

**PERCEIVED EFFECT OF GRIEVANCE HANDLING  
PROCEDURE ON EMPLOYEE PERFORMANCE AT THE  
JOMO KENYATTA FOUNDATION**

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## **DECLARATION**

This research project is my original work and has not been submitted for examination in any other university or institution.

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The report has been submitted for examination with my approval as the university supervisor.

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## **DEDICATION**

This project is dedicated to my family and friends for the invaluable support that they accorded me during the entire period of study. To my loving wife for her support and goodwill. To my two daughters for giving me the inspiration to carry on, I wish you success in your studies and lives.

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## **LIST OF ABBREVIATIONS**

CBA	Collective Bargaining Agreement
CEO	Chief Executive Officer
EALB	East African Literature Bureau
HR	Human Resource
IMF	International Monetary Fund
KLB	Kenya Literature Bureau
JKF	Jomo Kenyatta Foundation

## ABSTRACT

To ensure that organizations direct its human resource assets optimally, application of recognized channels through which employees can bring their dissatisfaction to the attention of management is a good practice. A good employee relation is one of the objectives that organizations embrace in the process of striving to achieve its goals that include high performance. This research aimed at identifying how perceived grievance handling affects employee performance in the publishing industry. Publishing industry experiences a myriad of challenges as may be happening in other industries. The education sector in which publishers depend on faces a myriad of challenges some of which arise from employee Grievance handling procedures. The employee handling procedures are put in place by employers to help guide employees in making formal complaints about official acts or omissions where they feel aggrieved. The extent to which employees in organization make use of the grievance handling procedures pose serious challenges in the publishing industry and this bring about Knowledge gap on utilization of grievance handling procedures and how it affects performance. This study aimed at filling in the knowledge gap and therefore the study aimed to determine the utilization of grievance handling procedures at the Jomo Kenyatta Foundation. The Foundation is a state owned publishing organization that was established in 1966 through an Act of Parliament. This study was exploratory as there was no other studies that had been conducted in the organization on employee grievances handling mechanism. Research Data was collected using self-administered questionnaire as this was relatively easier and cheaper to use. The data was analyzed using descriptive statistics which included ranking, frequencies, percentages and pie charts. The key findings of the research revealed that the organization had a prompt and effective grievance handling mechanism. The study findings revealed that the organization's grievance handling mechanism provided the employees with judicial protection and avenues to present their problems peacefully and in an orderly way. It also improved employees' perceptions of fairness and equity in the organization. The research recommended a prompt and effective grievance handling mechanism to provide peaceful means to reduce work pressure and fears and therefore settle workplace disputes without stoppage of work. The study also recommended handling of grievances in a prompt manner to help lower detrimental effects that grievance handling has on employee performance. By analyzing perceived effects of grievance handling on employee performance, it helped in bridging knowledge gaps identified in the organization.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background information

Arising from the growth in collective bargaining of employees in the public sector, many organizations have embraced the use of grievance handling procedures to mitigate in resolving work place grievances. According to Randolph & Blanchard (2007) protests are symptoms of absence of feedback and recognition, unfair standards, lack of proper compensation and benefits amongst many others. Potgieter & Muller (1998) and Kochan (2004) on the other hand have identified promotion, job content and conditions of work, treatment by supervisor as other causes of grievances. All these factors cumulatively cause poor employee relations in organizations which in turn translate to increased grievance reports. To help mitigate against all these shortcomings and as one of the enablers to good employee relations, organizations need to have grievance handling procedures in place which serve as a guide in case of grievances or need for dispute resolutions.

This study was based on the theory of organizational justice and the theory of equity. The theory of organizational justice comprises of three diverse viewpoints which are distributive justice, procedural justice and interactional justice (Masterson, et al., 2000). Distributive justice has its origins in equity theory which focuses on equality in the sharing of products (Ambrose et al., 2005). Procedural justice deals with the fairness by which the outcomes are distributed. On the other hand, Interactional justice is concerned with the fairness of social interactions or communications (Gratton, 2000). Grievance procedures used by employees enable them to seek justice

and fairness and also measures the fairness in which their grievances are handled for self-interest and other fellow employees. The theory of equality promotes a concept of inclusion, which advocates that every employee in the work place must be afforded fair and equal opportunity to take part in the processes and procedures of the organization (Ambrose & Arround, 2005). Equity also requires effective remedies provided from the outcomes when rights are violated (Colquitt, et al., and 2005). Though resolutions differ, individuals in similar situations ought to face similar treatment (Colquitt, 2001).

This study focused on the publishing industry which the educational sector heavily relies on for educational materials. Publishing industry has direct links to the educational institutions since those institutions provide market and many of such institutions enjoy the support of the Kenya government through allocation of billions of shillings. The implementation of government policies on education also relies heavily on the publishing industry i.e. for implementation of the required changes in educational institutions in Kenya as may arise from changes in levels of enrolment, number of learning subjects, curriculum changes and also change of the way national examinations are handled have a bearing on how the publishing industry perform. The government relies heavily on the local publishers to produce educational materials for the increasing numbers of enrollment in all levels of education. This sector also contributes immensely the much needed taxes to be directed into the national economy for other developmental plans. It also absorbs a high number of Kenyans into full time employment but it is not free from business environmental challenges.

### **1.1.1 Concept of Perception**

There is a wide range of definitions given to perception by different authors. According to Rao & Narayan (1998) perception is defined as the processes of which individuals select, arrange and then interpret sensory drives into meaningful information concerning their work environment. The argument is that perception is the central determinant of human behavior; behavior cannot be without perception. According to Otara (2011), perception is the manner in which humans interpret their experiences and also the way of seeing, or understanding and interpreting experiences in any given environment. To some authors, perception is an intellectual process that allows people to infer and understand their environment (Kreiter & Kinicki, 2010).

At the work place perception is vital to the employer and the employee as it portrays the realities faced by both parties whether good or bad. Perceptions of our leaders, managers as well as employees are important in shaping the climate in which effective working environment in an organization can be achieved for the sole objective of improving performance. Groups in an organization with different perceptions are necessarily not the same as their perceptions may be good or bad depending on the experiences of groups. Rao & Narayan (1998) highlights that perception ranks among cognitive factors of human behavior or emotional tool which makes or assists people to understand their surroundings. They draw attention to the fact that there are no specific strategies for understanding the perception of others as everyone appears to be left with their own creativity, innovative ability, sensitiveness and meditative skills to deal with perception. Perceptions is influenced by different factors; which Cully et al., (1999) states are influenced by the overall feelings that regard workplace with the like of the helpfulness of unions, and how employees view

management practices. From Nelson & Quick (1997) they identified three major characteristics that influence perception as perceivers-specific which are characterized by familiarity with the object of perception; target-specific characterized by influence that are precise to the person that is being perceived. Situation-specific characterized by strength of situational signal which provide clear signs of behaviors satisfactory in positive environmental contexts.

### **1.1.2 Grievance handling procedure**

Employee grievance refers to the dissatisfaction of an employee with what he or she expects from the organization and Management. It is a disappointment concerning an official act or omission by the employer that adversely affects the relationship between employees in the service excluding unfair dismissal. Organizations apply a grievance procedure as one of Human resource management tools to guide in resolving grievances and the way they are handled. It is a formalized way of handling specific matters of grievances and complaints at the work place. In an organization the grievance procedure plays very important role of compliance, judicial and administrative, Lewin & Peterson (1988) Thomson (1974).

Grievance systems that works cites five kinds of ways that include step-review method, peer-review method, open-door policy, ombudsman procedure and hearing officer system. Many organizations prefer graduating grievances from a lower level to the top level and this process agrees with Francois (2004) that advance steps from lower to higher levels of management (Step-review). This method assist to process grievances smoothly. Different organizations have different kinds of grievance handling procedures but it is the duty of management to guarantee that employees

understand the grievance procedures. For better understanding, such procedures should be written and communicated so that in situations where there are adverse effects on the well-being of individual employees in terms of working environment and conditions one would know exactly what steps can be taken. According to Bagraim (2007) the rationale for grievance procedures is to help individual organization attain its best in terms of employee's performance and service delivery. However, in most cases the procedures are management centered and may not allow employees to initiate expression of their dissatisfaction with regard to their work situations.

### **1.1.3 Employee Performance**

Many environmental factors contribute to how performance is carried out and is important to acknowledge that employee performance is dependent on how an organization put in place a logical strategy to deal with conflicting goals in a sequential manner, Cyert and March (1963). To accomplish means producing valid results by a performer which can be an individual or a group of people who engage in a joint effort. Presentation can best be seen under different contexts i.e. learning in a class room, workshops; other contexts are as seen in organizational learning by examining the level of performance. Performance therefore, as the adage goes is a "journey" and not a "destination. Lock (1968) proposes goal-setting by individual employee to be a source of motivation leading to superior performance because each employee keeps pursuing their own goals. In cases whereby the goals are not achieved modification of the goals can be done to make them more representative (Lock, 2009). According to Salaman et al (2005) the performance management system aims improves when performance improves.



Victor Vroom (1964) put forward the Expectancy theory that hypothesized that individuals adjust their behavior in the organization based on anticipated satisfaction of individual valued goals. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. In 2005, Salaman et al., theory underlies the concept of performance management which says that performance is influenced by future events. There are many strategies put forth by organizations regarding performance and one of these is deterrence tactics which are from the assumption that the primary factors motivate human behavior are motivations and sanctions. From the context of regulation, vision leads to a deterrence strategy and linking sanctions to rule breaking whereas in the organizational literature, performance is viewed to enhance via incentives with desired performance linked to the provision of rewards Tyler and Blader (2000).

#### **1.1.4 Publishing sector in Kenya**

Local publishing was started by the Church Missionary Society when it issued its first book in 1894. This was followed by many other missionary groups such as Uzima, Bible Society and the Baptists who published religious literature. In Kenya the first state publisher was the government Printer which was given the mandate for the printing of government notices, reports and other materials by the time of inception in 1899 though it never ventured into main stream publishing which may not have been lucrative because of many reasons like illiteracy and poor reading culture within the society then. According to (Rotich, 2004) the governments of East Africa set up the East African Literature Bureau (EALB) to publish primers (elementary books) and readers in response to demands from war veterans for appropriate reading After World War II, precisely in 1947. With the disintegration of the East African

Community, EALB changed the name to Kenya Literature Bureau (KLB). It was later to be followed by the formation Jomo Kenyatta's Foundation that was established (1966) so as to cater for the needs of the poor in the society through publishing and provision of scholarships.

The industry has been undergoing through many developmental stages including those of its employees. The liberalization of the book publishing in the mid-1980s in Kenya saw many publishers undergo diverse challenges and that has subjected the operations in the publishing sector, including other sector of the economy. The operational adjustment programmes that were met by the International Monetary Fund (IMF). The education sector had a straight impact on publishing that the World Bank resulted in government spending (Rotich, 2004). All the challenges faced by the publishers have direct effect on the way the work environment operates and this increase the employee grievances. According to Makotsi and Nyariki (1997), Kenyan publishers face various challenges that include fragmented languages, poor authorship, poor employee relationships, poor marketing strategies and poor distribution channels that threaten their survival. The current direction of publishers in Kenya is on digitizing some of their publications so as to attract better market and to add value to their products so as to push their sales volumes and improve overall employee performance. There is a greater emphasis on movement by government from analog to digital Flat Forms which in itself may not be in favor of employees since it is one of the factors that cause downsizing in publishing firms. The government is also in the fore front in impulse electronic learning in public schools and this will translate to improved request for numerical and interactive learning materials. Regardless of the limited market, state owned firms that are ramping up

their investments, almost secured orders from the government with the biggest buyer of books and other learning materials.

### **1.1.5 The Jomo Kenyatta Foundation**

The Jomo Kenyatta Foundation was established by the government of Kenya in 1966 as a state owned company limited by guarantee and having no share capital for the sole object of advancing education and relief of poverty and distress among the less endowed but bright children of Kenya. Like any other public entity, the organization is guided by the requirements of the Laws of Kenya Companies Act Cap 486. To meet this mandate, the established company settled on publishing and provision of scholarships to selected secondary school student as its core business. The Jomo Kenyatta Foundation for a long time monopolized the market through sale of its publications for the Kenya primary schools course books to the then Kenya School equipment scheme which in turn supplied the books to all Primary schools throughout the country. Due to the liberalization of the book publishing sector and other government policies on education, pressure started mounting on publishers including the Foundation.

The Foundation experienced both external and internal business environment challenges that affected the perception of its employees towards the employer. Some of the challenges include diminished market share, poor distribution channels, Downsizing, Low employee morale, high employee turnover and a culture where lower to middle level cadre of employees perceives that their concerns are not being addressed by management and if addressed are not done adequately. The organization has six departments; Human Resources and Administration, Sales and Marketing,

Finance and Information Technology, Legal and Secretarial services, Supply Chain and logistics, internal audit/monitoring and Evaluation. All the six departments are headed by General Managers with the Chief Executive Officer (CEO) being the overall Head. (Jomo Kenyatta Foundation's Memorandum and Articles of Association April, 2004 edition).

## **1.2 Research problem**

Organizations face diverse challenges that mostly affect the employee working conditions and the way they perceive organizational practices. Grievances pose serious challenges to organizations that need good employee relations for improved and effective performance. Procedures are becoming increasingly common in organizations and workforce engaged in both union and nonunion organizations. The situation is becoming increasingly diverse Mohanasundaram & Saranya (2013). It was necessary to enhance understanding of the possible demographic moderators of the link between workplace and job conditions and employee grievance filing which was for a number of reasons critical in resolving conflict. The employee grievance filing remains a major accomplishment of the system of industrial relations (Bamberger, et al., 2008). According to Cristina & Aure (2011), they believed that effective grievances procedure ensures amiable work environment that redresses grievances to mutual satisfaction of both managers and employees at large. It helps the management to frame its policies and procedures to be acceptable to the employees. It is a medium for the employees to express their feelings of discontent and dissatisfaction openly and formally of which it promotes employees job performance (Lewis, et al., 2007).

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

There are some of the empirical studies which have concentrated on the employees’ grievance procedure. For instance, in 2013, Mohanasundaram and Saranya in a study on employee grievances at Dharmapuri District Co-Operative Sugar Mills Limited concluded that grievance is difficult to define as it is any real or imaginary feeling of discontent and unfairness which an employee has about his relationship with the employer. That it is important to encourage and keep employees who are fully satisfied with their working environments which enable them to be productive for Industrial growth. From the study which influences the heads of department personalities on the selection of grievance handling styles, Zulkiflee & Shakizah

(2011) discuss the ways of handling grievances among heads of department at a telecommunication headquarters that has branches located in Peninsular Malaysia and the determinant of personalities in choosing the proper styles. The results reveal the grievance handling styles used by managers from the study are integrating, cooperating and dictating. Cristina and Aure (2011) in their study on managing employees' grievances by employers observe that procedures form the set of principles and rules which help in employment relations and how they should be conducted to represent operational mechanisms used by parties in treating many problems that arise every day. Lawrence & Dwayne (2007) on the other hand in their study concerning management of grievances intertwines to workplace justice, explored the influence of workers' demographic characteristics from their perceptions of procedural justice from grievance management. Walker, et al., (2011) in their article of employee and employer grievances observed that there has been a shift in approaching industrial conflicts collectively for grievances between employee and employer.

According to all these studies, none has looked into the issue of perceived effects of grievance handling on employee performance. This underpins the importance of undertaking this study and the research question, the study attempted to answer is; what is the effect of employee perception on grievance handling on their performance at the Jomo Kenyatta Foundation.

### **1.3 Research Objective**

The main objective of this study was to determine perceived effects of grievance handling on employee performance at the Jomo Kenyatta Foundation.

#### **1.4 Significance of the Study**

The research would add more importance to various scholars who may wish to conduct further research in this field. Furthermore, this study added value to existing literature on grievance handling as academic researchers would use these findings as the basis of conducting related studies.

The research would give useful information to policy makers such as government and its organs that guide policy related to grievance handling especially in the publishing industry which has been undergoing several challenges. It also identified areas that required further study.

The findings would be used to improve employee relations and reduce costs that would be used for seeking court solutions for internal work environment prompted matters. It would enable human resource practitioners' better ways of solving industrial disputes.

In practical terms, the learning would be of benefit to the management and staffs of the Jomo Kenyatta Foundation as it enable them obtain insights into the effects of employee perception of grievance handling on their performance and take remedial action to enhance the grievance handling procedure so as to improve organization's performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter dealt with literature that was related to and coherent with the objectives of the study. Relevant theories in addition to literature on the aspects pertaining to grievance handling and employees' performance as well as empirical studies on the correlation between grievance handling and employee's performance was reviewed.

#### **2.2 Theoretical underpinning of the Study**

This study was grounded on two theories, namely, theory of organization justice and theory of equity.

##### **2.2.1 Theory of Organizational Justice**

Grievance procedures play a critical role in contributing to the organizational justice by resolving the dispute between management and the workforce by collecting the information about the employee relations, expressing of the grievances by employees and safeguarding workplace equality and justice as observed by Greenberg & Scott (2005). The theory of organizational justice comprises of three diverse perspectives that include: distributive, procedural and interactional justices (Taylor, et al., 2000; Podsakoff, et al., 2000; Skitka, 2003 & Muchinisky, 2000; Ambrose et al., 2005). Distributive justice, which has its origins in equity theory centers on the impartiality of the distribution of products. Procedural justice, on the other hand, focusses on the fairness of the process through which outcomes are distributed. Interactional justice concerns itself with the equality of interpersonal relations or communications (Grattan, 2000).



Employees make use of grievance procedures to pursue justice and fairness in addition to other reasons such as measuring the fairness in grievance procedures and somewhat, self-interest procedural-distributive justice theory. Gordon and Fryxell (1993) underlined the relationship between perceptions of justice and the grievance system. They affirmed the relationship between unions and their constituents is held together by procedural and distributive justice given by its representation in the complaint system as compared to any other type of benefit in the shared bargaining agreement. This denotes that filling a complaint is a formal expression of procedural justice opinions through their views of the systems objectivity, the workforce develops its view toward the union. As such, apparent fairness of the complaint procedure shows positive relationship with worker satisfaction as well as the complaint procedure, management and union. Additionally, eminent fairness of complaint handling strongly affects the issue of employee satisfaction as compared to the results of perceived fairness of complaint procedures; access to complaint procedure that have a negative relation with job performance and plan to exit (Olson-Buchanan, 1996).

Employee put more focus on procedural justice since it assures them of unbiased outcomes – as opposed to guaranteeing the maximization of any results or outcomes (Van den Bos, 2005). The seven backgrounds to procedural justice were identified by Ambrose & Arround (2005) as: the opportunity to express one's views; the possibility of having some control over the outcomes; the consistency of the processes of procedure application; the inhibition of bias in the processes of decision making; the accurateness of the information applied for making decision; the right to petition the outcome and finally; the ethical nature of the procedure. Procedural justice

judgments provide an employee with the opportunity to evaluate the fairness or objectivity of his/her outcome. This evaluation could make use of only a few of the procedural justice antecedents, most especially the consistency and accuracy of the information used. In an instance where an employee who gets substantial outcomes attempts to ascertain its fairness he/she determines whether the following antecedents were present: proper treatment, respect, politeness and absence of indecorous remarks and comments, which makes that individual to make his/her personal judgment. Research confirms that when the supervisor demonstrates consideration, his/her employees to believe that they have “a potential influence on him/her (Barry & Shapiro, 2000).

### **2.2.2 Theory of Equity**

The theory of equity promotes a concept of inclusion, which advocates that every employee in the work place must be afforded fair and equal opportunity to take part in the processes and procedures of the organization Ambrose & Arnound (2005). Equity additionally requires the provision of effective remedies by outcomes in an instance where the rights are violated Colquitt, et al., and (2005). Individuals in such situations ought to receive similar treatment and resolutions. However, the treatment does not necessarily have to be identical (Colquitt, 2001). Additionally, an equitable system handles the specific participants with respect, kindness, and privacy. Moreover, equity includes the presence of safeguards- for instance the ability to petition decisions to a neutral group or individual- and transparency to stop arbitrary or unreliable decision-making and improve accountability (Huczynski & Buchanan, 2007).

Equity theory focusses on explaining how human beings strive to ensure fairness and justice in collective or give-and-take relationship. As a process theory, equity theory describes how an individual's motivation to act or behave in a particular way is driven by the feelings of inequity. It, additionally, tries to expound on the social comparisons that individuals make when they assess their inputs for instance work efforts, time spent in job, qualifications and talents with outputs such as salary, recognition and job promotion (Kreitner & Kinicki, 2008). The equity theory by Adam (1963) postulates that an employee evaluates his or her work (inputs) against what he or she gets (outputs) and compares with a different worker's ratio of inputs and outputs. As such, various problems result when the employee makes comparison and perceives some form of unfairness (inequity). One of the techniques that employees incorporate to restore equity in the instance of perceived unfairness is to alter his/her own inputs specifically behavior or attitudes (Bagraim, 2007). Thus, an organization's employees who might sense inequity in the way their grievance procedure or other outputs might alter their attitude towards the organization they work for.

### **2.3 Types of Grievances**

Employee's dissatisfaction verbally addressed by one worker to another is a complaint and a complaint develops into a grievance when the management is made to perceive it. Grievances might be unvoiced or explicitly stated, written or oral, justifiable, genuine or untrue, may associate to the organizational work, a member of staff may perceive it as a case of injustice, which may influence the performance or outcome. Grievances might involve employment, working environments, alteration of service conditions, biased approach, and failure to apply principle of natural justice, occupation norms and work-loads. Grievances commonly results to various

conditions such as unhappiness, insignificance, discontent, frustration, deprived morale, and poor competence that can result in change of attitude, insight and behavior.

According to Locke (2009) grievance can be classified under three categories, which include management policies, at work conditions, and individual factors.

Grievance ensuing from management policies consists of: rates of wages, Leave rule, Overtime, Absence of career planning, Role conflicts, Lack of respect for joint agreement and difference between workers' skills and job accountability. Various grievances that emanate from working conditions include: Inadequate safety and poor physical settings, lack of tools and suitable machinery, poor self-control and impractical targets. Grievances that rise from inter-personal features include: poor interactions between team members, autocratic leadership exercised by managers, poor relations with superior colleagues and disputes with associates and colleagues. Grievances can also be categorized into visible grievances and hidden grievances as a worker may have a perception of infringement of his or her rights; in some cases, a grievance may exist in the minds of individual employee.

#### **2.4 Grievance Handling Procedure**

Grievance handling mechanism is a gradual process that a worker has to pursue so that he can ensure his or her complaint is pleasingly addressed (Francois, 2004). The formal (written) complaint shifts from one level of authority, usually that of the company and union to the next advanced level. Grievance procedure can be described as a formal communication between the workforce and the management intended to settle a grievance.

Various grievance procedures differ from one company to another, it may consist of open door policy or step-ladder policy. The policy of open door involves the aggrieved employee meeting the top managers of the business and physically addresses his or her grievances. The above policy is most practical in small corporations. On the other hand, top management of bigger organizations are normally busy with further concerns of the company. Additionally, open door policy is perceived to be suitable for executives. Operational employees can sometime have feelings of shyness to approach top management. Step ladder policy revolves around the step by step following of various procedures by aggrieved employee in order to get his or her grievance addressed. This procedure involves employee confrontation with a grievance they present their issues to their closest supervisor. In an instance where the employee is dissatisfied with the decisions of their boss, then he or she talks over his or her grievance with the departmental leaders. The departmental leader deliberates the complaint with a joint grievance committee with an aim of finding a lasting solution. However, in an instance of failure to level out the grievance by the committee, then chief executive might receive the complaint. If the chief executive is similarly unsuccessful to address the grievance, then that grievance is pass on to voluntary arbitration they use an arbitrator to bind both parties

The common type of grievance procedure located in Collective Bargaining Agreements (CBAs) is the procedure that comprises of precisely outlined steps. It is imperative to note that, these steps intensify a grievance from the lowermost level of conceivable resolution, understanding between a worker and his or her manager, to binding negotiation before an unbiased third party. A representative grievance process

follows the following steps: Step 1: A grievance is given to the supervisor in a written format after which a meeting is organized to debate about the issue. Step 2: failure to reach a solution prompts an employee representative to organize a meeting with a higher-level manager. Step 3: If the meeting to be held in step 2 fails, the grievance is spiraled to the top most executive and a permanent staff of the union. Binding arbitration is normally the final step after the following of all the other steps. All steps have precise timelines that require to be met by both parties.

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.

The advantages of grievance procedures that are mostly renowned is a conflict management and disagreement resolution method (Lewin & Peterson, 1988). Grievance mechanism provides a passive means to diminish the pressures and doubts of workforces and to settle disputes realized in place of work without strikes and in a manner that will enhance worker's morale in addition to performance (Saundry, McArdle & Thomas, 2013). Furthermore, it compensates for uncertainty in the

language used in the contract by allowing a transparent contract agreement. The grievance procedure has the ability to improve perceptions of impartiality and justice. It provides employees with the opportunity to address their issues at gradually high intensities of decision-making specialist and, perhaps ultimately, before a self-regulating, third-party mediator. It additionally serves as a power that is opposed to subjective or biased unilateral actions and as a process for the ‘impartial and fair interpretation’ and implementation of reached agreement.

## **2.5 Factors that affect employees’ performance in an organization**

There are several factors that affect employees’ performance. 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).

Rabey (2007), argues that a supervisor who is a trainer to the employees has the ability to assist him/her in ensuring that their job is done by directing them on the

operational process particularly when it involves a different operational procedure that are new to them. In his research paper Sujeewa (2011) came up with findings that in Sri Lanka the handling practices of grievance that are perceived to be biased and unjust are among the reasons for workers' non- performance. High grievance rates together with conflicting conditions as oppose to having cooperative relations in terms of labour is often linked with lesser productivity. When the organization fails to effectively resolve these grievances, a scenario of less productivity, poor work quality, poor products and client services, diversion from corporate objectives, diminished morale for doing work, loss of assurance and communication between workers, bosses and supervisors could occur. Foxon (1993) and Nijman (2004) indicated that a good communication skill exhibited by supervisors during training programs can effectively improve workers' morale hence their performance.

Work engagement refers to a constructive and job related mindset that often shows sign of vigor, devotion and engagement (Schaufeli et al., 2001). Workers display the signs of vigor when they exhibit great energy levels, psychological resilience while they are at work, and persistence even in situations of difficulty. Devotion on the other hand results from having a sense of meaning from an individual's work, a situation that leads to an individual being proud of his/her work hence resulting to inspiration or challenge. Finally, engagement comes about when an individual is happy about his/her work and performance so much so that it becomes difficult for him/her to detach himself/herself from it. Workers that are extremely engaged tend to exhibit signs of high energy levels and often are passionate about their work in addition to being fully occupied with their work (Macey and Schneider, 2008).



Job stress refers to a person's reaction to various features of the job setting that seems have a negative impact on emotions and physical body (Jamal, 2005). This situation leads to poor correlation between job setting and employee capacity and competence, leading to excessive demands being required of individual or the lack of preparation by a worker to handle a particular task (Jamal, 1985). Generally, the imbalance between demands and the ability or competence shown by an individual is positively correlated with job or work stress (Jamal, 2005). Job performance can be perceived as an activity in which a person has the ability to successfully accomplish the job assigned, subject to normal limitations of reasonable exploitation of the accessible resources (Jamal, 1984). Stressed employees spend a sizeable amount of their time and energy to cope up with stresses, a situation that adversely affects their performance (Westman and Eden, 1996).

Brannick and Levine (2002) defined the job analysis as a process through which an individual or organization determines the nature of the job. The gathering and processing of information that is related to a particular job and other correlated tasks in addition to qualifications through job assessment forms a foundation for Human Resource Management (McCormick, 1976). Sanchez and Levine (2002) in their research discussed that poor or practice of the job analysis that is full of errors may affect other human resource activities centered on it like employee performance and organizational performance. Huselid (1994), Delaney (1996) established that firm human resource practices enhanced job retention in addition to making considerable participation in unbiased performance and enhanced output.

Theory of leadership focuses on transformational leadership that is related to behaviors of workers, as well as task performance and numerous that involve organizational job behaviors measures. (Podsakoff et al., 2000). There are various

relationships between revolutionary leadership and worker performance that determine how employees are likely to perform (Purvanova et al., 2006). Transformational leadership is regarded as moving beyond relations to increase the awareness that followers possess in order to realize important outcomes through the expansion and advancement their needs and reassuring them of the importance of surpassing their egocentricities (Robins and Judge, 2010). They encourage their supporters to ensure they exhibit highest level of performance by persuading them to follow more charismatic followers that will assist them in substituting their self-interests with the interests of the company (Bass and Avolio, 1993).

## **2.6 Measures of Employees Performance**

Performance is the proficiency of an employee or business to utilize a firm's resources in an efficient and valuable manner to ensure the organizational objectives are achieved (Gibson & Cassar 2005). Employees Performance measurement includes: the amount of units manufactured, processed or traded is a decent objective pointer of performance. It is imperative to note that placing too much importance on quantity may result to poor quality. Several means for measuring quality of work include the percentage of labor output that has to be repeated or is overruled. The amount of inquiries, experienced in sales setting that is transformed to sales is a pointer of salesmanship quality. The speed of work performance is another quality pointer. The mean customer's lost time, in the service field, is a good sign of timeliness. The number of units produced per hour acts as a good indicator in manufacturing (Saundry, et.al, 2014).

The cost incurred while performing a particular job is bound to be utilized as a measure of performance provided that the worker can control various costs. Perhaps, a customer-service courier's performance is shown by the amount of phone calls that he or she is forced to refer to more proficient representatives. Absenteeism/Lateness- A worker does not carry out any task when they are away from work. The absence of particular employee can have adverse effects on the performance of his/her colleagues (Hasun & Makhbul, 2005).

Adherence to Policy can be regarded as the reverse of creativity. However, it is simply a borderline on creativity. When an employee's performance goals fail to align with those of the corporation, deviation from policy occurs. Employees performance can also be measured in terms of a number of financial measurements on the foundation of sales level, sales growth rate, net profit from operations (Wijewardena, Zoysa, Fonseka & Perera, 2004). Yusuf and Saffu (2005) suggested that performance must be gauged with annual sales, market share; development of new services;

## **2.7 Grievance Handling and Employee Performance**

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 a study on the influence of top executives' characters on the choice of grievance handling designs (Zulkiflee et al., 2011) argues that the styles in handling grievances among top executives at a telecommunication center of operations and branches situated in Peninsular Malaysia and the element of personalities in choosing the suitable styles. The study had two main objectives of investigating styles of handling workers' grievances that are employed by top managers and assessment of the impact that personality has on choice of different styles. The findings showed that the grievance handling styles used by managers in the study are integrating, cooperating and controlling. Generally, the study shows that extraversion has a negative influence on the selection and the integration of different 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 Research Design

Chapter three focused on the research methodology which contained the procedures and methods used to collect data. The chapter looked at sampling frame and techniques, study design, target population, research instruments, data collection and data analysis.

#### 3.2 Target Population

A target Population is referred to as the group of items or people from whom the sample for statistical measurement is going to be taken (Mugenda and Mugenda, 2003). The target population was drawn from Jomo Kenyatta Foundation and it consisted of all employees of Jomo Kenyatta Foundation who are 167 in total as shown on table 3.1 below. Due to the fact the target population is small the study undertook census survey of the entire population as a sample.

**Table 3:1 Target population**

No	Category	Frequency
1.	Managers	22
2	Supervisors	25
3	General Staff	120
	Total	167

**Source: HR, Jomo Kenyatta Foundation (2016)**

### **3.3 Data collection**

The raw data was collected using questionnaires. The questionnaires were used as a method of data collection to get data from the management, supervisors and general staff. The first part of the questionnaire collected background information from respondent's i.e. demographic characteristics. The second part addressed grievance handling mechanism and the third part collected information on grievance handling and employee performance. The questionnaire consisted of open and closed ended questions.

The questionnaires containing both direct and indirect questions was personally dropped and picked. According to Cooper and Emory (2008), a self - administered questionnaire was convenient because it was cheaper and faster to administer, it is also above researcher's effect and variability, and was highly convenient for the respondents as they could work on them during their free times or when workloads are controllable. Each respondent got the same set of questions in exactly the same way to be complete and collected after a period of two weeks. During the process of data collection, respondents were briefed on the purpose of the study, the procedures that was to be used to collect the data, and they were also assured that it was free of potential risks or costs and that maintenance of anonymity and confidentiality throughout the study and even after the study was to be kept.

### **3.4 Data Analysis**

The data was collected and edited first, coded and then tabulated. The study used descriptive statistics to analyze the data. It included the use of frequencies,

percentages, standard deviation and mean. The presentation of data was done in form of frequency tables and pie charts.



## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSIONS

#### 4.1 Introduction

This chapter of the research study dealt with the presentation of the analysis of study findings on the effect of grievance handling on employee performance at the Jomo Kenyatta Foundation.

#### 4.2 Response Rate

162 questionnaires out of the 167 handed out, representing the 97.0% of the overall questionnaires disseminated, were returned fully completed, while the remaining 5 questionnaires were not, denoting 3.0% of the sum number of questionnaires handed out to the respondents. From the above findings, it can be concluded that the response rate was outstanding. Mugenda and Mugenda (2003) argue that, a response rate of 70% and above is good for analysis and reporting on the “say or view” of the whole population.

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage %</b>
Filled in questionnaires	162	97.0
Unreturned questionnaires	5	3.0
<b>Total</b>	<b>167</b>	<b>100</b>

**Source, Research Data, (2016)**

### 4.3 Demographic Characteristics

The study below shows the respondents' demographic characteristics.

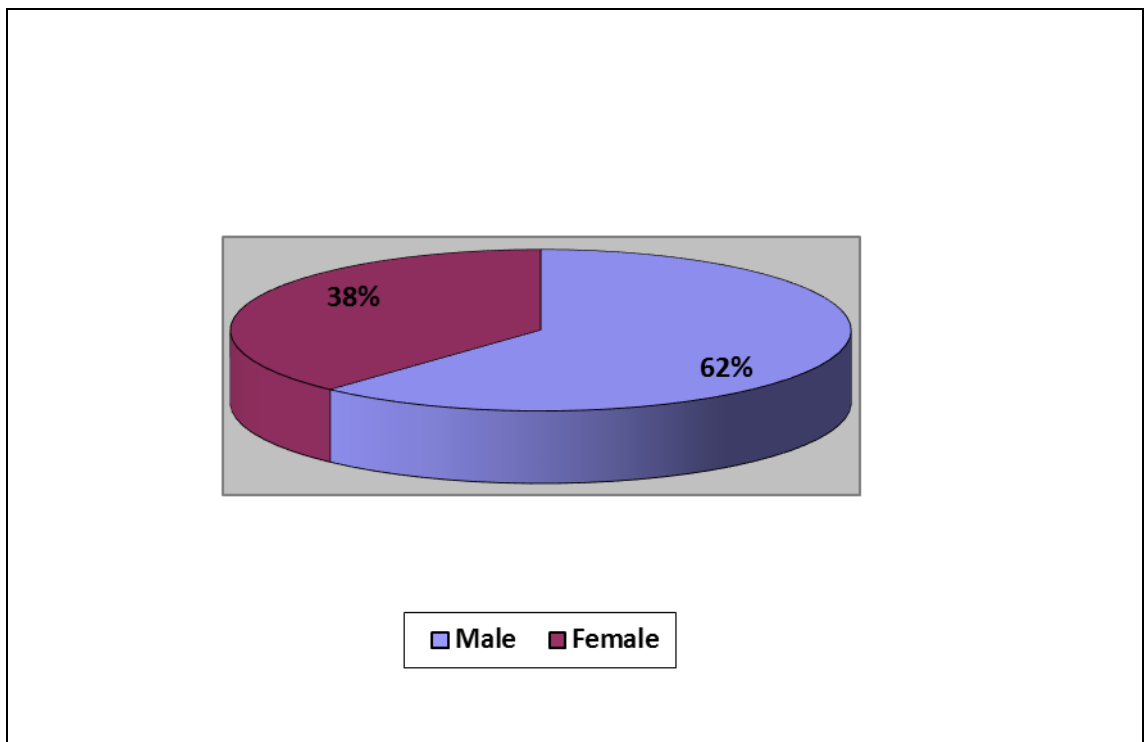
#### 4.3.1 Gender

**Table 4.2 Gender**

Demographic factors	Categories	Frequency	Percentage %
Gender	Male	97	59.9
	Female	65	40.1

**Source, Research Data, (2016)**

The findings of the research on table 4.2 above indicates that a greater number of the respondents were, male (59.9%),



**Figure 4.1 Gender**

**Source, Research Data, (2016)**

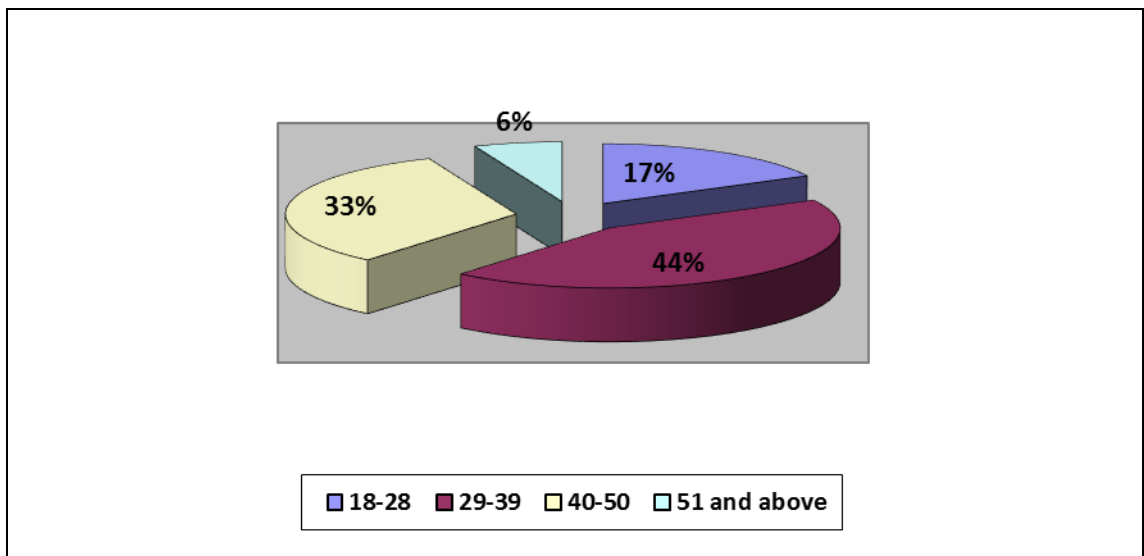
The study outcomes on figure 4.1 above indicates that greater parts of the respondents were, male (62%),

### 4.3.2 Age

**Table 4.3 Age**

Demographic factors	Categories	Frequency	Percentage %
Age Bracket	18-28	28	17.3
	29-39	71	43.8
	40-50	53	32.7
	51and above	10	6.2

The study findings on table 4.3 above indicates that most of the respondents were, of age bracket of between 29-39 years (43.8%)



**Figure 4.2: Age**

The study findings on figure 4.2 above indicates that majority of the respondents were, of age bracket of between 29-39 years (43.8%)

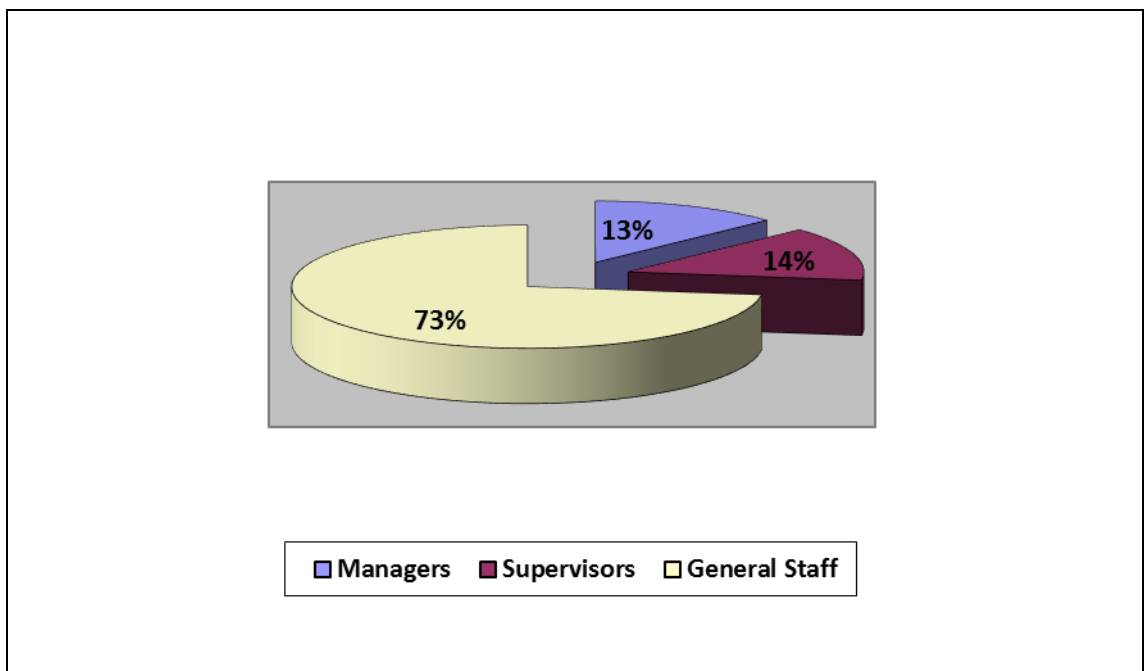
### 4.3.3 Respondents Position in the Organization

**Table 4.4 Respondents Position in the Organization**

Demographic factors	Categories	Frequency	Percentage %
Position in the Organization	Managers	21	13.0
	Supervisors	23	14.2
	General Staff	118	72.8

**Source, Research Data, (2016)**

The study findings on table 4.4 above indicates that majority of the respondents were, in the general staff category (72.8%).



**Figure 4.3 Respondents Position in the Organization**

**Source, Research Data, (2016)**

The study findings on figure 4.3 above indicates that majority of the respondents were, in the general staff category (72.8%),

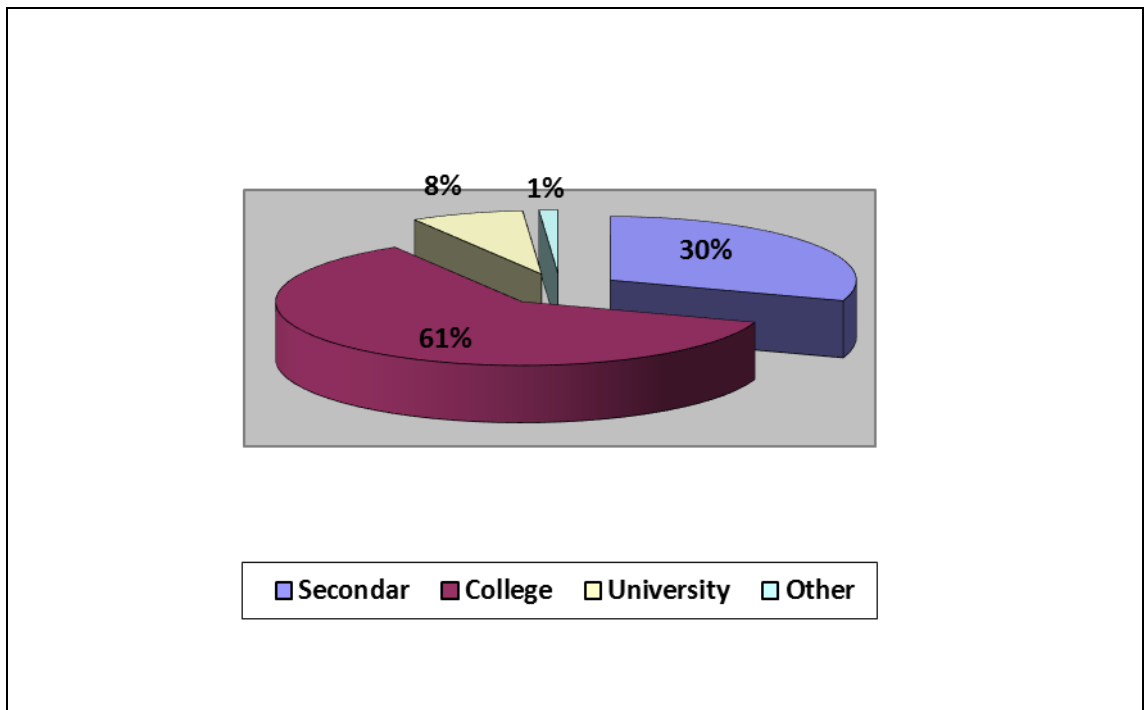
#### 4.3.4 Highest Level of Education

**Table 4.5: Highest Level of Education**

Demographic factors	Categories	Frequency	Percentage %
Highest Level of Education	Secondary	49	30.2
	College	99	61.1
	University	12	7.4
	Other	2	1.2

**Source, Research Data, (2016)**

The study findings on table 4.2 above indicates that majority of the respondents had a college level of education, (62.3%) had worked for a period of between 6-10 years (38.3%)



**Figure 4.4: Highest Level of Education**

**Source: Research Data, (2016)**

The study findings on figure 4.4 above indicates that majority of the respondents had a college level of education, (62.3%) had worked for a period of between 6-10 years (38.3%)

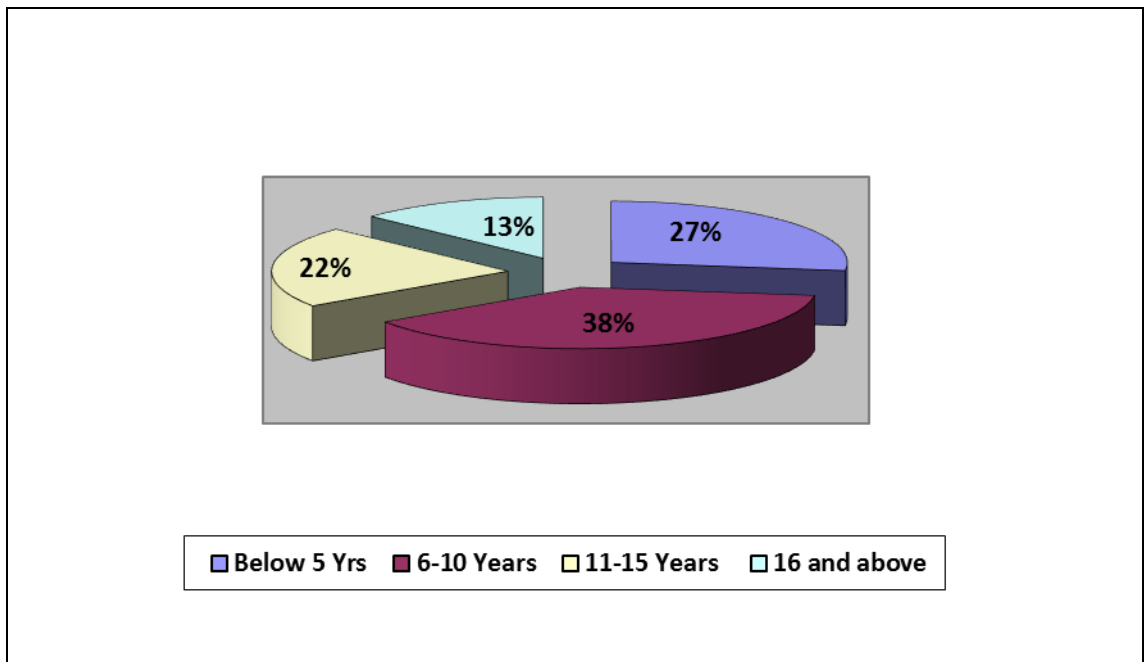
#### 4.3.5 Length of Service at JKF

Demographic factors	Categories	Frequency	Percentage %
Length of Service at JKF	Below 5 Years	44	27.2
	6-10 Years	62	38.3
	11-15	35	21.6
	16 and above	21	13.0

**Table 4.6: Length of Service at JKF**

**Source: Research Data, (2016)**

The study findings on table 4.6 above indicates that majority of the respondents had worked for a period of between 6-10 years (38.3%)



**Figure 4.5: Length of Service at JKF**

The study findings on figure 4.5 above indicates that majority of the respondents had worked for a period of between 6-10 years (38.3%)

#### 4.2.3 Grievance Handling Mechanism

#### 4. 4. Grievance Handling Mechanism

The data analysis shown on table 4.7 below sought to establish the grievance handling mechanism in the organization.

**Table 4.7 Grievance handling Mechanism in the Organization**

<b>Statement</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
The organization has established a prompt and effective grievance handling mechanism	<b>F</b>	50	45	13	24	30
	<b>%</b>	30.9	27.8	8.0	14.8	18.5
Grievance procedure is based on step ladder policy	<b>F</b>	59	41	17	24	21
	<b>%</b>	36.4	25.3	10.5	14.8	13.0
Grievance handling mechanism has provided employees with judicial avenue to present their problems	<b>F</b>	46	45	13	30	28
	<b>%</b>	28.4	27.8	8.0	18.5	17.3
Grievance handling mechanism has enabled employees and management to resolve grievances	<b>F</b>	52	43	11	25	31
	<b>%</b>	32.1	26.5	6.8	15.4	19.1
Grievance handling mechanism has provided a peaceful means to reduce fears of employees	<b>F</b>	52	50	15	26	19
	<b>%</b>	32.1	30.9	9.3	16.0	11.7
Grievance handling mechanism has improved perceptions of fairness and equity in the organization.	<b>F</b>	47	41	15	29	30
	<b>%</b>	29.0	25.3	9.3	17.9	18.5
Grievance handling mechanism has enabled employees 'to have their say' at high levels of decision-making	<b>F</b>	57	45	11	29	20
	<b>%</b>	35.2	27.8	6.8	17.9	12.3

**Source, Research Data, (2016)**

The study findings on table 4.7 above indicate that majority (30.9 %), (36.4%), (28.4%), (32.1%), (32.1%), (29.0%) and (35.2%) of the respondents agree and strongly agree respectively that: organization has established a prompt and effective grievance handling mechanism; organization grievance 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; grievance mechanism has provided employees with judicial protection, avenue to present their problems; organization grievance mechanism has enabled employees and management to work out grievances in peaceful, orderly and in an swift manner; grievance mechanism has provided a peaceful process to lessen the pressures and worries of workers and to resolve workplace disputes without work stoppage; grievance mechanism has improved perceptions of fairness and equity in the organization; and finally grievance mechanism has enabled employees express their opinions at increasingly high levels of decision-making

In regards to the results of the research, it can be inferred that: the organization has established a prompt and effective grievance handling mechanism; organization grievance procedure is based on step ladder policy that involves formal complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, chief executive and voluntary arbitration; it has provided employees with judicial protection, avenue to present their problems; enabled employees and management to settle grievances in nonviolent, orderly and in an efficient manner; provided a peaceful means to lessen the stresses and fears of workforces and to resolve workplace disputes without having to stop the routine



work; improved perceptions of fairness and equity in the organization; and enabled employees to make their opinions heard at gradual high ranks of decision-making. The study findings confirm the observations of Francois, (2004) that grievance handling mechanism is a gradual process that a worker is obligated to follow to ensure that his or her complaint is attended to in a satisfactory manner. It also enriches the views of Doyle (1999) who 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.

#### **4.5 Effect of Grievance Handling and Employee Performance**

The data analysis on table 4.8 below sought to establish some of the indicators of employees' performance.

**Table 4.8: Relationship between Grievance Handling and Employees Performance**

Statement		SA	A	N	D	SD
Employees' morale	F	54	38	11	35	24
	%	33.3	23.5	6.8	21.6	14.8
Employees cooperation or team work	F	43	43	17	25	34
	%	26.5	26.5	10.5	15.4	21.0
Employees commitment	F	56	41	14	27	24
	%	34.6	25.3	8.6	16.7	14.8
Employees Creativity	F	43	39	24	28	28
	%	26.5	24.1	14.8	17.3	17.3
Adherence to organization policies	F	52	39	18	28	25
	%	32.1	24.1	11.1	17.3	15.4
Increased competency	F	44	45	13	31	29
	%	27.2	27.8	8.0	19.1	17.9
Reduction in employees turnover and absenteeism	F	57	32	11	26	36
	%	35.2	19.8	6.8	16.0	22.2
Promoted employee satisfaction	F	39	45	12	33	33
	%	24.1	27.8	7.4	20.4	20.4
Facilitated increased work related information sharing	F	51	42	18	25	26
	%	31.5	25.9	11.1	15.4	16.0

**Source, Research Data, (2016)**

Based on the data analysis on table 4.5 above, a majority of the respondents agreed and strongly agreed respectively that: The grievance procedure has improved employees morale in the organization enabling them to enhance their performance (33.3%); Grievance handling has resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their

performance (26.5%); Grievance handling has enhanced employees commitment to the organization as evidenced by their coming in on time, accepting responsibility, making suggestions for improvements and focusing on the achievement of organizational goals (34.6%); Grievance handling has facilitated increase in employees creativity as evidenced by the innovative practices and process developed and used by employees which has resulted in improved employees performance (26.5%); Grievance handling has enabled employees to adhere to the organization policies and practices hence ensuring employee performance goals are in accordance to those of the organization (32.1%); Grievance handling has resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance (27.8%); and lastly, grievance handling has facilitated reduction in employees turnover and absents enabling improvement in their performance (35.2%). Grievance handling has promoted and maintained employee satisfaction ensuring higher productivity (27.8%); Good grievance handling has facilitated increased work related information sharing in the organization resulting in improved performance (31.5%);

From the study findings it can be concluded that grievance handling has promoted and maintained employee satisfaction ensuring higher productivity; grievance handling has facilitated increased work related information sharing in the organization resulting in improved performance; improved employees morale in the organization enabling them to enhance their performance; resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance ; enhanced employees commitment to the organization as evidenced by

their coming in on time, accepting responsibility, making suggestions for improvements and focusing on the achievement of organizational goals; facilitated increase in employees creativity as evidenced by the innovative practices and process developed and used by employees which has resulted in improved employees performance ; enabled employees to adhere to the organization policies and practices hence ensuring employee performance objectives are in line with those of the corporation ; resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance; and has facilitated reduction in employees turnover and absenteeism enabling improvement in their performance. The study findings support and add to the findings of Mohanasundaram and Saranya (2013) who established that it is important to support employees to ensure they are fully satisfied with their working environments for higher output and Industrial growth. It also confirms the views of (2007) that the rationale for grievance procedures is to help individual organization attain its best in terms of employees' performance and service delivery.

#### **4.6 Summary of the Chapter**

Data analysis was completed by editing and coding with the aim of highlighting valuable information, portentous conclusions, and auxiliary interpretations. It involved dividing factors identified through the data collected into simpler coherent parts in line with the objectives of the study in order to derive meanings. The tabulated data was examined quantitatively by calculating several percentages, while descriptive data was analyzed qualitatively by classifying the data collected into meaningful notes. The demonstration of the results of quantitative analysis was in the method of frequency tables in order to highlight the results and to make it more

illustrative and easier to understand and interpret, while the results of qualitatively analysis was provided in form of explanatory notes. The data analysis established that there is a relationship between grievance handling and employee performance at the Jomo Kenyatta Foundation. Thus employee satisfaction, work related information sharing, employees' morale, employee's cooperation or team work, employee's commitment, employee's creativity, adherence to organization policies, increased competency and reduction in employees turnover and absenteeism affect employee's performance at Jomo Kenyatta Foundation.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The tenacity of this section summarizes the findings recommendations by drawing conclusions on the findings of which the main objective establishes the influence of grievance handling on the performance of employees at the Jomo Kenyatta Foundation.

#### **5.2 Summary of Findings**

##### **5.2.1 Grievance handling Mechanism**

The study findings revealed that the organization has established a prompt and effective grievance handling mechanism; organization grievance procedure is based on step ladder policy that involves formal complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, chief executive and voluntary arbitration. The study also found that the organization grievance handling mechanism has provided employees with judicial protection, avenue to present their problems; enabled employees and management to solve grievances systematically in an swift manner; provided a peaceful way that ease pressure, worries of workers; settle disputes at work without strike; In addition the study established that the grievance handling mechanism has improved workers views of fairness and the organization has enabled workers to gradually help in making of decisions.

### **5.2.2 Effect of Grievance handling on Employees Performance**

The study revealed that grievance handling affects employees performance as it has promoted and maintained employee satisfaction ensuring higher productivity; facilitated increased work related information sharing in the organization resulting in improved performance; improved employees morale in the organization enabling them to enhance their performance; resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance.

In addition, the study results established that grievance handling has enhanced employees' commitment to the organization as evidenced by their coming in on time, accepting responsibility, making suggestions for improvements and focusing on the achievement of organizational goals; facilitated increase in employees' creativity as evidenced by the innovative practices and process developed and used by employees which has resulted in improved employees' performance.

Furthermore, the study findings show that grievance handling has enabled employees to adhere to the organization policies and practices hence ensuring employee goals are in accordance with those of the company; resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance; and has facilitated reduction in employees turnover and absenteeism enabling improvement in their performance.

### **5.3 Conclusion**

The organization has established a prompt and effective grievance handling mechanism; organization grievance procedure is based on step ladder policy that involves formal complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, chief executive and voluntary arbitration. The organization grievance handling mechanism has also provided employees with judicial protection, avenue to present their problems; enabled employees and management to resolve grievances in peaceful, orderly and in an expeditious manner; provided a peaceful way which reduces the pressures; fears of employees and settling of workplace disputes; The grievance handling mechanism has improved employees perceptions of fairness and equity in the organization; and enabled employees to gradually in making of decision.

Grievance handling affects employees performance as it has promoted and maintained employee satisfaction ensuring higher productivity; facilitated increased work related information sharing in the organization resulting in improved performance; improved employees morale in the organization enabling them to enhance their performance; resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance.

Grievance handling has enhanced employee's commitment to the organization as evidenced by their coming in on time, accepting responsibility, making suggestions for improvements and focusing on the achievement of organizational goals; facilitated increase in employee's creativity as evidenced by the innovative practices and process



developed and used by employees which has resulted in improved employee's performance. It has also enabled employees to adhere to the organization policies and practices hence ensuring employee performance goals are well aligned with those of the company; resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance; and has facilitated reduction in employees turnover and absenteeism enabling improvement in their performance

#### **5.4 Recommendation for Policy**

There is a need for the organization to establish a prompt and effective grievance handling mechanism that offers peaceful ways of operating to reduce the fears and pressure faced by employees by settling disputes at work without slowdown of work or resort to economic sanctions

There is need for the organization to take fast action when grievances arise by identifying and resolving the grievances so as to avoid hurting employees' performance. In addition, there is need to train managers so as to enhance their capabilities in successfully managing complaints. Fast actions lower the harmful effects that complaints have on the employees and their performance.

There is need for the organization to acknowledge grievances made known by employees as a manifestation of true feelings. The manager's acknowledgement implies that he or she is eager to solve the complaint fairly. With complaints reduced, a favorable work environment is created.

There is need to effectively gather proper facts that explain the nature of grievances. Records of facts are used at a later stage for redress. The real cause of grievance should be identified thus corrective actions should be taken to prevent repetition of the grievance.

There is need for organization management to be prompt in finding the root causes of grievances and taking different course of actions in managing the grievance. On existing of future management policies, the procedure need to be analyzed before the effect of each action is taken in line with the decision made. As soon as application is done, follow-up must be there to ensure that the complaint has been resolved completely and sufficiently.

### **5.5 Suggestion for Further research**

This study examined specific effects of grievance handling. However, there are other variables that are location specific which also contribute to employees' performance. The study also focused on only one organization hence there is need for further study to include more organizations and bigger sample. Hence it is recommended that further research be done to identify and examine additional effects of Grievance handling on performance of employees involving a bigger sample.

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## APPENDIX I: RESEARCH QUESTIONNAIRE

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Please answer all the questions as best as you can.

### SECTION A: Demographic Characteristics

1. What is your name.....(Optional)

2. Gender (Male) [ ] (Female) [ ]

3. Age bracket (18-28) [ ] (29- 39) [ ] (40-50) [ ] (50 and above) [ ]

4. What is your position in the Organization?

Managers [ ] Supervisors [ ] General Staff

5. What is your highest level of education?

Secondary [ ] College [ ] University [ ]

Others [ ] specify.....

6. For how long have you served at JKF? (Below 5 years) [ ] (6- 10 years) [ ] (11-15) [ ] (Over 15 years) [ ]

### SECTION B: Grievance Handling Mechanism

4. Using a scale of 1-5, where 1= strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly Disagree, Please indicate the extent to which you agree with the following statements relating to grievance handling mechanism

Statements	1	2	3	4	5
The organization has established a prompt and effective grievance handling mechanism					
The organization grievance 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					

The grievance mechanism has provided employees with judicial protection, avenue to present their problems					
The organization grievance mechanism has enabled employees and management to resolve grievances in peaceful, orderly and in an expeditious manner					
Grievance mechanism has provided a peaceful means to reduce the pressures and fears of employees and to settle workplace disputes without stoppage of work					
The grievance mechanism has improved perceptions of fairness and equity in the organization.					
Grievance mechanism has enabled employees 'to have their say' at progressively high levels of decision-making					

### **SECTION C: Grievance Handling and Employees Performance**

5. Using a scale of 1-5, where 1= strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly Disagree, Please indicate the extent to which you agree with the following employees performance indicators

<b>Statements</b>	1	2	3	4	5
Grievance handling has promoted and maintained employee satisfaction ensuring higher productivity					
Good grievance handling has facilitated increased work related information sharing in the organization resulting in improved performance					
The grievance procedure has improved employees morale in the organization enabling them to enhance their performance					

Grievance handling has resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance					
Grievance handling has enhance employees commitment to the organization as evidenced by their coming in on time, accepting responsibility, making suggestions for improvements and focusing on the achievement of organizational goals					
Grievance handling has facilitate increase in employees creativity as evidenced by the innovative practices and process developed and used by employees which has resulted in improved employees performance					
Grievance handling has enabled employees to adhere to the organization policies and practices hence ensuring employee performance goals are well aligned with those of the company					
Grievance handling has resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance.					
Grievance handling has facilitated reduction in employees turnover and absenteeism enabling improvement in their performance					

**THANK YOU**