

**PAN AFRICAN INSTITUTE FOR DEVELOPMENT – WEST AFRICA
P.O. BOX 133 PAID-WA BUEA, CAMEROON**



DEPARTMENT OF BUSINESS AND MANAGEMENT STUDIES

**THE EFFECTIVE MANAGEMENT OF EMPLOYEE'S
GRIEVANCES AND ITS IMPACT ON ORGANIZATIONAL
PERFORMANCE IN CAMEROON: THE CASE OF FAKO BAKERY
LIMBE AND NJIEFORBI BAKERY BUEA**

A research project submitted to the Department of Business and Management Studies of the Pan African Institute for Development – West Africa (PAID-WA) Buea, in Partial Fulfillment of the Requirements for the Award of a Bachelor of Science (B.Sc.) Degree in Sustainable Development with specialization in Human Resource Management.

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BUEA, APRIL 2018

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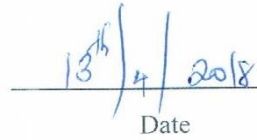
DECLARATION

I, JIKPU ELENOR WIYSHALANYUY, do declare that this project is my original work and has not been presented for a degree in other universities and that, all the sources of materials used for the project have been duly acknowledged.



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Date

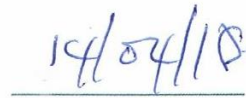
CERTIFICATION

This research project entitled "*THE EFFECTIVE MANAGEMENT OF EMPLOYEE GRIEVANCE AND ITS IMPACT ON ORGANISATIONAL PERFORMANCE; Evidence from Fako Bakery Limbe and Njieforbi Bakery Buea*" is submitted to the department of Business and Management Studies of the Pan African Institute for development- West Africa (PAID- WA) Buea by Jikpu Elenor Wiyshalanyuy, Registration No. PAIDWA/01390/BSc for the award of the Bachelor's Degree in Sustainable Development with specialization in Human Resources Management.



Mr. Otteh I. Abel

(Supervisor)



Date

This research project has been accepted by:



Dr. Mfonde Merle

(Head of Department)



Date

DEDICATION

I dedicate this work to my parents Mr. and Mrs. Jikpu Oliver, and to Mr. and Mrs. Itoe Kevin.

ACKNOWLEDGEMENTS

This project would not have been possible without the assistance that I received from various dignified persons to whom I am greatly indebted. All thanks go first to the Almighty God for all His boundless grace. I would like to first express my deep gratitude to my supervisor Mr. Otteh Itoe, for his supervision, endless struggles and encouragement from the very start of this project till the end of the project.

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ABSTRACT

Most privately owned enterprises play significant roles in the society today like Fako Bakery Limbe and Njeiforbi Bakery Buea. Despite the role, they play they do not seem to have interest on the employees as regards their grievances and how they are handled. These organizations have grievances but no laid down procedures for solving and handling them (Manger, 2017). It is against this setting that this study aims at assessing the level of effectiveness of employee grievance procedures and how it impacts organizational performance in Fako Bakery Limbe and Njeiforbi Bakery Buea. More specifically, the study aimed to identify the types of grievances in these organizations, to examine the level of effectiveness of the grievance procedures, to examine the impact of effective grievance management on organizational performance, and to find out the challenges faced by management in handling these grievances. The study population for this work included workers from both bakeries. The target population of both bakeries was 200. The total population of employees from Fako Bakery Limbe was 124 and that of Njeiforbi Bakery Buea, 76 giving a total of 200 from which the target population of the study was determined, per the table of Krejcie & Morgan (1970) the total population 200 made us arrive at 127 as the targeted population for both bakeries. However, 127 questionnaires were distributed and 87 were refunded. The study made use of multistage sampling technique by using stratified sampling technique, simple random sampling technique. The data were collected with the use of well-structured questionnaires and analyzed using descriptive and inferential statistics. The findings revealed that there are three main types of grievances which included union or policy grievance, individual grievance and group grievance. The findings also revealed there are grievances but no laid down procedures for resolving these grievances thus no effectiveness. Comparing both bakeries, Fako Bakery Limbe is better off than Njeiforbi Bakery Buea. Objective three, shows there has been an improvement in the number of customers, and opening of new branches thus rejecting the null hypothesis. Further, the findings revealed that management face challenges in handling employee grievances such as ineffectiveness of staff. The study recommended that management should have laid down procedures and make known to employees on how to go about their grievances, a trade union should be put in place in order to improve the means of channeling employee grievances and handling them effectively.

Key words: *Grievances, Grievance procedures, organizational performance*

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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
FSLC	First School Leaving Certificate
HRM	Human Resource Management
PAID-WA	Pan African Institute for Development West Africa
SME	Small and Medium Size Enterprises
UB	University of Buea

CHAPTER ONE

INTRODUCTION

This chapter provides a background to the study and further states the problem of the research. It also states the research objectives and research questions, significance of the study, the scope of the study, description of study area, and organization of the study and definition of key terms.

1.1 Background to the Study

A Grievance is any discontent or dissatisfaction rising from a feeling or a belief of unfairness felt by an employee or a set of employees in connection with the work environment (Opatha, 1994). The progress in collective bargaining for public and private employees has been appealing to public and scholarly attention worldwide. In South Africa, the Public and private Service Commission is, in terms of the Constitution of the Republic of South Africa 1996 (Act 108 of 1996), required to investigate complaints of employees in the Public Service regarding official acts or omissions, and recommend suitable remedies. To give result to this decree the Public and private Service Commission has in relations of section 196 of the Constitution and section 11 of the Public Service Commission Act, 1997 (Act 46 of 1997) circulated the Rules for Dealing with the Complaints of Workers in the Public Service (No. R 1012 of 2003) Government Gazette No, 25209 of 2004 which are referred to as Grievances According to the British academy of management by Benard Walker and Robert T Hamilton, employer-employee conflict is demanding more attention from both managers and scholars. The failure of collective industrial relation and the individualization of the employment relationship has distorted employment relations. In UK the number of engagement tribunal applications increased between 1988 and 1996 (Burgess et al 2001). In North America there has been a similar effect with the introduction of new federal employment legislation leading to a litigation explosion (Lipsky *et al*) as employees increasingly filed complaints and lawsuits. There are numerous factors both interior and exterior that influence workers performance in an organization. Grievance is one of the factors which deals with employees and as concerns their working environment (Gupta, 2006).

Organizational effectiveness refers to the degree to which an association as a social system gives certain resources and means, accomplishes its objectives without placing unjustified

straight (grievance) upon its members. The most vital element of an organization is its workforces. This is because machines and other technological appliances cannot operate by themselves without the required. Personnel who want to efficiently use these equipment to produce desired results must have the spirit to perform, this means he or she must be pleased. The reverse is true as an unsatisfied worker has grievance which hinders his/her ability to perform well (www.grossarchive.com).

Grievance is an experienced issue that has eaten deep into the cloths of every well-organized business establishments; be it in private and public establishments. Employee grievance suggests that the workers of that organization are not happy with the scheme of things in the said organization. An aggrieved employee who feels he has a complaint against the manager or administrator is in contradiction with the company as a whole and so, cannot do active work. He becomes unhappy, his morale is low and as a consequence his efficiency drops. Satisfaction at work in terms of all circumstances that surround the job is important to high morale's. It doesn't matter how well paid and interesting a job may be, unless the individual performing the job feels that he is being fairly treated his morals is adversely affected..

These complains are strong feelings that a worker has that he or she has not been treated fairly, however not all employees complaints are defensible in that the action complained of may be legitimate behaviour within the terms and spirit of a communal agreement amongst the employee and the management. Grievances happen in every workplace and handling them appropriately is important for maintaining a pleasant-sounding and Creative work environment. Grievance management is all about how well the difficulties are addressed (and solved). It is very important in the present world. Now-a-days there are many establishments who declare that their human resources are their greatest important assets and it is no more human resources but Human Capital. Hence these statements are to be verified whether it is true or not. This can be completed by measuring how faster the employees difficulties are addressed and Solved. If it is done faster, then it can be concluded by saying that the employee concern is significantly present in the association. The grievances of the workers are linked to the agreement, work rule or regulation, policy or process, health and safety regulation, past practice, altering the cultural norms singly, individual victimization, wage, bonus, etc. Here, the attitude on the part of administration in their effort to know the problems of employees and resolve the issues harmoniously have better chance to maintain a culture of high performance Ohiri A.U (2002:100).

Managers must be educated about the importance of the grievance process and their role in maintaining satisfactory relations with the union. Effective grievance Handling is an essential part of cultivating good worker relations and running a fair, positive, and productive workplace. Positive Labour relations are Reciprocal Street, both sides must give a little effort and try to work together. Relationship building is the key to fruitful Labour relations. Hence these statements are to be verified whether true or not. This can be done by measuring how fast the employee's difficulties are talked and solved. If it is done faster, then it can be concluded by saying that the employee concern is significantly present in the organization. Managers must be educated about the importance of the complaint process and their role in maintaining favorable relations with the union. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and creative workplace. Positive Labour relations are reciprocal streets, both sides must give a little and try to work together. Relationship construction is the key to successful Labour relations.

Grievances in the organization is not an easy thing to perceive, because many grievances go unspoken and unexposed for a long period of time and require only a competent manager to diagnose and properly handle it before it turns to a grave situation. Numbers of organization have set up grievance machinery at their working places and making use of trade union activities that work hand in hand with their respective institutions. A standard procedure for handling employee grievances also available according to Bhim Chimoriya. The existence of grievance in an association is inevitable because for an organization to have grievance-free relationship, it means that they will have no relationship at all. Consequently, inappropriate handling of complaint leads to disruption of work in the form of protest, violence, strike and resignation which ultimately amount to high Labour turn over, a negative effect on the overall performance of the organization e.g. the case of the wokers at Tole tea who protested because their grievances where not looked into by management. Therefore an organization wishing meaningful productivity and improved Labour management relationship must design a just and equitable grievance handling system. Management is expected to know how to solve grievances and endeavor to treat them on their merits (that is treating them fairly).

Angry people are not given the kind of leadership that matches their needs. They are over supervised whereas over- supervised employees can get very stressed at the work place. The under supervised ones may not be optimally utilized. There are also other possible causes: lack of feedback, lack of recognition, absence of clear performance expectation, unfair standards, being shouted at and blamed, being overloaded with work and or stressed out. (Randolph &

Blanchard, 2007). The use of Grievance Procedures are used to serve the needs of both employers and employees (Nurse, 2006). It is necessary for organizations to employ effective grievance settlement procedure to control complaints, grievances and disputes raised by employees in the interest of prompting justice while mitigating disputes. This is basically to ensure a peaceful and conducive atmosphere for mitigating both the interior and exterior grievances for effective Labour management relation. There are various aspects that inspire the employees to work for an organization and make them engaged in the organization for a longer period of time. There are factors that will exhibit whether the employees' grievances are addressed and solved properly or not. The aspects considered here include the awareness of the problem, the awareness of the employees on whom to report, the availability of the concern person, discussion of the problems, causes and effects, methods to avoid such problems in future, directions and instructions regarding how to deal with a problem, awareness programs to avoid them for fresh employees. Most employers believe that the only way to motivate employees and increase their performance is to pay them high wages and on a regular basis. Very few employers include their employees in decision making procedures. A high number of Small and Medium Sized Enterprises (SMEs) such as Fako Bakery Limbe and Njeiforbi Bakery Buea do not seem to have put in place policies and procedures that permit employees to discuss or channel their grievances or suggestions to Management.

However, in addition to pay cheque, most employees will love to work in organizations where they can contribute to the growth and welfare of the entity. They will therefore like to be consulted on issues affecting their jobs and the company as a whole. In addition they want to have a direct relation with management so that when they have issues affecting their job, they can easily dialogue with management and have a solution

According to John Gennard and Grahan Judge Employees grievance on a wide variety of issues (including discrimination, harassment and bullying) arise even in the best managed organizations. If grievances are not dealt with, or handled quickly, they are likely to aggravate and harm the employment relationship. In every organization, there are bound to be problems related to employees and their respective functions in the organization. . When they occur, they should not be swept under the carpet but looked into immediately as failure to do so could result in employee dissatisfaction and grievances.

1.2 Statement of the Problem

Grievance is one of the factors dealing direct with employees and all that concerns their working environment (Gupta, 2006). Grievance occur and are natural in any organization although there are many factors which can influence the work performance and productivity in organizations. Therefore the effective grievance management can help reduce discontent or dissatisfaction experienced by employee and improve work performance of the organization. Also effective grievance handling can help increase level of satisfaction of the employees, remove or reduce the absenteeism, accident, late coming, lack of cooperation, and insubordination.

A high number of Small and Medium Sized Enterprises (SMEs) such as the Fako Bakery Limbe and Njeiforbi Bakery Buea do not seem to have documented policies and procedures in place that give workers the chance to discuss or channel their grievances and suggestions to Management (manager 2017). Besides, overtime work is hardly paid; even when it is paid, the overtime wage rate is usually far lower than the deduction for absenteeism. Also, employees' social and family urgencies are hardly taken into consideration. Lack of conducive and safety measures during work such as ventilation from heat during baking, lack of fire extinguishers during any fire outbreak at the production department, unfair management, and managers now are out for profit making and maximization that they don't register their workers under the social insurance fund which leads to no insurance compensation for the damage caused on the employee during work.

This divide between employee's expectations and the current policies used by employers in these enterprises often results in frustration, which often leads to low productivity, winding up of businesses, poor customer service, dissatisfaction, high turnover rates and bad image reputation of the enterprise, consequently the researcher is being prompted to undertake this Study which is to investigate how the effective management of employee's grievances impacts organizational performance.

1.3 Objectives of the Study

1.3.1 Main Objective

The main objective of this study is to assess the effective management of employee grievance and how it impacts organizational performance in Fako Bakery Limbe and Njeiforbi Bakery Buea.

1.3.2 Specific Objectives

1. To identify the types of employee grievances in Fako Bakery Limbe and Njeiforbi Bakery Buea and how it affects their performance.
2. To examine the level of effectiveness of the grievance procedures in Fako Bakery Limbe and Njeiforbi Bakery Buea.
3. Examine the impact of effective grievance management on organizational performance in Fako bakery Limbe and Njeiforbi Bakery Buea
4. To find out the challenges faced by management in handling employee grievances in these organizations and its effects on organizational performance.

1.4 Research Questions

1.4.1 Main research Question

“Does the effective management of employee grievance have any impacts on organizational performance in Fako bakery Limbe and Njeiforbi Bakery Buea?”

1.4.2 Sub Research Questions

1. What are the types of employees’ grievances at Fako Bakery Limbe and Njeiforbi Bakery Buea and how do they affect organizational performance?
2. What is the level of effectiveness of the grievance procedures used in handling employee grievances?
3. What is the impact of effective grievance management on organizational performance in Fako Bakery Limbe and Njeiforbi Bakery Buea?
4. What are challenges faced by management in handling employee grievances?

1.5 Hypothesis

There is no significant impact of effective grievance management on the performance of employees in Fako Bakery Limbe and Njeiforbi Bakery Buea

1.6 Significance of the study

This study is of extreme benefit to many interested parties especially; owners of Fako Bakery Limbe and Njeiforbi bakery Limbe, the management of these enterprises, employees, other enterprises, public policy and the academia.

To the management of these Bakeries

This research affords management of these enterprises the opportunity to control the harmful effects of sidelining employee's role in the formulation of policies and the outcome of improper handling of employee's grievances.

To the employees

The findings of this research will encourage employees to put in efforts after realizing that their roles in the grievance settlement procedure cannot be neglected.

To shareholders

This research is equally beneficial to shareholders as it brings forth the impact of grievances on productivity, ways and means to adopt in order to minimize the negative Implications of low employee involvement in grievance settlement procedure and ensure productive returns on shareholders investments.

To the academia

Students stand to gain immensely from this detailed research as it will provide them with relevant and credible data in relation to how employee's participation in grievance settlement procedure can affect the attainment of company's goals and objectives. In addition, this research will also serve as reference document for other students and researchers who wish to carry out a similar study. This work will equally help me the researcher to gain more knowledge on the topic and to get an award of a Bachelor's degree.

To members of the trade union

The study will also serve as a guide to the employees union to ascertain how their efforts at protecting the rights and ensuring justice and fairness on the workers front are yielding positive or negative results.

1.7 Scope of the Study

This study was carried out between March 2017 to March 2018. This study is limited to selected Bakeries in the South West Region of Cameroon, Fako Bakery, Limbe and Njeiforbi Bakery, Buea. The study had two main variables. Employee grievances as the independent variable and organizational performance as the dependent variable.

1.8 Description of the Study Area

My study area for both Njeiforbi and Fako Bakeries is Limbe and Buea that constitute two major towns in the South West Region. Limbe, known as Victoria from 1858 to 1982 is a seaside city in the Southwest Region of Cameroon. Fako bakery has five branches in Limbe: Half mile, opposite the famous petrol station; Fako bakery, Bota, by C.D.C engineering; the District Hospital, Bota ; Mile four, at the entrance of Limbe, opposite Jehovah Witnesses Church hall, not far from the park; New town, Man- Na –Man, just at the junction of three big quatters; Mawo; Mottowo and Bunjo.

Secondly, Buea is a mountain land made up of volcanic soil. Buea is the capital of the South West region of Cameroon, has 35 municipal councilors, occupies a surface area of 7000km square, covers an area of 19.78/km with a population size of about 200,000 inhabitants. Buea is also a university milieu, hosting both government and private academic and professional higher institutions of learning. Buea consist of mixed economy of agriculture, business and tourism (CVUC-UCCC, 2014). Njeiforbi Bakery in Buea has six branches as follows: Mile Seventeen Park; Molyko (opposite UB Junction); Molyko (St. Claire Hotel Junction), Campaign Street (Street Two); Clerks Quarters and Muea.

1.9 Organization of the Study

The research is made up of five chapters. Chapter one presents the introduction, background to the study, statement of the problem, objectives of the study, research questions, scope and significance of the study, description of study area and definition of key terms.

Chapter two pays attention on the review of literature from the works of other authors on the subject matter and goes further to present the theoretical framework on which the work hinges. The chapter ends with the presentation of gaps identified in the literature.

Chapter three presents the methodology of the study, which includes the model specification, description of variables used in the model, study design, population of study and sampling techniques, instruments of data collection, validation of the results, data analyses and ethical considerations.

Chapter four is presentation and analysis of data according to the specific objectives, the implication of findings and limitations of the study.

Lastly, chapter five presents the summary of findings, conclusion and recommendations as well as suggested areas for further research.

1.10 Definition of Terms

Management

According to Harold and Heinz (1990), management is the art or science of achieving goals through people. They further show that because sometimes managers also supervise, therefore management can also be associated with making sure that employees do what they are supposed to do. According to the definition, management should be viewed as the process of designing and preserving an environment in which individuals working together in groups, efficiently achieve selected aims. Managers ought to be able to handle disputes that arise between their employees and within their organization without which it will lead to grievances which eventually will affect the organizations productivity if employees are not effective an efficient thence hindering organizational performance.

Effective Management

It is essentially the organization and coordination of the activities of a business to achieve definite objectives. Organizations that are led by effective managers will experience high income, maximum productivity, a high ability of talent, and an increase in bottom line results (www.profile international.com) this is to say that when grievances are handled well and on time, there is high turnover. Equally when there is equal opportunity for all workers there is efficiency and effectiveness in their daily activities which affects performance as well as productivity. Thus unsolved grievances are detrimental to the growth of any establishment.

Grievances

This refers to any disagreement that arises between an employer and employee, which relates to the implied or explicit terms of the employment contract (Britton, 1982). Grievance means any real or imaginary feeling of unhappiness and injustice which an employee has about his employment relationship. The strength of a grievance depends upon whether or not there is “just cause “or reason for such complaints.

Productivity

This is the state of been productive or the capacity of being able to generate create, enhance, or bring forth goods and services. When employees are aggrieved they cannot be productive unless their worries are resolved and they have a clear head or mind.

Labour turn over

This is the quantity of a firm's workforce that leaves during the course of a year. When employees grievances are not resolved or when the organization do not seem to recognize their efforts towards work and ask their opinion in some organizational decisions they tend to be dissatisfied which leads to grievances and makes them aggrieved. Then they decide to leave the organization and go better places where their problems will be resolved and their efforts recognized. If organizations take into consideration solving employee grievances they will have limited turnover rate which will enhance organizational performance as whole.

Employee

A person usually below the decision-making level who is hired by another to perform a service especially of wages or salary and is under the control of others. Also someone who is paid to do work for someone else (Cambridge Dictionary,)

Procedures

Procedures are defined as "deliberate official statements" that support organizational goals. They are the official way in which companies spread their methods as a motif of acceptable practices (Sisson and Storey 20000). Armstrong (2001), posits that, procedures in human resource management illustrates how executives and managers should act when they apply certain measures affecting the company's employees.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter reviews relevant and adequate literature on employee grievance and organizational performance. It contains other research findings that assist the researcher and serve as a guide for future research.

2.1 Conceptual Review

2.1.1 Concept of organizational performance

Organizational performance management is one of the most current terms in today's public sector management terminology. The idea of handling organizational performance is being commonly accepted and adopted all over the world. It blowout rapidly from the private sector to the public sector in the developed world and recently found its way in many developing countries. Performance is referred to as presence about doing the work as well as being about the results achieved. It can be defined as the consequences of work because they deliver the strongest connection to the tactical goals of an organizations customer satisfaction and economic contributions. The term performance management and measurement refers to and combined systematic approach to improving organizational performance to achieve strategic aims and encourage an organization's mission and values .In this case organizational performance management is fairly different than individual performance management (Beirut, 2003).

Organizational performance encompasses the actual results of an organization as measured against its intended goals. As to Richard et al (2009) organizational performance includes three specific parts financial performance such as return on investment, product market performance such as market shares and shareholder return. The idea of managing organizational performance is mostly used and accepted in most organizations today, it has moved from the private sector and gradually to the public sector in developed and developing countries. Performance means doing the work and doing it well it can be defined as the consequences of the work place because they offer a strong linkage to tactical goals of the organization goals and customer satisfaction. In recent years, many organizations have tried to manage organizational performance with the method of well-adjusted record where the performance is tracked and measured in different extents such as financial performance, i.e. shareholder return, customer service, social

responsibility that is the community, employee which is stewardship and lastly organizational performance itself.

This makes performance management to be measured by the growth in economy, efficiency level, and effectiveness level. In the economy level, there is procurement and transfer of inputs, quality and quantity of goods, cost elements and timeliness. In the efficiency level there is optimum transformation of inputs into output, rational use of resources, least cost and maximum results, work planning and timeliness and tactical levels. Lastly in the effectiveness level projects are achieved and its immediate objectives or procedures and desired outcomes.

2.1.2 Concept of Employee Grievance

A complaint is a specific, formal dissatisfaction expressed through an identified procedure (Gupta, 2006). Also grievance can be described as a disappointment or dissatisfaction, whether expressed or not and whether true or not, arising out of anything linked with the organization which an employee thinks, believes or even feels is unfair, unjust or inequitable Dwivedi, 2009.

The international Labour organization also defines that a grievance is a grumble of one or two workers as to wages, allowances, conditions or work and clarification of service stipulations, covering such areas as overtime, leave, transfer, promotion, seniority job assignment and termination of service (Singh, 1990).

Furthermore, according to Rose (2004) Grievance is any dissatisfaction regarding work and expressed by employees in a formal way to his immediate supervisor. In the same light D'Cruz (1999) argues that grievance is a matter raised by employees to show dissatisfaction with management's behaviour and is an attempt to effect changes. In addition employee grievance can be viewed as the process which involves an employee's attempt to show that he or she has been hurt or has been wronged. This goes further by Meyer (1994), to say that employee grievance signifies that manager's behaviour was inappropriate or the manager fails to abide to the workers right. Bemmels and Reshot (1991) indicate that in a specific group of employees, many grievances are in response to specific behaviour shown by their supervisors.

According Smriti Chand's article he says grievance is any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management. Speaking broadly, a grievance is any dissatisfaction that harmfully affects organizational relations and productivity. He goes further to say for one understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance.

1. Dissatisfaction is anything that interrupts an employee, whether or not the discontent is expressed in words.

2. Complaint is a spoken or written dissatisfaction brought to the attention of the supervisor or the shop steward. Moreover Katz et al (1993), argues that how employee grievances are identified and worked out, determines the possibility of reducing the productivity and displacement costs often associated with grievance processing thereby the efficiency and cost effectiveness of the organization as a whole. John Gennard and Graham also see employee grievance as a complaint by an employee that the behaviour of management, or that of an employee, has been unfair and unjust in its application to him or her. This complaints may be genuine or they may be a result of a misunderstanding or misconception. In either cases, settling them quickly and effectively is important. Grievance always start from a dissatisfaction, then a complain then a grievance meaning it has gotten to a higher level meaning it's been written down and when employees are not satisfied it affects their performance because they don't put in their best in their jobs and it affects output as well as the performance of the organization.

2.1.3 Causes of employee grievances by Bhim Chimoriya February 29 2016

Employee grievances do not only reduce performance and productivity of the workers and that of the organization. But it may equally put the existence of the organization in danger. Sustainability of that organization remains at stake if employee grievances are not resolved fast. Managers should be aware that grievances come from different angles and they should endeavor solve these grievances before the situation goes out of hand. Customers often do not like organizations where employees are being changed regularly because of high employee turnover or unresolved grievances. Some major causes of grievances in the organization are;

a) Unfair management

Employees are the backbone to every organization and they want to be treated as thus equally as other employees. If management treats them differently from their expectation it brings dissatisfaction which leads to grievances, or management treats them differently to identically performing employees then grievance arises. This is to say that management should treat all employees as equals. Favoritism by management to some particular individuals can cause jealousy and hatred among employees which is detrimental to the growth of that organization. Those who are not favored or treated fairly can become less industrious and can prompt the others to go on strike which in effect leads to low organizational performance.

b) Poor communication

Communication is a dual process and when it is done correctly it leads to a healthy relationship in the organization. Communication equally motivates the employee's policy directives information and other notices have to be received by each employee in the same way according to their job responsibility. A one way communication process makes the employees feel inferior and this will create misunderstandings amongst the employees and the management. This misunderstandings will gradually lead to grievances and aggrieved people do not do anything well thus affecting organizational performance.

c) Working hours

Most managers do not consider the fact that people get tired, employees are to be treated with respect and should work 8 hours a day as per the Labour code and have a break. Some employer's exploit employees and give them more working hours for same pay. Most at times when an employee is marked absent for day at work he or she has a deduction of two days absenteeism from work, but when he or she works extra shifts no double pay is made as the case of been absent which is not proper. At times the employees close late and are expected very early the next day at work all this causes dissatisfaction and leads to grievances which affects their performance and the organization as a whole.

d) Differences in perception

Different understanding and interpretation between employees and management also causes grievances. If employees understand the policy rules, conditions, directions and guidelines given by management differently, they become negative towards management and the whole organization thus leading to grievances and poor performance.

e) Work load and work distribution

Some managers do not share work equally to employees, even when they receive same pay. Managers might have a biased mind against some employees and give them work which is more than their capacity and for low wages. When the employees realize they are been exploited and cheated they get very angry and this leads to dissatisfaction and grievances against employees and management and they become less productive unless something is done.

f) Working conditions

The working environment might be uncondusive or hours of work are not favorable to the employees this makes them unhappy and this will affect their performance. The work environment should be conducive and employees should have resting time before next shifts so that they can rest well to be able to perform well without this it becomes an issue and it leads to grievances against management.

g) Culture of the organization

Some organizations have wrong cultures which brings up grievances. Bad culture poorly affects the organizational environment and it displeases the employees. This dissatisfaction grows on increasing into grievances.

h) Weak leadership

Leader ship must be existing as a guide of all employees, if the leader is weak then the employee's enthusiasm may go down and employees do not follow and ignore the leader

i) Supervision

Some behaviour of the supervisor towards the employee such as perceived notions of bias, discrimination, nepotism, caste affiliations, regional feelings. Some employers or supervisors favor some employees and those who are not favored become uncomfortable at their work place and this affects their performance and that of the organization as a whole

j) Work group

Employees are unable to adjust with their colleagues; with his they suffer from feelings of neglect, unfair treatment and become an object of ridicule and humiliation.

k) Miscellaneous

These include issues concerning certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, and medical facilities.

2.1.2. Causes of employee grievances according to Cleverism. 12 November 2017

Employee compensation and benefits

To her most employee grievances arise from pay and benefit parcels that employees receive or do not receive from their employers. This is the topic most unions take up with management of the companies they belong to. This happens when an employee feels he or she is undercompensated, or that his or her salary is not proportional to the level of responsibility given to him or her, or feeling that there are benefits you are allowed to which are not given.

Work load and work distribution

Some employees may feel that packages that employees receive – or do not receive – from their employers. This is the topic most unions take up with the organization or companies they belong to for they have been given much work than others in the same rank for same pay. This clearly shows that there is a problem with how the work load is distributed among the employees. All employees receiving the same compensation should also get unevenly the same volume of work and responsibilities. Aside from that employees might be aggrieved that management is over working them.

Work conditions

Working environments which are not safe and healthy cause's problems to the employees and are seen as areas for valid complaints and dissatisfaction. One of the best way for a company that is caring for its employees is by the provision of good working environment, tools and well ventilated environment.

2.1.3 Forms of employee grievances according to Dale Yoder

The grievance management of employees are shown through various ways. They are also known as the forms of grievances.

Factual Grievance, it arises when a legitimate need of an employee has not been met.

Imaginary Grievance, it arises when an employee's grievance is based on a wrong a perception, wrong assumption or incorrect information and is not a legitimate need. It leads to development of a negative attitude towards the organization.

Disguised grievance, it arises when an employee is dissatisfied due to the reasons unknown to him. These grievances arise when the psychological needs of employees have not been met

2.1.4. Contributions towards growth

Business is one of the major source for economic growth, trading activity always help buyers and sellers like those of Fako Bakery Limbe and Njeiforbi Bakery Buea, dealing in commodity ,manufacturing activity, buying and selling help money to flow from one hand to another.

These organization help as a means of reducing unemployment in the society thus creating job opportunities, independence and help the economy to grow in size. The more this organizations recruit employees it helps to make them economically stable too.

2.1.5. How to manage employee grievances Cleverism 12April 2017

The management of employee grievances should not be the job of the employee relations manager or professional alone. Line managers should be involved and know the procedure to handle grievances .Grievance procedures are an integral part of the whole way in which an organization is managed. Employee grievances are managed through the following ways;

Listen to employees and their grievances well, attend to them and here their problems coming up with ways in solving it.

Keep an open mind, do not biased in your decision and no discrimination take all employees as equals.

Come with different alternative and solutions to solve their grievances do not be limited to one solution.

Keep all communication lines open, let the employees have an open mind to channel their worries and make them feel free within the organization

Document every step of the grievance process so that verifications can be made.

Establish and implement good policies on handling their grievances and let them know the procedures.

Respond to their grievances as fast as possible because failure to do so might cause more harm than good.

2.1.6 The Effects of Poor Grievance Handling in Organizations by Girija Nupur

Grievances, if not well-known and rectified, may adversely affect workers, managers, and the organization.

The effects are the following:

1. On the production:

- a. Low quality of production
- b. Low productivity
- c. Increase in the wastage of material, spoilage/outflow of machinery
- d. Increase in the cost of production per unit

2. On the employees:

- a. Increase in the rate of absenteeism and turnover
- b. Reduction in the level of commitment, sincerity and punctuality
- c. Increase in the incidence of accidents
- d. Reduction in the level of employee morale.

3. On the managers:

- a. Strained superior-subordinate relations.
- b. Increase in the degree of supervision and control.
- c. Increase in insubordination cases
- d. Increase in conflict and thereby machinery to maintain industrial peace

Need for a Formal Procedure to Handle Grievances:

A grievance handling system serves as an outlet for employee frustrations, discontents. Employees do not have to retain their frustrations bottled up until eventually dissatisfaction causes Explosion. The existence of an effective grievance procedure reduces the need of arbitrary action by supervisors because supervisors know that the employees are able to protect such behaviour and make protests to be heard by higher management. The very fact that employees have the right to be heard, eventually after being heard, this helps to boost their morale. In view of all these, every organization should have a clear-cut procedure for grievance handling.

2.2 Empirical Literature

2.2.1 Types of employee grievances

According to the case of Adare Human Resource Management from (2011 to 2013) there are three types of grievances individual, group and policy or union Grievance. Here it shows that organizations should take note of the documentation, burden of proof and exhausting all avenues, written procedures and invoking grievance procedures.

Individual grievances

Individual grievance, affects one employee and requires a one-to-one approach and requires the supervisor and employee to sit down and settle the problem. They also state that examples of individual grievances can be seen when an employee who feels discriminated in a promotion exercise or a case of sexual harassment. Scholars further argue that grievance can be caused by a number of factors. These include for instance low salaries, poor work conditions, poor relationships at the work place, unequal treatment, selfishness among employees, failure to involve employees in decision-making, lack of human resources management skills.

One person's grievance that a management action has violated their rights under the collective agreement. Examples include discipline, demotion, and harassment employee's grievances should always be investigated and they should be helped by a member of the grievance council.

Group grievance

This shows that management action has hurt a group of individuals in the same way

The types of grievances are based on the nature of the complaint, and these are the most common ones.

Policy or union grievances

With a policy or union grievance the union complains that management action violates the agreement. It usually deals with contract interpretation, not an individual complaint

Employee compensation and benefits

A great number of employee complaint cases have something to do with the pay and benefit r example, you may feel like you are undercompensated, or that your salary is not relative to the level of your responsibilities joint with the bulk and complexity of the work you are actually doing. Sometimes, you may also feel there are benefits that you are allowed to but are not being given. Chances are that you will feel obliged to formalize the complaint into a grievance.

Workload and work distribution

You can as well feel that you have not been fairly treated by giving more work than other people in the same rank. This clearly shows that there is a problem with how the workload is distributed among the employees. All employees having the same pay should also get roughly the same volume of work and responsibilities.

Aside from unfair sharing of work, the complaint may arise simply from the workers' opinion that the company is working them to the ground. This is especially true in the case of companies that are going through thin times and have to employ economizing measures. For example, efforts of the company to bring down costs could lead to you and the other employees in your department to put in more work outside your usual work hours. Here the employee realizes he or she is performing the work load of two to three persons without a corresponding increases in pay. In this case there is bound to be a problem.

Work conditions

Unhealthy work environments is one of the reasons employees should give a formal complaint. One of the best pointers of a company caring about its employees is the delivery of a safe and clean working environment.

Are you provided with the equipment's necessary to carry out your tasks? Are you working with well-functioning tools, machinery and equipment's, Is the workplace well-ventilated and properly ignited? Needless to say, if these are not satisfactory, not only will they cause potential harm and injury to the employees, they will also bring about frustration and dissatisfaction.

Management-employee relations

In some cases, it is likely for you as an employee to feel a divide with management or your employer. Maybe you are having worries gaining access to communicating with, the employer. One way to bridge that gap is to file a grievance.

Unions exist to represent the interest of the employees to the management, and their primary focus is on unfair labour practices that harm the relationship between the management and employees.

Behaviour

The attitudes of some employees may be as a result of unresolved grievances, when management doesn't look into their problems they tend to be careless at work by mishandling organization property or not performing as expected or by indiscipline not following rules and regulations 'not truthful and very arrogant to top managers and even the customers all this are forms and signs that they are not happy or they have an issue which management has not looked into.

Feelings

Some employees might be emotionally intelligent not to show off their grievance while working this makes them have an inactive feeling and some do not know how to go about their grievances nor how to handle or calm down themselves and this makes them show off their grievance even in the public making it an active feeling they become hostile in nature been arrogant been violent and causing more harm in the organization.

2.2.2 Methods or procedures of effectively solving employee grievances

A study conducted by Hook et al (1996) on supervisor and manager styles in managing employee grievance. This study was included 91 supervisors and managers who were attending a weekend training course in human resource topics. In terms of methodology, three articles in terms of grievance situation were distributed the respondents in order to examine styles used in managing grievances. Situations in each article were varied in order to identify different solution styles used by respondents for different cases. Generally, findings of the study revealed that respondents preferred more participative styles when dealing with grievance. However, the study also found that when supervisors and managers perceived a situation that appeared as a direct threat to their authority, they reverted to a much more autocratic style which was first

telling their subordinate their decision and then persuading them of its correctness. This study is linked to this study as because it highlights the styles used by supervisors and managers to manage discipline and grievance of their subordinates and their implications to the organizational survival.

Procedures are necessary to ensure that everybody is treated in the same way in similar circumstances and to ensure issues are dealt with fairly, sensibly and in a timely manner. Grievance procedures should be differentiated from 'whistle-blowing' – this refers to procedures that employees can follow if they have concerns about wrong doing or illegality in a company's operations.

Grievance handling is a sensitive task used to eliminate employee's dissatisfaction. Grievances can destroy an organizations image and sometime challenge its existence. The following procedure can be followed

Open door policy this is the informal way of placing down a problem. Employees are free to walk in any time and express their worries to the higher level of management this approach facilitates upward communication from employees to management this time is suitable for small or medium size organizations.

Step ladder procedure the open door policy is not comfortable for big organizations most organizations have followed the step ladder procedure for solving employee grievances. These procedures are used to quickly resolve employee grievances and doing so properly

Step one

When employees have grievances they can table it to their immediate supervisor and it is done verbally. The supervisor listens carefully and has to take a step for a solution within a particular period of time. If the aggrieved employee is not satisfied with the solution he or she takes the next step.

Step two

Grievance to the department chief that is, the aggrieved employee complaining to the department chief but this time in writing if he wasn't satisfied with the solution of his immediate supervisor. If the unsatisfied employee still not satisfied at this level the next step is taken.

Step three

The aggrieved takes the complaint to the grievance handling commission. In large organizations grievance committees are made up of experts in different discipline areas. This commission includes the representatives of employers and employees, here the committee identifies various alternatives if not they can ask for a chance to revisit the policy or procedure and the committee gives a decision within a fixed period.

Step four

The aggrieved if not satisfied takes the complaint to the main executive officer who will mobilize the sources of executive authority within the act law, policy and directives to handle the grievance. at this level if not handle it goes out of control of the organization so the chief executive tries to solve the problem with the law.

Step five

The grievant to Arbitrator this is the external forefront which comes in if the chief executive cannot handle the problem. This mediating committee the representatives of employees and employer will be included. Based on the complaint the mediator will study the problem seriously then discuss with the employer and the grievant employees separately. After the discussion serious appropriate alternatives will be identified and agreed by both parties.

Step six

Aggrieved to Labour court this is when the arbitrator was unable to come up with a solution. Here both parties higher lawyers from their sides and the court decides a day of the hearing on this day lawyers argue for and against the case. Then the judge decides on the bases of legal proof.

Procedures of solving employee grievances

Grievances are complaints that employees raise with their employers. These may relate to how employees have been treated or to actions that an employer is anticipating to take. There is a spectrum of grievances ranging from major and potentially illegal issues such as discrimination or persecution in the workplace to more minor day-to-day disputes such as a poor relationship between two employees or a difference over holiday arrangements.

1. Knowing the value and importance of full discussions in resolving the misunderstandings and keeping a harmonious relationship in the organization Management should always make effort to keep continuous and harmonious relations with its employees, and shall always make every reasonable effort to effect immediate and complete discussion to clear up misunderstandings and to investigate into any grievance of its Employees in the organization. Firstly the employee grievance must be raised orally i.e. informally with the immediate boss supervisor or manager. When it is not looked into then he or she can then do it formally which is in writing it down. With this method the organization will have a healthy organizational climate
2. In undertaking this communal desire, an employee's grievance shall be dealt with in accordance with the following procedures:

(a) Step One

Any employee who has a grievance may, within three working days of its rising, bring the matter to the attention of his or her direct superior or, where such grievance is against his direct supervisor, the employee can then call the attention of his Department Head, who shall give his respond within five working days from the date mentioned to him.

(b) Step Two

If the grievance is not solved after five working days it can get to be written again to the next level of management who will or may represent a representative involved in the human resource department or in the case where the employee concerned is aggrieved by the decision given under sub-clause (a) above, he may then after refer the matter to the Division Head for settlement, then a meeting will then take place to consider the matter within seven working days.

(c) Step Three

If the matter in stage two is not resolved within seven days the human resource manager will be informed and if the employee is still displeased with the decision agreed under sub clause (b) above, the employee may raise the matter to the management for clearance.

(3) In the event where there is no settlement done at the above steps, the matter shall be dealt with by the CEO whose decision shall be final.

When players (employer/employee) in the employment relationship are unable to resolve their differences they may voluntarily seek the assistance of a self-governing third party. These can come in different forms: conciliation, mediation or arbitration.

Conciliation: the role of the third party is to keep the both sides talking and assist them to reach their old agreement. The conciliator acts as a link between the disputing parties until either a basis for agreement is identified. Conciliation permits each side to recess its situation continually, he takes a passive role and does not impose any action on the parties.

Mediator: he listens to the argument of both sides and makes a recommendation on how their differences can be resolved. The parties are free to accept or refuse the recommendation.

Arbitration: this is the highest form or level in solving employee grievances. The third party intervention is facilitated by established laws. Knowledgeable arbitrators are made up of academicians, trade union officers and experienced employers.

Officially grievance handling within the grievance Procedure ends with the conclusion of the CEO within the organization. Any petition to external parties such as the Labour relations or the Industrial Arbitration Court. Labour disputes occur when grievances are non-employment related or when the employer-employee relationship is cut off.

Alternative method of handling employee grievances by Cleverism

The supervisor or manager takes informal action here, the manager is taking the first step of informal action which is usually through a casual and discrete conversation with the employee who made the complaint.

Secondly a formal meeting is held with the employee, the formal process begins at this stage where the grievance commission will take the lead. The personnel manager will schedule a formal meeting with the employees, and it is in this setting where his grievance will be discussed in greater detail. Witnesses may be invited, and confidentiality is a must.

Thirdly we further carry out an investigation, if the grievance is so complicated or complex it can't be resolved during the formal meeting there is a need to carry out further investigation. Fact and data gathering will be conducted by the grievance committee. This is to be sure because the facts you might have gotten may be one-sided and in order to avoid discrimination to either party this investigation must be carried out.

A decision is made after the findings and is communicated to the employee and other investigations conducted is going to be based on the committee to decide whether the grievance is valid or not. It is always necessary to keep the employee aware of the progress of the investigation.

Fifthly if the grievance is rejected or the employee wasn't satisfied with the resolution, he or she will go to the next level of management. Here the facts are been reviewed and the decision have to be made again. Here if the employee is still dissatisfied it will be taken to a third party called the arbitrate.

Three steps in handling grievances by Professor Charulata Kulkanri and Archana Borde

Oral Warning

Oral warning given by Human Resource Officer to the employee due to his misbehaviour of any misbehaviour against him or her.

Show Cause Notice

This notice will be issued by the Human Resource Manager in consideration with the works manager or departmental head.

Written Warning

This warning will be issued by Human Resource Manager with the knowledge of the departmental head and to the supervisor and the manager.

Enquiry by Legal Officer

Even though the above three steps done from the Human Resource department there are employees who ignore all these steps. Misbehaving in the next step is going to be by legal officer. Even though no compromise is there to sue the employee he will be dismissed.

2.2.3 Impact of effective management of employee grievances

The benefits of effective management of employee grievances leads to high productivity and organizational sustainability. No employer will want the downfall of the organization where he or she is working or want the enterprise to have a bad reputation thus handling employee grievances will lead to the following:

It provides the means for the use of voice mechanism thereby creating upward communication by which workers and their unions can assert and protect job rights under the contract.

Orderly means of settlement of grievances because there are laid down policies in handling grievances. Each type of complaint should have a laid down policy in solving and settling it.

Grievance management equally helps with the resolution of disagreements, that is if an employee feels he or she has been treated unfairly at the level of management.

Effective management of employee grievances equally help in that the matters of the organization are not disrupted as a result of employee dissatisfaction or grievances.

Effective handling of employee grievances eliminates the fact work is been stopped or withheld during the course of a collective agreement.

2.2.4 Challenges facing organizations in managing its employees

During the early part of the 20th centuries most Europeans and Asians were still very doubtful about management. For instance when in 1924 Mary Parker Follet gave a management meeting at the oxford university, London ,they wheedled her and made a ridicule of her ,thinking that she is just bringing to them another important trend. And in those years the communist too were quite certain that management was an entrepreneurial invention which absolutely had no meaning to them and was indeed totally incompatible with anything that could be called communalist or socialist. Few people doubt that management is essential in organizations today, managers need to face challenges by boosting their productivity of resources, employing resources where results are unending and coping with change, motivating knowledge workers. Challenges like this have altered the playing ground on which firms must compete. Recently there is a need for firms to be receptive, flexible, and capable of competing and responding rapidly in a worldwide marketplace.

This is about the challenges management faces today and will face tomorrow, in other to identify how managers can respond or be more responsive to these challenges in order to drive their organization to improve performance they have to forecast and fight now. Some of these challenges they face are:

Weak leadership

Poor leaders can have a negative impact on employees and might even damage the company's bottom line. They affect the company's ability to retain employees and lower employees moral. The organization has to be certain of the qualities they look for especially when it comes to top level management staff. A wrong selection here will be very detrimental to the whole organization. The staff should undergo training to prepare them for the challenges ahead. Some top level managers will not abide to training leading to a challenge for management to handle trying to convince them to do training or trying to fit them in other areas where training is not needed.

Lack of qualified personnel

When management faces the challenge of unqualified staff it becomes a challenge to him and the organization. He does almost all the work and gets to pay the employees for nothing done. The organization remains behind in every aspect and might even loose its customers thus management has to be keen is selecting its employees, people who can get the job done and done well.

Ineffectiveness of staff and family ties

Most private and public organizations now our days like to employee people who are mature in their reasoning and know the reason why they are working or why they need the job, this is because the youths of today always have excuses and they absent from work but expect pay. This is a challenge which is very common in today's organizations.

The challenge of boosting /increasing the productivity of resources

In the nineteen century it was believed that resources developed themselves and are allocated by the "invisible hand" and in the twentieth century it was believed that the development of resources is a function of the organization which is another form of the" invisible hand" but today which is the twenty first century resources are developed by managers, are allocated by managers and managers are responsible for their productivity which is the first mission of management and its first responsibility. Thus manager have to pass on instructions to employers to do task because without employees they can't do all the work on their own. By so doing they have to make sure all the necessary resources are available for the smooth functioning of the organization.

The challenge of employing resources:

In the developed countries there is a shortage of people to do the traditional jobs such as manufacturing this is because birth rates are low and most young people in developed countries go in for higher education thus they not want traditional work while in developing countries like Cameroon there is a large supply of young people qualified for little or no jobs.

The challenge of staying ahead and coping with change

Constant change will be the rule of tomorrow's environment, this means the business environment of today and tomorrow will face increasing confusion. A dynamic, unpredictable, expanding and fluctuating environment. Most employees will not agree to these changes because they feel they won't cope learning the new methods of doing things because they want to be stress free. Management face difficulties with such workers who do not want to accept change thus making it a challenge to the organization.

The political challenge

Managers need to cope with the challenge of conflicting interest groups within or outside the organization will mean that today and tomorrow's manager must improve his or her political skills .this means for managers to cope with the political challenges within or outside organizations managers must be politically strong.

The challenge of motivating knowledge workers

In this case managers will want to motivate workers who do their jobs well and others who according to them are working hard but management doesn't see like they do may be dissatisfied and this will cause grievances. When managers face these difficulties it becomes challenging.

This organization equally contributes to the economies revenue through the payment of their tax.

It reduces vices such as robbery and prostitution by providing employment to the youths and equally improves living standards of the individuals. The main theories used in the study are the procedural distributive theory and the exit voice loyalty theory to measure the effectiveness in the management of employee's grievances and its impact on organizational performance in organizations.

2.3 Theoretical framework

2.3.1 The procedural distributive theory

This theory talks on equity, fairness and transparency in which decisions are made. This means to say that the decision made should favor all the employees so that there is equal distribution of task and no need for envy, hatred and discontent within employees and their subordinates. Fairness in the distribution of right or punishment of wrongs and hearing of all parties before a decision is made. This theory holds that fair procedures in solving employee grievance leads to equitable outcomes. This is because some employers do favor some workers in the organization either because they are friends, or because they are from the same area and this brings conflict in the organization between management and even between coworkers. This theory can equally be known as organizational justice and it talks on how employees judge whether they have been treated fairly. The ramification of this for organizational functioning is in areas such as job satisfaction, and commitment. Olson-Buchanan and Boswell 2008 see this theory to the extent to which fair and orderly procedures provide aspects such as timeliness and fairness.

This theory goes in line with my work in that most grievances in organizations today most especially private enterprises all come up from uneven distribution of Labour, pay and unfair treatment. Thus if this theory is taken into consideration it will reduce the rate of uneven distribution of task and increase fairness to all leading to satisfaction of all employees and great performance as well as productivity at the tail end. This is seen that if each organization has a procedure of handling its employee grievances and settling them amicably and fairly the employees will work in harmony leading to greater output and productivity as well as the organizations sustainability.

2.3.2 The exit voice loyalty theory of 1970

This theory says that trade unions be seen as a plat form for hearing the grievances and cries of the employees and should not see trade unions as a treat to the organization. According to the business dictionary a trade union is an organization whose membership involve workers and union leaders unite to protect and promote their common interest. The purpose of these Labour union are to negotiate working conditions terms, negotiates wages, regulate dealings between workers (its members) and the employer take collective action to enforce the terms of collective bargaining raise new demands on behalf of its members and help solve their grievances.

This theory comments that unions provide a stand for their employee to voice out their concerns which will enable employees to voice out how they feel rather than giving them deaf ears leading to dissatisfactions, complaints, grievances, and further turnover and this will affect performance. This theory is considered to be relevant to the activities of the organization, this is because management cannot listen to all the employees one after another so these exit voice loyalty theory helps because the employees will table their complaints to the union representative and he will carry it forward to management and in a polite manner which will be looked into. It serves time and brings peace and satisfaction because the employees know their problems are been looked upon and definitely they will have solutions.

This theory has been a dominant theoretical research on how employees respond to grievance and grievance outcomes as (Boroff and Lewin 1997) say the individual employee's loyalty to the firm is the key element of whether voice or exit behaviour will occur. When this theory is put into practice there will be an increase in employee's performance and a satisfaction to employees as they will be able to express themselves freely to management. When employees see that management see them as important and want their success that is by hearing their cries and try to solve them they outperform and work for the good of that organization and when this is done then organizational performance will be high as the tendency of employees quitting their jobs won't be the case. This will equally lead to inner satisfaction and the employees will work hard and satisfy the customers well thus leading to organizational performance. This theory is relevant to my work in that it tells management trade unions are for the best good of the company to help reduce social tension at work, and not to cause damage in the organization. Procedures can be time consuming and cannot be used all the time to come table their grievances but rather go to the head of the union and table their worries to be carried forward to management.

2.4 Research gaps

Numerous findings have been done both nationally and internationally that reviews the management of employee grievances and procedures on how to solve these grievances, most write ups and writers I viewed were based on the fact that they spoke of grievances in schools, agricultural companies, manufacturing companies which were owned by government. While I looked at Bakeries which are all private companies and mostly run by family members. These bakeries are owned by individual's not Government as the other writer's whom I reviewed their works. This work comes to fill the gap as was been done in Cameroon specifically in the South

West region of the country. Equally, this study fill the gap as majority of the findings focused their researches on their proposed objectives. Therefore the study has come to fill the gap as it was based on its own objectives too. Equally, this study will fill the gap since there are limited literatures on the effective management of employee grievances and its impact on organizational performance in Cameroon. Not much had been done on the influence of employee grievance and resultant impact on performance in bakeries especially in the South West region the topic of research had no relevant literature suitable for strategy formulation and decision making. The study therefore intends to fill these gaps in these enterprises so this study intends to fill the gap here in Cameroon specifically in the south west region.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of Variables in the Model

This study highlights on two main variables management of employee grievances and organizational performance. Where employee grievance is the independent variable and organizational performance the dependent variable. Performance of employees will rely on how well their grievances and other work-related issues are addressed and handled with care and with no bias.

3.2 Research Design

In this study the researcher made use of survey research design as its own convenient and cost effective for data collection as required by the study. Also the survey research enabled the researcher obtain data about practices, situations at one point of time through questionnaires and interviews in the field. The study adopted a descriptive approach and employed both qualitative and quantitative techniques in data collection and reporting. The research design is therefore the descriptive survey that involves the collection and analysis of data in a manner that aims to combine relevance to the research purpose.

3.3 Study Population

The study population consisted of key top management officers including other male and female workers from the various departments such as Sales, Production, Finance, of Fako Bakery Limbe and Njeiforbi Bakery Buea.

3.4 Sampling technique and sample size

The study made use of the simple random sampling technique. In this case out of a total population of 124 for Fako Bakery and 76 from Njeiforbi Bakery making a total of 200. Consequently, the target population for both Bakeries is 127 according to the table of Krejcie & Morgan (1970). However, out of a total of 127 questionnaires that were distributed 87 were refunded. Numbers were written on separate pieces of papers and put in a polythene bag to draw the required sample. The justification for using this particular sample size is on the basis that

this sample size constitutes or is made up of the key and relevant staff with relevant information that will be derived from these organizations in order to assist our research findings.

3.5 Data Collection technique

This study was conducted using primary data, which involved the use of questionnaires, in-depth interviews and participant observation these instruments are relevant for this research because they constitute detail analyses and in depth information to facilitate the research findings. Questionnaires consisted of Linkert scale questions administered to workers, while interview guides were also designed to target top management workers. The secondary sources of data collection were also utilized.

3.5.1 Primary Sources

The main primary source for data collection in this study was through the administration of questionnaires to the employees an interview guides to the management of both Fako Bakery Limbe and Njeiforbi Bakery Buea. In-depth interviews with the managers to gather information on the various types of grievances, forms causes, procedures for solving these grievances and how effective they are used in these organizations. (Fako Bakery Limbe and Njeiforbi Bakery Buea). Equally to get the challenges they encountered in handling these grievances. The questionnaires were designed in a likert scale manner with SA (strongly agree), A (agree), SD (strongly disagree), D (disagree) and N (neutral).

3.5.2 Secondary Sources

Secondary data included the review of diverse literature such as official documents, journals as well as published and unpublished materials on Human Resource policies and procedures for handling employee grievances. Another important secondary data source consulted was the goggle scholars through the World Wide Web (www). These provided useful data and facilitated the understanding of the subject under study.

3.6. Validity and reliability of the instruments

The face validity of the instrument was established by presenting the instrument to the supervisors and experts in quantitative analysis to ascertain that the items on the instrument were related to the research questions to be tested. Some of the items were then modified while those that were irrelevant were removed and new ones introduced.

3.7 Analytical Approach

Descriptive statistics were used to analyze the data from where they were presented in frequency tables, figures and charts.

3.8 Ethical Considerations

Firstly, the study considered the issue of informed consent. The researcher ensured that the respondents and interviewees made their decisions on whether or not to participate in the study based on adequate knowledge of the study. The researcher made sure that the respondents were informed verbally and on the instrument of data collection (questionnaire) on the purpose of the research.

The second ethical consideration in the study was that of confidentiality and anonymity. By confidentiality the researcher made sure that data was collected rather than people. This was done verbally by the researcher and on the instrument of data collection wherein the respondents were informed and assured that the data was to be handled and treated confidentially. Also, the study ensured that the respondents were anonymous, that their individual identities were not projected in the study. Hence, the researcher did not collect information with regard to personal identification of the respondents.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

This chapter present the findings on the social demographic information and from research objectives. It equally discusses the findings, give their implications and the limitations of the study.

4.1: Social demographic Results

Table 4.1 Demographic Distribution of Respondents

1. Sex	Frequency	Percentage
Male	26	30%
Female	61	70%
Total	87	100%
2.Age		0%
a) 18 – 25 years	18	21%
b) 26 – 33 years	25	29%
c) 34 - 42 years	29	33%
d) 43 – 51 years	10	11%
e) 52 – 59 years	5	6%
Total	87	100%
3.Level of Education:		0%
FSLC	17	20%
O' Level	25	29%
A' Level	30	34%
Degree	13	15%
Master	3	3%
Total	87	100%
4. Marital status		0%
Single	37	43%
Married	28	32%
Divorced	12	14%
Widow (er)	10	11%

Total	87	100%
5. Management level in the organization		0%
Top	16	18%
Middle	26	30%
Bottom	45	52%
Total	87	100%
7. length of service in the organization		0%
1 – 5 years	37	43%
6 – 10 years	18	21%
11 – 15 year	17	20%
16 – 20 years and above	15	17%
Total	87	100%

Source: Field Survey, 2017

The result in Table 4.1 revealed that, 26(30%) of the respondents were males while 61(70%) were females. According to age 18 (21%) of the respondents were between 18 – 25 years, 25(29%) were between 26 – 33 years, 29(33%) were between 34 - 42 years, 10 (11%) were between 43 – 51 years, 5(6%) were between 52 – 59 years. According to level of education, 17(20%) had FSLC, 25(29%) had O' Level , 30(34%) had A' Level, 13(15%) had first degree while 3(3%) had master degrees. According to marital status 37(43%) were singled, 28(32%) were married, 12(14%) had divorced from their marriage while 10(11%) are widow(er) Distribution of respondents according to their managerial position revealed that, 16 (18%) were top management workers, 26(30%) were middle management while 45 (52%) were at the bottom of the organization. According to length of service, 37(43%) of the respondents had worked for 1-5 years, 18(21%) of the respondents had worked for 6-10 years, 17 (20%) of the respondents had worked for 11-15 years while 15(17%) had worked for 16 – 20 years.

4.2 Analysis of research objectives

4.2.1 Research objective one: To identify the types of employee grievances among the two bakeries

Table 4.2 The types of employee grievances among the two organizations

Types of employee grievances	SA	%	A	%	N	%	D	%	SD	%
protest against the violation of my rights as individual by the management	10	11%	32	37%	15	17%	20	23%	10	11%
complain against the disciplinary sanctions	30	34%	27	31%	17	20%	10	11%	3	3%
I am unhappy with the demotion	32	37%	24	28%	18	21%	8	9%	5	6%
They are many classification disputes	21	24%	18	21%	30	34%	11	13%	7	8%
Being denied of the benefits giving to the worker	7	8%	16	18%	24	28%	17	20%	23	26%
The management gives little or none interest to individual complains	2	2%	3	3%	46	53%	24	28%	22	25%
GROUP GRIEVANCE										
Groups of employees complain against the violation of their rights by the management	23	26%	22	25%	20	23%	11	13%	11	13%
You grieve the matters as a group	31	36%	18	21%	16	18%	13	15%	9	10%
POLICY GRIEVANCE										
There are violation of the agreement that could affect all who are covered by the agreement	28	32%	21	24%	17	20%	11	13%	10	11%

Types of employee grievances	SA	%	A	%	N	%	D	%	SD	%
You have matters related to the interpretation of your contracts	17	20%	23	26%	23	26%	13	15%	11	13%
You grieve the matters in as a whole workers if the organization	0	0%	25	29%	23	26%	36	41%	3	3%
UNION GRIEVANCE										
There are dispute arising directly between the parties to the collective agreement in your organization	25	29%	21	24%	24	28%	12	14%	5	6%
The union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement	23	26%	28	32%	13	15%	10	11%	13	15%
The union's rights are often violated in your organization	36	41%	26	30%	14	16%	8	9%	3	3%

Source: Fieldwork, 2017

The result in Table 4.2 revealed that 10(11%) of the respondents strongly agreed that they protest against the violation of their rights as individual by the management, 32(37%) agreed, 15(17%) were neutral, 20(23%) disagreed while 10(11%) strongly disagreed with the statement. Also, 30(34%) of the respondents strongly agreed that they complain against the disciplinary sanctions, 27(31%) agreed, 17(20%) were undecided, 10(11%) disagreed while 3(3%) strongly disagreed with the statement. Also, 32(37%) of the respondents strongly agreed that they are unhappy with the demotion, 24(28%) agreed, 18(21%) were undecided, 8(9%) disagreed while 5(6%) strongly disagreed with the statement. The result also revealed that 21 (24%) of the respondents strongly agreed that they are many classification disputes 18(21%) agreed, 30(34%) were undecided, 11(13%) disagreed while 7(8%) strongly disagreed with the statement. Also, 7(8%) of the respondents strongly agreed that they were denied the benefits

giving to me, 16(18%) agreed, 24(28%) were undecided, 17(20%) disagreed while 23(26%) strongly disagreed with the statement. The result also revealed that 2(2%) of the respondents strongly agreed that the management gives little or none interest to individual complains, 3(3%) agreed, 46(53%) were undecided, 24(28%) disagreed, 22(25%) strongly disagreed with the statement. Also, 22(25%) of the respondents strongly agreed that groups of employees complain against the violation of their rights by the management, 20(23%) agreed, 11(13%) were neutral, 11(13%). Also 31(36%) of the respondents their grieve the matters as a group, 18(21%) agreed, 16(18%) were neutral, 13(15%) disagreed, 9(10%) disagreed while strongly disagreed with the statement.

Furthermore, 15(17%) of the respondents strongly agreed that there is policy grievance, 23(26%) agreed, 21(24%) were neutral, 20(23%) disagreed while 8(9%) strongly disagreed with the statement. Also, 28 (32%) of the respondents strongly there are violation of the agreement that could affect all who are covered by the agreement, 21(24%) agreed, 17(20%) were undecided, 11(13%) disagreed while 10(11%) strongly disagreed with the statement. The result also showed that 17(20%) of the respondents strongly agreed that they have matters related to the interpretation of their contracts, 23(26%) agreed, 23(26%) were undecided, 13(15%) disagreed while 11(13%) of the respondents strongly disagreed with the statement. Equally, 25(29%) of the respondents strongly agreed that their grieve the matters in as a whole workers if the organization, 23(26%) agreed, 36(41%) were undecided, 3 (3%) disagreed with the statement. The result also revealed that 21(24%) of the respondents strongly agreed that there are dispute arising directly between the parties to the collective agreement in your organization, 24(28%) agreed, 12(14%) disagreed while 5(6%) strongly disagreed with the statement.

Equally, 23(26%) of the respondents strongly agreed that the union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement, 28(32%) agreed, 13(15%) were undecided, 10(11%) disagreed while 13(15%) strongly disagreed with the statement. Lastly, 36(41%) of the respondents strongly agreed that the union's rights are often violated in your organization, 26(30%) agreed, 14(16%) were undecided, 8(9%) disagreed while 3(3%) strongly disagreed with the statement.

4.2.2 Research objective two: To examine the level of effectiveness of the grievances styles management among the targeted organizations in the South west region

Table 4.3 The level of effectiveness of the grievance management styles in the two organizations

	HE	%	E	%	M	%	L	%	NE	%
INDIVIDUAL GRIEVANCE										
I protest against the violation of my rights as individual by the management	10	11%	32	37%	20	23%	20	23%	10	11%
I complain against the disciplinary sanctions	21	24%	20	23%	24	28%	15	17%	3	3%
I am unhappy with the demotion	18	21%	24	28%	18	21%	16	18%	5	6%
There are many classification disputes	21	24%	18	21%	30	34%	16	18%	7	8%
I am denied the benefits giving to me	20	23%	26	30%	24	28%	17	20%	23	26%
The management gives little or no interest to individual complains	12	14%	30	34%	16	18%	24	28%	12	14%
GROUP GRIEVANCE										
Groups of employees complain against the violation of their rights by the management	23	26%	22	25%	20	23%	11	13%	11	13%
You grieve the matters as a group	31	36%	18	21%	16	18%	13	15%	9	10%
POLICY GRIEVANCE										
There are violation of the agreement that could affect all	28	32%	21	24%	17	20%	11	13%	10	11%

who are covered by the
agreement

You have matters related to the interpretation of your contracts	17	20%	23	26%	23	26%	13	15%	11	13%
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You grieve the matters in as a whole workers if the organization	0	0%	25	29%	23	26%	36	41%	3	3%
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UNION GRIEVANCE

There are dispute arising directly between the parties to the collective agreement in your organization	25	29%	21	24%	24	28%	12	14%	5	6%
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The union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement	23	26%	28	32%	13	15%	10	11%	13	15%
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The union's rights are often violated in your organization	36	41%	26	30%	14	16%	8	9%	3	3%
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Source: Fieldwork, 2017(*HE =Highly Effective E= Effective M= Moderate L= Low NA= Not at All*)

The result in Table 4.5 revealed that 10(11%) of the respondents strongly agreed that they protested against the violation of my rights as individual by the management, 32(37%) agreed, 20(23%) were neutral, 20(23%) disagreed while 10(11%) of the respondent strongly disagreed with the statement. Also 21(24%) of the respondents strongly agreed that they complain against the disciplinary sanctions, 20(23%) agreed, 24(28%) were undecided, 15(17%) disagree, 3(3%) strongly disagreed with the statement. Equally, 18(21%) of the respondents strongly agreed that they are unhappy with the demotion, 24(28%) agreed, 18(21%) were neutral,

16(18%) disagreed while 5(6%) of the respondent strongly disagreed with the statement. Furthermore, 21(24%) of the respondents strongly agreed that they are many classification disputes, 18(21%) agreed, 30(34%) were neutral, 16(18%) disagreed while 7(8%) strongly disagreed with the statement. Additionally, 20(23%) of the respondents strongly agreed that they denied the benefits giving to them, 26(30%) agreed, 24(28%) were undecided, 17(20%) disagreed while 23(26%) strongly disagreed with the statement. Also, 12(14%) 12(14%) of the respondents strongly agreed that the management gives little or none interest to individual complains, 30(34%) agreed, 16(18%) were undecided, 24(28%) disagreed while 12(14%) strongly disagreed with the statement.

The result according to group grievances revealed that 23(26%) of the respondents strongly agreed that groups of employees complain against the violation of their rights by the management 22(25%) agreed, 20(23%) were neutral, 11(13%) disagreed, 11(13%) strongly disagreed with the statement. Also, 31(36%) of the respondents strongly agreed that they grieve the matters as a group 18(21%) agreed, 16(18%) were neutral, 13(15%) disagreed while 9(10%) of the respondents strongly disagreed with the statement. Furthermore, 15(17%) of the respondents strongly agreed that there are policy of grievance, 23(26%) agreed, 21(24%) were neutral, 20(23%) disagreed while 8(9%) strongly disagreed with the statement. The result also revealed that 28(32%) of the respondents strongly agreed that there are violation of the agreement that could affect all who are covered by the agreement, 21(24%) agreed, 17(20%) were neutral, 11(13%) disagreed while 10(11%) strongly disagreed with the statement. Furthermore, 17(20%) of the respondents strongly agreed that they have matters related to the interpretation of your contracts, 23(26%) agreed, 23(26%) were neutral, 13(15%) disagreed while 11(13%) of the respondents strongly disagreed with the statement. The result also, 25(29%) of the respondents agreed that they grieve the matters in as a whole workers if the organization, 23(26%) were neutral, 36(41%) disagreed while 3(3%) strongly disagreed with

the statement. Furthermore, 25(29%) of the respondents strongly agreed that there are dispute arising directly between the parties to the collective agreement in your organization, 21(24%) agreed, 24(28%) were undecided, 12(14%) disagreed while 5(6%) strongly disagreed with the statement. The result equally showed that 23(26%) of the respondents strongly agreed that the union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement, 28(32%) agreed, 13(15%) were neutral, 10(11%) disagreed while 13(15%) strongly disagreed with the statement. Lastly, 36 (41%) of the respondents strongly agreed that the union's rights are often violated in your organization, 26(30%) agreed, 14(16%) were undecided, 8(9%) disagreed while 3(3%) strongly disagreed with the statement.

4.2.3 Research objective three: To examine the impact of the effective grievances management on organizational performance among the targeted organizations in the South west region

Table 4.4 The extent to what the management of employees' Grievances styles has impacted on organizational performance among the targeted bakeries in Fako Division

Statements	SA	%	A	%	U	%	D	%	SD	%
Customers base has increased over time	28	32%	17	20%	22	25%	18	21%	12	14%
Number of new branches has increased	12	14%	27	31%	23	26%	15	17%	10	11%
The organization has been making constant profit every year	19	22%	21	24%	20	23%	16	18%	11	13%
The organization pay dividend every year	13	15%	25	29%	25	29%	15	17%	10	11%
The capital base of the organization has increased	20	23%	22	25%	18	21%	15	17%	12	14%
Return on equity is highly positive every year	12	14%	23	26%	27	31%	12	14%	13	15%

There is an increase in market share	14	16%	24	28%	25	29%	13	15%	12	14%
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Source: Fieldwork, 2017

The result in Table 4.4 revealed that 28 (32%) of the respondents strongly agreed that customers base has increased over time, 17(20%) agreed, 22(25%) were undecided, 18 (21%) disagreed while 12(14%) strongly disagreed with the statement. Also, 12 (14%) of the respondents strongly agreed that number of new branches has increased, 27(31%) agreed, 23(26%) were undecided, 15(17%) disagreed while 10(11%) strongly disagreed with the statement. Additionally, 19(22%) of the respondents strongly agreed that the organization has been making constant profit every year, 21(24%) agreed, 20(23%) were undecided, 16(18%) disagreed while 11(13%) strongly disagreed with the statement. Furthermore, 13(15%) of the respondents strongly agreed that the organization pay dividend every year, 25(29%) agreed, 25(29%) were undecided, 15(17%) disagreed while 10(11%) strongly disagreed with the statement. The result revealed that 20(23%) of the respondents strongly agreed that the capital base of the organization has increased, 22(25%) agreed, 18(21%) were undecided, 15(17%) disagreed while 12(14%) strongly disagreed with the statement. The result equally showed that 12(14%) of the respondents strongly agreed that return on equity is highly positive every year, 23(26%) agreed, 27(31%) were undecided, 12(14%) disagreed while 13(15%) strongly disagreed with the statement. Lastly, 14(16%) of the respondents strongly agreed that there is an increase in market share, 24(28%) agreed, 25(29%) were undecided, 13(15%) disagreed while 12(14%) strongly disagreed with the statement.

4.2.4 Research objective four: To identify the challenges faced by the management in handling employees' Grievances in these organizations.

Table 4.5 Challenges faced by the management in handling employees' Grievances.

Items	SA	%	A	%	U	%	D	%	SD	%
Lack of informal action undertaken to address the causes of the grievance	31	36%	18	21%	18	21%	11	13%	9	10%
Non invitation of the employee or the union to a formal meeting	32	37%	25	29%	17	20%	8	9%	5	6%
The absence of indeed investigation	18	21%	25	29%	23	26%	12	14%	10	11%
The poor communication and keeping of records after the grievance meeting	30	34%	18	21%	19	22%	10	11%	10	11%
The ignorance of the employee's right to appeal for the decision of the meeting	29	33%	20	23%	18	21%	9	10%	11	13%
Lack of preparation and readiness to grievance	18	21%	35	40%	15	17%	7	8%	13	15%
The arrogance of the management team	31	36%	18	21%	18	21%	14	16%	6	7%
The unwillingness of the management to negotiate with the grievant	28	32%	22	25%	17	20%	10	11%	10	11%

Source: Fieldwork, 2017

The result in Table 4.4 revealed that 31(36%) of the respondents strongly agreed that lack of informal action undertaken to address the causes of the grievance, 18(21%) agreed, 18(21%) were undecided, 11(13%) disagreed while 9(10%) strongly disagreed with the statement. Also, 32(37%) of the respondents strongly agreed that non-invitation of the employee or the union to a formal meeting, 25(29%) agreed, 17(20%) were undecided, 8(9%) disagreed while 5(6%) strongly disagreed with the statement. Equally, 18(21%) of the respondents strongly agreed that there is absence of indeed investigation, 25(29%) agreed, 23(26%) were undecided, 12(14%) disagreed while 10(11%) strongly disagreed with the statement. Additionally, 30(34%) of the respondents strongly agreed that there is poor communication and keeping of records after the grievance meeting, 18(21%) agreed, 19(22%) were undecided, 10(11%) disagreed while 10(11%) strongly disagreed with the statement. Furthermore, 29(33%) of the respondents strongly agreed that there is ignorance of the employee's right to appeal for the decision of the meeting, 20(23%) agreed, 18(21%) were undecided, 9(10%) disagreed while 11(13%) strongly disagreed with the statement. The result equally revealed that 18(21%) of the respondents strongly agreed that there is lack of preparation and readiness to grievance, 35(40%) agreed, 15(17%) were undecided, 7(8%) disagreed while 13(15%) strongly disagreed with the statement. Furthermore 31(36%) of the respondents strongly agreed that there is arrogance of the management team, 18(21%) agreed, 18(21%) were undecided, 14(16%) disagreed while 6(7%) strongly disagreed with the statement. Lastly, 28(32%) of the respondents strongly agreed that there is unwillingness of the management to negotiate with the grievant, 22(25%) agreed, 17(20%) were undecided 10(11%) disagreed while 10(11%) strongly disagreed with the statement.

4.3 Test of hypothesis

There is no significant impact of effective management of employee grievances on organizational performance. Multiple regression statistical technique was used to test this hypothesis. The result is as presented in Table 4.6.

Table 4.6 Regression result of the impact of effective management of employee grievance on organizational performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	177596.250	35747.216		4.968	.000
GG	18.174	2.056	.650	8.839	.000
IG	7.954	3.338	.138	2.383	.019
PG	.283	.105	.024	2.750	.012
UG					

$R^2 = .63$

Adj. $R^2 = .53$

F= 40.19

D.W=1.72

a. Dependent Variable: Performance

Source: Field Survey 2018

The result in Table 4.6 revealed an R^2 (the coefficient of multiple determinant) value of 0.63. This means that about 63 per cent changes in performance of the organization is caused by changes in the effective management of grievances. Therefore the other 37 per cent changes in organizational performance is caused by other variables not shown in the equation but represented in the error term. The adjusted R^2 value of 53 implied that the model is 53% goodness fit. The F-value of 40.19 which is significant at 0.05 level of significance implied that there exist a significant relationship between effective management of grievance and the performance of the organization.

The estimated coefficient group grievance (GG), individual grievance (IG) and Personal Grievance (PG) were all positive. This means that there exists a direct relationship between these variables and the performance of the organization. These results are in order with economic a priori criteria and are significant at 5 percent and 10 percent levels of significance.

4.4 Discussion of findings

4.4.1 Socio demographic findings

The findings revealed that most of the employees from Fako Bakery and Njeiforbi Bakery are mostly made up of more females than males. Also it revealed that there are more single employees, and longevity of service is mostly by those of the bottom level.

4.4.2 Discussion of findings for objective one

The findings of objective one shows that there are four main grievances individual grievance, group grievance, policy grievance, and union grievance. The findings of objective one revealed that there exist a significant relationship between the handling of employee grievances and its impact on organizational performance. This is in line with the study of Bhim Chimoriya (2016), according to him, policy grievance and individual grievances are the types of grievances that arises in organizations and are very common in every growing enterprise.

4.4.3 Discussion of findings for objective two

The findings of objective two shows that there are grievances but no formal procedure for solving these grievances (manger 2017).the results from the findings also show that grievances are not handled effectively by management equally there are disputes within these organizations and management does not seem to have an interest in solving their grievances. Comparing the two organizations Fako Bakery is better off than Njeiforbi Bakery in grievance management

4.4.4 Discussion of findings for objective three

The findings of objective three shows that these procedures are not effectively used, though there has been a positive increase in customers and the opening of new branches. Furthermore the findings show that the company pays dividends every year and equity is highly positive. From the findings, the null hypothesis was rejected since 63 per cent changes in performance of the organization is caused by changes in the effective management of grievances. Therefore the other 37 per cent changes in organizational performance is caused by other variables. Therefore, to conclude, there is a significant impact of the effective management of employee grievances on organizational performance.

4.4.5 Discussion of findings for objective four

The findings of objective four shows that management face challenges in handling employee grievances in these organizations. The results show that there is an informal way of addressing

grievances, lack of investigation of the grievances, poor communication and keeping of records after a grievance meeting. Lastly management has unwillingness to negotiate with the grievant.

4.5 Implication of findings

4.5.1 Socio-demographic findings

The demographics results shows the workers of both bakeries are mostly made up of females. 70% females and 30% males. Females can't get hold of themselves when they have grievances like men do. So this shows that the grievances in these organizations are more and needs procedures for handling them. The age groups of both bakeries is mostly made up of those at the age of (34-42), and secondly by those ranging from (26-33) years thirdly (18-25) years and lastly by (52-59). When the workers are more mature they can solve their grievances amicably and in a mature way. This results show the opposite thus laid down procedures are needed for handling grievances.

The education level of the workers of both bakeries show that the workers are mostly advance level holders secondly by ordinary level holders and thirdly by FSLC holders and fourthly by masters. This implies that employees who are not well educated will not have a clue on how to go about their grievances without management teaching them and letting them know about grievance procedures. Further to the marital status most of the employees of both bakeries are not married which shows they can't be serious with work unlike married employees. Married employees are equally responsible in solving their problems amicable than single employees. This equally goes to the management level most of the workers are bottom workers who have little or no knowledge of grievance procedures.

4.5.2 Implication of findings, objective one

The findings of objective one revealed that the main types of grievances in these organizations are individual grievances and policy grievances which implies that if management handles employee's individual complaints and put down policies which will be favourable for all, then organizational performance will be at its utmost best.

4.5.3 Implication of objective two

The findings of objective two revealed that there exist a significant relationship between the handling of employee grievances and its impact on organizational performance. It implies that if the determinant listed above which are the methods of handling grievances and the

effectiveness of these procedures which are stated down are being used to tackle and solve grievances, there will be an increase in employees performance. As such it is important that emphasis are being put to effectively solve the grievances employees are facing.

4.5.4 Implication of objective three

Thirdly the impact of employee grievance on organisational performance can be determined from the output of the organization. In the study there is a positive response in the performance of both enterprises thus the null hypothesis was rejected.

4.5.5 Implication of objective four

For the fourth objective its findings show that there are challenges managers face such as lack of qualified personnel, ineffectiveness of staff and family ties, in the handling of these employees' grievances. This implies that management face challenges with family and neutral workers and this is a call for concern because when family is treated differently the employees see that management is discriminating. This brings dissatisfaction and further grievances if not solved.

4.6. Limitations of the Study

Despite the fact that the research has attained its aims, there were however some unfavorable limitations.

This study was based on two establishments one in Limbe and the other in Buea. The employees of Fako Bakery Limbe were mostly francophones and faced difficulties in answering the questionnaires so I had to be there to help them out understanding what it was all about. Me not being fluent too in French was a challenge to me. Also Fako Bakery is always so busy with lots of customers coming in so not all employees had the chance of answering this questionnaires likewise with Njeiforbi bakery Buea the only exception was that Njeiforbi had more English speaking workers but they were not committed to answering the questionnaires as well. This results, therefore, can be generalized to all private and small enterprises in the South West or Cameroon.

Also it was difficult for the researcher to get their attention regarding all questions that the study needed answers.

Lastly, the management couldn't give me the exact number of employees working in the organization for fear of taxes especially at Njeiforbi.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter consists of research summary findings, conclusion, recommendations and suggested areas for further research.

5.1. Summary of Findings

5.1.1. Summary of findings to objective one: To identify the types of employee grievances in these organizations Fako Bakery Limbe and Njeiforbi Bakery Buea:

The findings show that there are four main types of grievances individual grievance, group grievance, policy grievance and union grievance. Under this main there are various ways in which these employees react when they are aggrieved. The most common in these organizations are individual and policy grievances.

5.1.2 Summary of findings to objective two: To examine the effectiveness of grievance procedures in Fako Bakery Limbe and Njeiforbi Bakery Buea.

The findings here show that there are grievances but no methods or procedures for handling these grievances in Fako Bakery Limbe and Njeiforbi Bakery Buea. Grievances such as working hours, work conditions, and unfair management.

5.1.3 Summary of findings to objective three: To examine the impact of effective grievance management on organizational performance in Fako bakery Limbe and Njeiforbi Bakery Buea.

The findings revealed that there is an increase in the number of customers, opening of new branches thus if grievances are solved it will equally help improve on organizational performance. Thus the null hypothesis was rejected.

5.1.4 Summary of findings to objective four: To find out the challenges faced by management in handling employee grievances in these organizations.

The findings revealed that the challenges faced are lack of informal action undertaken to address the causes of the grievance, secondly non-invitation of the employee or the union to a formal meeting and absence of indeed investigation.

5.2. Conclusion

The study had its aim to assess how the effective management of employee grievances has an impact on organizational performance: Case of selected bakeries in the south west region of Cameroon, Fako Bakery Limbe and Njeiforbi Bakery Buea. It was found out by the study that, there is a significant positive relationship between employee grievance and organizational performance. Therefore, the proper implementation of grievance procedures which are booked down will help these bakeries and will be regarded as major contributor to performance of these enterprises in the South West region.

5.3. Recommendations

To Fako Bakery Limbe and Njeiforbi Bakery Buea

To the organization

The Study recommended that organization should improve on their human resource policies, this is by putting down this policies in writing and be able to follow them such as putting in place the most effective policies that will enable the organization to realize relationship of employee grievances and organizational performance.

Another recommendation put forward by this study was that, these bakeries should handle all situation of grievances in the same way and do not favor others who come up with similar grievances. This is where the written procedures come in, all parties should be listened to before decisions are made.

Equally the Study recommended that, these organizations should have a trade union in other to improve the means of tabling these employee grievances and handling them effectively. In addition, the study emphasized that for workers to be effective there has to be some familiarity with the job and so the changing of workers won't help the organization meet its vision because they will see themselves training new workers all the time.

To the Employers

Administration should ensure that the grievances should be received and solved promptly, so that the employees get the necessary satisfaction. As former stated, redressal of the grievances is a must to preserve good labour management relations and industrial peace.

To the Employees

The employees should try to follow the grievance procedures been laid down by management to enable management solve their grievances amicably.

To the Government

The government should have a laid down procedure to be followed by private owned enterprises and public enterprises in the handling of employee grievances. Equally they should persuade all employers to register their employees under social insurance for the benefit of the employees and management itself.

5.4 Suggested Areas for Further Research

This study is focused on bakeries in the south west region i.e. Fako Bakery Limbe and Njeiforbi Buea. Future research can be undertaken on micro finances and banks in other parts of the South West region or Cameroon as a whole. Equally further research can also be conducted to establish the relationship between management techniques of employee grievances and how it affects performance and organizational growth.

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APPENDIX

PAN AFRICAN INSTITUTE FOR DEVELOPMENT – WEST AFRICA

P.O. BOX 133, BUEA, CAMEROON



RESEARCH QUESTIONNAIRE

Dear Respondent,

A research undertaken by **JIKPU ELENOR WIYSHALANYUY**, Bachelor's degree student of the Department of Business Management Studies of the Pan African Institute for Development - West Africa Buea for the 2016/2017 academic year entitled; “ The Effective management of employee grievances and its impact on organizational performance: The case of Fako Bakery Limbe and Njeiforbi Bakery Buea.

Dear respondents, the purpose of this questionnaire is to collect data about grievance management practices. Responding to the questions will not create any harm and your responses will be kept confidential and will be used for no other purposes other than for the intended academic research purpose.

Kindly tick (✓) in their box against the answer you choose from the letters for closed questions and give clear description for open-ended questions.

SECTION A: Personal Information

1. Gender:

(a) Male [] (b) Female []

2. Age group

(A) 18 – 25yrs [] (b) 26 – 33yrs [] (c) 34 – 42yrs [] (d) 43– 51yrs [] (e) 52to 59 [] 60+ []

3. **Marital Status** (a) Single [] (b) Married [] (c) Divorced []

4. Educational Level

(a) FSLC [] (b) O Level [] (c) A Level [] (d) Diploma [] (e) 1stDegree [] (f) Post graduate degree []

5. **Kindly indicate your management level in the organisation:** Top [] Middle [] Bottom []

6. **Job title**.....

7. **Length of Service in the organization** (a) 1 – 5years [] (b) 6 – 10years [] (c) 11 – 15yrs (d) 16 – 20 and above [].

INSTRUCTIONS: *Please kindly Tick (✓) the letter that correspond to the extent of your agreement with each statement using the following scale.*

SECTION B: The types of employee grievances among the two organizations

S.N.	Types of employee grievances	SA	A	N	D	SD
	Individual grievance					
1	I protest against the violation of my rights as individual by the management					
2	I complain against the disciplinary sanctions					
3	I am unhappy with the demotion					
4	They are many classification disputes					
5	I denied the benefits giving to me					
6	The management gives little or none interest to individual complains					
	Group grievance					
7	Groups of employees complain against the violation of their rights by the management					
8	You grieve the matters as a group					
	Policy grievance					
9	There are violation of the agreement that could affect all who are covered by the agreement					
10	You have matters related to the interpretation of your contracts					
11	You grieve the matters in as a whole workers if the organization					
	Union grievance					
12	There are dispute arising directly between the parties to the collective agreement in your organization					
13	The union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement					
14	The union's rights are often violated in your organization					

(SA =Strongly Agree A= Agree N= Neutral D= Disagree SD= Strongly Disagree)

SECTION C: To examine the level of effectiveness of the employees' grievances styles management among the targeted organizations

S.N.	Types of employee grievances	HE	E	M	L	NA
	Individual grievance					
16	I protest against the violation of my rights as individual by the management					
17	I complain against the disciplinary sanctions					
18	I am unhappy with the demotion					
19	They are many classification disputes					
20	I denied the benefits giving to me					
21	The management gives little or none interest to individual complains					
	Group grievance					
22	Groups of employees complain against the violation of their rights by the management					
23	You grieve the matters as a group					
	Policy grievance					
24	There are violation of the agreement that could affect all who are covered by the agreement					
25	You have matters related to the interpretation of your contracts					
26	You grieve the matters in as a whole workers if the organization					
	Union grievance					
27	There are dispute arising directly between the parties to the collective agreement in your organization					

28	The union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement					
29	The union's rights are often violated in your organization					

(HE =Highly Effective E= Effective M= Moderate L= Low NA= Not at All)

SECTION D: Organizational Performance

	Statements	SA	A	U	D	SD
30	Customers base has increased over time					
31	Number of new branches has increased					
32	The organization has been making constant profit every year					
33	The organization pay dividend every year					
34	The capital base of the organization has increased					
35	Return on equity is highly positive every year					
36	The is an increase in market share					

(SA =Strongly Agree A= Agree U=Undetermined D= Disagree SD= strongly disagree)

SECTION E: Challenges faced on the management of Grievances styles

S.N.	Items	SA	A	U	D	SD
1	Lack of informal action undertaken to address the causes of the grievance					
2	Non invitation of the employee or the union to a formal meeting					
3	The absence of indeed investigation					
4	The poor communication and keeping of records after the grievance meeting					
5	The ignorance of the employee's right to appeal for the decision of the meeting					
6	Lack of preparation and readiness to grievance					
7	The arrogance of the management team					
8	The unwillingness of the management to negotiate with the grievant					

(SA =Strongly Agree A= Agree U=Undetermined D= Disagree SD= strongly disagree)