

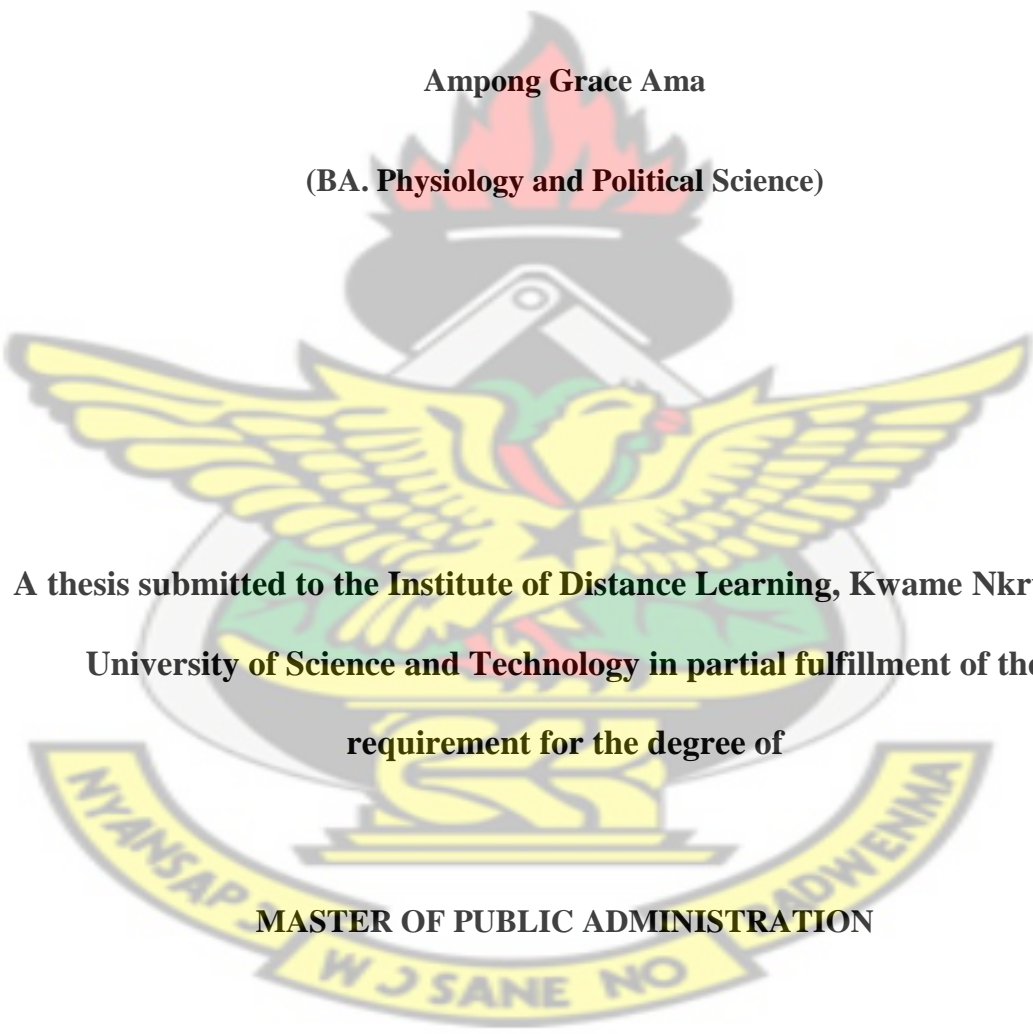
**An Investigation into the Effects of Grievance and its Management Procedures  
in Senior High Schools in the Okwahu East District**

**KNUST**

By

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**A thesis submitted to the Institute of Distance Learning, Kwame Nkrumah  
University of Science and Technology in partial fulfillment of the  
requirement for the degree of**

**MASTER OF PUBLIC ADMINISTRATION**

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## DECLARATION

I hereby declare that this submission is my own work towards the award of Master of Public Administration (MPA) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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## DEDICATION

I dedicate this work to God, my life changer. Also to a great friend and advisor Mr. George Adusei Boahen, my parents Mr. Kwadwo Amo Osei and Madam Sarah Adwoa Agyeiwaa as well as my brothers and sisters. I will never forget your encouragement, love and support. I love you all so much.

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## ABSTRACT

In any organization where a group or individuals come together to work towards achieving a common goal, problems may arise, leading to complaints and dissatisfaction which may at the end result in grievances. Grievances arise in every organization but its proper management or handling through the appropriate grievance management procedures is vital for the maintenance of a productive and unified working environment. This research sets out to investigate the effect of grievance and its management procedure in Senior High Schools by identifying the nature and causes of grievances, determine the grievance management policy, strategies, grievance management practices and channel of receiving complaints and finally to examine the effect of grievances on job performance. A total of 150 respondents made up of academic staff from five Senior High Schools in the Okwahu East District were conveniently selected for the research. Out of this only 121 respondents returned their questionnaire. Questionnaire was the main method of data collection. The data was analyzed using SPSS and descriptive statistics with tables used to present the data. The study showed that poor working environment was the most common cause of grievances in the schools and the nature of grievances that mostly occur in the institutions were linked to employers' failure to fulfill expectations in the conditions of service. It was also revealed that grievances are settled at the head of section, top management, middle management and immediate supervisor levels through rules and laws guiding the institution. The effect of grievance, however is that it affects performance and productivity if not settled to the satisfaction of the aggrieved. The study suggests that employers should deviate from bending the rules and laws in the contract agreement or the conditions of service in all manner of situations to prevent bias. It is also recommended that amendments are made in the contract agreement occasionally to satisfy all employees. The study again suggests that organizations create a very conducive working environment that will be friendly to employees to minimize grievances.

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## CHAPTER ONE

### 1.1 Background

Employees occupy a very tactical place in an organization due to the central role they play towards achieving the organizational objectives and goals. However, for employees to perform their vital duties efficiently and effectively there must be a strong affable relationship between the superiors and employees of organizations. Grievances arise in every organization but its proper handling is vital for the maintenance of a productive and unified working environment. With most organizations declaring their Human Capital as the most important asset in the organization, grievance management becomes very crucial. The urgency in addressing the employee's problems determines employee's retention and harmony.

In maintaining such harmony in organizations, different methods of grievance handling procedures are employed to protect the life of the employees. The grievances of the employees are normally related to the contract policy, health and safety regulation, work rule or regulations changing the cultural norms unilaterally, individual victimization, past practice wages, and bonuses. The attitude of management listen to the employees and understanding the problems promotes a culture of high-performance relationship.

According to (Hardeman, 2004) grievance handling is a very important component in managing organizations. This is because procedures in grievance handling are means through which concerns are raised on decisions and practices of management for it to be investigated and resolved. Employees are very important in every organization so managers concentrate on reducing conflicts and other displeasures that arise by using laid down procedures to handle them.

As quoted by Rollinson, (2000) grievance can be defined as a complaint submitted by a worker concerning situations that goes contrary to the conditions of employment, work rules, or laws or regulations, or to the custom or usage of the occupation.

Hunter and Kleiner, (2004) also quoted (Britton,1982) by defining grievance as any disagreement that arises between an employee and an employer, which may be in relation to the explicit terms of the contract agreement. Grievances are inevitable in every organization whether private or public but when not handled well, it can have an intense influence on motivation, morale, industrial peace and productivity in the organization.

According to Rollinson, (2000), a comprehensive work in the area of grievance has been carried out in the USA, where they have different practices compared to those in Great Britain. This is due to the fact that trade unions are given needed recognition in the USA making grievance procedures to be a centralized part of the collective agreement which is legally enforceable and very comprehensive. Grievance procedures in the USA are much more comprehensive and prescribed than those found in the UK.

However, in developing countries such as Ghana, there is no empirical documentation concerning grievance management in organizations. In both private and public sectors in Ghana, there are numerous organizations that have a minute or no documentation on procedures in grievance management. Senior High Institutions are no exceptions. This research, therefore, aims at investigating the effective grievance procedures that exist in Senior High Schools in the Okwahu East District with the aim of determining their impact on minimizing or increasing job performance.

## 1.2 Statement of the Problem

Effective grievance handling is a vital part that cannot be avoided in managing a successful, productive, a just working environment and promoting cordial employee relations. It is essential to build relationships towards the achievement of thriving positive labour relations. It is because of this that a number of studies have been embarked upon to analyze the effect of grievance and the management procedure.

For instance, Hook et al (1996) in their study found out that organizational policymakers are normally nominated line managers who usually formulate rules privately and unilaterally with a view to controlling the behavior of employees but end up largely serving management's interest. It was also revealed that these Line managers are mostly influenced by their own opinions of the individual instead of following the official organizational rules. This in effect creates an avenue for grievances which involves an employee claiming to have suffered or been wronged, often because of the decisions or actions made or taken by a supervisor. They further looked at the individual managers' approaches or styles to handling grievances, in their quest to find out the preferred handling styles used by supervisors and managers in various organizations and observed that supervisors and managers were interested in participative styles when handling grievances.

Mesch and Dalton (1992) discussed the use of a fact-finding program to find out the effect of a combination of union-management cooperative as a grievance procedure at a utility company. A representative was selected from both management and union to be part of a fact-finding team who were given the responsibility to investigate grievances that were newly filed. The program yielded several positive results, including frequent compromise settlements and more regular grievance settlement at lower levels and more. However, one unanticipated outcome was that the occurrence

of grievance increased significantly. By the second year of the fact-finding programme, the grievance rate had multiplied resulting in the cancellation of the programme.

Lewin and Peterson (1988) also revealed that the policies of management and unions in assigning grievance to writing down and taking certain types of grievances through the grievance procedures resulted in an increase in arbitration rates and prolonged settlement.

In another study by Knight (1986), the focus was on the attitude and characteristics of supervisors who are connected to solving grievances informally. It was revealed that supervisors who are often involved in arbitration hearings and have regular meetings with union heads had a greater magnitude of informal resolution to their grievances.

A study by Bemmels, Reshef, and Stratton-Devine (1991) and Bemmels (1994) looked at shop wardens' assessment of their supervisors in connection with their knowledge about the collective agreement. The result conformed to an interview held earlier in which the shop wardens confirmed that supervisors mostly do not have in-depth knowledge on issues in the collective agreement which leads to its violation.

Assessing Discipline Handling and Grievance Management Procedure in Educational Service in Ghana by (Danku et al, 2015), discussed the level of knowledge of employees in educational service concerning procedures in grievance handling and discipline. The study revealed that there is a grievance handling procedure which management members follow in addressing employee's grievances summoned before them. The Educational Sector in Ghana is one of the key organizations that has a huge number of workers. One important core objective of the Educational Service is to provide quality education to the Ghanaian citizens, materials for teaching and

learning, high-quality infrastructure and excellent wages for their employees. Grievance procedures in the educational service in Ghana have been well documented. However, it has been observed that there is a challenge when it comes to managers handling or implementing the grievance management procedures effectively when an employee claims to have suffered or been wronged mostly due the decisions or actions taken by a supervisor. This may lead to a serious negative impact on the employee's job performance.

The above has revealed quite a number of studies carried out on employee grievances. It has also revealed the different grievance management procedures used in different organizations and institutions to handle grievances of employees. So far, few studies have been conducted in the country to investigate the effective grievance procedures used by supervisors in managing grievances and its effect on performance. It was on this premise that the researcher intends to carry out this study in order to fill the identified research gap by investigating the effect of grievances and its management procedures in Senior High Schools. The need to focus on the Senior High Schools has to do with the fact that Senior High Schools serves as the bridge that links students from basic education to tertiary education. Therefore any failure on the part of management to handle grievances would have dire consequences on the quality of students that would be churned out for the tertiary level. The study would use SHS in the OKwahu East District since the Member of Parliament and District Chief Executive have all made serious commitment to promote the development of schools in the District especially SHS. Such an effort would not help if grievances are persistent and not addressed well.

### **1.3 Objectives**

Based on the problem stated above, the general objective of this study will be to investigate the effect of grievances and its management procedures in Senior High Schools in Okwahu East District.

### **1.4 Specific Objectives**

The following specific objectives will be drawn from the general objective:

- i. Identify the nature and causes of grievances in Senior High Schools at the Okwahu East District.
- ii. Determine the grievance management policy and strategies in Senior High Schools at the Okwahu East District.
- iii. Determine the grievance management practices and channel of receiving complaints in Senior High Schools at the Okwahu East District.
- iv. Examine the effect of grievances on job performance in Senior High Schools at the Okwahu East District.

### **1.5 Research Questions**

1. What are the nature and causes of grievances in Senior High Schools at the Okwahu East District?
2. What are the grievance management policies and strategies used in Senior High Schools at the Okwahu East District?
3. What are the grievance management practices and channel of receiving complaints in Senior High Schools at the Okwahu East District?
4. What are the effects of grievances on job performance in Senior High Schools at the Okwahu East District?

## 1.6 Significance of the Study

The success of every institution partly depends on the level of satisfaction and commitment of its employees'. Any organization in order to remain significant has to adopt good measures in addressing the grievances of its employees'. This study will help fill a critical gap in knowledge regarding the effective grievance procedures and its effect on job performance. Through this study, supervisors at the various ranks of decision-making in Senior High Schools in Ghana would identify the key factors for grievances of the employees in their specific institutions. Additional findings from this study will allow the respective Senior High Schools to find out if the efforts they make in addressing the grievances of their employees yield the anticipated results or not to guide them in taking appropriate measures.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter reviews some of the leading works that have been done in the field of investigating into grievance management procedures and its effect on job performance. The issues looked at were:

- Nature of grievance
- Causes of grievance
- Forms of grievance procedure
- The role of grievance procedure in organizations
- Characteristics of effective grievance procedure
- Grievance Management Strategies
- Grievance Management Policy
- Grievance Management Practices
- Labour Act

#### 2.1 Definition of Key Concepts

This chapter reviews some of the leading works that have been done on how grievances are managed. Grievance is defined as any displeasure concerning work and workplace which is officially communicated to an immediate supervisor by an employee (Rose, 2004). A genuine grievance involves a violation of an employee's rights on the job. The violation of rights could occur from the direct or indirect actions of the employer or his supervisor or manager. However, it is important for managers and supervisors to be cautious in handling delicate manager-subordinate interactions.

It is also important for them to adopt different grievance management procedures and approaches in different situations.

### **2.1.1 Concept of Grievances**

According to Rose (2004) grievance is defined as any displeasure concerning work and workplace which is officially communicated to an immediate supervisor by an employee. In resolving grievances, employees who are aggrieved will file their dissatisfaction through grievance procedure for action to be taken by their immediate managers or supervisors within a time period. This procedure is necessary to prevent the emergence of employees' dispute (Rose, 2004). Immediate supervisors are responsible to resolve the grievance since they represent management as closest Officers. (D'Cruz, 1999) also defines grievance as a concern raised by an employee to communicate displeasure with the behavior of management with the aim of achieving changes.

The International Labour Organization defines grievance as the submission of a complaint by a worker when there appears to be a situation or measure that differs from the laws or regulations, work rules, customs or content of the contract employment of an organization. Derek J. Rollinson, (2000). Grievance involves a person claiming that she or he has been wronged or agonized which often occurs due to the actions or conclusions taken by the manager who acts on behalf of the organization (Anderson & Gunderson, 1982).

### **2.1.2 Grievance Procedure**

Grievance procedure is a method used at promoting consistency, transparency and fairness in the management of problems and complaints in an organization. It also serves as a medium that gives employees the chance to raise issues of dissatisfaction

with the employer. (Bandix, 1996). The grievance procedures differ from organization to organization and from trade union to trade union. This is due to the variations in the size of the organizations, the strength of the trade union, the management philosophy in the organization and the organizational practices. Depending on the size of the organization, the procedure may have as many as ten steps or as few as two steps. Large and medium organizations may have six or more steps while smaller organizations may involve not more than three steps. (Mamoria, 1991).

Grievance procedures may exist in many institutions but its application or the nature of grievance procedures may differ from institution to institution taking into consideration the resource available, the management structure and the size of the organization. Grievance procedures are the processes of resolving disputes that may arise between employees and management or in some situations between an organization and its customers.

It is usually a formal process outlined in a contract of employment by which parameters are given on the extent which management can exercise its power and authority in resolving grievances. This formal process is applied when an employee and his supervisor or line manager fail to resolve a grievance informally through discussions. Grievance procedures are designed to facilitate institutions or organizations in resolving grievances in a cost-effective and timely manner to prevent legal actions. Employees are often inspired to contest the policies of the organization without fear because of the existence of the grievance procedure in the contract of employment.

Grievance procedures also help to haphazard decisions by management regarding benefits, discipline and promotions (Sonia Hunter, Brian H. Kleiner, 2004).

According to the ACAS Disciplinary Code (ACAS, 1977), the most effective grievance management procedure is the following:

- There should be promptness in dealing with issues by employers and employees to prevent delay in meetings, decisions and confirmation of those decisions.
- There must be an act of consistency by both employers and employees in terms of grievance handling.
- In order to establish the facts or details of the case, necessary investigations should be conducted.
- Employees should be informed of the basis of the problem and be given an opportunity to put their case as a form of a response before any verdict is made.
- Employees should be allowed by employers to be accompanied at any formal grievance meeting.
- An employee should be given the opportunity to appeal against any formal grievance decision he may disagree with.

## 2.2 Nature of Grievances

An assessment of the various definitions of grievances has revealed the following as the features of grievances (Anderson & Gunderson, 1982).

- A grievance may be verbal or written, that is employees could voice out or clearly state their concerns.
- Most grievances also arise most times in connection with the work or the organization

- A grievance is expressed mainly due to displeasure or dissatisfaction with any facet of the organization, for instance, the conditions of Service. The displeasure or dissatisfaction arises when employees feel that injustice has been meted out to them.
- Grievance occurs when there is a bone of contention between managerial practices and employees expectations.
- When the solution to a grievance is delayed, it can lead to awkward behavior from employees and a great reduction in productivity.

### **2.3. Causes of Grievance**

According to (Marsh et al), some essential causes of grievance as follows;

#### **2.3.1 Different Interpretation of Organizational Policies**

When employees have a diverse understanding of the policy, rules and terms and conditions, directions and guidelines, they tend to develop negative attitudes towards the management of the organization. This problem of ineffective communication in an organization can generate into a series of grievances among employees.

#### **2.3.2. Unfair Treatment of Employees**

The concern of every employee is to have equal treatment with other employees. However, the situation where management renders different treatment to their favorite performing employees creates an avenue for the eruption of grievances.

#### **2.3.3 Poor Communication**

In organizations where there is a controlled or one-way communication, the employees feel inferior leading to confusion among the employees. The prolonging of this confusion or misunderstanding will lead to grievances in effect. The best

organizations can consider is to promote a two way or open communication to inspire employees and encourage healthy relationship.

### **2.3.4 Bad Culture of Organization and Weak Leadership**

The culture of an organization whether positive or negative has an immense effect on the organizational environment. Negative culture creates dissatisfaction among employees which grows into grievance with time. In addition organizations can run into severe in-disciplinary actions if they have weak leaders. The passions of employees are cut down due to bad leadership and this increases grievances.

## **2.4 Forms of Grievances**

A grievance is when an employee develops a feeling of dissatisfaction due to unfairness or unjust actions connected with the organization. The grievance could be valid or not, expressed or not expressed. It may also be voiced out or may not be voiced out.

### **2.4.1 Disguised Grievance**

Most times, employers tend to ignore the psychological needs of their employees. For instance the need for affection, achievement and recognition are normally looked upon. An employee who seeks to gain some appreciation and recognition from his colleague employees may choose to do so by channeling out strong complaints about the working conditions. This form of grievance may not be as a result of the actions of the employer but considerable attention must be given to it in order to avoid long term consequences.

### **2.4.2 Factual Grievance**

This has to do with the legitimate needs of aspirations or expectations of the employee. It happens when employers fail to fulfill the needs or expectations of the

employee which are stipulated in conditions of Service of the organization. The employer-employee relationship is therefore marred leading to employees' dissatisfaction with the job.

### **2.4.3 Imaginary Grievance**

With this type of grievance, an employee may not have any valid reason for his complaints rather it may be due to a wrong perception or wrong information he may be a preview to. Management may not be at fault under this circumstance but it is still obliged on them to address such grievances immediately.

## **2.5 The Role of the Grievance Procedure in Organisations**

According to (Lewin et al), there are four main primary roles of grievance procedures that are used in organizations. They are a judicial and adjudicative role, an administrative role, compliance role, and a 'fractional bargaining' role.

### **2.5.1 Judicial and Adjudicative Role**

With this role, the collective agreement and rules of behaviour are interpreted through judicial means by serving as the procedure for dispute resolution as a result disagreements that arise in the collective agreement. The existence of a third party of a neutral arbitrator guarantees that none of the parties involved has a final decision in solving the disagreement.

### **2.5.2 Administrative Role**

The administrative role is the process by which the rules of the contract are applied in a form of offering guidance in the administration of the collective agreement (Thomson 1974). Management and union representatives through the grievance process serve as technical expertise for the purpose of investigating the disputes to reach a settlement.

### **2.5.3 Compliance Role**

The grievance procedure takes up this role by making sure that the parties involved in the grievances or disputes strictly respect and abide by the content of the collective agreement as compared to previous years where management interpreted the collective agreement to serve their own interest by disposing of employee complaints.

### **2.5.4 Fraction Bargaining Role**

Through this role, an attempt is made by one of the parties to recover what it had lost during negotiations at the bargaining table or gain concessions that could not be secured at the bargaining table. This occurs when some divisions among the larger workgroup have different interests from the majority; the grievance procedure becomes an avenue where they seek to address their concerns.

## **2.6 Characteristics or Strength of Effective Grievance Procedure**

According to (Gupta *et al.*, 2006), the following features characterizes strength in any effective grievance procedure is:

### **2.6.1 Simplicity**

An effective grievance procedure should involve as few steps as possible to avoid complications. The officers to be contacted at each level during grievances must be well known by the employees by communicating the procedure as often as possible. The channels for handling grievances should be carefully developed to avoid contradictions.

### **2.6.2 Promptness**

The aim of every effective grievance procedure must be geared towards a timely resolution of grievances. This can be achieved by implementing the following:

- a. The grievance should be settled at the lowest level as far as possible by for instance permitting only one appeal.
- b. Appropriate authorities must be involved in the settlement of the different types of grievances that erupts to prevent delay.
- c. There should be an enforcement of a rigid and prescribed timeline at each stage of the procedure.

### **2.6.3 Follow Up**

Grievance procedures should be reviewed periodically at specific intervals. In order to make the procedure more effective, necessary improvements should be made.

### **2.6.4 Acceptability**

The grievance procedure must be acceptable to all. This is done by ensuring that it is developed through mutual consultation among management, workers and the union. In order to be generally acceptable, the procedure must ensure that there is:

- a. The ability for managers to exercise reasonable authority
- b. A sense of justice and fair play to workers; and
- c. Total involvement of the workers union.

### **2.6.5 Training**

Employers must ensure that supervisors and union representatives are given the necessary training in grievance handling. This will aid in ensuring the effective working of the grievance procedure.

### **2.6.6 Legal Sanctity**

The grievance procedure must conform with existing law by ensuring it supplements statutory provisions. The procedure must be integrated into the collective agreement or the code of ethics of the organization.

## **2.7 The Theories Analysis and Theoretical Framework of Grievance Management**

Various scholars have defined and explained the concept of grievance management.

Zulkiflee et al, in their study, discussed the styles involved in managing grievances among Departmental heads at a telecommunication company. They further looked at how training and experience influence the selection of the appropriate grievance handling styles. The study further revealed that the outcome of the training result was the substantial forecaster for the integrating grievance handling style. The ability of heads' of department to send information concerning terms and conditions of employment, organization's rules and regulations and result from precedent cases in situations where symptoms of the present grievance is related with previous cases can all be improved through training sessions. The study, however, was not linked directly to the effects of grievance management and its relation on job performance.

Gamage and Hewagama (2010) in their study on grievances ascertained how effective the grievance settlement procedure of employees at the executive level of the industry. They further looked at the labour management relationship in terms of settlement of disputes and participative decision making, management and union cooperation and understanding between parties involved in grievances in the clothing industry in Sri Lanka. The researchers, however, failed to emphasize the significance of grievance management in organizations by relating it with job performance.

Peterson & Delaney (1992) came out with a study where they reviewed grievance procedures. Their study focused on the operation and application of grievance procedures but excluded the implication of grievances on attitudes of individual employees and impact on organizational performance.

Another Researcher by name Sloan (2008) also conducted research with the aim of establishing a connection between grievance and productivity. The study revealed that there is a significant inverse relationship between production and grievance rates in organizations. It has however been argued in the study that there were countless inconsistencies between effective hours of labour of employees as the rate of grievances increased.

Danku et al (2015) carried out a study to evaluate the knowledge level of employees in the educational service concerning discipline and grievance handling procedure. The findings of the research indicated that the main forms of indiscipline among educational service workers were disobedience and conflict of interest. The result further indicated that there was a grievance handling procedure which at the Ghana Education Service. It further stated that the procedure is effectively implemented by Management in addressing employee's grievances. The knowledge gap in this study was that the researchers failed to state the extent to which productivity is affected due to these employee grievances before management step in to address the grievances.

## **2.8 Overview of Theory**

Stoner *et al* (1995) define a theory as the viewpoint or idea of people in terms of how they make sense of the way things appear to be and why they exist. These viewpoint or opinion are explained in a scientifically and systematic manner by linking it to a particular phenomenon.

### 2.8.1 Theory of Dispute Resolution

Leonard Riskin et al (2005) defines disputes as to the eruptions of conflict that arises due to a clash of either a perceived or definite interests or goals.

Ury et al (1998) propounded three main approaches to dispute resolution. They are interest-based, rights-based and power-based approaches. They further stated that the permutation of these three approaches has a significant effect on the dispute resolution process in organizations. The interest-based approach depends basically on the common interest of the parties involved in a dispute in an attempt to reach an agreeable resolution of an impending problem directly or by bringing in a third party.

The rights-based approach emphasizes more on the adherence to appropriate procedures like legal and collective agreements thus parties pursue a resolution of disagreements by settling on the principles or rules stipulated in legislation documents and collective agreements governing employment rights. Examples of this are normally found in documents governing mediation and arbitration of organizations in a country and also through the operation of grievance procedures.

The last but not the least is the power-based approach of dispute resolution. With this, the aftermath of a dispute depends on the strengths of the parties involved in the dispute. The party with the most coercive strength wins the decision to its favour. An example is the adoption of lockouts and strikes by an aggrieved party to express their displeasure.

According to Ury et al (1998), this approach has advantages over the other approaches of managing conflicts at the workplace because its concentration is on the important issues concerning the parties involved in the conflict. It is also cost-effective, flexible and unique in terms ending the litigation early. The right-based approach also focuses

on essential interest in gaining from contracts by concentrating on a specific course of action. Despite these benefits of the right-based approach, it is argued that it may still be costly in some cases because of the mediation fees charged by mediators in certain occasions.

Since the right-based focuses on the legal aspects of the dispute and the adherence to principles and rules, it can assist the five Senior High Schools to address grievances and disputes that arise in the organization through the use of the rules and principles stipulated in their conditions of service. In addition, other organizations can be guided and directed to formulate grievance management policy, strategies and practices in line with the rules and laws of Ghana. Effective grievance management would create harmony among workers which would spontaneously boost working performance thereby increasing the productivity of the organizations.

## **2.9 The Grievance Management Policy, Strategies and Practices**

### **2.9.1 Grievance Management Policy**

Policies may often differ in form depending on the industry, company size, and length of time. Business Policies are most effective as official written documents. Policy documents generally contain certain standard components including:

The Board of Directors or Senior Management body are usually involved in the adoption of policies within an organization while middle managers develop and adopt procedures. Policies can assist in both subjective and objective decision making. Through policies, senior management is able to arrive at decisions that take into consideration the merits of a number of factors. The policy also refers to the process of making vital decisions in an organization by identifying different alternatives,

choosing among them on the basis of its influence and implementing them through procedures. (Bemmels, 2006)

The Policy is normally implemented through official written documents. To make a policy a legitimate document, it is endorsed with a signature of the executive powers within an organization before it is considered as a working document. In many organizations, the grievance management policy is entrenched in their regulations which are considered as part of the terms of the agreement in the working contract which is signed by the employee before the commencement of work. In the view of (Zulkiflee,2009), the policy document often contains standard formats that are peculiar to the organization issuing the policy but all policy documents usually contain certain standard components including:

- A purpose statement: This outlines the reason for the issuing of the policy by the organization and the anticipated result and effect of the policy.
- An applicability and scope statement: This gives a description of who the policy affects and actions that may be impacted by the policy. The use of the applicability and scope is to direct the policy on only the preferred objectives, at the same time avoiding unintentional consequences where possible. This part of the policy may particularly omit some organizations, some actions and certain people from the policy requirements.
- A commencement date which points out when the policy came into force.
- A responsibility section: There are many functions and roles required in the establishment of policies. The policy indicates and explains the various functions and roles by giving out responsibilities in carrying out individual or specific policy statements. For instance, a grievance management policy in an

institution may give a specific responsibility to the Head of Department to respond to a grievance within a specific number of days.

- Policy statements: this emphasizes on the adjustments of the organizational behavior that the policy deems to create, the precise regulations and requirements. Policy statements are exceptionally different considering the organization's intent, and may also be in different forms.

Certain policies could have additional sections which may include:

- Definitions of terms and concepts: With this, some policies provide unambiguous and clear-cut definitions for the terms and concepts used in the policy document.
- A Background; where the intent, history and reasons that led to the formation of the policy document are indicated. This part of the policy becomes quite valuable when there is a need to evaluate ambiguous situations and the intent can be useful when deciding a case in court involving the policy.

Like other policies, the grievance policy as part of its scope and objective guides and direct the management of the organization to take accurate and right decisions concerning work performance and production to the advantage of the organization. A major principle of grievance management policy is that workers must have the knowledge and easy access to well-defined and clear procedures that can be easily understood and used.

Grievance management policy must ensure that the concerns of workers' are addressed promptly without delays. This can be achieved by having quite a number of skilled trade union supervisors and representatives in an organization where there are unions. They must be always available to provide his important service to their union

members especially when disagreements are not resolved at the organizational level and there is the need for a third party involvement in the form of grievance arbitration.

Grievance policy ensures that employees are given the opportunity to be heard in the organization (Feuille and Chachere, 1995). This allows the job rights of employees to be protected and in addition permits employees' rights to representation and appeal against decisions with which they disagree.

The grievance management policy must clearly explain what it means by grievance and the kinds and nature of grievances that is possible to occur in the organization. The terms and consequences of going against the beliefs and values of the organization must be clearly stated to the understanding of employees.

Grievance Policy must emphasize boldly and clearly the existing protection and support they have for employees who express their disagreements to prevent potential victimization. Managers are to ensure that there is easy accessibility of the policy by employees in addition to a proper translation of the format.

### **2.9.2 The Grievance Management Strategies**

Strategy refers to the basic directional decisions that are implemented to achieve the purposes and missions of an organization. It consists of the important actions which top management take that are of great importance in realizing the directions of the organization. (George Steiner, 1979). The non-existence of strategy in an organization implies that there will be no direction in the affairs of the organization. Strategy in grievance handling involves the identification of general issues at the workplace which is very important for labour relations. The strategy, therefore, aids the organizations by directing the effective handling grievance management. Dwivedi

(2009) revealed that organizations in dealing with grievances of their employees can strategize their grievance management procedure through the following:

- a. The complainant has the authority to manage the grievance process. Advice must be sought occasionally from outside agencies including Trade Unions and the Board of the organization.
- b. The resolution process should satisfy the complainant and all those who are involved. This implies means there should be fair results taking into consideration the damages and suffering of the aggrieved and an improvement in the direct conditions which gave rise to the grievance. The resolution must, however, be in conformity to all the relevant legislation, agreement, award or policy or procedure.
- c. It should be simple such that files must not have any notations whatsoever. Minutes or notes taken during the management and resolution process need to be kept on an unregistered file and destroyed as soon as there is an assurance of a resolution or a withdrawal of the grievance and when there is no substantiation of the grievance.
- d. All information regarding the grievance resolution must be treated with confidentiality. It is important for staff not to discuss the issue with a third party. However, when the grievance involves issues such as physical danger, employer liability and criminal investigation the Executive Management must be immediately informed.
- e. The complainant and the respondent need to be protected from any defamatory act by the defense. In this case, the grievance should follow the required procedures without intentionally making a spiteful complaint.

- f. There must be promptness in resolving grievances. There must be reasonable time limits designated for discussions at all levels of authority. The initial stage of a grievance should not exceed more than 48 hours before the commencement of action of a resolution or referral.

### **2.10.3 The Grievance Management Practices**

Management has a primary purpose of contributing to an organization's survival and profitability by effectively managing its total resources. The role of Management in ensuring the settlement of grievances through a precise and clear procedure must be strictly followed to avoid any dissatisfaction at the workplace. Employee performance can be improved through a reduction in the rate of grievance.

This can be achieved through management's acceptance of some peculiar responsibilities including the following (Cole, 2000):

- a. The roles, policies and contract agreements must be concise and clear cut to the full understanding of the manager or supervisor. Again the manager has a major role in interpreting the grievance procedure to the employees at all ranks of the organization.
- b. Employees with complaints must have easy access to management without any resistance. They must exhibit the right approach and attitude towards the aggrieved individual or party.
- c. Managers in handling personnel problems must display responsible and consistent leadership skills in handling the problems of the personnel. In order to arrive at the right judgments, there must be enough discussions before final consideration is made.

- d. A regular review of the grievance procedure and policy in a case of changes in law or legislation is usually the sole responsibility of management. Again it is the duty of management to guide and assist employees in accepting and abiding by rules and decisions.
- e. It is very important for management to give much concentration on employee counseling. This is often ignored by most management without taking into consideration its effect on the performance or the delivery of employees.
- f. Management is also to ensure that the newly hired employees are taken through appropriate orientation geared towards indoctrination of the rules and regulations effectively into members. This will prevent workers from being unproductive and thereby being a liability to the organization.
- g. Another essential role of management is to ensure equality in dealing with grievance issues. This can be achieved by ensuring that there are open channels of appeal in case of dissatisfaction by either party.

### **2.11 Labour Act, 2003**

The Labour Act, 2003 is the main manual used to direct and guide various activities in organizations in Ghana. This Act has twenty parts and One Hundred and Seventy Nine Acts or sections. Part twelve of this Act explained the procedure of settlement of the industrial dispute in organizations, thus the parties involved in an industrial dispute are obligated to negotiate in good faith with a view to settling the dispute according to the procedures of grievance established in the contract of employment or collective agreement. Either party or both parties involved in the dispute is given seven days to settle a dispute by negotiation. If they fail to reach an agreement the case may be referred to the National Labour Commission who would intend to appoint a mediator to help settle the dispute. The mediator would be given three days

to settle the dispute through the collective agreement. If there is an amicable settlement at the end of proceedings the outcome is officially written down and the case is referred back to the Commission upon failure to resolve after the three days. The commission then appoints an arbitrator or a panel of arbitrators with the consent of the parties involved who shall advance to determine the dispute by hearing from the parties. If the dispute is still unsettled at the close of the arbitration proceeding, there should be a written notice to the commission or the other party about any intended strike action or lockout. Constant disagreements will result in a voluntary arbitration or the termination of the proceedings.

### **2.13 Grievance and Job Performance**

Performance is defined as the achievement attained by the organization in relation to its set objectives. This includes the results or outcomes achieved through the contribution of teams and individuals towards the strategic goal of the organization. The term performance comprises of behavioural as well as economic outcomes. It is an outcome or behaviour that an employee should be able to exhibit after training to discharge the right attitude, skills and knowledge in the organization. (Mamoria, 1991). Job performance is defined generally as a combination of skills and efforts that generates significant outcomes that are important to both the employee and the organization. (Behrman and Perreault 1984). Employee performance and grievance administration cannot be separated from each other. This is because any nature of grievance among employees affects performance.

When grievances and disagreements at the workplace are not swiftly and effectively resolved, it can result in:

- Increase in staff turnover, absenteeism and industrial problems due to low morale and low job satisfaction of employees.
- Decrease in productivity and lower quality work which will have an adverse effect on products and customer services;
- Confidence loss and weak communication between employees, supervisors, managers and also leads to distraction of corporate goals; and
- Employee's loss of reputation and decrease in the working time of the people involved. (Lusch and Serpkenci 1990)

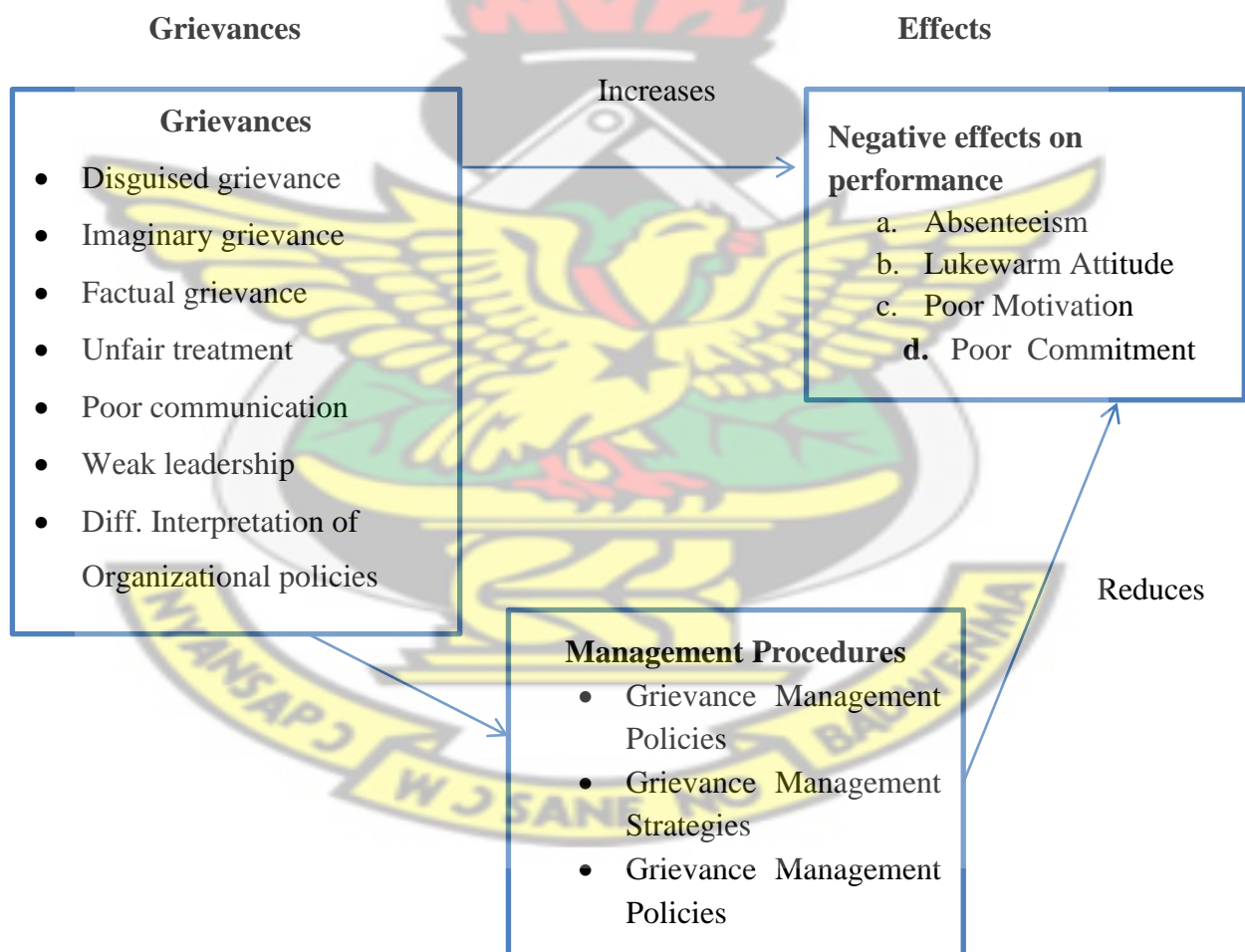
People who are aggrieved are either under or over supervised because of the lack of a required type of leadership that equates their needs. Whereas employees who are under supervised may not be ideally utilized, the over-supervised employees are normally stressed and pressured at the workplace. Other potential causes may be unclear performance expectations, defaulting on commitments, lack of recognition, stressed out due to overworking, setting unfair standards and being blamed or shouted at (Randolph & Blanchard, 2007).

The impact of performance can be known through measurement. Employee performance may depend on the opportunity, effort and ability that the employee exhibits, it can, however, be measured in terms of the results or outcomes that are produced. Performance in another definition is the total results or outcomes gained from a specific job role or activities within a definite time period (Bernardin, 2007).

This indicates that performance can be easily measured and determined.

It is an established fact that both in theory and practice the business level growth or performance of an organization runs at par to the collective level of performance of its employees. With the presence of other resources like infrastructure, capital and technology, this may not always be true. The underutilization of these resources results in organizations losing to competitors. This happens due to the human resource incapability of exploiting the resource rightly and strategically to the advantage of the organization and failure of management to settle grievances to the satisfaction of employees (Kandula, 2010).

#### 2.14 Conceptual Framework



**Figure 2.1: Conceptual Framework for grievance management and its effects.**

The framework depicts that whenever employees express grievances in an organization and it is not well managed through the right grievance management policies, strategies and procedures, it negatively affects employees' performance by increasing absenteeism, lukewarm attitude, poor motivation and poor commitment. On the other hand, when grievances are handled appropriately by using the right management procedures and strategies, it reduces the tendency of poor commitment, lukewarm attitude, poor motivation and absenteeism.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter looks at the actual methodology adopted in the study as well as the profile of the Okwahu East District. The first part looks at the research setting, type of research, various sources of data, the definition of population, sampling design and technique, method of data collection as well as the method of data analysis. The second part takes a detailed look at the background of the Okwahu East District.

#### **3.2 Study Area**

The research was conducted within the educational sector. The primary focus was on Senior High Schools in the Okwahu East District. The case study approach was used in the study which enabled an appreciable level of investigation within the limited time. The study investigated the effective grievance management procedures and its effect on job performance.

#### **3.3 Study Population and Sampling Technique**

Population in research methodology is defined as phenomena, cases, objects, events, activities or subjects indicated for sampling purpose (Brynard and Hanekom, 2005). Population can also be referred to as a unit or group of interest found within the same geographical area or location during the time of research (Taylor-Powell, 1998). In this study, the total population consisted of 306 teachers from the five Senior High Schools in the Kwahu East District.

The study employed a non-probability sampling technique. Specifically, the convenience sampling technique was used to select respondents from all Five Senior High Schools. In this technique, the researcher chooses members of the population

who meet certain criteria in terms of proximity in a geographical area, the willingness to participate, easy accessibility and the availability at a given time are chosen for the study. Convenience sampling often helps to overcome many of the limitations associated with research. It is sometimes regarded as accidental sampling because elements are sometimes chosen simply as they happen to be closer to where the researcher is conducting the data.

### **3.4 Research Design**

This study is essentially both quantitative and qualitative in nature. The qualitative aspect of the study tries to elicit views and information from respondents on the various procedures involved in managing grievances. The qualitative approach would allow the collection of data and or information that can be analyzed using descriptive statistics.

### **3.5 Sources of Data**

This study used a primary source of data. The primary data were obtained from the fieldwork. Questionnaires were administered and oral interviews were held with the staff of the Senior High Schools. In addition, personal observations and indirect oral investigations constituted vital sources of data for the study.

### **3.6 Sample Size**

It is not viable economically to solicit the views of every element of this population. As part of research practice, a sample was selected from the population. In all, a sample size of one hundred and Fifty (150) academic staff of the Senior High Schools was selected for the study but at the end of the day, only a total of One Hundred and Twenty-One (121) returned the questionnaires. It is my view that this is a good representation of the population for the study.

### **3.7 Data Collection Methods**

#### **3.7.1 Questionnaire Design**

The primary data were obtained from questionnaires administration. The questionnaires were designed to generate genuine answers on issues related to grievances management. The wording of the questionnaire demanded only straightforward answers and was made as simple as possible. Leading questions and ambiguities were avoided to prevent respondents from delving into memory, even though this was unavoidable in some cases.

Instead of other alternatives like in-depth interviews, questionnaires were used because it facilitates the use of medium questions to respondents in each respondent category; promotes the use of standardized questions. Questionnaires are used for flexible and easier data collection from primary sources.

#### **3.7.2 Questionnaire Administration**

The questionnaires were distributed to respondents through one selected teacher in each school. Mail was not used because of its several disadvantages and its unfeasibility. Personal administration was adopted to augment higher response rate from respondents. The prospective respondents who were approached were informed with regards to the study before sending the questionnaires to their offices. Some teachers in the schools assisted in the distribution and collection of the questionnaires.

### **3.9 Method of Data Presentation and Analysis**

The study employed the Statistical Package for Social Scientists/Predictive Analytic Software (SPSS/PASW) computer software as well as Microsoft Excel to analyze the data collected. The study also employed quantitative techniques to analyze the data. Tables were employed to present the analyzed data.

### 3.10 Profile of Okwahu East District

Academic and administrative staff from Five Senior High Schools in the Okwahu East District was used for the study, and the general information about the District is given as follows:

#### 3.10.1 Okwahu East District

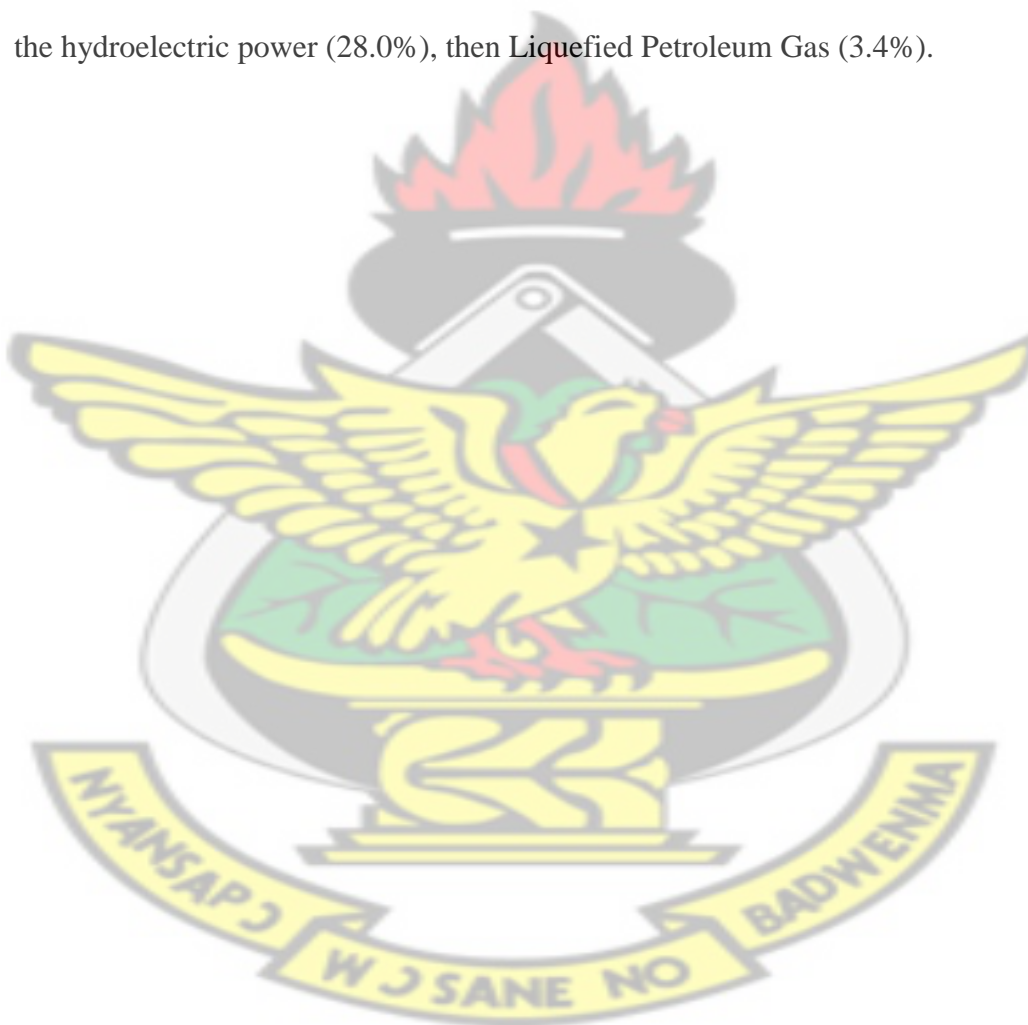
The Kwahu East District was born out of the Kwahu South District, through the Legislative instrument (L.I) 1839. It was inaugurated on 29<sup>th</sup> February 2008 and Abetifi is the District Capital. The district is located on the Northern part of the Eastern Region. The landscape is very surgy with very sharp slopes attached with several protrusions of rock and scarps. The height of mountain peaks ranges between 220- 640m above sea level.

It shares common borders with Asante-Akim North of the Ashanti region, Fanteakwa district to the southeast and to the north Kwahu North to the east and Kwahu South to the south. The population of Kwahu East is approximately 77,125 according to the population census of 2010. The District has a growth rate of 4.2% representing 2.1% of the total population of the region. A total majority (67.1%) of the population resides in the rural zone while about 32.9% reside in the urban areas. This reflects the rural nature of the district. In terms of drainage, the Afram River which is a major tributary of the Volta River is the main source of drainage with support of Asuboni and many other seasonal streams.

Agricultural is the paramount economic activity in the District. The main crops of food produced are maize, cassava, plantain, yam and vegetables. One of the few large scale farms available in the District is mangoes. Apart from thi, there exist other

several agricultural economic activities such as quarrying, metal-based ventures, agro-based, construction, wood-based and numerous artisan ventures.

The District again delights itself in hospitable tourism locations and essential landmarks that are very serene in nature. They are the Volta Lake, Ramseyer Route (highest habitable point in Ghana) Oworobong waterfalls and the Modak Royal Hotel. Unibank Ghana, Kwahu Rural Bank, Odweanoma Rural Bank are the main banking services in the District. The commonly used energy is charcoal (43.7%), followed by the hydroelectric power (28.0%), then Liquefied Petroleum Gas (3.4%).



## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

#### 4.1 Introduction

This chapter focuses on discussing the presentation and analysis of data collected from the field. This was based on the responses given by the respondents to the questionnaire. Data that were retrieved from respondents are put in tables for analysis. In all (121) staff of some selected senior high schools in the Kwahu East District were sampled. The research findings were used to answer the research objectives.

#### 4.2 Demographic Background Characteristics

This section focuses on seven (4) main issues; gender, age, educational status, and work experience in the field of teaching.

**Table 4.1 Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	93	76.9
Female	28	23.1
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

Table 4.1 shows the gender of the respondents. Out of the 121 respondents, 93 respondents representing 76.9% were males which were the highest percentage of respondents interviewed and 28 representing 23.1% were females being those with the lowest percentage of respondents regarding their gender.

**Table 4.2 Age of Respondent**

Age	Frequency	Percentage
20-30 years	22	18.2
31-40 years	64	52.9
41-50 years	29	24.0
51-60 years	6	5.0
<b>Total</b>	<b>121</b>	<b>100.0</b>

Source: Field data, 2018

Table 4.2 shows the age ranges of respondents. Out of 121 respondents, 22 were between the ages of 20-30 years representing 18.2%, 64 were between the ages of 31-40 years representing 52.9%, 29 between the ages of 41-50 years representing 24.0% and 6 respondent was between the ages of 51-60 years representing 5.0% respectively.

**Table 4.3 Level of Education**

Level of Education	Frequency	Percentage
First Degree	110	90.9
Second Degree	11	9.1
<b>Total</b>	<b>121</b>	<b>100</b>

Source: Field data, 2018

Table 4.3 presents the educational qualifications of respondents. Out of 121 respondents, 110 representing 90.9% had first degree certificates and 11 representing 9.1% also having second-degree certificates respectively. Thus, majority of the respondents had Bachelor certificates and the least being the respondent with a Masters Degree.

**Table 4.4 Duration of Service in Organization**

<b>Duration of Service</b>	<b>Frequency</b>	<b>Percentage</b>
1-5 months	5	4.1
6-12 months	11	9.1
1-5 years	27	22.3
6-10 years	26	21.5
10 years and above	52	43.0
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

Table 4.4 indicates the years of experience in the field of teaching. Out of 121 respondents, 5 representing 4.1% had a 1-5months of work experience, 11 representing 9.1% had 6-12 months of experience, 27 representing 22.3% also had 1-15years experience in the field of teaching,26 representing 21.5% having 6-10years of experience and 52 representing 43% also responded that they had over 11 years' experience. This shows that those with over 11 years' and above experience in the field of teaching resulted being with the highest percentage of 43% and the least being those who have between 1-5 months experience with the percentage of 4.1%.

#### **4.2.1 Nature and Causes of Grievance**

This section also focuses on three (3) topics: often the organization faces grievances within a year, causes of grievances in the organization, and the nature of grievances in the organization.

**Table 4.5 Frequency of Grievances**

<b>Often Face Grievances</b>	<b>Frequency</b>	<b>Percentage</b>
3 times or less	65	53.8
4-6 times	31	25.6
7-9 times	6	5.0
10+ times	19	15.7
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

Table 4.5 presents how often the institutions face grievances within a year. Out of the 121 respondents, 65 representing 53.8% said grievances faced in the organization happen 3 times or less within a year, 31 representing 25% responded that it happens 4 to 6 times within a year, 6 representing 5% responded they face grievances within a year 7 to 9 times, and 19 representing 15.7% also responded they face grievances within a year 10 times or more. Thus, the highest number of times institutions face grievances within a year is 3 times or less while the least is between 7-9 times with a percentage of 5.0%.

**Table 4.6 Causes of Grievances**

<b>Causes of Grievances</b>	<b>Frequency</b>	<b>Percentage</b>
Poor Supervision	26	21.5
Poor Working Environment	43	35.5
Poor Economic condition	36	29.8
Uncooperative Workgroup	9	7.4
Performance Appraisal Process	4	3.3
Social Injustice	2	1.7
Other Causes	1	0.8
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

Information gathered from the (121) respondents indicated as shown in Table 4.6, 26 of the respondent representing 21.5% responded poor supervision is the causes of grievances, 43 respondent representing 35.5% responded poor working environment is the causes of grievances, 36 respondent representing 29.8% responded poor economic condition is the cause of grievances, 9 respondents representing 7.4% responded uncooperative workgroup is the cause of grievances, 4 of the respondent representing 3.3% saying performance appraisal process is the cause of grievances, 2 out of the 121 respondent representing 1.7% responded social injustice is the cause of grievances and finally only one respondent representing 0.8% saying is other causes that give rise to grievances in the organization respectively. Thus from the research, the major cause of grievances in the organization is a poor working environment representing 35.5%.

**Table 4.7 Nature of Grievance in the Organisation**

Nature of Grievance	Frequency	Percentage
Employers Ignorance related	29	24.0
Employers Failure related	65	53.7
Wrong Perception related	27	22.3
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

Respondents were presented with the nature of grievance in the organization and out of the 121 respondent 29 respondent representing 24.0% responded employers ignorance is the nature of grievances in their organization, majority of the respondent of 65 representing 53.7% responded that employers failure is the nature of grievance and 27 respondent representing 22.3% saying wrong perception is the nature of grievance in the organization respectively.

#### 4.2.2 Grievance Management Policy and Strategies

**Table 4.8 Awareness of Grievance Management**

Awareness	Frequency	Percentage
Yes	74	61.2
No	47	38.8
<b>Total</b>	<b>121</b>	<b>100</b>

Source: Field data, 2018

Table 4.8 shows that (74) respondents responded positively of their awareness of the grievance management policy applied in their organization with the remaining 47 responding negatively.

**Table 4.9 Level of Satisfaction with the Grievance Management**

Level of satisfaction	Frequency	Percentage
Very Satisfied	8	10.8
Satisfied	37	50
Dissatisfied	22	29.7
Undecided	7	9.5
<b>Total</b>	<b>74</b>	<b>100.0</b>

Source: Field data, 2018

Information gathered from the four (74) respondents indicated as shown in Table 4.9 that 8 of them representing 10.8% is very satisfied, 37 respondent representing 50% is satisfied, 22 respondent representing 29.7% is dissatisfied and 7 respondent representing 9.5% is unsatisfied respectively. Thus half of the respondent of 50% is satisfied with the grievance management policy applied in the organization with 29.7% been dissatisfied while 9.5% been indecisive.

**Table 4.10 Strategies for Grievance Management Policy**

<b>Policy strategy in the institutions</b>	<b>Frequency</b>	<b>Percentage</b>
Confidentiality in the process	<b>34</b>	<b>28.1</b>
Protection for complainants	<b>30</b>	<b>24.8</b>
Procedures simple as possible	<b>34</b>	<b>28.1</b>
Promptness in resolution process	<b>11</b>	<b>9.1</b>
Involvement of trade union	<b>12</b>	<b>9.9</b>
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

From Table 4.10, Confidentiality in the process and Procedures simple as possible has the highest percentage of 28.1% for each, followed by Protection for complainants having 24.8%, 9.9% for Involvement of trade union and 9.1% Promptness in the resolution process for respectively.

**Table 4.11 Satisfaction in the Grievances Strategies**

<b>Satisfaction in the Grievances Strategies</b>	<b>Frequency</b>	<b>Percentage</b>
Very Satisfied	12	9.9
Satisfied	43	35.5
Dissatisfied	38	31.4
Undecided	28	23.1
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

From Table 4.11, Satisfied records the highest of 35.5%, followed by Dissatisfied with 31.4%, Undecided with 23.1%, and the least of all being Very Satisfied 9.9%. thus from the responds you could see a lot of the respondent is satisfied with the Grievance Strategies in their organization.

### 4.2.3 Grievance Management Practices and Channel of Receiving Complaints

**Table 4.12 Training on Grievance**

<b>Those who have undergone training on grievance procedures</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	22	18.2
No	99	81.8
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Table 4.12 shows that 22 respondents responded positively of them going for training concerning grievance handling with the remaining 99 responding negatively. This implies that many of the respondents of 81.8% do not undergo training concerning grievance handling.

**Table 4.13 The First Point of Report of Grievance Management**

<b>The first point of report</b>	<b>Frequency</b>	<b>Percentage</b>
Head of Sections	46	38.0
Management	30	24.8
Colleagues	24	19.8
Functional Head	11	9.1
Head of HR Department	10	8.3
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Respondents were also asked who they report or share if they have any grievances. Table 4.13 indicates that 38% of the respondents agreed that they report to the Head of Section, 24.8% also of the view that they do report to Management instead, 19.8 also reporting to their colleagues, 9.1% sharing their grievances with their functional heads and 8.3% report to their Head of HR Department which was with the lowest percentage.

**Table 4.14 Duration of Handling Process**

<b>Time taken by superior to address complaint</b>	<b>Frequency</b>	<b>Percentage</b>
2 Weeks	15	12.4
6 Weeks	5	4.1
Indefinite	21	17.4
Depends upon level	80	66.1
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Table 4.14 presents the time taken by a superior to address a complaint. 12.4% were 2 weeks, 4.1% were 6 weeks, 17.4% been indefinite and 66.1% depending upon the level of the complaint. Thus, the highest time taken by a superior to address a complaint is dependent upon the level of the complaint with a percentage of 66.1% while the least time taken of 6 Weeks is with a percentage of 4.1%.

**Table 4.15 Regularity in Addressing Grievances**

<b>Frequency in managing grievances</b>	<b>Frequency</b>	<b>Percentage</b>
Very often	9	7.4
Rarely	17	14
Frequently	26	21.5
Sometimes	67	55.4
Not at all	2	1.4
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Table 4.15 presents with how often complaints and grievances been taken care of. 7.4% responding Very often, 14% saying rarely taken care of, 21.5% saying frequently, 55.4% responding sometimes and 1.4% responding not at all. Thus, a lot of the respondents are of the view that complaints and grievances are sometimes taken care of with a percentage of 55.4% while few are of the view that complaints are not taken care of at all representing 1.4%.

**Table 4.16 The Level Grievance is Settled**

<b>The Level grievance is settled</b>	<b>Frequency</b>	<b>Percentage</b>
Immediate Supervisor	23	19.0
Heads of Sections	45	37.2
Middle Management Level	12	9.9
Top Management	32	26.4
Not at All	9	7.4
<b>Total</b>	<b>121</b>	<b>100.0</b>

**Source: Field data, 2018**

The above table indicates the level grievances are been settled. Out of 121 respondents, 23 representing 19% settle grievances at the immediate supervisor level, 45 representing 37.2% at the Head of Section level, 12 representing 9.9% at the Middle Management level, 32 representing 26% at the Top management level and 9 representing 7.4% responding that they do not settle grievances at all. This shows that most of the respondent settle grievance at the heads of sections representing 37.2% and the least being those who do not settle grievances at all with the percentage of 7.4%.

**Table 4.17 Information on Action Taken in Addressing Grievances**

<b>Awareness of Action Taken</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	75	62.8
No	45	37.2
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Table 4.17 shows that 75 respondents responded positively about they been informed about the action taken in view of their grievances with the remaining 45 responding negatively. This implies that a lot of them agree that they are informed about the action taken in view of their grievances.

**Table 4.18 Satisfaction with the decision taken**

<b>Satisfaction with the decision taken</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	60	49.6
No	61	50.4
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Table 4.18 shows that 60 respondents responded positively about agreeing that the decision taken by top management is able to solve their grievances with the remaining 61 responding negatively. This implies that a lot of them disagree that decision taken by top management is able to solve their grievances.

**Table 4.19 Basis of Grievance Resolution**

<b>Basis of grievance resolution</b>	<b>Frequency</b>	<b>Percentage</b>
Rules and Laws	66	54.5
Management Demands	34	28.1
Workers Desires	6	5
Supervisor's Ambition	9	7.4
None of the above	6	5
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Table 4.19 presents what resolution of grievances in the institution is based on. Out of 121 respondents, 66 representing 54.5% is based on rules and laws, 34 representing 28.1% also is based on management demands, 6 representing 5% is based on workers desires, 9 representing 7.4% is based on supervisor's ambition and 6 respondent representing 5% believes is none of the above. Thus, majority of the respondents believes is based on rules and laws.

#### 4.2.4 Effects of Grievances on Job Performance

**Table 4.20 Effects of Grievance on Job Performance**

Effects of grievance on Performance	Frequency	Percentage
Absenteeism	8	6.6
Lukewarm Attitude	39	32.2
Poor Motivation	12	9.9
Poor Commitment	62	51.3
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field data, 2018**

Respondents were also given reasons to choose from regarding how grievances have affected their working performance in the institution. Table 4.20 indicates that 6.6% of the respondents agreed that it has led to absenteeism in the institution, 32.2% also responded that it has led to a lukewarm attitude in the institution, 9.9% responded their motivation level is poor due to grievances they face, and 51.3% responding grievances has affected them in terms of their commitment. Thus many people agree that the commitment level is poor as a result of grievances they face in the organization.

#### 4.3 Discussion of Research Findings

The survey was conducted to investigate the effects of grievances and its management procedures in Senior High Schools at the Okwahu East District. The findings of the objectives that guided the investigation are discussed below.

##### 4.3.1 Objective one: Nature and Causes of Grievance

The first objective was to identify the nature and causes of grievances in Senior High Schools at the Okwahu East District. From the findings, there are a number of times grievances occur in the institutions. Some indicated that it occurs 1 to 3 times within a

year, others said 4 to 6 times, while others said it occurs between 7 to 9 times and the rest 10 or more times. However, majority of the respondents were of the view that grievances in their institution happen 1 to 3 times or less within a year. This may happen as a result of the harmony at the workplace and the respect for one another. Most often, when there is a high level of understanding and respect among workers and management they hardly express disagreements. Also when there is equity and fairness among workers it creates the harmony to live in peace.

The findings also indicated that the causes of the grievances in the institutions were poor supervision, poor working environment, poor economic condition, uncooperative workgroup, performance appraisal process and social injustice. However, the topmost four causes of grievances were poor supervision, poor working environment, uncooperative workgroup, and poor economic condition. The lack of needed resources and weak controlling measures increases employees' complaints leading to grievances. Also, if the working environment does not reflect that atmosphere of belongingness there will always be grievances among workers. Workers will always want to be rewarded for their work done. Hence, when they do not receive their salaries and incentives it creates some grievance between them and management. This confirms the study by (Anderson & Gunderson, 1982) which indicated that most grievances arise as a result of the working environment of institutions. Also, the study emphasized that grievance occurs when there is a bone of contention between managerial practices and employees expectations.

On the nature of grievances in the institutions, the findings showed that it was due to employers ignorance of the psychological needs of their employees, employers' failure to fulfill the needs or expectation of the employees stipulated in conditions of service and due to a wrong perception or information an employee may be a preview

to. However, it was found out that the nature of grievance mostly related to an employer's failure to fulfill the needs or expectation of the employees stipulated in the condition of service in their institutions. Every worker will want their employers to meet their part of the deal most especially when they have also fulfilled their portion of the deal. But that is not often the case, employers mostly fail to fulfill promises made to their employees and this actually create a lot of grievances in the institutions, sometimes leading to demonstration and ending up in courts. This is in line with the argument by (Anderson & Gunderson, 1982) which indicated that grievance occurs when there is a bone of contention between managerial practices and employees expectations.

#### **4.3.2 Objective two: Grievance Management Policy and Strategies**

The second objective was to determine the grievance management policy and strategies in Senior High Schools at the Okwahu East District.

The findings indicated that the majority of the respondents were aware that there exists a formal laid down grievance management policy in their institution. This implies that most of the employees are aware of the formal measures to follow when faced with any grievances in their organization. Grievance management policy is to provide a mechanism for individual employers to control or minimize grievances arising from their institutions. The policy also ensures that such grievances are dealt with promptly and fairly (Rollinson, 2000).

The findings also reflected the respondents' satisfaction with the grievance management policy applied in their organization. More than half of the respondents indicated their satisfaction in the grievance management policy applied in their institution. This is because it may have been clearly structured to the understanding

level of all employees. Dwivedi (2009) revealed that the resolution of grievances should be determined in a way that is satisfactory to those involved, and most importantly to the persons who lodged the grievance.

It was further indicated in the findings that, in managing grievances in the schools, the strategies adopted to conform to confidentiality in the process, protection for complainants, simplicity in procedure, promptness in the resolution process and the involvement of the trade unions or other workers union. Majority of the respondent was of the view that simplicity in the procedure and confidentiality in the process are the main strategies that conform to the grievance management policy in their institutions. This implies that workers can express their displeasure without fear of being victimized and losing their jobs. This is good for the employees because they will be able to relate more easily with policies that are not ambiguous and difficult to comprehend with simple procedures to ensure early feedback. This is similar to the argument by Dwivedi (2009) which indicated that the resolution of grievances should be handled as simply as possible. The author also argued that files for grievances must not have any notations whatsoever, also there must be the greatest assurance of confidentiality and integrity of every person involved. All information regarding the grievance resolution must be treated with confidentiality.

In addition, the findings also indicated that majority of the respondents were satisfied with grievance management strategies in their institution. This implies that the grievance management strategies applied in their institutions were confidential and simple.

### **4.3.3 Objective Three: Grievance Management Practices and Channel of Receiving Complaints**

The third objective of this research is to determine the grievance management practices and channel of receiving complaints in Senior High Schools at the Okwahu East District. The findings sought to determine whether employees undergo training concerning grievance handling, who they report to if they have any grievances, the duration superiors take to address a complaint, how often their complaints and grievances have been taken care of. It also sought to find out the level of authority grievances are settled, whether employees are informed about the action taken in view of the grievances, the satisfaction on the decision taken by top management and what the resolution of grievances is based on.

The findings of the research indicated that a greater percentage of the workers do not undergo any training concerning grievance handling. This may be due to an oversight on the importance of this training for employees in their institutions or that managing grievance may not be among managements top priority. (Cole, 2000) revealed that, it is very important for management to give much concentration on employee training in grievance related matters. This is often ignored by most employers without taking into consideration the effect it will have on the performance of employees.

The findings of the research further indicated that workers report or share their grievances with the head of sections, management, colleagues, functional head and head of the human resource department. Majority of the respondent said that they report their grievances to the head of the section and top management. Workers might report directly to the head of section or top management because reporting to the head of human resource or supervisor might delay the resolution process to their

grievances. Also, they believe that the top management and head of the section are the main deciding bodies for the institution.

Similarly, it was deduced from the findings that most of the grievances in the institutions are settled at the immediate supervisory level, heads of section level, middle management level, and top management level but the settlement at the Head of the section and top management level stood out. This explains that employees believe their grievances would be settled quickly if addressed by the top management and head of sections. (Cole, 2000) again revealed that employees with complaints must have easy access to management without any resistance. Management must exhibit the right approach and attitude towards the aggrieved individual or party.

Also according to the findings of the research, the period it takes for employees grievances to be addressed is dependent on the level of the grievance. This implies that some grievances are very delicate and complex and will need much attention and time in dealing with it. On the other hand, some grievances would not be that delicate, in that less time will be needed in handling them. That notwithstanding some respondents said it takes 2 to 6 weeks for their grievances to be addressed and others said indefinitely. Majority of the respondent said that it is not all the time that their grievances are taken care of but rather sometimes. This shows that management might conceive some grievances not to be relevant by ignoring the fact that it can have a significant effect on the performance of the organization.

The finding also indicated that majority of the respondents are informed about the action taken in view of their grievances. This implies that management makes sure they inform victims of grievances about the decision taken to create a harmonious environment for workers to give out their best in the organization. However, half of

the respondent indicated that they were not satisfied with the decision from top management while the remaining half are satisfied. This presupposes that, even though management will do its possible best to create a harmonious environment for workers, there may be traces of favoritism in their decisions leading to the dissatisfaction of some employees.

Above all, it was found that in resolving grievances in institutions, it is based mainly on rules and laws, management demands, workers' desires, and supervisor ambition. However, the majority of the respondent was of the view that resolution of grievances in their institution is based on rules and laws. This implies that their institution is governed by a formal structure of rules and laws documented and not based on individual conclusions or judgment.

#### **4.3.4 Objective Four: Effects of Grievances on Job Performance**

The fourth objective was to examine the effect of grievances on job performance in Senior High Schools at the Okwahu East District thus how grievance affects the working performance of employees in the institution.

The findings of the research indicated that when grievance occurs in the selected schools it affects the institution through absenteeism, lukewarm attitude, poor motivation, and poor commitment. This implies that employees may exhibit these attitudes as a form of revenge against the institution. When given the chance to elaborate on the effects of these, some respondents indicated that the period of grievances is characterized with low or poor performance and low productivity while periods without the occurrence of grievance employees are able to exhibit an efficient performance. This information from the respondents is in line with the argument by

(Hardeman, 2004) which states that the urgency in addressing the employee's problems determines employee's retention and harmony.

# KNUST



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter provides a summary of the study, makes adequate conclusion and recommendations based on the findings of the study.

#### 5.2 Summary of the Study

Grievances arise in every organization but its proper handling is vital for the maintenance of a productive and unified working environment. Even though there is documentary evidence of grievance management procedure in the Ghana Education Service, there seems to be a challenge with the effective implementation of the grievance management procedures. Specifically, this study investigated the effects of grievance and its management procedures in Senior High Schools.

A descriptive method, specifically the case-study method was used to carry out the study. The target population was made up of five selected Senior High Schools at the Kwahu East District, Abetifi. The selection of these institutions was based on their proximity to the researcher.

A total sample of 150 academic staff was used for the study but only 121 returned the questionnaires. Convenience Sampling was used for the selection of the Academic Staff. The questionnaire was used as the main instrument of data collection. The data was analyzed with the help of Statistical Package for Solution (SPSS). Results from the analysis were then presented and interpreted.

- It was found that the causes of grievances identified were Poor Supervision, poor working environment, economic condition, uncooperative workgroup, performance appraisal process and social injustice. However poor working

environment was identified as the most common cause. It was also found out that the nature of grievances that mostly occur in the institutions was employers failure to fulfill expectations in the conditions of service, employers ignorance of the psychological needs of employees and wrong perception an employee may be a preview to. Nonetheless, the most occurring nature was the failure of employers to fulfill the expectations in the conditions of service.

- In determining the grievance management policy and strategies in the Senior High Schools, the studies revealed that majority of the respondents were aware of the grievance management policies applied in their institutions. More than half of the population were satisfied with the policies and strategies, with few being dissatisfied and undecided. Also, it was found out that the grievance management policy or procedure in the institutions conforms to confidentiality, procedure being as simple as possible, protection for complainants and the involvement of trade union.
- The grievance management practices and channel of receiving complaint were mainly through the head of sections, management and colleagues. The time taken by superior to address complaint is depended on the level of the grievance. It was again revealed that the grievances are sometimes not taken care of which makes them unsatisfied with the decisions. Grievances are settled at the head of section, top management, middle management and immediate supervisor levels through rules and laws guiding the institution and complainants are informed about the decision taken.
- Finally, it was revealed that the effects of grievances on job performance are poor commitment, absenteeism, lukewarm attitude and poor motivation.

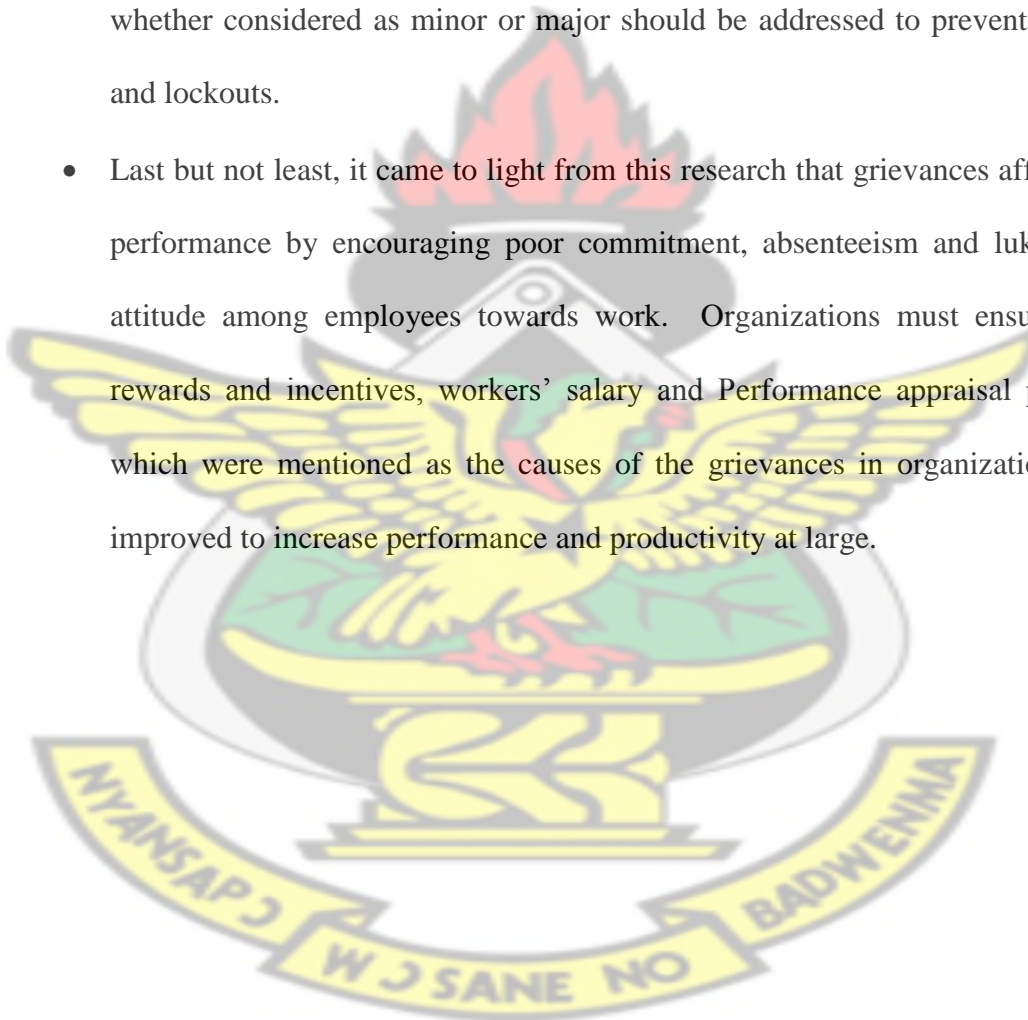
### 5.3 Conclusion

It can be deduced from the study that employees are largely aware of the grievance management procedures in their institutions but are not totally pleased with the management decisions that are taken concerning their grievances. By these findings, it is unbiased to conclude that poor implementation of grievance procedures has a negative effect on job performance since it promotes poor commitment, lukewarm attitude and absenteeism among employees thereby reducing productivity.

### 5.4 Recommendations

- One major lesson drawn from this study is that a poor working environment is a major cause of grievances in organizations. Based on this, it is recommended that organizations create a very conducive working environment that will be friendly to employees to minimize grievances.
- Again employers should deviate from bending the rules and laws in the contract agreement or the conditions of service in all manner of situations to prevent bias.
- Since quite a number of respondents were not satisfied with the grievance management policies or procedures, it is recommended that amendments are made in the contract agreement occasionally to satisfy all employees.
- Moreover, it was deduced from this research that the highest percentage of the respondents were not taken through any form of training concerning grievance management. It is a very important aspect of the organization that must be looked at sternly. Training programmes on grievances management procedures should often be organized for both the employees and supervisors to have firsthand knowledge and be abreast with the procedures to prevent problems from escalating.

- Human Resource and Trade Union Officials must also be trained on how to deal with the grievances quickly and fairly.
- Furthermore, it came out that it is not all the time that employees' grievances are taken care of and the complaints are mostly reported to the Head of Section. This should not be encouraged. Nonetheless, organizations should create more avenues or channels of receiving employees' complaints in order to encourage workers to express their grievances without fear. All Grievances whether considered as minor or major should be addressed to prevent strikes and lockouts.
- Last but not least, it came to light from this research that grievances affect job performance by encouraging poor commitment, absenteeism and lukewarm attitude among employees towards work. Organizations must ensure that rewards and incentives, workers' salary and Performance appraisal process which were mentioned as the causes of the grievances in organizations are improved to increase performance and productivity at large.



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## APPENDIX

### QUESTIONNAIRE FOR RESPONDENT

Dear Respondent,

This questionnaire is designed to solicit views on the topic "*An investigation into Grievance Procedure and its effect on Work Performance*". The researcher is a **Masters in Public Administration** at KNUST. The information given out is solely for academic purpose and will be treated as confidential. Thank you.

#### Section A: Demographic Background Characteristics

Please tick or write out your responses where appropriate

1. Sex: 1. Male [  ] 2. Female [  ]
2. Age: 1. 20-30yrs [  ] 2. 31-40yrs [  ] 3. 41-50yrs [  ] 4. 51-60yrs [  ] 5. Above 60 yrs [  ]
3. Rank of Staff: 1. Senior Member [  ] 2. Senior Staff [  ] 3. Junior Staff [  ]
4. Educational Status: 1. Primary Education [  ] 2. Senior High [  ] 3. University [  ]
5. Work Experience: 1. 1-5months [  ] 2. 6-12months [  ] 3. 1-5yrs [  ] 4. 6-10yrs [  ]  
5. 10yrs and above [  ]

#### Section B Identify the Nature and Causes of Grievance

6. How often do you face grievances in your organization within a year?  
(a) 0 times [  ] (b) 1-3 times [  ] (c) 4-6 times [  ] (d) 7-9 times [  ] (e) 10+ times [  ]
7. What is/are the cause (s) of grievances in your organization? (Please tick as many as applicable).  
(a) Poor Supervision [  ] (b) Poor Working Environment [  ] (c) Poor Economic Conditions (Salary, Reward, Incentives) [  ] (d) Uncooperative Workgroup [  ]  
(e) Performance Appraisal Process [  ] (f) Social Injustice [  ] (g) other causes (Mention) [  ]
8. What is the nature of grievances in your organization? (Please tick as many as applicable)  
(a) Grievances due to employers ignoring the psychological needs of their employees [  ]  
(b) Grievances due to employers failure to fulfill the needs or expectations of the employee stipulated in conditions of Service [  ]  
(c) Grievances due to a wrong perception or wrong information an employee may be preview to [  ]

**Section C: Grievance Management Policy and Strategies**

(9. Do you know the grievance management policy applied in your institution? (a) Yes [ ](b) No [ ]

10. Are you satisfied with grievance management policy applied in your institution?  
(a) Very Satisfied [ ] (b) Satisfied [ ] (c) Dissatisfied [ ](d) Undecided [ ]

11. Which of the following strategies conforms to the grievance management policy or procedure in your institution?

(a) There is confidentiality in the process? (b) There is protection for complainants?  
(c) The procedure is as simple as possible? (d) There is promptness in the resolution process?

(e) There is involvement of trade unions or other workers union

12. Are you satisfied with grievance management strategies applied in your institution.

(a) Very Satisfied [ ](b) Satisfied [ ] (c) Dissatisfied [ ](d) Undecided [ ]

**Section D: Grievance Management Practices and Channel of receiving complaints**

13. Do you undergo training concerning grievance handling? (a) Yes [ ](b) No [ ]

14. Who do you report/share if you have any grievances (Please tick as many as applicable)?

(a) Head of Sections [ ] (b) Management [ ] (c) Colleagues (discussion) [ ]

(d) Functional Head [ ] (e) Head of HR Department [ ]

15. How long does your superior take to address a complaint (duration of handling process)?

(a) 2 Weeks [ ] (b) 6 Weeks [ ] (c) Indefinite [ ] (d) Depends upon level [ ]

16. How often has your complaints and grievance been taking care of?

(a) Very Often [ ] (b) Rarely [ ] (c) Frequently [ ] (d) Sometimes [ ]

(d) Not at all [ ]

17. At what level does most of the grievances in the institution settled? (Please tick as many as applicable)

- (a) Immediate supervisor  (b) Heads of sections  (c) Middle Management level   
(d) Top management level  (e) Not at all

18. Have you ever been informed about the action taken in view of your grievance?

- (a) Yes  (b) No

19. Are the decision taken by the top management in relation to grievance satisfactory?

- (a) Yes  (b) No

20. What is the resolution of grievances in the institution based on?

- (a) Rules and Laws  (b) Management demands  (c) Workers desires   
(d) Supervisor' ambition  (e) None of the above

**Section E: Effects of Grievances on Work Performance.**

21. How does grievance affect your working performance in the institution if you have experienced any?

- (a) Absenteeism  (b) lukewarm attitude  (c)  (d) Poor Motivation   
(e) Poor Commitment

22. What was the performance in the institution during an occurrence of grievance in your institution? (Explain).

.....  
.....

23. What was the performance in your institution without an occurrence of grievance in your institution? (Explain).

.....  
.....