

**EFFECT OF EMPLOYEE PERCEPTION OF GRIEVANCES HANDLING
PROCEDURE ON EMPLOYEE JOB SATISFACTION AT THE MINISTRY
OF EAST AFRICAN COMMUNITY (EAC), LABOUR AND SOCIAL
PROTECTION IN KENYA**

BY

WILFRED MWITA MUHERE

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
SCIENCE IN HUMAN RESOURCE MANAGEMENT, SCHOOL OF
BUSINESS, UNIVERSITY OF NAIROBI**

DECEMBER, 2017

DECLARATION

This research project is my original work and has not been presented for a degree in any other University

.....

Signature

WILFRED MWITA MUHERE: D64/79571/2015

.

Date

This research project has been submitted for examination with my approval as University Supervisor

.....

Signature

DR. MARGARET KARIUKI

LECTURER

SCHOOL OF BUSINESS

.

Date

ACKNOWLEDGMENT

I wish to thank the Almighty the Lord our God the Father, Son and Holy Spirit for enabling me to finalise my Master's thesis and course completion. With a gift of life, wisdom and knowledge, I managed to finalise my Master of Business Administration Course.

My able and learned Supervisor Madam Dr. Margaret Muthoni Kariuki, I sincerely wish to extend my appreciation for the corrections, guidance and advice in writing this project. In addition, to your staff colleagues and students at the University of Nairobi, whom we shared academic training and support, I express my sincere gratitude to them.

I extend sincere regards and appreciation to the Ministry of East African Community, Labour and Social Protection in Kenya and its agencies thereto, for their research assistance in obtaining beneficial data used in this study. I wish to acknowledge respondents who took their time to support in filling the questionnaires.

To my supportive employer MS TCDC AADK for choosing me as part of their staff to gain additional knowledge and skills by sponsoring my studies and utilities, I thank you for the kind gesture.

Finally, to my family and friends, who tirelessly supported me emotionally, financially and stood by me during my study and research time until the completion of this project.

DEDICATION

This project is dedicated to my beloved family, dad (May his soul Rest in Eternal Peace), mum, young brothers and sisters, supervisor, moderator, mentors and friends who shown me friendship and kindness during my studies in Nairobi, Kenya. May Almighty God bless You All.

LIST OF ACRONYMS/ABBREVIATION

CS	Cabinet Secretary
DCS	Department of Children Services
DNHRPD	Directorate of National Human Resource Planning and Development
DoL	Department of Labour
DOSH	Directorate of Occupational Safety and Health Services
DSD	Department of Social Development
EAC	East Africa Community
GoK	Government of Kenya
NCPWD	National Council for Persons with Disability
NCCS	National Council for Children Services
NEB	National Employment Bureau
NITA	National Industrial Training Authority
NSSF	National Social Security Fund
PCK	Productivity Centre of Kenya
PS	Permanent Secretary
RTUO	Registrar of Trade Unions Office
SPS	Social Protection Secretariat
SPSS	Statistical Package for Social Sciences.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGMENT	iii
DEDICATION.....	iv
LIST OF ACRONYMS/ABBREVIATION.....	v
LIST OF FIGURES	ix
LIST OF TABLES	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the Study	1
1.1.2 Employees Grievances Handling Procedures	3
1.1.3 Employee Job Satisfaction.....	4
1.1.4 Employee Grievances Handling Procedures and Job Satisfaction	5
1.1.5 The Ministry of East African Community, Labour and Social Protection in Kenya	7
1.2 Research Problem.....	8
1.3 Research Objective.....	12
1.4 Value of the Study.....	12
CHAPTER TWO: LITERATURE REVIEW.....	14
2.0 Introduction	14
2.1 Theoretical Review	14

2.1.1	Theory of Dispute Resolution	14
2.1.2	Procedural and Distributive Justice Theory	16
2.2	Employee Grievances Handling Procedures	17
2.3	Factors that Influence Job Satisfaction.....	20
2.4	Employee Grievance Handling Procedures and Job Satisfaction	21
CHAPTER THREE: RESEARCH METHODOLOGY		25
3.1	Research Design.....	25
3.2	Target Population	25
3.3	Sample Design.....	26
3.4	Data Collection.....	27
3.5	Data Analysis	27
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION.....		29
4.1	Introduction	29
4.2	Response Rate	29
4.3	Demographic Information	29
4.3.1	Gender of Respondents	30
4.3.2	Age Bracket	30
4.3.3	Highest Level of Education	31
4.3.4	Number of Years Worked.....	32
4.3.5	Cadre Level Position.....	32
4.3.6	Confirmation for a Grievance Occurrence.....	33

4.3.7	Type of Grievance.....	33
4.3.8	Grievance Handling Procedures	34
4.4	Employee Grievance Handling Procedures.....	35
4.5	Job Satisfaction	38
4.6	Regression Analysis Results	41
4.6.1	Effect of Employee Grievances Handling Procedures on Employee Job Satisfaction.....	41
4.7	Discussions.....	43
 CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		
	47	
5.1	Introduction	47
5.2	Summary	47
5.3	Conclusions	48
5.4	Recommendations	49
5.5	Limitations of the Study.....	50
5.6	Suggestions for Further Study.....	50
	REFERENCES.....	52
	APPENDICES	55
	APPENDIX I UNIVERSITY LETTER FOR RESEARCH	55
	APPENDIX II LETTER OF INTRODUCTION	56
	APPENDIX III QUESTIONNAIRE.....	57

LIST OF FIGURES

Figure 4. 1 Gender of Respondents.....	30
Figure 4. 2 Confirmation for a Grievance Occurrence	33

LIST OF TABLES

Table 3.1 Target Population.....	26
Table 3.2 Sample Size.....	27
Table 4. 1 Age Bracket	31
Table 4. 2 Highest Level of Education	31
Table 4. 3 Number of Years Worked.....	32
Table 4. 4 Cadre Level Position.....	32
Table 4. 5 Type of Grievance	34
Table 4. 6 Grievance Handling Procedure	34
Table 4. 7 Extent of Agreement to Employee Grievance Handling Procedures	35
Table 4. 8 Job Satisfaction	39
Table 4. 9 Regression Results	42

ABSTRACT

The study sought to investigate effect of employee perception of grievances handling procedure on employee job satisfaction at the Ministry of East African Community (EAC), Labour and Social Protection in Kenya. This study was anchored on two main theories: Theory of Dispute Resolution and Procedural and Distributive Justice Theory. The study adopted descriptive research design targeting 710 respondents. Using purposive sampling method, the study used 10% sample size of 71 respondents in collection of data. This study adopted the questionnaire as the main research data instrument. The study adopted descriptive statics (mean, standard deviation) and a simple linear regression model to test the relationship between variables. The study obtained a 91.55% response rate out of the 71 questionnaires distributed to respondents for filling. The study findings revealed that to a greater extent the Ministry and its agencies adopt the decisions of their Heads of Department as the final solution to a grievance and that step ladder policy procedure is an effective tool as it enables employees to have their say' at progressively high levels of decision-making. The study also found out those employees who lose morale of service get dissatisfied by alluding to the management has one of the contributions to employee loss of morale which leads to job dissatisfaction. Further, findings revealed that there is a positive relationship between employee perceptions of grievances handling procedure and employee job satisfaction. The study will contribute to labour policies, formulation of policies and drafting of laws and institutional regulations as well as the theoretical concepts related to grievance handling procedures and job satisfaction. The study recommends that an effective way of resolving grievances is needed at the Ministry and adopted in its agencies; a policy paper or guideline on handling various grievances is needed at the Ministry and that employers should take concern that employees perceive that organizational handling procedures provide ample presentation to improving their productivity by how their matters are handled.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Grievances are party inclusive and their effects on organization, employee performance and the general productivity is inevitable for notice (Verboncu & Purcaru, 2009). The employee grievances, the management address and the surrounding progressive impact does play into the performance of institutions in their period reviews (Brown & Caylor, 2009). Progressively, employee grievances are evidenced as corrosive to productivity while they endeavour at work and tragic into the net institutional outcomes (Consolata, 2013). Addressing grievances in earlier stages is significant to avoid corrosive situation contribution towards poor or slow growth in outputs of organizations (Pinar, Rogers & Baak, 2003). Employee grievances are subjects of disputes and require an ample justified decision in immediate timing (Corina, Roxana & Liviu, 2011). Corina et al., (2011) further posits that this will progressively enter into poor performance with delay in the decision making to address the grievances.

Organizations globally are faced with the challenge of issues emanating from the staff and other external parties (Corina et al, 2011). However, employees are direct inputs and intermediary inputs in having successful production process and output, which assumed as performance (Abdel-Maksoud, Asada & Nakagawa, 2008). Abdel-Maksoud et al (2008) further note that employee delivery of work output is dependent on the relations of the employer and the subject assignments and general commitments placed. Consolata (2011) posits that grievances contribute deeply to poor customer relations leading to high unsustainable ratings. This eventually leads to poor diminishing organizational growth in the performance and levels of competitors

(Consolata, 2011). The evident grievance occurrence is subject of a dispute existence or utility inadequacy or both including the breach of an engagement contract.

A number of theories apply to this study. This study adopted the theory of dispute resolution and Procedural and Distributive Justice Theory. Dispute resolution theory is divided into three categories; the interest based, the rights based and the power-based methodology respectively opines means in which the disputes are solved (Brown & Caylor, 2009). Brady, Cronin & Brand, (2002) notes that interest based methodology is when parties present their needs through a joint mechanism and problem solving; rights-based is when the parties solve matters on principle, laws or defined rules and on power, the parties aggrieved apply other association formations such as strikes and unions to present or resolve their matters (Brady, Cronin & Brand, 2002). The motivations, fair treatment and recognition of employees is important and in addressing grievances (Consolata, 2011). Consolata (2011) further notes it forms management of the human resources easier than the existence of the same in the institution

The Ministry of East African Community (EAC), Labour and Social Protection is significant for the study owing to the expertise and the institutional ability to handle grievance raised by the employees. Most of the ministry employees report unrelated individual grievances, which the management is tasked with the cooperation in resolving them. The Ministry has the reliability in mining adequate outcomes for these study objectives. There is no systematic study on perceived effect employee grievances handling procedures by management on job satisfaction at Ministry of East African Community (EAC), Labour and Social Protection in Kenya.

1.1.2 Employees Grievances Handling Procedures

Employee grievance can be defined as a wrong or complaint against the agreeable terms of the parties in relations (Lewin, 2003). It may also mean a collision of aspirations or desirability against the benchmarked policy or institutional practice (John, 2008). In legal, the grievance may be defined as the breach of contract one of the parties in the line of application (Leban & Euske, 2006). A grievance maybe a disappointment concerning that concerns a formal action or exclusion by the employer that may influence deterioration of their relationships that may lead to unjustified dismissals (Bagraim, 2007). The handling procedures of grievances are human resource management tools used to guide the manner such actions can be resolved. Compliance situations require the undertaking of the formal grievance handling procedures at work places. Five kind of the handling have been identifiable that include the open door policy, ombudsman, hearing officer and peer-review and step review system and methods as the significant in resolving situations.

Institutions have been noted to be graduating the manner in which they handle the grievances from the lower to higher level (Pinar, 2008). There is a variance in organizational management of grievances with many ensuring properness into the employee situation and welfare in delivering to their needs. In most cases however, the handling procedures are management inclusive and less of the proper expression of the aggrieved party thus this may include poor job dissatisfaction that may lead to poor performance (Pinar, 2008 & Consolata, 2011). Grievances are subjects of concern in the line of employee management and too the consideration into the performance of organizations (Pinar, 2008). Pinar (2008) further opines that grievances largely

contribute to drastic diminish of an employee expectation both in career growth and institutional performance.

Solvable in many agreeable ways among them, the policy agreement, Union agreements and too the employee committee hearing meetings or tribunals, there is a needful of a universal method of solving grievances (Brady et al 2002). Their occurrence in periodic and with effect in the organization is a progressive watchful to avoid clash of events or otherwise lead to employee productivity (Consolata, 2011). Brown & Caylor, (2009) posit that the employee productivity is affected with existence of unresolved grievances and in addition, the production of the organization is impacted. A balance in resolution is the medium of ensuring continuity growth in the limited grievance occurrence and improved organizational performance (Pinar, 2008). Studies conducted indicates an outcome of improved staff relations for the properly adhered procedure in handling the grievances (Consolata, 2011). Grievance handling procedures are the ways in which the issues raised are managed and combated before their escalation into hazardous situations.

1.1.3 Employee Job Satisfaction

Every employee deserves satisfaction in areas they provide their input and expertise. Job satisfaction is the magnitude appreciation of the particular duties that each employee is tasked with delivery with which the environment of delivery is conducive. Institutions that practice the occupational and health standards aim at setting up relevant structural inputs into ensuring employees are in better situations. The manner of relations in the work place is significant and directly linked to the amount one has to offer into the allocated tasked. Job satisfaction or utility is

composite in nature including the manner issues that are arising on how they are resolved.

Corina et al (2011) posits that proper job satisfaction has the increment in the amount of work delivery by an employee in a given situational timing. The pay package, working environment and team inclusiveness and resources allocation occur to top in the satisfaction requirements by most employees. The rewarding systems in the job areas and the inclusive trainings for the employees are marginal increments to success and work delivery. In particular, public sector, poor service delivery has been attributed with a disutility in the job performance by the employees.

Lack of morale and team performance with structural institutional bureaucracy and stringent channels that are management centred have erased the will to deliver in work places. This has been noted to be a demotivating silent strategy that drags the growth of public sector delivery. Unhandled grievances raised by the employees constitute as core impediment towards the poor nature of the service delivery by employees (Mwikali, 2016). Employees similarly to the management are in human mutuality thus the lack of understanding and collectiveness is a clear contributor to the lack of job dissatisfaction as converse is true.

1.1.4 Employee Grievances Handling Procedures and Job Satisfaction

The grievances occurrence in an institutional perhaps has an attribution with an immediate impact onto the collective employee dissatisfaction (Rahim & Magner, 2008). Organizations instil guidelines to ascertain and add value onto the set goals and structured plans for achievement and attainment (where applicable). A singular grievance presentation in a group of employees means a shared communication

(Lewin, 2003). The same communication conveys may present divergent employee behaviour. Such contributory engagements with no solved grievance in a pool are in association determination of the organization performance or output (Rahim, 2003).

Employee performance appraisal may include task evaluation, conduct and other internal cadre factors used in assessing the contribution towards their satisfactory delivery (Rollinson, Hook, Foot & Handley, 2006). However, on the job satisfaction, being a collection of work enjoyment and demands met during delivery of services, it is significant to institutional performance and curbing grievances occurrence in an institution (Rose, 2004). The totality of performance with unease other unresolved grievance presentation would have a certain level or impact on the job satisfaction reduction (Salmon, 2010).

Poor communication, low standards of hygiene and poor air conditioning, lack of resources and minimal concerns and bad policy implementations in an institution will have an inclusive impact on every employee's satisfaction with variation on the cadre each belongs to but to accumulative in the end result (Salmon, 2010). This has wide spread in the outcomes both in audit, the service delivery, contracting and performance evaluation or rewarding mechanisms as to what, how, and when such grievances were un/solved (Rollison et al, 2006). In summary, there is certain relationship in organizational performance and the employee grievances. This study seeks to investigate effect of employee perception of grievances handling procedure on employee job satisfaction at the Ministry of East African Community (EAC), Labour and Social Protection in Kenya.

1.1.5 The Ministry of East African Community, Labour and Social Protection in Kenya

Once after the 2013 General Elections, the incoming Government reorganized ministries. This involved renaming of the Ministries and splitting and establishment of new State Departments. This was mainly to reduce over-delegation and similarity in responsibilities (GoK, 2013). One of the services rearranged is the Ministry of Gender, Children and Social Development and Ministry of the East African Community to one service known as the Ministry of Labor and Social Protection. This was attempted by the Presidential Circular numbered 2 of 2013. The ministry seeks to provide a competitive workforce and integrate within the region. It further, seeks to promote good environment for labour provisions and empowering vulnerable parties.

In this new Ministry, it comprises of seven State Departments and Affiliate institutions responsible for discharging Ministry roles. Registrar of Trade Unions Office, Division of Labor, Directorate of Occupational Safety and Health Services, Department of Children Services, Department of Social Development, Social Protection Secretariat, Directorate of National Human Resource Planning and Development, National Employment Bureau and Productivity Center of Kenya (GoK, 2013).

The Ministry has four organizations with semi/self-rule in dispatching Government administrations. These are National Council for Persons with Disability, National Council for Children Services, National Industrial Training Authority and one self-sufficiency organization known as National Social Security Fund. The Ministry has a mandate in administering the labour policy and review it with protection of the marginalised personalities and steer forward labour productivity (GOK, 2013). The

choice of this particular ministry is significant as it is subject of job satisfaction and employee grievance handling alongside the policy implications on its staff. Thus, it's viable for the Ministry as the central area for this study.

1.2 Research Problem

Employees expect proper handling of grievances to facilitate their good working relations with employers and other stakeholders (Clark, 2008). Employers have the task of ensuring high job utility is met by their employees. In most instances, attributes of job dissatisfaction have led to poor results by the employees and made the employers raise the cap in managing those employees (Salmon, 2010). Mutual management of employees would require proper understanding of their needs (Lewis, 2003; Njiraini, 2015). Lower productivity by employees attributed to loss of morale through unresolved issues or unbiased procedures of handling grievances would be a remedy for poor job utility. Njiraini (2015) affirms that productivity in work areas is enhanced by the attitude each employee has towards the particular job assigned to deliver. Low attitudes by employees in performing their duties would be facilitated with the lack of considering the grievances raised and the employer's lack of following clear procedures in addressing their matters (Salmon, 2010).

In most organizations, management and employees require the loyalty to perform some critical work activities. For instance, non-consideration of employees' plight and poor handling of grievances raised, employee loyalty is bound to be minimal. This would lead to loss of work attachment, limited team work and poor management of work secrets or confidential information eventually leading to high levels of job disutility (Salmon, 2010; Njiraini, 2015). Njiraini (2015) opines that organizational culture would be enhancing creativeness and innovativeness as a mark for improved

performance or appraisal for an employee. Organizations that have limited priority in recognizing talent, creativeness, innovativeness and personal attributes are presented with demotivated and dissatisfied employees (Clark, 2008). With such, arise of a grievance from employees and mismanaged by these employers would be a direct attribute to dissatisfaction. Grievance handling procedures by the management and employee's level of productivity, loyalty to the organization, attitude towards the work activities and limited creativity due to loss in job team participation would be attributes of job dissatisfaction and converse is true.

Similarly, most organizations entangled in court or union cases, go slow and deliberate subjects of loss in managerial balance by the unresolved cases (Njiraini, 2015). Salamon (2010) posits that the organization's productivity may be a subject of concern if the unaddressed grievances piled with no resolution. This mainly would be contributed by the lack of concern by the employees, low attitude towards work thus underperforming per the scale. This coincides with Lewin (2003) thoughts who notes productivity would lead to massive employee exists, poor organizational reputation and worse off is the increased privacy code or confidential code leakages that may lead to instant organizational disruptions hence job dissatisfaction. In the public sector, such as the classification of documents and exists may lead to poor public service delivery (Poncheri, 2006). Dually, the production and employee input affected and complimentary the two dependent on each other as the effects in simultaneously spilling to third parties (Clark, 2008).

The Ministry of East African Community (EAC), Labor and Social Protection handle wage cases and disciplinary worries of the workers. Fair-minded grievance taking care

of systems somewhat impacted by outer gatherings add to loss of work conveyance and lower a business inspiration or disposition to perform. Government Staff are required to be loyal to existing management in place. Virtue of poor management of staff and lack of proper handling procedures lowers loyalty thus influencing unethical practices such as sabotage and deliberate underperformance. The manner of handling Government grievances would determine the outcomes from the employees are interlinked with public service delivery. Dissatisfied and frustrated employee would be transferable to public service delivery. This is a major concern as most Government institutions strive to provide high standard of public service delivery.

Victor (2013) considered on the powerful grievance taking care of systems in improving work execution led in Tanzania, the examination concentrated on TPA-Mtwara Port and OLAM (T) Ltd. The examination found that the grievance dealing with methods in TPA-Mtwara Port depended on the arrangements of the Government Labor statutes while those relevant in OLAM (T) Ltd depended on request by the administration. The examination discoveries additionally demonstrated execution or worker efficiency at OLAM (T) Ltd was higher than that at TPA-Mtwara Port. These two distinct institutions' employees' job satisfaction is varied. Those at OLAM (T) Ltd are greatly satisfied while those at TPA-Mtwara Port are dissatisfied by the poor grievance handling procedures. The study describes in depth the grievance handling procedure by each individual institution and satisfaction brought along by specific procedures.

Gomathi (2014) contemplated grievance administration in enhancing the execution of representatives working in a Pvt Enterprise. The study findings indicated the

employees whose grievances were properly handled had the ability to perform highly as compared to employees whose were lagged in handling by the management. This would lead to low productivity, poor attitude culture at work and minimal concern for work performance targets as the study found out. However, the study did not focus on the procedures involved in handling the grievances by the management despite noting dissatisfaction of the job lack of proper grievance handling procedure.

Njiraini (2015) led an examination on the impacts of grievance dealing with system on peace-making in Kenya at the Kenya National Union of Teachers. He contemplated the grievance catching frameworks, the handling procedures on their effect in the KNUT performance. The study found out that, the grievance capturing systems and the poor handling procedures had an impact on the management of the employees with a subsequent effect on the institutional performance. The researcher fails to investigate the categorization of the sectorial employee belongingness, utility and how such would be managed by KNUT to steer forward the performance of the employees and have collective responsibility in comprehension of staff needs.

Ng'etich (2016) considered apparent impact of grievance dealing with system on representative execution at the Jomo Kenyatta Foundation. The study found that available employee grievance handling procedures created channels for presenting their issues and had a judicial protection. The study findings indicated that the employees had a view of fairness and equitability in which their issues would be handled. However, the study clearly never indicates the contributory satisfaction in the jobs the employees served in. Limited studies are available in offering insights on how the grievance handling procedures contributes to the job satisfaction; most studies

have offered literature contents singularly in generality about the procedural address and the causes. The study finds wide spectrum unexplored content on the utility of the job by the employee when the procedure of handling grievances presented is either non/compliant basis. It is hence why this examination centered to answer the inquiry: what is the impact of worker impression of grievances dealing with technique on representative employment fulfilment at the Ministry of East African Community (EAC), Labor and Social Protection in Kenya?

1.3 Research Objective

To determine effect of employee perception of grievances handling procedure on employee job satisfaction at the ministry of East African Community (EAC), labour and social protection in Kenya.

1.4 Value of the Study

The study will be essential to many parties, as most institutions require performance for service and production or output. The study will seek to provide the foundational backing why employees raise issues and how to prevent such while taking considerations of the performance targets. In addition, it will seek to offer the institutional management good insights into the overall behavioural nature of possible grievance existence in the employees of an organization. The study will be of significance to the members of professional institutions in adopting the recommendations for working practice and comparability or/and for the subjection into their further research and technical forecasts.

The study sought to provide good insights into the policy formulation and legal framework review of the employee welfare and the institutional management relations and on solving raised issued in the applicable enforced statutory terms. The study will

be a fine outcome for use by the Government of Kenya and private sector members in understanding the employees and the output expectations without necessarily retrenching the staff. The study will seek to be a reference text to the scholarly researches and too for the academic curriculum inclusion in the dissemination to parties interested in the human resources area.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Chapter Two sought to review the previously theoretical literatures set for adoption and application, studies conducted to test the theories and study subject and relevance to this text paper, a conceptualized model outlining the variables and a summary of the literature.

2.1 Theoretical Review

This section sought to discuss various theories as set and explained by the founders and their application in this study. The theory of dispute resolution and procedural distributive theory will underpin this study. The review provides concrete relevance to this study.

2.1.1 Theory of Dispute Resolution

Theory of dispute resolution is a development of the theory of grievance and conflict management in form of dispute systems design. This theory provides three methods of resolving disputes. One of the methods is resolving disputes through power models. In this method, the aggrieved parties can resolve their disputes through lockout, striking and sanctions that are coercive. In the second method, it concerns disputes resolved through rights model. This method is whereby the disputes are resolved through defined principles, rules and in such set by the Statutes of Parliament or collective agreements. Examples of rights based method is the arbitration, mediation and operationalization of grievance procedures. The final method is the interest based in which involved parties seek to offer accommodation to needs of others in resolving a matters (Goldberg, 1988).

Consequently, from those three strategies, this investigation has been favored the rights-based technique which includes the practices as intercession, assistance and joint critical thinking activities. The benefits of rights-based over different techniques for overseeing working environment strife in light of the fact that right-based strategies are not so much expensive but rather more acceptable or adaptable by being equipped for tending to a greater amount of the worries of disputants than different techniques (Ury et al., 1988). It is additionally perceived that rights based strategies may not generally be ideal or successful and that debate determination frameworks should have been intended to give minimal effort rights-based techniques as a reinforcement to rights-based techniques (Costantino et al., 1996). The hypothesis of rights-based strategy bases the determination method to base in the tenets and standards. Along these lines can enable the chose associations to fathom their grievance and struggle to base on their laws and controls and furthermore manage and guide the associations in our nation to take after arrangements, laws and guidelines of Kenya.

The hypothesis in this way could help the associations really taking shape of grievance administration approaches, techniques and practices to be in accordance with the significant laws and tenets. The successfully grievance administration can fit the workplace with a specific end goal to inspire and empower working execution and efficiency of the associations. The theory is relevant to the study in particular the manner and type of grievances lodged in institutions including the public. The unions represent an existence in the three methods, individual maybe in cases of departmental level and rights may come in cases of professional labour employment. However, the theory lacks the mention on the influence such has on the organizational performance (Consolata, 2011).

2.1.2 Procedural and Distributive Justice Theory

Procedural and Distributive Justice Theory offers more insights to those aggrieved in workplaces and are seeking justice. Initially, this theory was not applied in the labour market as it was applied in Courts of Justice (Lewin, 1999). Gordon and Fryxell (1993) offered in depth explanation on the relationship between the grievance system and perceptions of justice. In their view, the labour unions and their specific constituents had trust with procedural and distributive justice compared to available benefits as they may be contained in a collective bargaining agreement (Olson Buchanan, 1996). This implies that employee satisfaction is directly related to fairness of a grievance procedure.

Procedural equity concerns the decency and the straightforwardness of the procedures by which choices are made, and might be diverged from distributive equity (reasonableness in the dissemination of rights or assets), and retributive equity (decency in the discipline of wrongs). Hearing all gatherings previously a choice is made is one stage which would be viewed as suitable to be taken all together that a procedure may then be portrayed as procedurally reasonable. Procedural equity hypothesis holds that reasonable method prompts impartial results, regardless of whether the prerequisites of distributive or remedial equity are not met (Olson Buchanan, 1996). It has been proposed this is the result of the higher quality relational associations regularly found in the procedural equity process, which has appeared to be more grounded in influencing the view of decency amid compromise. The apparent way of taking care of a grievance is more critical to a representative's fulfilment than the apparent decency of a procedural result; equity openness has negative relations to work execution of a worker (Lewin and Petterson, 1988).The hypothesis applicable to

this paper, neglects to solely clarify the impact postured by such grievances on the association specifically the activity fulfilment.

2.2 Employee Grievances Handling Procedures

Employee grievances are unavoidable in a social, economic, political more so work related areas. The commonness of their arising is evidenced by the fact that persons in cadres or same environment have to be in relations, subject task performance and generally work towards certain aims or objectives (Pinar & Girrad, 2008). Employees in various institutions exhibit such possessiveness and ownership to have arisen of grievances. Grievances may occur on personal staff disagreement, contractual disagreement and inclusive bad leadership. The misinformation and progressive unmet demands by the employees are too sources of the grievances. Grievance require steady fast resolutions through either dispute mechanism, the arbitration, door policy (open), the committee decisions among other independent institutional channels defined for addressing grievances.

Grievance handling mechanism is considered gradual in nature. In this case, the worker has to press for address of a concern by the management (Francois, 2004). By this, the formally lodged complaint is transitive from one level to another. The formal engagement in communication by authorities and their workforce can be considered as properly in place grievance procedure.

In most cases, the grievances that are unresolved maybe classified as criminal offences by the parties involved if unresolved over a given period (Lewin & Peterson, 1988). The inclusiveness of the same may lead to stalling of institutional performance targets such as the delivery of services to the respective population (Salamon, 2010). Salamon

(2010) further notes that the government staffs do require proper information management however, the procedural means of lodging the grievances are in bureaucratic way. This makes the address time wasting with no proper outcomes in expectations (Salamon, 2010). Loss of work interests by the employee over unresolved grievances is a lead to dismal or slow growth in work delivery. Poor compensation methodologies and the Differentiation of grievance procedures occurs from one institution to another. In this case, they may be open door policy or step-ladder policy. Open door policy is a procedure whereby the aggrieved party (ies) have access to the executive or top most managerial cadre in addressing the lodged complaint. Particularly, this policy is most practical in small corporations and adoptable to majority executives. On the other hand, top management of bigger organizations are normally busy with further concerns of the company. Operational employees can sometime have feelings of shyness to approach top management.

Step ladder policy is a step after step procedure of handling various procedures. In this procedure, the aggrieved party has the right to present issues with immediate supervisors. In situations whereby the employee is not satisfied with the particular decision, the employee has the right to move to a senior level of management to present complaints. Mainly this is departmental phase where the departmental leaders have to hear the presented grievances and offer solutions. In case of dissatisfaction with departmental outcomes, the grievant has the right to go the next high level that is the executive level. The executive level administration or leaders are expected to offer amicable solution. However, with chance of not reaching to an agreement, an arbiter is sort to address the aggrieved parties (Ichniowski & Lewin, 2013).

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

According to Doyle (1999) some of the benefits of grievance procedure include : ensuring of compliance to procedures, recognition and evaluation of grievances, the type and causes, assists in the formulation and implementation of various policies and programs, it is problem resolving and a guide, disagreement-settling methods; reinforce good industrial associations, it additionally identifies the faults in working conditions and assists in the taking of corrective methods; build useful morale, upholds code of discipline; conveys uniformity in managing grievances, it improves employees' confidence, eliminate conflicts realization, Provides legal defense to the staffs, Offers ways to address problems in addition to enabling the parties involved in the settling of differences in a diplomatic, orderly and an speedy manner.

2.3 Factors that Influence Job Satisfaction

Employees have the perceived comfort and utility in workplaces that grow their careers map and have well pay for every period they serve in their specific institutions (Mohanasundaram & Saranya, 2013). Organizations strive to provide equitable employee services that would make them productive and increase the service delivery (Salmon, 2010). This section highlights factors that would influence job satisfaction. The practice of each institution is critical in enhancing productivity and loyalty of an employee (Salmon, 2010). The need for knowledge management, promotional recognition and creative and innovativeness awarding facilitate proper working conditions and increasing one's job satisfaction. A flexible and accommodating organizational culture would influence employees' morale increment, attitude attachment, improved productivity and loyalty to the institution management (Lewis, 2003).

Organizations have unique systems of administration and models of working from the junior staff to the head of the organization (Salmon, 2010). In this, organizations would easily increase their overall productiveness and have high employee retention rates when the administration in place is concern and issue based with inclusive delegate model. Mohanasundaram and Saranya (2013) argue availability of ease in reachability than bureaucracies would facilitate loyalty of employees and input a culture of ease with team work (Njiraini, 2015). Supervisors in the management structure have to be individuals who are result based and would listen to employees in matters of concerns. An ease in an employee is a subject for increased productivity and teamwork participation.

Decision making previously has been a subject of a single individual. Minimal participation in making decisions, implementing action plans and involvement of employees diminishes their satisfaction to the services or tasks they are allocated to perform (Mohanasundaram & Saranya, 2013). For instance, delegated administration structures, have Supervisors in place heading 5-20 individual staff colleagues, delegated decision making model would institute team consultations leading to a common agreed decision. The involvement of employees in key institutional matters presents a satisfactory participation that would steer forward improved productivity, enhance loyalty and improve the retention rates of employees in the institution.

Every employee in an institution when appreciated in monetary or promotion in rank with superior roles presents marginal satisfaction unit increase. Mohanasundaram and Saranya (2013) affirm organizational remuneration systems that have employee commitment and productiveness, steer retention rates and loyalty to continue working for the institution. Increasing staff wage for their good performance, promotion of staff from one level to another, increases the morale to work and deliver. Job satisfaction is compound in nature (Visher, 2007). It would increase or decrease depending on the remuneration systems, administration structures in place, organizational culture and level of employee participation in the management and decision making. Differences in these factors imply a variance in the productiveness, loyalty engagement, morale and attitude towards the particular job allocated or organization (Ngetich, 2016).

2.4 Employee Grievance Handling Procedures and Job Satisfaction

Employee grievances and job satisfaction are subjects of relation. Workplace settings immensely influence the workers' attitude towards negative or positive outcomes

(Chandrasekar, 2001). According to Hasun & Makhbul (2005), there have a lot of changes in the factors of work setting in regards to office employees as a result of the alterations in numerous factors that include the social environment, information technology and the ways of organizing various work processes that are flexible. Physical factors such as the lightings of the work place have direct effect on performance (Boyce et al., 2003). Other disturbances that results to discomfort on the workforces hence leading to the reduction of employee productivity include noise (Hedge, 1986). The degree of effect depends on the task that a worker is performing in addition to the environment of their workplace. A good environment allows the staffs to apply their energy and devotion to perform work (Visher, 2007).

Mohanasundaram and Saranya (2013) in an investigation on worker grievances at Dharmapuri District Co-Operative Sugar Mills limited observed that organizations are composed of individuals and functions through individuals and further argues that organizations cannot be present with the absence of individuals. The resource of people, cash, materials and equipment are collected, organized and utilized by the efforts of individuals. Combined efforts of individuals play a critical role in the effective utilization of materials and monetary resources hence leading to the achievement of shared objectives. The achievement of organizational goals considerably depends on united human efforts. Consequently, it is important for a grievance handling mechanisms to stimulate and sustain employee satisfaction with his/her working environments for better productivity (Saundry, et al, 2014)

In an examination because of best officials' characters on the decision of grievance taking care of plans (Zulkiflee et al., 2011) contends that the styles in dealing with

grievances among top administrators at a media transmission focus of operations and branches arranged in Peninsular Malaysia and the component of identities in picking the appropriate styles. The examination had two fundamental targets of researching styles of taking care of laborers' grievances that are utilized by top supervisors and appraisal of the effect that identity has on decision of various styles. The discoveries demonstrated that the grievance taking care of styles utilized by administrators in the investigation are incorporating, participating and controlling. By and large, the examination demonstrates that extraversion affects the choice and the incorporation of various styles. Additionally, conscientiousness plays a critical role in the forecasting of dominating style. Lastly, emotional stability positively and considerably impacts on the bargaining style that is used in handling grievances.

Cristina and Aure (2011) in their study on managing employees' grievances by employers observe that procedures play an important role in establishing a set of codes and rules that help in conducting employment relations in addition to representing operational tools that are used by individuals to solve various problems that occur from day to day. It is normal for large establishments to specific procedures that address a wide range of issues such as, union acknowledgement, specific representation, negotiation and problem settling techniques, consulting processes, resolving grievances measures, dismissal measures, corrective measures, performance appraisal practices. Many nations have laws that involve the presence of various procedures. This study addresses a single procedure that involves the forming and solving worker grievances processes that were applied in particular Romanian organizations.

Lawrence & Dwayne (2007) in their research on grievance management and its associations with issues such as place of work justice delved into the impact of employees' demographic characteristics on their view and opinion about different complaint management procedures. The other aim was to ascertain the possibility of procedural justice perceptions having an influence on views on the distributive justice. Walker, et al., (2011) in their article employee–employer grievances noted that the emphasis on conflict that occurs in organizations has considerably moved from collective conflict to complaints between worker and boss. This literature analyses the four key stages of employer-employee grievances: the occurrence of a grievance; the response shown by employees; the efficiency of grievance handling; and results. The occurrence of a grievance cannot be projected accurately due to the fact that there is little or no pursuance as a result of informal settlement of complaints.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section covered research design, target population, sample design, data collection and data analysis.

3.1 Research Design

This is the operational means or way in which a given study is conducted by the researcher or assigned party (Sekarani, 2011, Kothari 2008). This design involved the units, elements classification, the planning, and the particular timing for the study (Kimberlin and Winterstein, 2008). A proper choice of the research design enhances the efficiency and successfulness of a particular study (Kothari, 2004).

This examination embraced an illustrative research outline as a result of the quantity of units under scrutiny. As indicated by Nachmias and Nachmias (2008) clear review empowered the accumulation of data from a bigger number of individuals in a generally brief time and yields both subjective and quantitative data. It additionally had the benefit of recognizing quality of an extensive populace from a little gathering of people (Patton, 2002).

The study adopted cross-sectional descriptive survey since it collected data at a one point in time.

3.2 Target Population

Target population is the collective items, individuals, beings or matters that are subjects of investigation and findings (Kimberlin and Winterstein, 2008). Population studies provide an ample way to estimate the inclusiveness of the particular units, elements or the items under observation in a sampled size (Mugenda and Mugenda,

2008). The respondents included staffs from the Ministry Headquarters and ministry agencies which were Ministry Directors (10), Ministry Middle Cadre Staff (100), Ministry Low Cadre Staff (100) And Ministry Agencies (500) and relevant agencies it supervises on.

The Ministry was preferred because they were very strategic with a number of staff working as public servants; they were exposed to some situations that may give rise to grievances like other Ministry employees would be however, their ability and expertise in handling procedures of the grievances motivated the study in selecting it.

Table 3.1 Target Population

Details	Frequency	Percentage
Ministry Directors	10	1%
Ministry Middle Cadre Staff	100	14%
Ministry Low Cadre Staff	100	14%
Ministry Agencies	500	70%
Total	710	100%

Source: The Ministry of East African Community (EAC), Labour and Social Protection (2017).

3.3 Sample Design

Sample size in a study is essential in providing an overall estimation impact of occurrence on the particular subject under consideration (Kothari, 2003). This study applied purposive sampling. The researcher applied 10% on each category to obtain samples for the study in the selection of the sample size. Mugenda and Mugenda (2008) posit that in large populations, a 10% sample size offers a clear view of the whole population. This was mainly attributed to its convenience and too the spectrum of focus by the study. Therefore, 71 respondents participated in the study as indicate in table 3.2.

Table 3.2 Sample Size

Details	Frequency	Sample Percentage	Sample Size
Ministry Directors	10	10	1
Ministry Middle Cadre Staff	100	10	10
Ministry Low Cadre Staff	100	10	10
Ministry Agencies	500	10	50
Total	710	10	71

Source: Researcher (2017).

3.4 Data Collection

Information accumulation gives the pool comprehensiveness of the required help or crude issues for examination to acquire clear discoveries as per the destinations (Cooper and Schindler, 2009). Poll was utilized to gather essential information. The poll was partitioned into three segments. Area A, secured statistic data. Segment B secured worker grievance dealing with method. Area C secured work fulfillment. Segment B and C Questions was planned on a five likert scale. The reactions went from 1=Strongly Agree 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree reactions. The survey was managed on a drop and pick later strategy.

3.5 Data Analysis

Information examination is the measurable and methodical procedure methods for fathoming and acquiring discoveries of a given subject under scrutiny (Mugenda and Mugenda, 2003). The investigation utilized both quantitative and subjective information for the incorporation in the examination of the investigation. This investigation received an engaging insights (mean, standard deviation) technique to examine the gathered information. The investigation additionally received a relapse model to decide the impact of worker view of grievance dealing with strategies on representative occupation fulfillment at the Ministry of East African Community (EAC), Labor and Social Protection in Kenya. The regression model was $Y = \alpha + \beta_1 X_1 + \epsilon$

where α is the autonomous function, β_1 is the slope of the function, X_1 is the employee perception of the grievance handling procedures

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This section tries to uncover the discoveries of this examination. This section gives the reaction rate of the disseminated surveys. It additionally gives statistic data, examination on worker grievance taking care of methodology and employment fulfillment. Examined information is displayed in type of tables and figures and additionally outlines. Translations for every examination are given inside and out in accordance with the target of this examination which was to explore impact of worker view of grievances taking care of technique on representative employment fulfillment at the Ministry of East African Community (EAC), Labor and Social Protection in Kenya.

4.2 Response Rate

The analyst looked to decide the reaction rate of the circulated polls. In view of the 71 disseminated surveys, 6 polls were not returned in this way 65 polls were embraced for investigation. This is 91.55% reaction rate. As indicated by Mugenda and Mugenda (2008), a 75% reaction rate would obviously give the correct information to investigation.

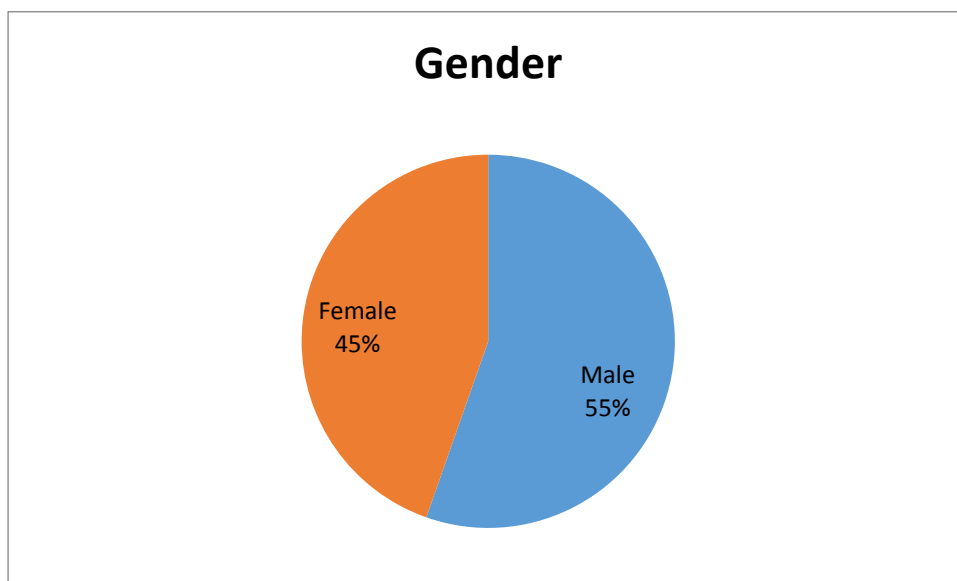
4.3 Demographic Information

Demographic information is the characteristic or content view of a particular population under study (Kothari, 2014). This study requires demographic information/background so as to comprehend the constituent characteristics of respondents who participated in this study. Therefore, this section entails the gender of respondents, their age bracket, highest level of education, number of years worked, cadre level held and if they have ever experienced or handled a grievance situation at the Ministry.

4.3.1 Gender of Respondents

The researcher sought out to determine the gender of the respondents in this study as presented on figure 4.1.

Figure 4.1 Gender of Respondents



Source: Primary Data (2017).

Based on findings illustrated on Figure 4.1, 55% majority respondents are male while 45% are female revealing that majority employees at the Ministry are male. This implies that there was a balanced perspective in giving responses. Gender participation is important to note or understand the fairness in participation.

4.3.2 Age Bracket

The researcher sought to determine the age bracket of respondents.

Table 4.1 Age Bracket

Age Bracket	Frequency	Percentage
26-36 Years	14	21.54
37-47 Years	21	32.31
48-58 Years	23	35.38
Above 59 Years	7	10.77
Total	65	100.00

Source: Primary Data (2017).

Table 4.1 findings report that majority respondents are in the ages of 48-58 years at 35% with fewer above 59 years at 10.77%. This implies that employees serving the Ministry are mature individuals in their peak productivity levels. Age brackets provides an understanding of the composition of staff ability to handle serving at the Ministry

4.3.3 Highest Level of Education

The researcher sought to determine the highest level of education of respondents.

Table 4.2 Highest Level of Education

Highest Level of Education	Frequency	Percentage
Secondary Certificate	1	1.54
College Level	21	32.31
First Degree Level	25	38.46
Masters Level	15	23.08
PhD Level	3	4.62
Total	65	100.00

Source: Primary Data (2017).

Based on findings on table 4.2, majority of the respondents' hold a first degree at 38.46%. This implies that the Ministry has qualified staff and knowledgeable capable of executing the Ministry's mandate. The level of education response in this study sought to understand if employees are clearly qualified to deliver in their respective disciplines. This is important because employees were able to articulate issues in the questionnaires.

4.3.4 Number of Years Worked

The researcher sought to determine the number of years respondents have served at the Ministry.

Table 4.3 Number of Years Worked

Years of Experience	Frequency	Percentage
Less than 1 Year	5	7.69
2-5 Years	11	16.92
6-10 Years	23	35.38
11-15 Years	26	40.00
Above 16 Years	17	26.15
Total	65	126.15

Source: Primary Data (2017).

From the findings in table 4.4, majority respondents have served for 11-15 years by 40%. This implies that majority employees at the Ministry have sufficient experience to handle matters involving grievances. They would provide clear evidence on how the perceived employees' grievance handling procedures influences job satisfaction.

4.3.5 Cadre Level Position

The researcher sought to determine the level of cadre respondents hold or belong to at the Ministry.

Table 4.4 Cadre Level Position

Cadre Level	Frequency	Percentage
Directorship Level	5	7.69
Middle Level Staff	27	41.54
Low Cadre Staff	33	50.77
Total	65	100.00

Source: Primary Data (2017).

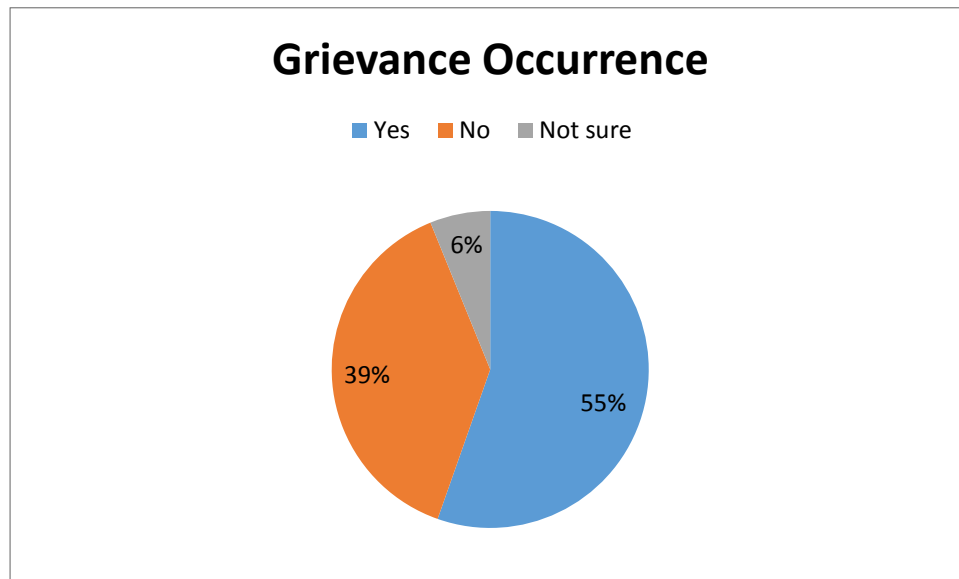
Based on reported findings on table 4.4, 50.77% belong to the lower cadre category with fewer at 7.69% being on the directorship level. This implies that many of the employees at the Ministry are in the lower cadre level thus fewer persons are on the management level. This was important for the understanding employees in different

cadres may have different grievances and therefore different procedures may be adopted to handle them.

4.3.6 Confirmation for a Grievance Occurrence

The researcher sought to confirm if respondents have ever reported a grievance.

Figure 4.2 Confirmation for a Grievance Occurrence



Source: Primary Data (2017).

Research findings on figure 4.2 revealed 55% have reported grievances, 39% have not and 6% are not sure if they have ever reported a grievance. This implies that majority employees at the Ministry have in occasions reported grievances. This helps to understand if employees at the Ministry present different grievances and if the perceived employee grievance handling procedures adopted are workable. Further, the Ministry is an appropriate area to conduct this study.

4.3.7 Type of Grievance

The researcher sought to understand the type of grievance reported by grievant parties or employees.

Table 4.5 Type of Grievance

Kind of Grievance	Frequency	Percentage
Amount of Work	14	21.54
Salary	9	13.85
Type of supervisor	11	16.92
Staff Disagreement	12	18.46
All of the above	19	29.23
Total	65	100.00

Source: Primary Data (2017).

Based on findings reported in table 4.5, majority agreed that all the selected types of grievances were reported by 29.23% with salary being the least by 13.85%. This implies that majority employees at the Ministry do raise either the amount of work, salary, type of supervisor and staff disagreement grievance. Individual employees may have individual grievances and therefore it was important to understand the common grievances reported in order for the grievance handling procedures to be followed.

4.3.8 Grievance Handling Procedures

The researcher sought to determine the grievance handling procedure adopted at the Ministry and its agencies.

Table 4.6 Grievance Handling Procedures

Grievance Handling Procedure	Frequency	Percentage
Committee	26	40.00
Arbitration	23	35.38
Open Door Policy	16	24.62
Total	65	100.00

Source: Primary Data (2017).

Based on findings in table 4.6, the study revealed committee is common procedure at 40% followed by arbitration at 35.38% and open door policy at 24.62%. This implies that committee process is the most applicable grievance handling procedure at the Ministry and its agencies. Presented grievances require specific procedure in handling

them, therefore, knowing the type of procedure adopted by the Ministry of East African Community (EAC), labour and social protection in Kenya.

4.4 Employee Grievance Handling Procedures

Employee grievance handling procedures refer to formal ways of handling imaginary employee feelings of work dissatisfaction, applicability of policies and laws and injustices by the supervisors in a given institutional setting (Lewin& Peterson, 2008).The respondents were made a request to demonstrate the degree in which their association concentrated on grievance taking care of strategies. Worker grievance taking care of strategies were measured utilizing 11 things. Distinctive arrangement of inquiries were moored on a five point likert scale extending from 1=Strongly Agree,2=Agree, 3=neither concur nor deviate, 4=Disagree and 5=Strongly Disagree. The Ministry of East African Community (EAC), Labor and Social Protection in Kenya total scores of grievance taking care of methodology was processed as straightforward normal of the mean score of the 11 measurements. The standard deviation was additionally computed. The outcomes are displayed in table 4.7.

Table 4.7 Extent of Agreement to Employee Grievance Handling Procedures

Statements	Mean	SD
Your association grievance hearing methodology depends on step stepping stool strategy that includes formal (composed) protest which is introduced to prompt administrator, at that point the departmental head, joint grievance boards of trustees, CEO and willful assertion	2.723	1.382
Your organization adopts the decision of the Supervisor as the final solution to a grievance	2.446	0.794
Your organization adopts the decision of the Head of Department as the final solution to a grievance	2.954	0.439
Your organization adopts the decision of the Committee level as the final solution to a grievance	2.523	0.526
Your organization involves the union representative and internal representative in the hearing of grievances at the executive level	3.123	0.824
The step ladder policy procedure has provided employees with protection when presenting their grievances	3.600	1.088
The grievance mechanism has provided employees with judicial protection, avenue to present their problems in your organization	3.246	0.806
The step ladder policy procedure has enabled employees and management to resolve grievances in your organization in peaceful, orderly and in an expeditious manner	3.185	1.356
In your organization, the step ladder policy procedure has provided a peaceful means to reduce the pressure and fears of employees and to settle workplace disputes without stoppage of work	3.785	1.179
The step ladder policy procedure has improved perceptions of fairness and equity in your organization.	3.800	0.653
Step ladder policy procedure in your organization has enabled employees to have their say' at progressively high levels of decision-making	3.985	0.938
Aggregate Mean	3.215	0.908

Source: Primary Data (2017).

Table 4.7 findings reveal that the mean score for the two items was used to indicate the agreement levels to employee grievance handling procedures. The aggregate mean score of 3.215 and standard deviation of 0.908 reveals that employees moderately

agreed to the effect of employee grievance handling procedures adopted. The study revealed that respondents agreed that: their organization adopts the decision of the Supervisor as the final solution to a grievance (mean=2.446), their organization adopts the decision of the Committee level as the final solution to a grievance(mean=2.523), their organization grievance hearing procedure is based on step ladder policy that involves formal (written) complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, their chief executive and voluntary arbitration (mean=2.723) and that their organization adopts the decision of the Head of Department as the final solution to a grievance (mean=2.954).

The respondents moderately agreed that their organization involves the union representative and internal representative in the hearing of grievances at the executive level (mean=3.123), the step ladder policy procedure has enabled employees and management to resolve grievances in their organization in peaceful, orderly and in an expeditious manner (mean=3.185), and that the grievance mechanism has provided employees with judicial protection, avenue to present their problems in their organization (mean=3.246). On the other hand, respondents disagreed that the step ladder policy procedure has provided employees with protection when presenting their grievances (mean=3.600), in their organization, the step ladder policy procedure has provided a peaceful means to reduce the pressure and fears of employees and to settle workplace disputes without stoppage of work (mean=3.785), the step ladder policy procedure has improved perceptions of fairness and equity in your organization (mean=3.800), and that the step ladder policy procedure in your organization has enabled employees to have their say' at progressively high levels of decision-making (mean=3.985).

This implies that Ministry of East African Community (EAC), labour and social protection in Kenya adopts the decision of the Supervisor as the final solution to a grievance, adopts the decision of the Committee level as the final solution to a grievance, their organization grievance hearing procedure is based on step ladder policy that involves formal (written) complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, their chief executive and voluntary arbitration and that it adopts the decision of the Head of Department as the final solution to a grievance

4.5 Job Satisfaction

Worker work fulfillment alludes to the individual sentiment satisfaction or delight that is gotten from the territory of administration (Lewin and Peterson, 2008). The examination tried to set up the impact of representative impression of grievances taking care of system on worker work fulfillment at the Ministry of East African Community (EAC), Labor and Social Protection in Kenya. The respondents were made a request to show the degree in which their association concentrated on grievance dealing with techniques. Occupation Satisfaction was measured utilizing 14 things. Diverse arrangement of inquiries were secured on a five point likert scale extending from 1=Strongly Agree, 2=Agree, 3=neither concur nor deviate, 4=Disagree and 5=Strongly Disagree. The Ministry of East African Community (EAC), Labor and Social Protection in Kenya total scores of occupation fulfillment were registered as straightforward normal of the mean score of the 14 measurements. The standard deviation was likewise computed. The outcomes are introduced in table 4.8.

Table 4.8 Employee Job Satisfaction

Statements	Mean	SD
Employees who lose morale of service are dissatisfied	4.077	0.444
In your organization, the management contributes to employee loss of morale which leads to job dissatisfaction	3.523	0.396
In your organization, loss of job dissatisfaction leads to employee go slow at work	2.785	0.478
In your organization, job satisfaction improves employee morale to service	3.323	0.460
In your organization, employees satisfied with their job remain at the institution	3.231	0.460
In your organization, employee job dissatisfaction has contributed to staff exits	3.200	0.672
In your organization, there is a high retention of employees due to job satisfaction	3.246	0.310
In your organization, aggrieved persons have lowest job productivity input	3.215	0.564
In your organization, when aggrieved persons' issues are handled, it leads to high productivity	3.923	0.701
In your organization, aggrieved persons influence the team work thus lowering team performance	2.815	0.613
In your organization, the grievance handling procedures applied in your organization do fully address employee concerns thus increasing their performance	2.723	0.465
In your organization, aggrieved persons have limited loyalty towards the organization	2.523	0.700
In your organization, proper handling procedures of aggrieved persons' issues enhances organization loyalty	3.569	0.374
In your organization, grievances raised by employees concerning Supervisor poor management reduce job loyalty	3.415	0.504
Aggregate Mean	3.255	0.510

Source: Primary Data (2017).

The outcomes in table 4.8 uncover that the total mean score for the 14 proclamations used to quantify work fulfillment was and standard deviation was. The total mean of

3.255 and standard deviation of 0.51 demonstrated that the staffs at Ministry of East African Community (EAC), work and social security in Kenya were modestly fulfilled. Based on the study findings, respondents agreed that their organization, aggrieved persons have limited loyalty towards the organization (mean=2.523), the grievance handling procedures applied in their organization do fully address employee concerns thus increasing their performance (mean=2.723), In their organization, loss of job dissatisfaction leads to employee go slow at work (mean=2.785) and that in their organization, aggrieved persons influence the team work thus lowering team performance (mean=2.815).

Respondents were neutral on the statements that in their organization, employee job dissatisfaction has contributed to staff exits (mean=3.2), in their organization, aggrieved persons have lowest job productivity input (mean=3.215), in their organization, employees satisfied with their job remain at the institution (mean=3.231), in their organization, there is a high retention of employees due to job satisfaction (mean=3.246 and that in their organization, job satisfaction improves employee morale to service (mean=3.323. However, respondents disagreed that in their organization, grievances raised by employees concerning Supervisor poor management reduce job loyalty (mean=3.415), in their organization, the management contributes to employee loss of morale which leads to job dissatisfaction (mean=3.523) and that in their organization, proper handling procedures of aggrieved persons' issues enhances organization loyalty (mean=3.569).

Further respondents disagreed that in their organization, when aggrieved persons' issues are handled, it leads to high productivity (mean=3.923)and that employees who

lose morale of service are dissatisfied (mean=4.077). This suggests the grievance taking care of methods connected in Ministry of East African Community (EAC), work and social security in Kenya do completely address worker concerns along these lines expanding their execution, in Ministry of East African Community (EAC), work and social assurance in Kenya, loss of job dissatisfaction leads to employee go slow at work and that in the organization aggrieved persons influence the team work thus lowering team performance.

4.6 Regression Analysis Results

This section discusses and interprets findings of regression analysis results. It provides a model summary, ANOVA outcome and coefficient of determination based on the study data collected. The investigation looked to build up impact of worker impression of grievances dealing with methodology on representative employment fulfillment at the Ministry of East African Community (EAC), Labor and Social Protection in Kenya.

4.6.1 Effect of Employee Grievances Handling Procedures on Employee Job Satisfaction

The researcher sought to determine the effect of employee perception of grievances handling procedure on employee job satisfaction at the Ministry of East African Community (EAC), Labour and Social Protection in Kenya.

Table 4.9 Regression Results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.817 ^a	.668	.557	.31307		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.591	1	.591	6.030	.0167 ^b
	Residual	6.174	63	.098		
	Total	6.765	64			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.036	8.749		-.690	.540
	Grievance Handling Procedures	1.334	.543	.817	2.456	.0167
a. Dependent Variable: Job Satisfaction b. Predictors: (Constant), Grievance Handling Procedures c. $\alpha p \leq 0.05$						

Source: Primary Data (2017).

The results in table 4.9 indicate that grievance handling procedures explained 66.8% on the employee job satisfaction with remaining 33.2% explained by other variables not in the study. The regression model was insignificant ($F=6.030, p \leq 0.05$) indicating that the model fit and thus was suitable for use in testing the objective. The beta coefficients indicate that grievance handling procedures had significant effect on employee job satisfaction ($\beta=1.334, t=2.456, p \leq 0.05$). This implies that whichever employee grievance handling procedure that was used affects how the employees felt about their job satisfaction. This confirms that there's significant relationship between

grievance handling procedures on employee job satisfaction at the Ministry of East African Community (EAC), Labour and Social Protection in Kenya.

4.7 Discussion

Based on reported findings above, the study observes majority of employees are male at the Ministry and its agencies at 55%. However, despite the high male presence, the female (45%) considered for this research depict the gender balance as per the Constitution of Kenya (CoK, 2010) demands. The study finds majority staff member are above 48-58 years presenting a 35.38% implying minimal number of employees are in the youthful age to execute Ministry's mandates and delivery. This age's critical owing to their productivity level is on the diminishing end as compared to the young employees (26-36 years) who represented 21.54%.

The findings also revealed many employees have pooled 11-15 years work experience level at the Ministry presenting a 40%. This implies that they are familiar about the functionality and procedural ways of solving grievances. Grievances occurrence occurred based on the amount of work (21.54%), salary (13.85%), type of supervisor (16.92%), staff disagreement (18.46%) and majority agreed that all the kinds of grievances occurred by 29.23%. Therefore, with long service in one area, this would be a source of all the type of grievances. Further, based on the findings, selected grievances occurred at the Ministry. This is an indication at least each employee is affected by the grievances presented by grievant.

The study sought to determine the applicable grievance handling procedure at the Ministry. Findings indicated Committee is common by 40% as compared to Arbitration (35.38%) and Open Door Policy (24.62%). This implies that the Ministry

prefers a committee framework in handling grievances. However, the preference to using committee is to a greater extent, indications of arbitration and open door policy is no doubts are applicable methods in other institutions within the ministry. These findings confirm to Daudet *al.*, (2011) study outcomes on the influence of heads of department personalities on the selection of grievance handling styles, that the managerial style of resolving grievances affects the performance output of the grievant. Doyle (1999) noted that some of the benefits of grievance procedure include: ensuring of compliance to procedures, identification and assessment of grievances, type and causes, assists in the formulation and implementation of the policies and programs, it is problem solving and a guide, disagreement-settling mechanism; reinforce a decent industrial relationship, it identifies the defects in working conditions and aids in taking corrective measures; form a good morale, upholds code of discipline; ensures uniformity in handling grievances, it builds trust of workforce, decreases personality conflicts; and performs as a pressure valve.

The study revealed that East African Community (EAC) adopts the decision of the Supervisor as the final solution to a grievance, adopts the decision of the Committee level as the final solution to a grievance, their organization grievance hearing methodology depends on step stepping stool approach that includes formal (composed) grumbling which is displayed to quick director, at that point the departmental head, joint grievance advisory groups, their CEO and willful intervention and that it receives the choice of the Head of Department as the last answer for a grievance styles of taking care of worker's grievances and conflicts may result to influencing an industrial relationship culture (Holt & Devore, 2005).

The study findings revealed that East African Community (EAC) adopts the decision of the Supervisor as the final solution to a grievance (mean=2.446), it adopts the decision of the Committee level as the final solution to a grievance (mean=2.523), its grievance hearing procedure is based on step ladder policy that involves formal (written) complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, their chief executive and voluntary arbitration (mean=2.723) and that their it adopts the decision of the Head of Department as the final solution to a grievance (mean=2.954). In tandem with the study findings, Salamon (2010) further notes that the government staffs do require proper information management however, the procedural means of lodging the grievances are in bureaucratic way. This makes the address time wasting with no proper outcomes in expectations (Salamon, 2010). Loss of work interests by the employee over unresolved grievances is a lead to dismal or slow growth in work delivery. Poor compensation methodologies and the differentiation of grievance procedures occur from one institution to another.

The study revealed that organization, aggrieved persons have limited loyalty towards the East African Community (EAC) (mean=2.523), the grievance handling procedures applied in East African Community (EAC) do fully address employee concerns thus increasing their performance (mean=2.723), In East African Community (EAC) loss of job dissatisfaction leads to employee go slow at work (mean=2.785) and that in East African Community (EAC) aggrieved persons influence the team work thus lowering team performance (mean=2.815). In tandem with the study findings, Mohanasundaram and Saranya (2013) argue availability of ease in reach ability than bureaucracies would facilitate loyalty of employees and input a culture of ease with team work (Njiraini,

2015). Supervisors in the management structure have to be individuals who are result based and would listen to employees in matters of concerns. An ease in an employee is a subject for increased productivity and teamwork participation.

In this study, findings indicate that the step ladder policy procedure has not provided employees with protection when presenting their grievances and that it has enabled employees to have their say' at progressively high levels of decision-making (mean= 3.985). This implies that employees are not well protected and perceive the step ladder procedure policy as the least efficient and justified to meeting their job satisfaction preferences. The findings are contrary to Pervin and John (2001), assertions that the step ladder policy provides a clear mechanism and job security while handling or involved in grievance matters.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study summary findings, conclusions and policy recommendations and limitations of the study.

5.2 Summary

Based on findings in chapter four, the study also found out that majority employees are not in their youthful stage therefore indicating employees are in their senior ages (48-58 years, 35.38%). The study found that employees serving the Ministry and its agencies hold a first degree (38.46%), at least others with postgraduate qualifications (23.08%, 4.62%) whereas others had fewer holding a diploma (32.31%). This study, finds that majority employees serving at the Ministry and the agencies are well experienced (11-15 years, 40%). This reveals that most employees are quite exposed to matters of grievance handling and management or are grievant to the procedures.

Committee process is the most applicable grievance handling procedure by 40% as compared to arbitration by 35.38% and open door policy by 24.62%. The study finds that majority of the staff are in the lower cadre by 50.77% with an indication fewer managers or limited top management representation (directorship level=7.69%, middle level staff=41.54%). The study finds that most of the employees have at one point reported a grievance before the respective committee or arbiter or used open door policy.

The study agreed that their organization adopts the decision of the Supervisor as the final solution to a grievance (mean=2.446), their organization adopts the decision of the Committee level as the final solution to a grievance (mean=2.523), their organization grievance hearing procedure is based on step ladder policy that involves

formal (written) complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, their chief executive and voluntary arbitration (mean=2.723) and that their organization adopts the decision of the Head of Department as the final solution to a grievance (mean=2.954).

The study agreed that aggrieved persons have limited loyalty towards the organization (mean=2.523), the grievance handling procedures applied in their organization do fully address employee concerns thus increasing their performance (mean=2.723), In their organization, loss of job dissatisfaction leads to employee go slow at work (mean=2.785) and that in their organization, aggrieved persons influence the team work thus lowering team performance (mean=2.815).

5.3 Conclusions

This examination tried to explore the impact of worker impression of grievances taking care of methodology on representative occupation fulfillment at the Ministry of East African Community (EAC), Labor and Social Protection in Kenya. From the discoveries, this study concludes that employees hold perceptions on the applicable method used to solve their grievances and that this is articulated or directly influences the job satisfaction an employee gets in the organization.

The study concludes that committee process is the most applicable grievance handling procedure at the Ministry and its agencies. Presented grievances require specific procedure in handling them, therefore, knowing the type of procedure adopted by the Ministry of East African Community (EAC), labour and social protection in Kenya

The study further concludes that employees do not feel well protected with step ladder policy procedure when used to solve grievances raised by grievant. The study

concludes that decision of the Head of Department was used as the final solution to a grievance implying incidents of biasness would be present in resolving matters. The study also concludes that use of Step ladder policy procedure does not enable employees to have their say' at progressively high levels of decision-making.

Job satisfaction is articulated to organizational culture, grievance handling procedures and the style of leadership in organizations. From the findings, the study can conclude that employees easily lose morale and loyalty when their matters are not solved and get dissatisfied. This eventually contributes to limited productivity which affects other employees in the same department or organization. Therefore, this study concludes that employee productivity is directly proportional to job satisfaction and if grievances presented for address are not duly solved, then these results to employee dissatisfaction which leads to low productivity.

5.4 Recommendations

An effective way of resolving grievances is needed at the Ministry and adopted in its agencies. The mechanism procedure should enable fairness and ample environment to enable the employee feel comfortable in presenting their views without any fears. Grievances presented before the respective officers should be resolved immediately to ensure the employee morale and loyalty to the job is maintained. With findings indicating majority employees lose morale of service by the manner their grievances are handled, the ministry and its agencies are required to ensure all matters concerning employees are resolved and handled in a justifiable manner.

A policy paper or guideline on handling various grievances is needed at the Ministry. This will guide the management on what procedure to use in handling the grievances.

In addition, employees will know and understand how to launch their claims or grievances. Grievances vary in context and procedure therefore; each requires a specific handling mechanism or procedure that meets the employee expectations.

Employees perceive that organizational handling procedures provide ample provision to improving their productivity by how their matters are handled. Therefore, this study recommends careful examination of future management policies, the procedure adopted needs to be analysed before the effect of each action is taken in line with the decision made. This will improve job satisfaction levels as employees will perceive the procedure adopted meets their preferences.

5.5 Limitations of the Study

In the first place was the time factor-this made the investigation restricted in its profundity and extension. Also, the examination did not accomplish 100% reaction as some senior administration staff did not coordinate and neither could make time to take an interest in noting the polls. The study accomplished 91.55% reaction rate. Thirdly, is the way that the respondents in their distinctive circumstances may have given one-sided data and that their emotions may have changed with time. In conclusion the investigation took a gander at one class of foundation the Ministry of East African Community, Labor and Social Protection in Kenya and in this manner, may not really be pertinent to different organizations as grievance handlings shift starting with one establishment then onto the next.

5.6 Suggestions for Further Study

The main aim in grievance management is to resolve subordinates' dissatisfactions and maintain harmonious working environment. To reach these circumstances, appropriate styles have to be selected to resolve different issues of grievance because each issue of

grievance has its own uniqueness. Constructive grievance handling largely depends on ability of department heads and supervisors to recognise, diagnose, and correct the causes of potential employee dissatisfaction before they become formal grievances. The study therefore recommends training of Government managers to reinforce and improve on grievance handling as this has a direct impact on employee satisfaction and consequently on their performance.

One likely future direction of employee attitude research will be to better understand the interplay between the person and the situation and the various internal and external factors that influence employee attitudes. In particular, a better understanding of the role of emotion, as well as broader environmental impacts, is needed and has been largely overlooked in past research. In addition, on-going research will provide more in-depth understanding of the effects of employee attitudes and job satisfaction on organizational measures, such as customer satisfaction and financial measures. Greater insights on the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena.

REFERENCES

- Abdel-Maksoud, A., Asada, T., Nakagawa, M. (2008), Performance Measures, Managerial Practices and Manufacturing Technologies in Japanese Manufacturing Firms: State Of The Art. *International Journal of Business Performance Management*, 10(1), 1-16.
- Bean, R. (2004). *Comparative Industrial Relations: An Introduction to Cross-National Perspectives*. 2nd Edition. London: Routledge.
- Bemmels, B., & Resyef, Y. (2001). The Roles of Supervisors, Employees and Stewards in Grievance Initiation. *Industrial & Labor Relations Review*, 45 (1), 15-31.
- Bodine, R.J. & Crawford, D.K. (2009). *Developing Emotional Intelligence: A Guide to Behavior Management and Conflict Resolution in Schools*. North Mattis Avenue: Research Press.
- Brady, M., Cronin, J., Brand, R. (2002), Performance-only measurement of service quality: a replication and extension. *Journal of Business Research*, 55(1), .17-31.
- Brown, L., Caylor, M. (2009). Corporate Governance and Firm Operating Performance. *Review Of Quantitative Finance And Accounting*, 2, .129-144.
- Clark, F.C. (2008), The Role of the Steward in Shaping Union Member Attitudes Towards the Grievance Procedure. *Labor Studies Journal*, 7, 3.
- Consolata, N. O., (2013). Effects of Retrenchment on Organizational Performance at the Telkom Kenya, Eldoret Branch. *Journal of Emerging Trends in Economics and Management Sciences (JETEMS)* 4(4):409-416.
- Cooper, D. & Schindler, P. (2009). *Business Research Methods*. (9thed.) McGraw Hill Companies.
- Corina, G., Roxana, S., & Liviu, I. (2011), *Determinants of Organizational performance: the Case of Romania*, Management & Marketing Challenges for the knowledge Society, 6, 2, 285-300.
- D'Cruz, M.N. (2009). *A Practical Guide to Grievance Procedure, Misconduct And Domestic Inquiry*. Kuala Lumpur: Leeds Publication.
- Government of Kenya (2013). List of Ministries. Nairobi. Government Printer.
- Ichniowski, C., & Lewin, D. (2013). Grievance procedures and firm performance. *Human Resources and the Performance of the Firm*, 159-194.

- Infante, D., Rancer, A.; Womack, D. (1997). *Building Communication Theory* (3rd ed.). Prospect Heights, IL: Waveland Press.
- Kaplan, R.S., Norton, D.P. (1993). Putting the Balanced Scorecard to Work. *Harvard Business Review*, September-October, .134-147.
- Kates, A., Galbraith, J. (2007), *Designing Your Organization: Using The STAR Model To Solve 5 Critical Design Challenges*, Jossey-Bass.
- Kimberlin, C. L., & Winterstein, A.G. (2008). *Research Fundamentals*. Am J Health-Syst Pharm, 65.
- Kothari, C.R. (2004). *Research Methodology: Methods And Techniques*. New Delhi, India: New Age International Publishers.
- Kothari, C.R. (2008). *Research Methodology: Methods And Techniques*. New Delhi, India: New Age International Publishers.
- Lelei J. C., Chepkwony, P. K., Ambrose K., (2015). Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*. 5, 4;
- Lewin, D. (2003). *Theoretical Perspectives On The Modern Grievance Procedure In New Approaches To Labor Unions, Research In Labor Economics*, Supplement 2, edited by J.D. Reid Jr., 127-47. Greenwich, CT: JAI Press.
- Lewin, D. and R.B. Peterson. (2008). *The Modern Grievance Procedure In The United States*. New York: Quorum Books.
- Mugenda, A. G., & Mugenda, O. M. (2003). *Research Methods, Quantitative And Qualitative Approaches*, ACTS Press, Nairobi.
- Pinar, M., Girard, T. (2008). Investigating The Impact Of Organizational Excellence And Leadership On Business Performance: An Exploratory Study Of Turkish Firms. *The Sam Advanced Management Journal*, 73 (1).29-45.
- Pinar, M., Rogers, J.D., Baack, D. (2003). A Comparison Of High Vs. Low Market Orientation Companies: A Case Of Turkey. *Journal Of Global Awareness*, 4(1), . 89-104
- Rahim, M. A., & Magner, N. R. (2005). Confirmatory Factory Analysis of the Styles of Handling Interpersonal Conflict: First-Order Factor Model and its Invariance Across Group. *Journal Of Applied Psychology*, 80(1), 122-132.
- Rahim, M.A. (2003). A Measure of Styles of Handling Interpersonal Conflict. *Academy Of Management Journal*, 26(2), 368-376.

- Rollinson, D.J, Hook, C. M, Foot, M., & Handley, J. (2006). Supervisor and Management Styles in Handling Discipline and Grievance (part two): Approaches to Handling Discipline and Grievance. *Personnel Review*, 25(4), 38-55.
- Rose, E. (2004). *Employment Relations* 2nd edition. England: Prentice Hall.
- Salamon, M. (2010). *Industrial Relations: Theory And Practice*. 4th Edition. Great Britain: Prentice Hall.
- Sekaran, U. (2011). *Research Methods For Business: A Skill Building Approach*. (5thed.) Delphi: Aggarwal Printing Press.
- Verboncu, I., Purcaru, I. (2009). *A Managerial Modernization Model In Crises Condition*. *Management & Marketing*, 4(3), 65-76.

APPENDICES

APPENDIX I UNIVERSITY LETTER FOR RESEARCH



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

17th October 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
WILFRED MWITA MUHERE – REGISTRATION NO. D64/79571/2015

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (Msc. Human Resource Management) option degree program in this University. He is conducting research on ***"Effect of Employee Perception of Grievance Handling Procedure on Employee Job Satisfaction at the Ministry of East African (EAC), Labour and Social Protection in Kenya"***

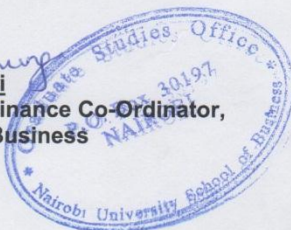
The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.


Jane Muturi
For: Msc. Finance Co-Ordinator,
School of Business

JK/nwk



APPENDIX II LETTER OF INTRODUCTION

TO WHOM IT MAY CONCERN.

Dear Sir/Madam,

RE: RESEARCH ASSISTANCE

I **WILFRED MWITA MUHERE: D64/79571/2015**, a postgraduate Master of Science in Human Resource Management student at the University of Nairobi conducting a research. The study is titled *“Effect of Employee Perception of Grievances Handling Procedure on Employee Job Satisfaction at the Ministry of East African Community (EAC), Labour and Social Protection in Kenya”* do hereby request for your assistance in the filling of the questionnaire to facilitate the study conclusion.

Thank you for your consideration.

Sincerely,

WILFRED MWITA MUHERE: D64/79571/2015

Supervisor’s Name

Dr. Margaret Muthoni Kariuki

APPENDIX III QUESTIONNAIRE

What is your gender?

- a) Male []
- b) Female []

What is your age bracket?

- a) 26-36 Years []
- b) 37-47 Years []
- c) 48-58 Years []
- d) Above 59 Years []

What is your academic/professional background level?

- a) Secondary Certificate []
- b) College Level []
- c) First Degree Level []
- d) Masters Level []
- e) PhD Level []

How long have served in the Ministry/Agency?

- a) Less than 1 Year []
- b) 2-5 Years []
- c) 6-10 Years []
- d) 11-15 Years []
- e) Above 16 Years []

In your organization, which of the below rank levels do you belong in?

- a. Directorship Level []
- b. Middle Level Staff []
- c. Low Cadre Staff []

Have you ever reported a grievance?

- a) Yes []
- b) No []
- c) Not sure []

If yes, what kind of grievance was it?

- a) Amount of Work []
- b) Salary []
- c) Type of supervisor []
- d) Staff Disagreement []
- e) All of the above []

Which of the following is the grievance handling procedure used in your organization?

- a) Committee []
- b) Arbitration []
- c) Open Door Policy []

SECTION B: EMPLOYEE GRIEVANCE HANDLING PROCEDURES

To what extent do you rank these statements in the scale of 5=Strongly Disagree,

4=Disagree, 3=Neutral, 2=Agree, 1=Strongly Agree?

Statements	1	2	3	4	5
Your organization grievance hearing procedure is based on step ladder policy that involves formal (written) complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, chief executive and voluntary arbitration					
Your organization adopts the decision of the Supervisor as the final solution to a grievance					
Your organization adopts the decision of the Head of Department as the final solution to a grievance					
Your organization adopts the decision of the Committee level as the final solution to a grievance					
Your organization involves the union representative and internal representative in the hearing of grievances at the executive level					
The step ladder policy procedure has provided employees with protection when presenting their grievances					
The grievance mechanism has provided employees with judicial protection, avenue to present their problems in your organization					
The step ladder policy procedure has enabled employees and management to resolve grievances in your organization in peaceful, orderly and in an expeditious manner					
In your organization, the step ladder policy procedure has provided a peaceful means to reduce the pressure and fears of employees and to settle workplace disputes without stoppage of work					
The step ladder policy procedure has improved perceptions of fairness and equity in your organization.					
Step ladder policy procedure in your organization has enabled employees to have their say' at progressively high levels of decision-making					

SECTION C: EMPLOYEE JOB SATISFACTION

To what extent do you rank these statements in the scale of 5=Strongly Disagree, 4=Disagree, 3=Neutral, 2=Agree, 1=Strongly Agree?

Statements	1	2	3	4	5
Employees who lose morale of service are dissatisfied					
In your organization, the management contributes to employee loss of morale which leads to job dissatisfaction					
In your organization, loss of job dissatisfaction leads to employee go slow at work					
In your organization, job satisfaction improves employee morale to service					
In your organization, employees satisfied with their job remain at the institution					
In your organization, employee job dissatisfaction has contributed to staff exits					
In your organization, there is a high retention of employees due to job satisfaction					
In your organization, aggrieved persons have lowest job productivity input					
In your organization, when aggrieved persons' issues are handled, it leads to high productivity					
In your organization, aggrieved persons influence the team work thus lowering team performance					
In your organization, the grievance handling procedures applied in your organization do fully address employee concerns thus increasing their performance					
In your organization, aggrieved persons have limited loyalty towards the organization					
In your organization, proper handling procedures of aggrieved persons' issues enhances organization loyalty					
In your organization, grievances raised by employees concerning Supervisor poor management reduce job loyalty					

Thank You.