condition great emphasis is not laid to the need for management to ensure that the safety policies and healthy environmental conditions of the employees are established. This is as a result of the fact that most government policies have failed to specifically compel these organizations, particularly multinational organizations to ensure that the safety policies of their employee are respected. This often results in situations whereby the employees are left to carter for themselves in cases of eventualities which might occur even in the process of performing their routine jobs. This situation can result in unhealthy dissatisfactions among the employee which might most often develop into grievances
in the organization. However, management unhealthy safety and working environment may not only result in dissatisfaction and grievances on the part of the employee, but will also create negative image for the organization, which will result in the inability of the organization to attract and retain cutting edge skills and knowledge during its recruitment periods (Tsevendorj, 2011).

On the other hand, grievances emanating from personal factors also have managerial impact, since they may result in very unfriendly working environment, which not only results in the level of discord in the working environment but also affects the customer satisfaction level. When the interpersonal relationship in an organization is faulty, an employee may decide to exert these unruly dispositions to the customer, thereby attending to the demands and needs of the customers in an unruly and unsatisfactory manner. Thus, ensuring that various forms of grievance in the organization are adequately addressed remains highly significant in the entire managerial success of an organization. Ensuring that management policies are fair and favorable enough will increase the commitment and dedication of the employee. Ensuing that safety practices are adhered to as well as healthy working conditions are provided gives the employee a sense of belongingness and happiness. In the same vein ensuring that interpersonal relationship within the organization are strictly follow, not only results in employee’s contentment’s and joy with fellow employee but also improve the level customer satisfactions in the organization (Uchendu, 2013).

Whatever form of grievances that exist in the organizational, the need to address them lies in the growth and development plans of the organization. Hence management systems have to be strategically structures in order to ensure that the various sources of grievance are identified, recognizes and efficient and effectives process instituted to reduce the time spent in addressing these grievances. In the same vein identification of the effect of diversities in the various grievance systems in the organization remains a major factor in determining the effectiveness of any form of
grievance handling procedure which the organization might decide to opt for. In this link the next section of this study tries to examine the various effect of diversity in the various grievances handling system and process as well as outcome in most modern organizations, particularly multinational firms.

2.4 Double Effects of Diversity
The effect of diversity in most modern organization cannot be ascertained by examining only the negative or positive impact; hence an empirical evaluation on both the negative and positive impact remains highly significant in keeping up with the contemporary contributions of the phenomenon to the entire organizational process particularly with multinational organization. Diversity can either be beneficial to the organization or inimical depending on the nature of programmes on ground provided by the organization towards ensuring that the various diversities in the organization are respected. Some literature argues that diversity results in the availability of heterogeneous ideas to quicken and resolve organizational problems as well as ensure the availability of diver’s skill in order to better the organizational outcomes (Cox, Lobel and MacLeod 2014).

Diversity may result in some many advantages especially multinational organization which has the capacity to attract as well as retain best talent, skill and knowledge in the organization. In the same vein the diversities have increased the operational opportunities in most multinational organization, since women has gained more managerial position thereby reducing the tendencies for marginalization and minority of women folks in the organizational hierarchies. Diversity creates opportunities for work advancement, career development, and competitive advantage as well availability of dividend of highly skilled human resources. In a multi-cultural organization, management is exposed to several benefits associated with diverse external client base in today highly globalized market space. Organization of this nature are exposed to greater opportunity for
better political, social, economic, legal as well as other cultural demands of the environmental for international investors (Adler 2014).

Given the effect of technological innovations, a high-tech organization is exposed to the availability of diverse skilled technicians as well as other broad base of talents which is priceless advantage when compared to homogeneous organization. The following can further analyze by evaluating the position of Morgan (2015), who posited that no doubt creativity grows in an atmosphere of diversity. In the realm of problem-solving techniques organization which highly diversified work force are exposed to increasing opportunities if ideas, which are brainstormed in order to solve a particular critical organizational challenge. Diversity also creates the needed creative atmosphere through brainstorming of ideas especially as it concerns solving of very complex organizational issues. Most multinational organization is more exposed to broadened view and perspectives as well as understanding of organizational challenges which is critical to ensuring the growth and development of an organization. Diversity breeds tendencies for flexibilities, hence in a highly diversified organization, the availability of opportunities for change are prevalent. This has positive impact as it creates new ways of doing things and provides opportunities for better process of job accomplishments as well as inters personal relationship to ensure efficient and effective work process. A good benefit of diversity can be examined in the light of the capacity of women to address very ambiguous issues when compared to men, who often get discouraged with huge organizational demands (Rotter & O’Connell 2012).

Irrespective of the above-mentioned positive derivatives of diversity, it can be noted that diversity can also exert negative effect on the organizational process. As deduced from literature work, diversity can require extra cost which goes a long way in determining the ability of an organization to acquire these very diverse skills required in problem solving. In the same vein even if the
organization is capable enough to acquire the very needed driver’s skill required to solve this problem, the challenges of time and conflict of ideas might even negate the potential of the chosen solution to impact on the benefits of such synergy (Christian, 2016).

This process therefore has the capacity of generating dysfunctional conflicts in the organization. It should be noted that diversity may result in more organization frustration and confusion especially in conditions of uncertainty and complexity, owing to the fact that most of the ideas generated may be as a result of the personal interest of each employee in the entire organizational process. Given the heterogeneity of ideas available in the process of problem solving, achieving at a single agreement or consensus might even be more difficult and may often end in some level of conflict including confusion of dynamism, ego and cultural clashes especially among minority work groups and teams. In most organization whereby, democratic leadership process is practiced, majority often override the minority. Similarly, most multinational organizational practice democratic form of leadership, hence the majority often gets favored against the minority groups, which is a function of employee’s deployment of political skills. This process those not end up resulting in a profiting the organization with the best ideas needed to address a particular organizational problem. This leadership system often results in greater barriers in the workplace especially among minority groups and may even impact on their ego which definitely would have a negative impact on the entire organizational process as well as breeding potentiality of conflict situations (Cleff, 2012).

In an empirical analysis which was conducted among 151 work groups, the study deduced that diversity results in lower psychological identification especially among small or minority groups in the organization and most often than not result in distraction from improving their performance in the organization (Tsui, Egan and O’Reilly, 2012).
This situation no doubt has a negative impact on the entire productivity measurement in the organizational as well as results in increased absenteeism as well as higher employee turnover. Most studies have identified that homogenous work groups often outperform culturally diverse work group and team owing to the fact that in the former group communication channels are efficient and effective enough without any barriers, whereas in the later communication issues are identified including the effects of interpersonal relationship emanating from life style differences. This situation may make it highly difficult for any individual to within a heterogeneous work group to effectively optimize their potential under group relations. Increasing tendencies of employee absenteeism as well as continuous turnover is often associated with organizational that has a diverse workforce (Dahm, 2013).

Many empirical studies have identified the role of diversities especially on the work life balance of women gender, and most of the studies identified diversity to have a negative impact on the ability of women to effectively manage their work life balance in the organization. This situation results in absenteeism as well as increasing level of turnover when compared to men (O’Reilly, Caldwell and Barnett, 2015). Thus, it can be concluded that heterogeneous work groups are often associated with decreasing levels of social integration in the organization resulting in employee resignation and increasing turnover (Cox, 2013).

Diversity also has the potential to impact negatively on the entire functionality of the organizational system emanating from mediating factors (Milliken and Martins, 2014). Diversity results in affective consequences which include lower employee’s commitment, lower customer satisfaction, as well as poor interpersonal relations among staff in the organization. Diversity often impacts positive cognitive outcomes as it results in increased employee in creativity as well as possibilities of innovative process in the organization. Through the phenomenon of diversity
group’s ability can be enhances in the process of information generation, processing and dissemination within the organizational hierarchy which could improve on the overall productivity level on the organization. In the same light diversity can also impact positively on the organizational workforce especially when management practices symbolize equality and fairness in their programmes (Dessler, 2011).

Diversity also has communication implication which is determined by the size of the group in an organization. Therefore, it can be argued that the various form of diversities entertained in any organization goes a long way in determining the effect of such on the entire performance and productivity level of the organization (Benschop, 2014).

Diversities can either be occasioned by personal traits, economic factors, social and cultural differences, nationality and ethnic factors as well as other skills and capacity factors which go a long way in impacting either positively or negatively on nature organizational process. As decided from the study, organizational productivity can either be improved or marred by the management’s ability to effectively utilize cultural diversities in structuring team composition (Ike, 2013).

Organizational diversity in the form of gender also has several positive and negative managerial effects on the overall system of task performance in the organization. However, irrespective of the various patterns of diversity that exist in the organization the ability of an organization to manage these can result in positive impacts for the organization. Similarly, it will be very difficult to find any modern organization that is not exposed to one form of diversity or the other. However, some organizations are more diversified than the other (Jack, 2015).

Most multinational organizations are often faced with several forms of diversity given the fact that they often require a composition of diverse ideas, skill and knowledge required to meet up with the growing managerial needs of the various branches of their organization. In the same vein the
need for cutting edge knowledge in solving the several need of multinational organization, therefore necessitates the need for increased interest on diversity and outsourcing of skills irrespective of the cultural, religious, ethnic and nationality of the employees. The increasing success of efforts at ensuring equality of women at the work place has often increased the tendencies of gender diversity thereby resulting in more gender sensitive organization (Dobbin, 2015). The next section of this study tries to examine the various methods of managing diversities that arise in an organization especially as it concerns multinational cooperation’s in developing countries where some stereotypes still impacts negatively on the various forms of diversity in an organization.

2.5 Managing Diversity in the Nigeria Organizational Context

The effect of diversity in management practices cut across human resources management studies, the legal dimensions as well as marketing including the new trends of change management (Jayne, Dipboye et al., 2014). The issue of management of diversity in most contemporary survey especially the ones conducted by Minchington (2013), reveals that achievement of efficient management of organizational diversity is better examined in the light of strategic thinking as well as deployment of people-centered management policies. The approach was informed by the fact that diversity is a phenomenon that revolves mainly around employee, hence human resources management function is expected to be structured towards addressing any people-oriented management processes. In the same vein analyzing the factors which determine the effectiveness of diversity management approaches, there is need to identify factors which necessitated the need for diversity in most organizations. Hence according to contemporary organizational environment, factors such as the need and indisputable potential of changes, expansion into demographics requiring the need for restructuring and entire work for transformation, the increasing waves of globalization with its attendant very difficult competitiveness, growing women movement on
equality, as well as the need for transparency and fairness especially among multinational organizations etc. has enhanced the need for diversity as well as acquisition of various work forces in most organization (Shen, Chanda, D’Netto, & Monga, 2014).

The need for efficient and effective management of diversity lies in the fact that diversities may result in behavioral challenges which may determine the patterns of interactions among the employee as well teams which also impacts on organizational performance (Matuska & Salek–Imińska, 2014).

In managing diversity in any organizations serious attention is required by management in understanding the people’s culture as well as establishment of an efficient and effective communication process. Given the level of life style differences effective management of diversity in any organization entails a situation that requires management to put into consideration the various cultural dispositions of employees in making management decisions which tries to accommodate the various demographics, and cultural differences of the employees. Hence diversity management must be perceived to changes in process that restores balance in an organization (Jones, 2011).

Most managerial practices are associated with unfair practices which results in inter and intra team conflict as well as interpersonal conflicts with co employees. Hence managing diversity requires organizational leadership to establish the right leadership style which will assist management in stirring the organization to the right and progressive part. Management of diversity requires special trainings both on the part of the organizational leadership and among the employees. This will equip them with the relevant and important skills required to ensure that change which is occasioned by diversity is successful (Kavanagh and Ashkanasy, 2016).
These trainings are essentially geared towards instilling the needed commitment among human resources to withstand sand accommodate changes which might result in the increasing struggle among them towards achieving their respective individual career goals and objectives. It has been ascertained in many studies that management of diversity remains the sole leadership function, this results in the conclusion by many studies that leadership is the major determinant of efficient and effective management of diversity in the organization (Kavanagh, 2016).

Examining the Nigerian context whereby the challenges of efficient management of diversities continues to exist, most organizations has proposed the need for a detribalized leader which is the major factor that determined the level of leadership dedication towards ensuring that the various differences within each employee is respected and accommodated in the entire management decision and leadership style. Any leadership style which is influenced by great tendencies of ethnic bias as well as favoritism in discharge of their responsibilities will result in negative tendencies on organizational performance. In most organization in Nigeria the major managerial difficulty in managing diversity remains the challenge of managing minority groups in the organization. Especially within the multinational organizations, including public enterprise where the tendencies of diversity are highly felt, achieving the goals of the organization must be in line with the set inclusive management system which must include the interest of minority groups. This results in the assimilation paradigm in the process of management of diversity in most Nigeria organization, since this approach focuses more on process that is opposed to discriminatory practices as well as other unfair managerial system especially against ministry groups in the organization (Kurtulus, 2012).

However, the major argument against this approach lies in that fact that most minority groups in the organization face the challenges of losing their true identify and traits and are forced to accept
the traits of the groups which they have been assimilated into since they have to be included in the privileged group. The reality is that some of the practices and differences of the majority group may not be comfortable with the minority group; hence they are forced to embrace these differences irrespective of their opinion. This approach has the potential of decreeing organizational performance since these groups may lack the needed motivation required to improve their performance and dedication to the organizational goal and vision. In the same vein, management of diversity in Nigerian organization areas mostly affected by challenges of cultural and stereotype practices which negate the opportunities available to female gender in the organization. This situation is not peculiar to private multinational organization but also determines the process in most public organizations whereby the challenges of cultural belief and practices impacts negatively on minority groups especially the women (Lauser, 2010).

Establishing of a good communication channel is essential in management of diversity in most multinational organization. This form of communication enables different stakeholder in the organization to expression their positions about any system which they believe would impact more positives or has the potential of impacting negatively on the organization both on the long, medium- and long-term basis (Gboyega, 2014).

In the same vein management of diversity requires the deployment and structures of an effective and efficient complaint, grievance and dispute resolution process and programmes in the organization. The management of organizational especially those in a highly diversified organization requires the need for a well-structured grievance handling procedure which has the capacity of impacting negatively on the entire organizational process especially as it concerns employee’s dissatisfaction with the management patterns of handling the various diverse members of the organization. Efficient and effective grievance handling procedure results in either beneficial
advantages on the organization or it can result in resentment among another employee who feels unfairly treated (Murray-Bruce, 2015).

In order to ensure effective management of diversity in an organization, there is need for management to ensure that its vision and mission statement as well as goals and objectives are clearly understood by the employee in order to ensure that their personal differentiating factors are all geared towards achieving the organizational these goals. Organizational norm should be flexible enough in order to ensure that the various challenges as regard to organizational practices are structures in order to accommodate the ever changing environmental, technological and other factors which in one way or the other may necessitate the constant restructuring of organizational process (Akuta, 2013).

Management of organizational diversity can be challenge which is a product of some barriers which may directly or indirectly determine this process. In order to ensure that the various organizational diversities are beneficial to the entire employee, there is need for management and organizational leader to overcome the following barriers which would be examined here. In managing diversities organizational leader must learn to overcome the difficulties which may result as a means of poor balancing of employee work career and Family life most especially for the women who still face gender stereotypes. Although this barrier has been addressed adequately in most developed economies, the situation is still different in third world economies, where cultural and false religious teachings are still used to limit the career and other economic potential of women. Hence women are expected to continue to face challenges of child care and other household duties as well as still meet up with their career demands (Lee, 2011).

In the same vein the issue of managing discrimination, which breeds fear of discrimination among employees may result in reluctance in applying for jobs in different nationalities other than theirs.
The challenge of most organization not seeing efficient management of diversity as an organizational priority is another problem. As most studies added that the challenges of resistance to change has often impacted negatively on effectively managing diversity mainly because of fear of failure, changing trust as well as peer pressure. Therefore, there is need for management to ensure that it address these challenges in order to reduce the level of bias and negative effects of managing diversities in the organization (Lewis, 2013).

2.6 Grievance Handling Procedure
Management of grievance in an organization remains a major managerial function owing to the increasing nature as well as the increasing diversities in modern organization which has the potential of breeding, complaints, conflict and disputes in most organizations. Therefore, management has to identify the various suitable measures to handle the various employee complaints in order not ensure that the commitment and decision of employees are sustained toward improved performance and productivity (Francois, 2014).

Any form of formal grievances addressed to the various managerial channels in the organization has to go through several challenges before it finally gets to the advanced managerial level. This therefore described the concept of grievance handling procedures which constitutes a formal communication process that emanates from the complaint of workforce to the management which it’s addressed for the purpose of settlement of such grievances (Vigil, 2010).

Grievance handling procedures differs from one corporate entity to another depending on the nature, capacity as well as managerial practices and leadership styles prevalent within such organization. In some organization grievance handling procedure may consist of open-door policy or a process characterized by step-ladder policy. A policy of open-door grievance handling procedures consists of a situation whereby the employee is expected to address his grievances directly to the top managers of the business. This approach can only be achievable in small sized
firms given the fact that the level of accessibility and distance between the employee and the top manager is little. However, in most big organization top manager rarely has time for complaint and are busy with other mush bigger organizational challenges (Bagraim, 2017). In some case the office of the top manager is most often not located in similar locations with other employee, hence they often engage in delegate grievance handling procedure and practices. In some case employee may even feel shy or threatened to approach the top managers and present their grievances to them, however the Step ladder policy often revolves towards a policy that ensures a step by step organizational grievance policies in order to ensure that their compliant are addresses. This process ensures that employees are often presented with the option reporting their compliant or grievances directly to the closest supervisor who most often engages in serial of process that ensures that these grievances are addressed (Bamberger, 2013).

When the supervisor fails to address these grievances, the employee may them can engage the chief executive directly on the issue being discussed. These grievances handling procedure is one of the universally adopted procedure especially by most multinational organization used in collective bargaining agreements (CBAs). The step by step approach follows system that ensures the addressing of employee grievances from the lowermost level to the highest level of conceivable resolution. When this process fails then an unbiased third party may be involved (Doyle, 2015).

The benefits of grievance handling mechanisms in the organization cannot be overemphasized especially in its role in assisting management to raise the commitment and dedication level of employees in the organization through a renowned conflict management as well as disagreement resolution method (Lewin & Peterson, 2014). Effective grievance mechanism reduces tendencies for employee turnover as well as diminishes pressures, doubts and other unsettled disputes in place of work (Saundry, McArdle & Thomas, 2013).
Theoretical underpinning of the Study

This study was grounded on the theory of organization justice. In analyzing the theory, organizational Justice can be examined in the light of distributive, procedural and interactional justices (Taylor, et al., 2000; Podsakoff, et al., 2000; Skitka, 2003 & Muchinisky, 2000; Ambrose et al., 2005). According to the major assumptions of the theory distributive justice originates from equity theory and emphasizes on the impartiality of any process. The Procedural justice also centers mainly on ensuring fairness of any process which provides the pathway for the distribution of organizational benefits and punishment. The Interactional justice on the other hand focuses on the process of ensuring that every form of interpersonal relationship in the organization is performed in an equitable manner devoid of any unfair communications system (Grattan, 2012).

In the light of the topic under study, the theory enables management in structuring its grievance handling procedure in such a way as to ensure that employees perceive the grievance handling procedures to be devoid of any form of conflict and perceived justice (Gordon and Fryxell 2013). This remains the major leadership function of management at ensuring that the various process in grievance handling procedures are fair, equitable and creates a good relationship between management and staff (Olson-Buchanan, 2016).

The study establishes the fact that the major concern of the employee is mainly concerned with engaging a grievance handling procedure that is perceived to accommodate the various interests of the several members of the organization and devoid of any form of procedural injustice or tendencies of biased outcomes (Van den Bos, 2015). The theory further opines that in any grievance handling procedure, for the procedure and process to be describes as fair and equitable enough, the process must provide opportunity for various individuals to express their view, theories must be some control mechanisms over eventual outcome, the process must be consistent,
absence of bias, procedure for evaluating the accurateness of information provides, opportunity to apply for petition if the employee feels dissatisfied with the process as well as encompasses for ethical guidelines (Ambrose & Arnround, 2015).

No doubt this process has the potential of ensuring that the entire sides to the grievance are adequately satisfied with the entire outcome of the grievance handling procedure in the organization (Barry & Shapiro, 2010). It can therefore be concluded that the major reality from this theory hinges on the fact that employees’ sense of inequality as concerned with the grievance handling procedure may impact negatively and alter their attitude in terms of performance, dedication, commitment as well as tendencies for turnovers (Bagraim, 2017).
CHAPTER THREE
RESEARCH METHODOLOGY

The various methods adopted in generating and analysing information for this study was examined here. Although there are several methods which are available to a researcher in the field of managerial sciences, a researcher is at liberty to choose which method is most satisfactory in achieving a specific research purpose and goals which informs the study. Hence for the purpose of this study, the remaining content of this chapter is structured towards addressing the various research purpose, strategy, philosophies, research design, sources of data, method of data collection and analysis, sampling procedure, sample size, ethical issues as well as other limitations of the study which directly or indirectly to a great extent determined the outcome and finding of this study. It’s expected that the chosen research methodology will be instrumental enough in making relevant findings as well as the required conclusion on the impact of cultural diversity on grievance handling in Unilever Nigeria.
3.1 Research Purpose
Given the nature of this research topic, the primary purpose of this study is geared towards analyzing the impact of cultural diversity on grievance handling in Unilever Nigeria through the application of scientific procedures. It has been found that age, gender, nationality, culture, ethnicity, difference in skills, educational background, religion and other factors of diversity results in grievances in most multinational companies, especially those operating in less developed economies where social economic and religious practices including stereotype factors still impacts negatively on organizational outcomes. Hence the chosen research method will be structured towards ensuring the above research purpose is achieved by providing evidences through the various sources of information to be chosen on the how diversity result in grievances in the organization as well as how best management can handle grievance and diversities in the organization especially as it concerns the effect of same on organizational procedure, process and performance outcome (Gilley, Jerry & McMillan, 2009).

3.2 Research Method
There are several research methods which a researcher can decide to adopt in carrying out a study. In most scientific studies, a researcher can adopt a monolithic or a multi method in carrying out a study. It should be noted that the research method adopted by a researcher is dependent on the nature of the topic under study as well as the ethical guideline provided by the degree awarding institution. Therefore, in the process of monolithic research method the researcher is open to use only but one method of researcher. In this process the researcher can decide to use either a qualitative or quantitative research method. Whatever form of research that is open to the researcher, the choice of the researcher method is dependent on the topic to be studied. It should be noted that is the researcher decided to adopt the qualitative researcher method, it would require the use of already available researched instruments or sources, which although save time and
energy is often faced with several biases and criticisms. On the other hand, peradventure, the researcher decided to adopt the quantitative research method, the researcher is therefore open to the utilization of either interview, questionnaires or focused group discussion. In the same vein whatever method that eventually comes to mind, the major assumption of the mono research method is that the researcher is expected to adopt a single method of research and not both.

On the other hand, the multi research method, presents a twist although the researcher is still open to the qualitative and quantitative researcher method, here the researcher is expected to utilize two or more research methods. This method of researcher is often adopted in situations where by the researcher is expected to conduct a field work and still consult relevant literature material which it believes will make up for the lapses which might be occasioned by the disadvantaged of any of the major two research methods. Therefore, for the multi research method, the researcher is open to the use of various library data and other field work instruments and in some cases conduct interview and focused group discussion, depending on the research purpose which the researcher intends to achieve. In the same vein the researcher is often exposed to some difficulties in adopting this researcher method. The researcher may face the difficulty of time as well as heavy resource deployment resources to conduct this form of research. In carrying out this, researches which are associated with managerial practice, most often than not, the researcher is expected to get the primary opinions of the population of the study, which provides the researcher with adequate infuriation on the contemporary information which will guide the researcher. It should be noted that this method often provides the researcher with the opportunity to adequately engage in series of field work which may take some time. Although this method has been criticized for its heavily cost and time-consuming tendencies, the research method remains highly effective and scientific
in nature as it enables the researcher in gaining adequate information’s and ideas as well as current positions about the phenomenon under study.

However, for the purpose of this study the researcher adopted the multi research method. The chosen research method was based on the fact that the chosen research topic necessitates the researcher to engage in primary field work on the chosen case study organization, by analyzing their position in the major narratives under study. Based on this premise the researcher would adopt both qualitative and quantitative research method in making conclusion and generalizations for the study. The chosen researcher approach enables the researcher to often to make up for the shortfall of both the qualitative and quantitative data. Although the chosen research method was instrumental in generating information which was used to make informed finding and conclusions for the study, the method also stressed the research also in making heavy financial commitment and time dedication in going to the field to generate information, collate and come up with the findings of this study.

3.3 Research Philosophy
Every scientific research is based on some form of philosophy or the other; this constitutes the major assumption which guided the study. There are several research philosophies which a researcher is exposed to in the process of carrying out a scientific research. However, for the purpose of this particular study the positivist research philosophy would guide the study. In this vein the theoretical framework which informs this study hinges on the theory of organization justice, which border of the need for equality and fairness in the entire grievance procedures in an organization. This process resolves around the fact that most grievances handling procedures in an organization is a product of diversity which was necessitated by change. Hence achieving organizational goals remains a major challenge of the grievance handling procedure in devoid of fairness and equity. The chosen positivist researcher philosophy centers on the need for establish
a relationship between a dependent and independent phenomenon on the process of research activity. In order to ensure that the research activities carried out is devoid of any scientific bias, the positivists philosophy was adopted which guided the various process and method of research. It’s believed that the chosen research method will be beneficial in coming up with the various findings and conclusions of the study (Stage and Manning, 2015).

3.4 Research Strategy
Most scientific researches are the product of a chosen research strategy. A research strategy presents a step by step process and procedure which the researcher follows in ensuring the purpose and aim of the research is achieved. Therefore, in most scientific studies, the research is opined to either a descriptive, argumentative, exploratory or analytic research strategy. Each of the chosen research strategy is expected to be relevant and instrumental enough in coming up with the findings and conclusions of any study. Thus, in this light, it’s notable that every research strategy utilized by the research is a product of the topic under study. Therefore, a researcher is expected to adopt a research strategy that will greatly assist in realizing the goals of the study. It should also be noted that every form of research strategy adopted by a researcher in the process of scientific research has its own advantage and disadvantages. Hence in a multi researcher method a researcher can decide to adopt a combination of two or more research method, whereas in a monolithic research method the researcher adopts one single research strategy. Hence for the purpose of this study stemming from the topic under study, the researcher is expected to adopt more than one research strategy.

Thus, based on the above assertion the exploratory and analytical research strategy is adopted by the researcher in making conclusion and recommendations about the chosen research topic. The chosen research strategy is beneficial enough in making informed analysis and conclusion on the chosen research questions which seeks to evaluate the impact of cultural diversity on grievance
handling in Unilever Nigeria. The impact of the chosen research topic centers basically on the
reality of the ability of the chosen strategy to provide the study with true, current and opportunities
for analysis on the available data assessed (Sekaran and Bougie, 2016). The chosen research
strategy is essential in enabling the researcher gather information from both the primary and
secondary sources which will be vital enough in coming up with the conclusion and
recommendations of this study (Smith, 2015). The choice research strategy often provides
opportunities for efficient coordination of data and analysis of available information for the study
(Saunders, 2011). It’s also believed that the exploratory and analytical researcher strategy chosen
by the researcher is beneficial enough and would assist the researcher in coming up with well-
informed findings and recommendations on the impact of grievance handling procedures in an
organization that is highly diversified.

3.5 Method for Collecting Data
The method of data collection essentially borders on the concept of procedures which the
researcher considers appropriate enough in souring of information to be utilized in the study. Every
scientific study is open to either utilize primary or secondary sources or both in the process of
carrying out a study (Creswell, 2014). The primary research methods of collecting data provided
opportunities for the researcher to engage in the process of interviews, focused group discussion
as well as questionnaires. The researcher often engages the chosen sample population with the
research instrument which could be a drafted questionnaire or instrument of questionnaire. In the
process of this the researchers often ensures that the opinions of the chosen respondent are collated
and used in the process of analysis for the study. The primary method of data collection has its
own advantages and disadvantages. Hence a researcher is expected to evaluate the various
processes in order to ensure that the problems associated with the research are adequately
minimized. Primary method of data collection often entails the deployment of huge financial cost
form the points of printing of the researcher instrument, to the point of distribution, collection and onwards analysis of the generated information. In the same vein the primary method also entails heavy time dedication, which the researcher is expected to depend on the process of engaging the respondents in the field work. Also, the secondary method of data collection is also another very important method of data collection in the field of management and social science. The method of data collection entails processes that requires the researcher to source information from already completed literature work which is readily available either through journals, article, textbook in the literature, internet sources and other already completed literature works which birder on the concept and major variable being studied. The major advantage of the method of data collection in that it saves the time which ordinarily would be spend by the research in engaging in field work. The secondary method often involves some financial cost especially as it concerns sourcing of information from already available sources which is not for free. In the same vein the method has some limitation which is mainly centered in cases of plagiarism which characterizes most literature works. In the same line the method also provides the researcher with adequate opportunities to examine the various scholarly position especially as it concerns their criticism before coming up with the finding as well as the conclusion of the study.

For the purpose of this study, the title is "An Analysis of the impact of cultural diversity on grievance handling in Unilever Nigeria." Hence the researcher adopts the two method of data collection. Here the researcher would adopt primary sources such as the use of questionnaires. Although there are various methods and sources of information associated with primary method, the researcher restructures the study only to the use of questionnaire. This method provided the researcher the opportunities to get to the research area and conduct a field research in order to come up with the findings and conclusion of the study (Burns & Grove, 1997). In the same vein,
the secondary sources were also very handy for the study, information’s were generated through this method form relevant journal, article, periodical, literature materials and other related internet source which border on the concept of grievance, diversities especially on their impact on organizational performance (Thomas, Silverman and Nelson, 2015). The various chosen research method was since the multi research method was chosen for this study which allows the researcher to make do of the various available methods of data such as questionnaires, article, journals, and other relevant textbooks which are basically classified under the primary and secondary method of data. As it held in the previous sections the chosen method of data collection will remains highly useful and instrumental in making infirmed findings and conclusion on the major variables under study especially as it concerns the topic which border on the impact of cultural diversity on grievance handling in Unilever Nigeria.

3.6 Target Population
The population of a study essentially tries to analyze the target object, peoples, elements and institution which the researcher is expected to cover in the study emanating from the case study chosen for the project. Given the nature of the research topic under study, the researcher essentially tries to examine the impact of cultural diversity on grievance handling in Unilever Nigeria; hence the population of the study must be people within the case study organizations. Therefore, the staff as well as executive directors of Unilever located at their head office in No. 1 Billings way Oregun, Ikeja Lagos, Nigeria constitutes the population for this study. During the pilot testing conducted, the research discovered that a total of 245 staff constituted the population of the organization to be studied. The chosen population was cut across various strata of departments within the organization which ranges from production, treasury, operations, Legal, Finance control and human resources department.
3.7 Sampling Technique

Sampling techniques entails a process that utilizes a chosen technique in making calculation for a specific researcher sample which is usually deduced for the entire population of a study (Burns & Grove, 1997). There are various sampling techniques adopted in any scientific study which included random sampling technique, stratified sampling technique etc. a researcher can adopt one or more of these various sampling techniques available to the researcher depending on the purpose and research topic being studied. Therefore, for the purpose of this study emanating firm the natures of the researcher topic and case study organizations random sampling techniques was adopted after putting into consideration other technical and financial factors. It’s expected that the chosen research method is essential and relevant enough in assisting the researcher in making conclusion and recommendations on the impact of cultural diversity on grievance handling in Unilever Nigeria (Cope, 2014). The random sampling technique signifies that only the chosen sampled population will participate in the field work in order to ensure that the findings of the study is adequate, lucid and concise enough in coming up with the findings of this study.

3.7.1 Sample Size

Based on the chosen sampling technique for the study, the researcher ensures that the calculated sample size is in line with the sampling technique chosen. In making analysis for this study, the Yamane’s formula was adopted in calculating the sample size (Yamane, 1967:154). From the calculated sampled size, a total of 149 respondents were chosen by the researcher and used in drafting questionnaire for this study. The sample size concurs with the position of Yamane’s formula which proposes that the sampled error should be 5% with a confidence coefficient of 95%. However, the chosen sample size of 149 will require the researcher to print and distribute 149 questionnaires which will be distributed to 149 respondents which constitutes the respondents form Unilever Nigeria. It’s often expected that the chosen research sample will assist the researcher in
making conclusion and recommendations for the study on the impact of cultural diversity on
grievance handling in Unilever Nigeria.

3.8 Sampling Criteria
In choosing the member of the organization to participate in the field world based on the random
sampling techniques, there are some criteria which will guarantee the qualifications of each of the
staff to participate in the study. the following under stated qualification will guided the criteria to
be met bet these respondents to fully participate in the field work;

- Must be an official staff of Unilever PLC
- Must have experienced grievance challenge during their time at Unilever PLC
- If it is the manager, he/she must have witnessed grievance management implementation

3.9 Method of Data Analysis
The method of data analysis entails a process that describes the step by step approach adopted by
the researcher in calculating and analysis the various data generated in the course of the study. As
right described in the introductory aspect of this study, the researcher is exposed to the use of
primary and secondary source of data in making calculations and analysis for this study. In this
line the researcher utilized qualitative and qualitative research method. It should be noted that there
are various methods used in analyzing data in any scientific study. However, it should be noted
that the choice of method of data analysis utilized by any researcher is heavily dependent on the
research topic under study. Therefore, for the purpose of this study, which resulted in the use of
both primary and secondary sources of data, the research utilized the simple percentages in
analyzing the questionnaires which were distributed to the respondent in the source of the study.
On the other hand, the content analysis was utilized in analyzing the secondary information which
comprises of sources like textbook, article, journals and other relevant literature materials
essentially available to the researcher in the study which mostly borders on the impact of cultural
diversity on grievance handling in Unilever Nigeria (Saunders, 2012). It should that the chosen method of data analysis will provide the researcher with an in dept analysis in coming up with the finding and recommendations on the impact of cultural diversity on grievance handling in Unilever Nigeria.

3.10 Moral Consideration
Ethical or moral consideration basically entails the observation of wok and study guideline, rule and regulations which directs every academic research. Every ethical consideration is based on the research topic as well as the academic guideline on research of the degree awarding institution. Hence for the purpose of this study, the ethical considerations border on both the academic guidelines as well as the work ethical and rights of the case study organization which is Unilever Nigeria (Bryman, 2015). Essentially the present study was conducted in Unilever Niger with the aim of examining the impact of cultural diversity on grievance handling in Unilever Nigeria. Questionnaires were distributed among the staffs of the chosen organization. Before the questionnaire was distributed, the permission of the human resource manager was sort and his approvals given before commencement of actual distribution. In the same vein the research ensured that the ethical guideline was sort form the supervisor, who vetted the research questions contained in the questionnaire and approved them as appropriate and relevant enough in deducing the opinions of the researcher on the topic under study. In the same light the research briefed the respondent’s properly and ensured that they were advised to fill the questionnaires during their break period or at home in order to ensure that the process of the research does not interfere with their official working hours. The respondents were further encouraged to ignore any question they do not understand or feel uncomfortable with. Their confidentiality was fully guaranteed since they were not allowed to fill their name or identify number. At the end of the research, the
respondents were appreciated for providing the researcher with the needed information on the impact of cultural diversity on grievance handling in Unilever Nigeria. they were assured of getting a copy of the outcome of the study which will provide them with benefits on how to effectively manage diversity in their organization.

3.11 Research Limitation
The research was also faced with some limitations which in no way undermined the outcome of the findings of the study. Some reluctance was perceived from some respondents in participating in the research, since they expressed their feeling that they may be letting out vital information about their organizations. This was overcome by the special briefing which was presented to the respondent by the researcher assuring them that the information’s provided will be used only for the purpose of the study. Time was a limitation since some of the respondents took commensurate time in returning their questionnaire which delayed the entire data analysis. The researcher also faced some challenges which bordered in the challenges of combing studies with family, work and other social engagements. However as earlier noted these challenges in no way did not affect the study, since adequate time was provided by the researcher in coming up with the entire finding of the study.
CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction
This activity under this chapter was structured in order to present, analyze and discussing the major finding from the questionnaires distributed among staff of Unilever head office; 1 Billings way Oregun, Ikeja Lagos, Nigeria. From the previous chapter, the methodology was explained which showed that a total of one hundred and forty-nine (149) respondents formed the sample size for the survey. In the course of this study the population was plotted to be 245. Hence a total of 149 questionnaires were drafted and distributed to the sample respondents. However out of the 149 questionnaires distributed, only 105 were collated and used for the analysis, as 44 questionnaires were either misplaced or found to have been incorrectly filled by the respondents. Hence a total of 105 questionnaires were used for the study. From Creswell’s observations, the data collected was enough for the study, the above concurs to Creswell (2014) observations which signify that collected were enough since it exceeded 50% of the requirement.

Table 4.1.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>105</td>
<td>70.5</td>
</tr>
<tr>
<td>Misplaced or inappropriately filled</td>
<td>44</td>
<td>29.5</td>
</tr>
<tr>
<td>Total</td>
<td>149</td>
<td>100</td>
</tr>
</tbody>
</table>

The initial sampled population using the Yaro Yamani formula (1988) showed a sample size of 149 which constituted the number of respondents for the study. Hence a total of 149 questionnaires
were drafted and distributed to the sample respondents who of staff Unilever head office; 1 Billings way Oregun, Ikeja Lagos, Nigeria. However out of the 149 questionnaires distributed, only 105 were collated and used for the analysis, as 44 questionnaires (29.5%) were either misplaced or found to have been incorrectly filled by the respondents. Hence a total of 105 questionnaires (70.5%) were used for the study. It should be noted that the questionnaires utilized is relevant and adequate which constituted over 50% of the study.

4.2 Demography of Respondents

4.2.1 Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>73</td>
<td>69.5</td>
</tr>
<tr>
<td>Female</td>
<td>32</td>
<td>30.5</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The above data presented shows that a total of 73 (69.5) male respondents participated in the study, while 32 (30.5) female participated. It goes to show that the responses that were gotten will represent the opinion of the two genders although there are more male than female respondents represented consisting of staff of Unilever Nigeria.

4.2.2 Age Distribution

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>35</td>
<td>33.3</td>
</tr>
<tr>
<td>31-40 years</td>
<td>55</td>
<td>52.4</td>
</tr>
</tbody>
</table>
The data shown above shows the age bracket of the respondents. From the table above, it can be seen that the age bracket was distributed as follows 20-30 years 35 (33.3%), 31-40 years 55 (52.4%), 41-50 years 14 (13.3%), 51 and above 1 (0.9%). The above data shows that most of the respondents are between the ages of 31-40, which implies an experienced opinion on the questions raised in the questionnaires. Hence, the study population is relevant and experienced enough to provide good and relevant information’s on the impact of cultural diversity on grievance handling in Unilever.

4.2.3 Education Level of respondents

<table>
<thead>
<tr>
<th>Education status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>2</td>
<td>1.9</td>
</tr>
<tr>
<td>College</td>
<td>13</td>
<td>11.9</td>
</tr>
<tr>
<td>University</td>
<td>67</td>
<td>63.8</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>5</td>
<td>4.8</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The table above shows education difference among the respondents. The education representation of the respondents was as follows primary 0, secondary 2 (1.9), college 13 (11.9), university 67 (63.8%), and postgraduate 5 (4.8%). Hence, the result shows that most of the respondents are well
educated and informed on the issues under study with most respondents having a university and postgraduates’ certificate.

4.2.4 Years of Work

Table 4.2.4 1

<table>
<thead>
<tr>
<th>Length of service</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-8 years</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>9-13 years</td>
<td>64</td>
<td>60.9</td>
</tr>
<tr>
<td>14-16 years</td>
<td>15</td>
<td>14.3</td>
</tr>
<tr>
<td>16 and above years</td>
<td>5</td>
<td>4.8</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>
The findings from the above data presented above shows the working experience of the respondent’s especially as it concerns the impact of cultural diversity on grievance handling in Unilever. The above show that 21 respondents have worked for the company 0-8 years, 64 respondents for 9-13 years, 15 for 14-16 years, and the remaining 5 between 16 and above years. More than 50% of the respondents were well experienced on the impact of cultural diversity on grievance handling in Unilever.

4.3 Answer to Questionnaire

4.3.1 My team constitutes of members with diverse cultural leanings

Table 4.3.1

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>94</td>
<td>89.5</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>10</td>
<td>9.5</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>
The table above shows that most of the respondents totaling 94 agree that their team constitutes of members with diverse cultural leanings while 10 were undecided. The above result indicates that each team in Unilever constitutes of members with diverse cultural leanings.

4.3.2 I experience team cohesion and integration irrespective of the various values held by team members

Table 4.3.2 1

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>91</td>
<td>86.7</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>4.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>10</td>
<td>9.5</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The table above simply depicts the response of the staff on whether they experience team cohesion and integration irrespective of the various values held by team members, 91 respondents strongly agree, 5 strongly disagree, and 10 undecideds. It goes to shows that most of the respondents posit that they experience team cohesion and integration irrespective of the various values held by team members.
4.3.3 Team members with common socio-demographic characteristics is better equipped to act as a bridge-builder by promoting effective elaboration of the team’s task performance

Table 4.3.3

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>99</td>
<td>94.2</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2</td>
<td>1.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>4</td>
<td>3.8</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The data show above reflects the respondent’s opinion on whether team members with common socio-demographic characteristics is better equipped to act as a bridge-builder by promoting effective elaboration of the team’s task performance. Hence, it can be seen from the result that 99 strongly agree, 2 strongly disagree and 4 were undecided. It was deduced however that team members with common socio-demographic characteristics is better equipped to act as a bridge-builder by promoting effective elaboration of the team’s task performance.
4.3.4 Diversity results in well informed decision outcome

Table 4.3.4 1

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>85</td>
<td>80.9</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>14.3</td>
</tr>
<tr>
<td>Undecided</td>
<td>5</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above describes the respondents view in whether diversity results in well informed decision outcome. It can be seen from the above that 85 respondents strongly agree, 15 disagree and 5 were undecided. It goes to show that diversity results in well informed decision outcome.

4.3.5 I feel unhappy about some values upheld in my organization

Table 4.3.5

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>35</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>69</td>
<td>65.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
The table drawn above depicts the opinion of the respondents on the question asked. 35 respondents strongly agreed, 69 strongly disagreed and 1 disagreed. The study shows that most of the respondents do not feel unhappy about some values upheld in my organization.

### 4.3.6 Team members are less susceptible to interpersonal stereotyping

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>90</td>
<td>85.7</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>15</td>
<td>14.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The result deduced from the study conducted above shows that 90 respondents strongly agree that team members are less susceptible to interpersonal stereotyping while 15 were undecided. It can be concluded that team members are less susceptible to interpersonal stereotyping.
4.3.7 I feel indifferent about the cultural backgrounds of my co workers

Table 4.3.7 1

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>8.6</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>96</td>
<td>91.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

Just as it’s held in the previous section it’s very clear that most of the respondents accounting for 96 strongly disagreed to the question asked and held that they do not feel indifferent about the cultural backgrounds of my coworkers. This depicts a sense of interrelationship and cooperation irrespective of the cultural diversity in the organization.

4.3.8 I have felt aggrieved at one point or the other in the organization

Table 4.3.8

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>98</td>
<td>93.3</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
The above data collated shows that most of the respondents 98 strongly agree that they have felt aggrieved at one point or the other in the organization, while 5 were undecided, 2 disagree. It therefore shows that most of the staff has felt aggrieved at one point or the other in the organization.

4.3.9 When I feel aggrieved there is an established means to get redress

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>105</td>
<td>100</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The table depicts the respondent’s opinion on whether there is an established means to get redress when they feel aggrieved. The result shows that all the respondents strongly agreed that there is an established means to get redress when they feel aggrieved. It can be concluded that there is an established means to get redress when they feel aggrieved.
4.3.10  I get prompt response when I present my grievances to the organization

Table 4.3.10

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>94</td>
<td>89.5</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>12.4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

From the table shown above it can be concluded that most of the respondents strongly agreed with the research question as to whether they get prompt response when they present their grievances to the organization. However, 94 respondents strongly agreed, 13 agreed. It goes to show that they get prompt response when they present their grievances to the organization.

4.3.11  I’m satisfied with the grievance handling mechanism in my organization

Table 4.3.11

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>99</td>
<td>94.3</td>
</tr>
</tbody>
</table>
The analysis conducted above depicts the view of the respondents on whether they are satisfied with the grievance handling mechanism in their organization. 6 respondents were undecided while 99 strongly agreed. It can be concluded that most of the staff are satisfied with the grievance handling mechanism in the organization.

4.3.12 I feel the grievance handling mechanism will promote team cohesion and organizational growth

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>105</td>
<td>100</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The analysis above is directed towards the views of the respondents on whether they feel the grievance handling mechanism will promote team cohesion and organizational growth. However,
it can be deduced from the table that all the respondents strongly agreed that the grievance handling mechanism will promote team cohesion and organizational growth.

4.3.13 I often feel the presence of favoritism, nepotism existing in the organization

Table 4.3.13

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>85</td>
<td>81</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td>100</td>
</tr>
</tbody>
</table>

The survey carried out indicates that 20 respondents strongly agreed while 85 strongly disagreed with the research question. It can be concluded that most of the staff often feel the presence of favoritism, nepotism existing in the organization.

4.3.14 The communication system in the organization is efficient and effective enough

Table 4.3.14

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>102</td>
<td>97.1</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
The field work conducted described how efficient the communication system in the organization which is was shown in their response to the research question. From the table above 3 respondents were undecided and 102 strongly agreed that the communication system in the organization is efficient and effective enough.

### 4.3.15 I feel the grievance handling mechanism can be improved

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>105</td>
<td>100</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The analysis conducted above indicates that 105 staff of the selected company held that they feel the grievance handling mechanism can be improved. This goes to show that there is a need to improve the grievance handling mechanism in the organization.
CHAPTER FIVE
DISCUSSION

5.1 Discussion of Findings
The study revealed that most multinational organization have an established grievance handling procedure as well as diversity management system which it uses in adequately ensuring that performance process is improved. Unilever organization utilizes step ladder policy that involves formal complaint which is a good grievance management procedure that engages the employee with his or her immediate supervisor, and then to the departmental head, which is then referred to the joint grievance committees. If this situation remains unresolved it might them get to the chief executive or other independents voluntary arbitration. The study also found that an organization's grievance handling mechanism has several benefits to the organization which most often than not enables the employees to access judicial protection. Grievance handling procedures enables the employee in solving the several challenges which the employee faces in the organizations as well as provided a systematic process to ensure that interpersonal conflict and disputed in the organization is peaceful result. Grievance handling procedure reduced the tendencies for unnecessary pressure, confusion as well as other unsettled animosity in the organizations. The availability of efficient grievance handling process enhances employee performance in the organization especially if the process is perceived to be fair and equitable which improved the process of decision making in the organization. The study further revealed that a flexible grievance handling procedure provides the organization with an opportunity to update and constantly promote and maintained customer and employee satisfaction. Grievance handling procedure often increases higher organizational profitability and productivity, facilitates information sharing system, increases employee’s moral, increases employees’ cooperation/team work, as well as
reduced incidences of conflict. Grievance handling procedures further enhances employees’ commitment and increases employees’ acceptance of responsibility. Grievance handling mechanisms facilitates and increases the peace and harmony of employee working environment which results in employees’ creativity which can be seen in the increasing level of innovative practices and process seen in the case study organization.

The increasing collaboration between employee and management which is as a result of employee efficient grievance handling process has increased the level of employee’s adherence to organization policies and practices. This therefore results in the increasing achievement of organizational goal and objectives as well as increased dedications among the employees in performing their assigned jobs.

When asked whether the team constitutes of members with diverse cultural most of the respondents agreed. The respondent opined that they experience team cohesion and integration irrespective of the various values held by team members. Some of the respondent agreed that team members with common socio-demographic characteristics is better equipped to act as a bridge-builder by promoting effective elaboration of the team’s task performance. Also, it was deduced that diversity results in well informed decision outcome. Most respondents feel unhappy about some values upheld in my organization. In the same vein it was found that team members are less susceptible to interpersonal stereotyping. Most of the team members are indifferent about the cultural backgrounds of my coworkers. The respondents have felt aggrieved at one point or the other in the organization. Some of the respondent further posit that they feel aggrieved there is an established means to get redress. This therefore requires need for adjustment. The respondents also posit that they get prompt response when I present my grievances to the organization. Some of the respondents feel satisfied with the grievance handling mechanism in my organization. The
respondents feel the grievance handling mechanism will promote team cohesion and organizational growth. The study found that employees often feel the presence of favoritism, nepotism existing in the organization. The respondents also posited that communication system in the organization is efficient and effective enough. The respondents often believe that the grievance handling mechanism can be improved.

It can be concluded from the study that grievances work as alarm bells warning about large problems which requires quick action. Some of the respondents therefore argue that trying to minimize employee grievance, requires a concerted effort by organizational leadership. This is in line with the position of James (2005), who held that organizational process that minimizes incidence of employee grievance often increases organizational productivity. The study showed that managing employee’s grievances is line of the most difficult managerial functions. In the same light the respondents opined that managing diversity in the organization especially cultural diversity’s also difficult irrespective of the nature of the organization. The study further showed that a good grievance handling procedure must entail a good listening process. It further encompasses a process that creates opportunity for employer to ask relevant question to the employee based on the grievances which was presented. The supervisions handling a grievance process must ensure that he avoids unnecessary argument with the employee in the process of presenting these grievances. In some cases, the employee does not formally walk up to the supervisor to present this complaint, they either murmur or sit in corners to express their disagreement with the existing organizational process. A clear understanding of the challenges which face the employee is very essential in the entire grievance handling procedure. In the same vein, an employer understanding of the grievance or employees complain goes a long way in enabling him/her to present a better process of managing the complain of the employee. A god
grievance handling process is expected to avoid any form of criticism which will enable the employee voice out more in order to enable the management to find a lasting solution to the problems. In the process of grievance handling it’s very important for management to gather all the relevant facts required to ensure that the needed managerial decisions to be taken are effectively geared towards addressing the grievance presents by the employees. It was further deduced that managerial decisions taken in line with employee complains should be taken into consideration the overall interest of both the employee and the organizational goals. Grievance decision taken should be adequately communicated to the employee in order to ensure that they don’t feel that their grievances are unattended to. There is need for management to commend the employee in order to enable them often to walk up to them in case they feel any form of conflict dissatisfaction or displeasure with any managerial decisions.

Evidence deduced in the course of the study reveal that the more employees approach the supervisor to address their grievances the more they improve their attention in ensuring the success of the organization. The study showed that employers or supervisions action towards the employee when they proponent their grievances goes a long way in determining the extent of employee tendencies to raise more grievances. The major challenges in handling grievance as well as managing diversity in the organizations basically lie in the lack of required or needed skill to effectively manage this difficult organizational process. Therefore, the need for good communication system among the supervisors in order to enhance their understanding of employee grievances cannot be overemphasized. Most of the grievance handling process which follows the step by step policy is often frustrated by the bureaucratic procedures which are most peculiar in most organization. In summary it can be deduced form the above study that employee’s grievance and diversity remain and inevitable aspect of most modern organization. The ability of
management to effectively manage these challenges goes a long way in determining various
process in the organization interns of improved performance, productivity, profitability, efficient,
effectiveness, employee turnover and expansion tendencies in the organization.
CHAPTER SIX
CONCLUSION AND RECOMMENDATION

6.1 Conclusion
The study has essentially examined the impact of employee’s cultural diversity and grievance handling mechanism in an organization with special reference to Unilever Nigeria. The study mainly tries to examine the effect of various grievance handling mechanism on organizational performance as well as the impact of various forms of diversity in an organization, most especially multinational firms. The outcomes of the study showed some evidence that employee’s performance and commitment level is highly linked to the extent to which their grievances are handled in an organization. In an organization with high percentage of cultural diversity the tendencies for conflict to result are many, thereby resulting in the need for management to ensure that employee diversity is adequately managed. Diversity remains one aspect of modern organization, since it has been decided that there is no organization no matter how small in size that does not have one form of diversity or the other. However, the study concluded that the level of employee’s diversity within an organization is determined by the size of the organization as well as the expansion plan of the organization. The study showed that employee’s diversity comes in different firm which include age gender, education, religion as well as cultural and other aspect of diversity. However, among the various form of diversity that exist in an organization, cultural differences remain that major form of diversity which impacts not only on the number of grievance cases in the organization, buts also determines the number of opportunities available to the organization in terms of ides, skills, and other cutting-edge know-how on ways of improving the entire organizational process. The study showed that most often than not there is several available
measures to most organization, which remains useful in managing diversity. However, the measures to use by any organization are highly dependent on the size and organizational goals. The study added that the most useful organizational diversity management tool remains the leadership style as well as the communication process and challenges available to employee. It can be added that organizational diversity can either result in negative or positive impact depending on the managerial practices towards these processes. Organizational diversity has the benefit of increasing the level of innovative practices as well as availability of an avalanche of ideas in problem solving in the organization. However ever beautiful and useful diversity can be to the organization, poor and inefficient utilization of the benefits of the phenomenon can also result in delayed decision making, as well as conflict of idea and egos in the decision-making process in most organization. Therefore, the study concludes that diversity is however an asset or liability to any organizational, however the reality is that efficient management of their phenomenon can determine its level of impact to the organization. The study further showed that most multinational cooperation such as Unilever has an already establish grievance handling procedure which is based in a step by step policy. The process of grievance handling mechanism often has some managerial advantages as it increases the level of commitment and dedication of the employee as well as creates the sense of belongings among the employees. In the same vein, efficient grievances handling procedure ensures that the managerial system is perceived as fair and depicts sense of equity in the entire decision-making process. An organization grievance handling procedure often impact on the level of employee performance as well as employee satisfaction with the organizational process. It also improves employee’s morale especially when employee adopts an integrated style in solving employee’s grievances. The effect of grievance and diversity in an organization is determined to a great extent by the level of managerial policies and guidelines, it’s
on this premise that the next section of the study tries to proffer recommendations on way forward that will improve on grievance and diversity management in the organization since the organization cannot function effectively without proper management of employee differences, conflict, complain and grievances.

6.2 Recommendations
Based on these findings and conclusions it recommended that management should adopts the following way forward in order to improve its managerial process towards grievance and diversity management.

i. Management should ensure that the grievance management procedure is flexible and prompt in order to accommodate the tendencies of change which are occasioned by internal and external organizational factors.

ii. Management should never undermine any grievance case presented to them by the employee, since it may impact negatively on the employee morale and commitment to the organization.

iii. Training and continuous retraining is required by both the management and employee in order to equip them with the contemporary skill needed to cope with these organizational demands.

iv. In the process of grievance handling, management should often ensure that it generates all the relevant facts needed to make informed judgment and decisions on any specific grievance presented to it.

v. There is need for continue research by organization in the area of organizational grievances especially as it concerns finding out more improved and preventives strategies to reduce employee litigations in the organizations.
vi. Reward and punishment which is a process of disciplinary measures that emanate from grievance management decision should be consistent and fair enough in order to reduce tendencies of biasness.

vii. Ensuring those employees are part of the decision-making process especially in organizations with diverse workforce is essential in reducing dissatisfaction by various stakeholders in the organization. This can be achieved through providing suggestion box that can facilitate employee’s suggestion to improve organizational process.
REFLECTION

“Nothing can prepare the feeling you’ll get when you move far away from those you love. There’s not a day when you don’t wish they were there, a moment where you don’t miss their hugs and laughter. You start to remember the little things you never paid attention to before and miss the things you can’t do with them anymore. You laugh out loud in public at memories of them and cry when you see their picture. You cry more, and you begin to understand what it means to cherish them.”

This was exactly how I felt when I moved to Dublin in January 2018 to start an MBA in Human Resource Management at Dublin Business School. It wasn’t my first time moving away from home as I had previously studied in London. However, it was the first time I moved to a country I knew no one. I think this was one of the things that attracted me to studying in Ireland; the Mistry of settling down on my own.

I started my MBA with the assumption that it was going to exactly or very similar to my M.Sc. degree. One of the first differences I noticed was being in a culturally diverse class; I was in a class with people from countries I never knew existed. Whilst this was a challenge especially in team assignments, it has helped me in understanding to a certain extent different culture. Working with people from different cultures as team members and competitors has enable me to understand the meaning of ethics in a broader perspective as I was able to experience first hand how people react to different situations.

A learning cycle framework was created by Kolb and Fry (1975). Pedler, Burgoyne and Boydell (2001) also created a similar model that is often used as It simplifies the terminologies of Kolb’s model.

CONCERATE EXPERIENCE

Both authors look at this as a new situation that one may experience. In this case, it will mean enrolling in Dublin Business School for my MBA in Human Resource Management.
REFLECTIVE OBSERVATION OF THE NEW EXPERIENCE

This is simply what you make out of the whole new situation with consideration given to good and bad experiences.

ABSTRACT CONCEPTUALISATION

These are new ideas or experiences derived from the concrete experience.

ACTIVE EXPERIMENT

This involves how you integrate lessons and ideas learnt from the concrete experience into your everyday life and the world around you.

COMPLETING THE DISSERTATION

I was able to complete my dissertation with the help of my supervisor, friends and families that were around me. During the first meeting with my supervisor, my topic and my objective were amended. The idea of my topic was not changed but my supervisor helped me in narrowing my topic and objectives as he said I would have some difficulties completing the process if I had a wide topic. After this was done, I spent an adequate amount of time reading journals, books and articles in order to gain novel ideas. These readings added to my understanding and with them, I was able to start my dissertation.

Choosing the methodology whilst taking my objectives into consideration was one of the difficulties I faced. After extensive reading e.g. Saunders et al, Yin et al, 2009, 2017), that vividly explained different methodologies and approaches such as philosophies, strategies and data collection techniques, I finally decided to use Questionnaires as this will help me in better in answering my research question.

I depended on my extensive network to collect data. One of the difficulties of this is that it took time for respondents to complete the questionnaires. Out of the twelve weeks allocated to complete the dissertation, six was spent waiting for respondents to send in their completed questionnaires. After the responses came in, it was easy for me to go through the rest of the processes.

LESSON LEARNED

Apart from adding to my academic knowledge, I acquired valuable skill throughout the course that will be useful to me in the future; both professional and social. One of the skills I learned was cultural adaptation; whilst this is very similar to my topic, most of this I learnt from team assignments and presentations. Working with people from different cultures enabled me to analyse situations from different perspectives.

Having lots of assignments and presentations throughout the course enabled me to develop my time management skills. I had to allocate adequate time towards the completion of my academic work, make out time to work part time and have a social life. All the skills I acquired whilst studying will prove useful to me in future especially in my career advancement.
Finally, my views on issues such as ethics and cultures have been widened and I believe this will be advantageous for me as I will be applying them when making decisions in the future. I hope the skills I have acquired throughout my study both academic and social will be useful in my career advancement.
REFERENCES


Williams, K., O’Reilly, C., 2011. Forty years of diversity research: A review [in:] Staw, B.M

QUESTIONNAIRE

Dear sir/madam

I am an MBA student undergoing a research on the topic “the impact of cultural diversity on grievance handling in Unilever Nigeria”. I hereby solicit answers to the following questions below so as to ensure a successful completion of my dissertation.

You are rest assured that all the responses supplied will be treated with utmost confidentiality.

Thank you all

SECTION A: Respondent Demographic information

1. **Gender:** Male ( ) Female ( )

2. **Education:** Bachelor/HND ( ) Master ( ) Doctoral ( ) Others ( )

3. **Year of Service:** 0-8 ( ) 9-13 ( ) 14-16 ( ) 16 & above

4. **Age:** 20-30 ( ) 31-40 ( ) 41-50 ( ) 46-55 ( ) 51 and above ( )

SECTION B:

Please, rate your level of agreement with each of the following statements using the scale described below:

<table>
<thead>
<tr>
<th>SD=Strongly Disagree</th>
<th>D=Disagree</th>
<th>U=Undecided</th>
<th>A=Agree</th>
<th>SA=Strongly Agree</th>
</tr>
</thead>
</table>

Disagree

Agree
(Cultural diversity)

<table>
<thead>
<tr>
<th>QUESTION 1</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>My team constitutes of members with diverse cultural leanings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QUESTION 2</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I experience team cohesion and integration irrespective of the various</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>values held by team members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QUESTION 3</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team members with common socio-demographic characteristics is better</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>equipped to act as a bridge-builder by promoting effective elaboration of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the team’s task performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### QUESTION 4

| Diversity results in well informed decision outcome |

| SD | D | U | A | SA |

### QUESTION 5

| I feel unhappy about some values upheld in my organization |

| SD | D | U | A | SA |

### QUESTION 6

| Team members are less susceptible to interpersonal stereotyping |

| SD | D | U | A | SA |
**QUESTION 7**

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel indifferent about the cultural backgrounds of my co-workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**(Grievance handling)**

**QUESTION 8**

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have felt aggrieved at one point or the other in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**QUESTION 9**

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>When I feel aggrieved there is an established means to get redress</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUESTION 10</td>
<td>SD</td>
<td>D</td>
<td>U</td>
<td>A</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----</td>
<td>----</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>I get prompt response when I present my grievances to the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QUESTION 11</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I’m satisfied with the grievance handling mechanism in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### QUESTION 12

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I feel the grievance handling mechanism will promote team cohesion and organizational growth

### QUESTION 13

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I often feel the presence of favoritism, nepotism existing in the organization

### QUESTION 14

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The communication system in the organization is efficient and effective enough
**QUESTION 15**

<table>
<thead>
<tr>
<th>I feel the grievance handling mechanism can be improved</th>
</tr>
</thead>
</table>

......