

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF PSYCHOLOGY



**EMPLOYEE PERCEPTION OF GRIEVANCE MANAGEMENT WITH ITS LINK TO
WORKPLACE JUSTICE: CITY OF HARARE COUNCIL.HARARE**

RESEARCH BY

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DEDICATION

Partially, this thesis serves to fulfill the requirements for my BSC Psychology Honors Degree. It is wholly dedicated to all my family members who have been attentive and supportive to me no matter how much I was brushed by the sharp edges of life they had firm belief that I would complete my thesis in good faith. Not forgetting my dear Jaydercol who has been my source of inspiration, I hereby dedicate this work to you. May Christ who was wounded for our sins bless you all.

ABSTRACT

The study was based on employee perception of grievance management with its link to workplace justice, a case study of City Of Harare Council. The research was qualitative in nature; henceforth descriptive research design was employed. Moreover the research was carried out with seventeen participants to represent the population and data was collected using face to face in-depth interviews. To add more the data collected was presented using verbatim and then the results were ultimately analysed using thematic analysis method. Diligently the results of the study posed that the employees are dissatisfied with the grievance management system hence they perceived that there is no workplace justice at the organization. The main findings were that employees at City of Harare Council have multiple grievances yet they are not resolved effectively, organizational justice is not promoted hence most of the employees are deeply aggrieved. Finally the conclusions concerning the findings of the study and recommendations were made.

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CHAPTER ONE

1.1 INTRODUCTION

The research is based on employee perception of grievance management with its link to workplace justice as in case of City Of Harare Council. In the research project the researcher is going to study Employee grievances, in-depth study of grievance management and how to improvise effective grievance management so as to promote workplace justice at City Of Harare Council. The chapter will cover the background study, statement of the problem, significance of the study, purpose of the study, objectives of the study, research questions, delimitations of the study, limitations of the study, assumptions of the study, definition of key words and summary.

1.2 BACKGROUND OF THE STUDY

Increasingly, the study of grievance management has become the main concern for researchers and has been widely researched before. A grievance is a feeling of dissatisfaction whether it is expressed or not, arising out of anything connected with the organisation which an employee thinks or believes to be unfair or inequitable.

A conflict perspective on employee relations which acknowledges the reality of different interests between employees and employers has shaped the UK industrial landscape for over hundred or so years (Millward, 2005). Therefore this research will be more concerned with promoting workplace justice through effective grievance management systems.

In every organisation conflicts and dissatisfaction among employees is the major issue to be dealt with, however most studies have been more concerned about the effects and causes of grievances but however there is no overall justice in many organisations. It is not easier to deal with the human mind but there is need to maintain workplace justice because whenever employees feel that they are left out or that their rights as employees are being violated, they will alienate themselves from the work environment therefore leading to low productivity. According to Mohanty (1997), pointed that the twentieth century industrial psychologists have

noted from research findings and day to day observations that the relationship between employers and employees is the most fundamental aspect in industries or organisations.

The study will be focussed on how employees perceive about the grievance management system with its link to workplace justice. Grievances that are usually raised at workplaces include terms and conditions, health and safety, work relations, and other HRM practices. To add more grievances may be genuine whilst other grievances are not real for instance some employees only seek to satisfy their needs and not considering the interests of the organisation. The researcher has been motivated to carry out this research because the employees at City Of Harare are aggrieved because of poor management grievance system. Employees are not satisfied with the grievance management because they do not participate in the grievance procedures and their grievances are not attended immediately.

One of the important provisions of collective agreements is the grievance procedure. It has historically been regarded as both a mechanism and a process for managing workplace conflict arising out of the contract between employer and employee and the use of grievance procedures has become the central aspect in union or management relations. Therefore it is notable that the use of grievance mechanisms is a clear show of the inevitability of conflict between workers and employers. Grievance procedures however, are intended to provide peaceful means for resolving that conflict hence promoting workplace justice.

Moreover the researcher was greatly inspired to come up with this topic because of the restructuring process that was done in July 2014 and the researcher observed that employees were intensely dissatisfied with the restructuring process. Workplace justice is the main motive of this study but justice at City Of Harare is not yet achieved for example employees suffered psychologically because some employees were retrenched and others were retired early, late payment of salaries, non-payment to overtime and the working conditions. Generally employees are dissatisfied with the work life at City Of Harare Council and their grievances are not paid attention to as was noted by the researcher during her work related learning.

1.3 STATEMENT OF THE PROBLEM

The subject of workplace justice is a controversial issue in many organisations hence there is need to pay more attention on how to promote workplace justice. Employees at City of Harare are dissatisfied with the management system for instance their grievances are not attended and

even the reporting system is poor, grievants have greater feelings of pay inequity, poorer attitudes of their line supervisors and no participation in decision making. Moreover employees are dissatisfied with the terms and conditions of their employment as the researcher observed during her work related learning period. This can be evidenced from the current increase in reduced work performance, continued strikes, go slows, and demonstrations. One good example is that some employees at City Of Harare once strike over late payment of salaries but unfortunately they were called for a disciplinary hearing hence it is evident that workplace justice is not the core concern of many organisations. Despite the number of efforts in resolving grievances, the problem still continues. Furthermore, the researcher aims to assess the grievance policy, strategies and practices of the role of grievance management in promoting workplace justice. Therefore poor grievance management system has affected employees extensively hence creating bad relations by violating their rights.

1.4 SIGNIFICANCE OF THE STUDY

The recent studies and researches on grievance management have been very limited therefore the study will play an important role that it will focus on how employees perceive about the grievance management systems with its link to workplace justice social. The information that is going to be collected will help to come up with strategic ways on how to improve the current grievance management system with the aim of protecting the rights of fellow employees. Moreover both employees and employers seek to advance their own self-interests; therefore the study will help in that effective grievance management will constitute an alternative to job action thereby creating a condition under which the affairs of the organisation are not disturbed as a result of employee dissatisfaction. On the other hand the study is significant in that workplace justice can be achieved if there is an effective grievance management.

It is the researcher's expectation that amongst many others the successful completion of this study will also benefit the following:

1.4.1 THE STUDENT AND FUTURE STUDENTS

The study is vital in the educational curriculum of the student since it is a fulfillment to the attainment of Bachelor of Psychology Honors Degree. The research fully equipped the researcher with the knowledge of the role that grievance management plays as a process of

delivering just outcomes at workplace. Moreover the research will be useful to future students if similar research is to be undertaken in that for every organization to be productive, the psychological wellbeing of employees should be considered for example grievances should be dealt with within a short space of time.

1.4.2 THE ORGANISATION AS A WHOLE (EMPLOYERS AND EMPLOYEES AT CITY OF HARARE COUNCIL).

The study would also assist the Organization in implementing effective grievance management system so as to avoid conflicts because satisfaction of employee needs is a strategic way of promoting workplace justice. The research will be of great importance to the development of new ideas in the discipline of grievance management.

1.5 PURPOSE OF THE STUDY

Herzberg et al. (1959), stated that dissatisfaction arises if hygiene needs are not addressed, but their fulfilment will not necessarily increase satisfaction. To add more unresolved grievances can be an industrial dispute that is why grievances are considered to be tips of the iceberg on industrial conflicts. Hence the study seeks to find understand the grievance management so as to improvise strategic ways on how to promote workplace justice.

The study will also explore the grievances of employees and how they interfere with workplace justice. Psychologically whenever employees feel that their rights are being violated they will perceive it as injustice. Furthermore the study will be more focused on employees on how they perceive on the procedural mechanisms in handling grievances. All in all poor grievance management have psychological effects on employees, this study therefore will be useful in promoting the wellbeing of employees and justice at workplace. The use of grievance procedures is intended to serve the needs of both employers and employees.

It is therefore important for organizations to employ effective grievance management systems to address the concerns raised by employees in the interest of promoting justice and avoiding conflict, especially in a unionized establishment. Grievance systems and grievance management should possess certain characteristics and demonstrate the use of certain principles to ensure their effectiveness.

To add more the purpose of the study includes the exploration of grievance management so as to ensure that workers are aware of and have greater access to well-defined procedures that are easy to understand and use. Another principle of effective grievance management is that workers' concerns should be addressed in a timely fashion. For this to happen, one of the conditions that must be present in the unionized environment is that there should be a sufficient number of competent trade-union representatives and supervisors at the workplace. The same holds for union officials who must be available for providing this essential service to union members, in the event disagreements and misunderstandings are not resolved at the local level, and especially if third party assistance in the form of conciliation or grievance arbitration is required.

This research will explore workers' perceptions about the justice of outcomes that derive from the use of grievance procedures in organizations where they work. Moreover the research will assess the role that grievance management plays as a process for delivering just outcomes in organizations. The results of this study will shed some light on the extent to which workers' experience or perceive justice (procedural and distributive) as outcomes derived from the use of grievance mechanisms. Therefore there is need to understand why grievances continue to exist in many organizations so as to promote sound relations between Top management and employees.

1.6 RESEARCH OBJECTIVES

The research aims to:

- To study and understand the Grievance management system.
- To know and understand the grievances of employees and the psychological effects on the aggrieved employees.
- To know whether employees are satisfied with the current grievance system and to determine whether workers believe that grievance systems promote justice at work.
- To explore workers' perceptions of outcomes that derives from the use of grievance procedures

1.7 RESEARCH QUESTIONS

The research seeks to answer the following questions:

- What are some of the grievances faced by employees at city of Harare Council?
- Is the grievance management system effective in promoting workplace justice?
- What are the psychological effects of poor grievance management on employees' wellbeing?
- What are some other strategies that are be employed by managers on grievance management?

1.8 DELIMITATION

- Research will be conducted in Harare at City of Harare Council which is a local authority and the researcher will freely conduct a research because she did her work related learning there. therefore vast information will be collected
- The study will be centered on the employee perception of grievance management with the link to workplace justice, therefore vast information will be collected.

1.9 LIMITATION

- The researcher is likely to face a challenge in terms of budgetary constraints because a sizeable amount of funds is needed to visit the organization and preparation of interviews.
- Researcher role in organization may subject to limitation since she is no longer considered part of the organization.
- People some time fail to respond neutrally due to personal limitation.
- The researcher might fail to access all the necessary information needed due to the confidentiality of the information as the authorities may be reluctant to release the information.

- The sample of current study is small due to financial constraints. If possible, having a larger sample of participants would provide better representation of the larger population and improve overall generalization of this study.
- Some participants will probably be unwilling or slow to respond to the questions which may be asked.
- Another drawback that the researcher might find is the subjectivity of information among research participants. They may not give true and correct information regarding the psycho-social problems they face.
- The time limit of the research had its impact on the nature of the data collected since there is a closing date for the research.
- Also illiteracy level of the research participants may also add on to limitations of study since some of them may not be able to understand the questions so the researcher will be forced to explain some of the questions.

1.10 ASSUMPTIONS

- The research would be of great significance to all employees and employers in industrial organisations on how to promote justice at workplace through effective grievance management.
- The participants will give correct and valid information on the questions asked.
- The researcher assumes that the participants will comply.
- Individuals being targeted will answer truthfully and accurately to the interview questions and questionnaires based on their perceptions.

1.11 DEFINITION OF KEY TERMS

1. Employee: Is one who has agreed to be employed under a contract of service, to work for some payment and can include wages, salaries, and commission and piece rates.

2. Grievance: Is defined as a complaint against an employer by an employee for a contract violation.
3. Grievance management: Is defined as formal channels designed to settle grievances as the problem arises.
4. Workplace justice: It includes an overall fairness that is integrity, honesty and show impartiality at workplace.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Chiefly, chapter one posed and discussed the introduction to the study; namely the background to the study, the statement of the problem, purpose of the study, research questions and research objectives. The study's significance, assumptions, limitations and delimitations were also expounded. Lastly, key terms were operational zed in the context of the study. This second chapter presents a comprehensive review and discussion of related theoretical propositions and empirical research findings on the topic under study.

The researcher has gone through a number of studies related to grievance management and workplace justice, hence supportive literature on grievance management will be of great importance in this chapter. Literature review according to Cooper (1998) is a body of text that aims to review the critical points of current knowledge on a particular issue. Hence previous research findings will be of paramount importance as a guideline on the gap of knowledge. Related literature will be reviewed in four key parts namely Employee grievances , Psychological effects of poor grievance management, Effectiveness of grievance management, Grievance management strategies and workplace Justice. Moreover this chapter will also cover the theoretical framework used on this research project and will lastly cover the gap of knowledge.

2.2 GRIEVANCE MANAGEMENT

Workplace Justice is the main concern among employees therefore the study on Grievance management has become an area of concern in the sense that related researches have shown that the primary value of grievance management is to assist in minimizing discontent that may have adverse effects upon cooperation and productivity. Chiefly many studies have attributed that grievances have devastating effects to the productivity of any organization; therefore the concept of grievance management has been seen as a weapon against dissatisfaction.

Grievance management is an important aspect which paves way for organizations or companies to deal with matters that may have adverse effects upon the achievement of the organization or company objectives as well as workplace justice. Moreover, an effective grievance management procedure is essential for enhancing work performance and organizational productivity.

In dealing with grievances, one must first understand the distinction that exists between a complaint and a grievance. A complaint is a discontent or dissatisfaction which has not yet assumed a great measure of importance to the complainant whereas a grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought formally to the attention of management. Dale (2003) defines grievance as any injustice to an individual that is brought forward to the attention of the management. Therefore it is appropriate to say that management has the obligation to get to the root cause of an employee's grievance so that the smooth functioning of the organization and organizational justice is prevailed.

Management should be concerned with both complaints and grievances, because both may be important indicators of potential problems within the workforce. Without a grievance procedure, management may be unable to respond to employee concerns because managers are unaware of them. Therefore, a formal grievance procedure is a valuable communication tool for the organization.

Table below shows the typical division of responsibilities between the HR unit and line managers for handling grievances. These responsibilities vary considerably from one organization to another, but in many organizations the HR unit usually has more general responsibilities. In addition, Managers should accept the grievance procedure as a possible constraint on some of their decisions and to also should recognize that a grievance is a behavioural expression of some underlying problem. However it must be noted that it doesn't necessarily mean that each and every grievance symbolize that there is something wrong with the management because at times employees do file grievances over petty matters as well as over important concerns. Therefore the management must be able to differentiate between the two.

2.2.1 THE ROLE OF HR UNIT AND MANAGERS

HR Unit	Managers
Help to design grievance procedures	Operate within provisions of the grievance procedure
Monitors grievance rates for the organization	Attempt to resolve grievances where possible "closest to the problem"
Responsible for settling grievances	Document grievance cases for the grievance procedure
May assist in preparing grievance cases for arbitration	Engage in grievance prevention efforts

2.2.2 GRIEVANCE PROCEDURES

Grievance procedures are channels of communication designed to settle a grievance as soon as possible after the problem arises. First-line supervisors are usually closest to a problem; however, the supervisor is concerned with many other matters besides one employee's grievance, and may even be the subject of an employee's grievance. A unionized employee generally has a right to union representation if he or she is being questioned by management and if discipline may result.

STEPS IN A GRIEVANCE PROCEDURE

1. The employee discusses the grievance with the supervisor or the union's representative.
2. The union representative will then have to discuss the grievance with the supervisor's manager.
3. The union grievance committee discusses the grievance with appropriate company managers.
4. The final step may be to use a third party for ultimate disposition of the grievance

If the grievance remains unsettled, representatives for both sides would continue to meet to resolve the conflict.

2.3 PROCEDURAL AND DISTRIBUTIVE JUSTICE

Justice is the main concern among all employees; hence the subject of procedural and perceived justice is what most employees consider as workplace justice. Issues of justice play a significant role in causing, perpetuating, and addressing conflict. Just outcomes at workplace tend to increase productivity, motivation and sense of satisfaction whereas injustice outcomes may lead to dissatisfaction and rebellion. Therefore the concepts of procedural and distributive justice will be discussed below.

Distributive justice refers to the perceived fairness of the outcomes or allocations that individuals in organizations receive and perceptions of procedural justice reflect an appraisal of the process by which an allocation decision is made (Folger and Kropanzano 1988).

Fair allocation of resources is an important factor in promoting distributive justice, is crucial to each and every organization and the well-being of its members. When issues of distributive justice are insufficiently addressed and the item to be distributed is highly valued, intractable conflicts frequently result. At City Of Harare Council employees felt that they their rights as employees were infringed over the late payment of salaries and so they had to go on strikes therefore leading to low productivity due to abstinence from job. Procedural justice is concerned with making and implementing decisions according to fair processes which ensure that employees are treated fairly. Those carrying out the procedures should be neutral, and those directly affected by the decisions should have some voice or representation in the decision-making process.

If employees have firm belief that the procedures are fair, they are likely to accept outcomes. Implementing fair procedures is central to many dispute resolution procedures, including Procedural justice is the idea of fairness in the processes that resolve disputes and allocate resources.

Moreover it has been noted that higher interpersonal quality interactions are found where procedural justice was enhanced. Therefore if employees perceive that there is a sense of

procedural justice in resolving some conflicts they would be motivated thereby increasing organisational productivity.

The use of fair procedures helps communicate that employees are valued members of the group. Procedural Justice can be examined by focusing on the formal procedures used to make decisions. Procedural justice is important in communication and in the workplace because it involves fair procedures, it allows the employees to have a say in the decision process, it gives employees fair treatment, and allows them to have more input in the appraisal process. Therefore the ability to have a right to be heard in the organisation and to be a participant in decision making instils some sense of respect and a feeling of satisfaction because the main primary issue considered by employees is to be involved in all organisational activities including its mission and objectives. This therefore can help to increase job task and performance.

There is an emphasis on the interpersonal and social aspects of the procedure, which result in employees feeling more satisfied when their voices are able to be heard (Greenberg and Folger1993). Hence in support it can be stated that, with procedural justice there is a greater deal of fairness in the workplace. Procedures need to be consistent with the moral and ethical values.

2.4 PREVIOUS EMPIRICAL STUDIES

2.4.1 EMPLOYEE GRIEVANCES

Organizations are made up of people therefore without people an organization cannot exist. According to Cole (2006), he emphasized that it is crucial to get to know the root cause of the employee's dissatisfaction, and it is the duty of management to make every effort to find out what is bothering the employee. Grievances usually arise when employees fail to get satisfaction from the job. These may be small complaints but may grow to bigger issues if they are neglected or ignored. Some grievances arise from real and legitimate causes while others may be imaginary or trivial.

"Where collective agreement exists in an organization, grievances occur as a result of interpretation, application and administration of its clauses and provisions" (Cole 2006).All in all, a Grievance is any real or imaginary feeling of dissatisfaction and injustice which an employee has about his employment relationship.

An employee's dissatisfaction is on the environment in which he works because it constitutes the work life. Work environment consists of all the factors which act and repeat on the body and mind of an employee. Under industrial psychology the physical mental and social conditions in which people work are analyzed to the greatest ease of work and removes all the cause of annoyance, anxiety and worry. According to Herriot et al (2001),stated that the fact remains that conflicting interests do still prevail in organizational life. Therefore it of highest significance to have grievance management systems so as to promote workplace justice.

A complaint of one or more workers in respect of wages, conditions of work , time leave, promotion, sincerity job assignment and termination of service are some of the grievances encountered by employees.

Cleyman and Love, (1995) , examined the relationship between the quality of information exchange between an employee and his or her immediate supervisor and the intention to file grievances. One hundred twenty-five unionized automotive employees completed a measure of quality of information exchange and responded to eight vignettes representing hypothetical work situations.

Employees rated each vignette in terms of their intention to file a grievance if faced with that situation. It was hypothesized that employees who perceived a high quality information exchange relationship with their supervisors would be less likely to file grievances than employees who perceived a low quality information exchange relationship. When the intent to file measure was aggregated across all vignettes, the hypothesis was supported. When the vignettes were categorized into three different types of grievance situations through a principal components analysis, quality of information exchange was related only to grievance filing over issues pertaining to time at work. Implications of these findings for both employee grievance research and grievance prevention are discussed.

Hook et al, (1996) in his study compared supervisory styles in handling discipline and grievance situations. In their study they found out that differences exist in the styles used for these concepts. The less serious disciplinary cases seem to attract a fairly prescriptive autocratic style, whereas those which are potentially more serious to the organization tend to be handled with less prescriptive approaches that involve the employee to a greater extent, and it is this approach which theory suggests is more likely to bring about the desired change in the behaviour of the employee. With the exception of cases which pose some threat to managerial

authority, the general pattern that emerges for grievances is that they tend to be explored in a less prescriptive way.

Previous research investigating the influence of employee demographic characteristics on perceptions of justice has been extensive. In addition the subject of gender has emerged as an important factor in determining perceptions of workplace justice. Mueller and Mulinge (2001) explored the impact of gender on workplace justice in Kenya and found that female employees in various economic sectors perceived less procedural and distributive justice than their male counterparts. One can point out that despite the fact that these emerged in a highly patriarchal society, these researchers believed that gender inequality remains a serious issue facing many other developing nations in the business context. Moreover a recent study on grievance resolution and justice in a worker cooperative showed that a number of women in the sample expressed a lack of trust and faith in the neutrality of the formal grievance system (Hoffmann 2005). Nurse and Small (2002) discovered significant gender differences in perception about procedural, interactional and distributive justice afforded by the grievance system.

Educational background and age have also been examined in the context of organizational justice. Fryxell (1992), explored relationships between age, education and union participation and workplace justice and found that education was the only significant predictor of perceived justice, and concluded that educated workers were more likely to find their workplaces to be more just. Younger workers are assumed to have made less of a career investment than older workers, and therefore may not have as much to protect as older workers. For these reasons, they may be more inclined to challenge, and are also likely to be less tolerant of perceived injustice than their older counterparts.

Female workers are more likely to experience higher levels of injustice because of the of gender inequality in developing countries, as argued by Mueller and Mulinge(2001).Furthermore, workers who have been exposed to more formal education than others are more likely to have higher expectations concerning fair treatment than those with less formal education. They are likely to be more articulate, with a keener sense of justice. However, Cohen and Spector (2001) have established that demographic factors do not always affect perceptions of organizational justice and these researchers argued that, regardless of age, gender, race, educational level, and tenure, people tend to perceive justice similarly. Kocabryik's (2008)

study on hospital staff in India revealed that employees who had doctoral qualifications had more job satisfaction than those with lower educational qualifications..

Oyedeki (1995) observed that administrative functions, salary and qualification levels affect job satisfaction of academic staff in Nigerian Universities.

Furthermore, both senior and junior academic staff members were reportedly not satisfied with the current teaching facilities and the available research grants. Oyedeki (1995) encouraged universities to motivate academic staff who had not obtained post graduate qualifications to do so in order to enhance their job satisfaction. Michaelowa and Wittman (2007) concur that teachers' academic qualifications, while beneficial for students' learning, tend to lead to mismatch between their expectations and professional realities, thereby reducing job satisfaction. Job satisfaction is regarded as one of the strongest predictors of employee retention (Caers et al. 2008). Locke (1976) notes that job satisfaction is a broad concept that focuses on the pleasurable or positive emotional state resulting from the approval of one's job or job experience. An institution which is sensitive to its employees' job satisfaction is likely to survive in any economic environment (Lambert et al. 2002). Put in another way, understanding employee job satisfaction is important for the transformation of performance and productivity in an institution.

Job satisfaction of employees at higher learning institutions in Masvingo Province was surveyed basically to determine whether employees were satisfied or dissatisfied with their jobs at a time when media and research reports indicated that many dissatisfied skilled personnel were emigrating to neighbouring countries for better economic fortunes (Gwaradzimba and Shumba 2010; Chireshe and Shumba 2011). Therefore one can say that researches done concerning employee grievances are dominant and it indicates that employees are far from being satisfied with their jobs.

Furthermore, current researchers sought to establish whether employees in the higher education institutions in Masvingo Province of Zimbabwe and the results revealed that they were satisfied with their jobs. Libraries are awash with literature on employee job satisfaction, but studies on institutions of higher learning in Africa in general and Zimbabwe in particular are underrepresented.

Nhundu (1999) carried out a study to establish the sources, incidence, and severity of stressful work situations among 475 teachers and 95 head teachers in Zimbabwe. The findings showed that classroom teachers rated their work more stressful than head teachers. Participatory teachers also indicated that they experienced more stress concerning working conditions, where the most stressful factor, irrespective of personal characteristics, was low salaries. On the other hand, people-related responsibilities such as dealing with parents was rated the most stressful factor among the head teachers. Furthermore, it was interesting to note that newer teachers and head teachers in that study (i.e. those with less experience) generally rated their work as more stressful than those with more teaching experience and administrative experience respectively.

2.5 PSYCHOLOGICAL EFFECTS OF POOR GRIEVANCE MANAGEMENT

Psychological health at work is one of the most worrisome issues for managers and directors (Watson Wyatt 2005). Paying attention to psychological well-being of the employees is crucial because it influences their behavior, decision making and interactions with colleagues and also spills over to the family and social life, (Warr, 1990). According to Keyes et.al (2000), well-being refers to employees' perception and assessment of the quality of their lives and the quality of their psychological and functioning.

As employee well-being increases, the productivity and profitability of the organization also increases, (Warr, 1999). But when employee well-being decreases stress will increase and the chance for coping effectively with stressor will decrease, (Cox, 1987). Virtually every outcome variable in the field of occupational health psychology is empirically related to organizational leadership (Mullen & Kelloway, 2011).

This research submitted that poor grievance management leads to the impairment of health for instance; occupational stress has become a psychological phenomenon that tends to work against enhancement of workers performance effectiveness and organizational output. Hence the researcher had the main objective to fully understand the psychological effects on employee's well being brought about by poor grievance management system. Psychological problems associated with poor grievance management styles include distress, anxiety, stain, depression and personality disorders as the researcher noted during her work related learning period.

Management was also shown to be associated with more objective catalogues such as usage of sick leave and disability pensions. Guzman et.al (2010) found support for their hypothesis that manager behaviors, specific management styles and the relationship between leaders and their employees were all associated with employee stress and affective well-being.

Various streams of research links abusive management in particular with diminished job satisfaction and increased employee distress and thus impaired psychological well-being. Abusive management defined as the employees' perception that the manager is engaging in a sustained display of hostile verbal and non-verbal behaviours, excluding physical contact (Tepper, 2000). Ashforth, (1997) stated that abusive supervision has been empirically linked to impaired well-being manifested as burnout, feelings of helplessness, diminished levels of self-efficacy and self-esteem.

However although fellow studies exclusively focus on the implication of negative or poor management on employee psychological well-being, but data are now emerging suggesting that more positive forms of management have a beneficial effect on individual psychological wellbeing. Managerial support has been linked with lower levels of perceived stress, job strain, burnout and depression and it also boost self-efficacy and self-esteem. Depression on the other hand can be influenced by poor management style in the workplace and it can cost the organization to maximize its competitive advantage. Miller (2013) stated that depression is a leading cause of lost productivity in the United States, costing employers \$44 billion annually. Workers can feel depressed not only due to the work overload but if they perceive the management style doesn't consider their present in the organization. Therefore recognition and valuation of employees is of greater important in the organization.

Lombardo (2013) argued that this is the sense that one has no control over their job; for fear of losing it, not having any power to make decisions, not having any control to make things better, adding that you may feel powerless to make any changes or have an influence on the situation." Thus, it would be optimal to do all the duties and responsibilities as individuals and has positive relationships with others, (Amin and Akbar, 2013). The study by Hasan and Subhani (2011) found the relationship between superiors and subordinates correlated with turnover intentions. If employees have a positive relationship with co-workers then the employee will be loyal and committed to the organization (Woodman, 2001).

Moreover studies conducted over employee grievances are adverse but few studies have been done in Zimbabwe. To add more, Cooper and Cartwright (1994) interviewed a total of 710 teachers from the islands of Malta and Gozo, using a 20-item Sources of Teacher Stress Inventory. Cooper and Cartwright (1994) found that students' misbehavior and workload accounted for most of the variance of a general stress factor. In another study, Van Dick and Wagner (2001) tested the theoretical model of teacher stress on a large sample of 356 German teachers using complex structural equation modelling. The results of the study revealed that workload led to stress reactions from the teachers, whereas principal support, beliefs of self-efficacy among participants, and use of appropriate coping strategies reduced their experiences of work-related stress.

The study by Jepson and Forrest (2006) aimed to identify the role of individual contributory factors to teacher stress. Results from their study indicated that as occupational commitment increased among teachers, cases of stress decreased. In addition, it showed that significantly higher levels of 'incidences' stress were reported among the primary school teachers than those reported by their secondary school counterparts. Thus, Jepson and Forrest's (2006) study demonstrated that individual contributory factors were significant to the prediction and understanding of work-related stress experienced within the teaching profession.

A cross-sectional study was conducted by Kokkinos (2007) to establish the relationship between burnout, personality characteristics and job stressors in primary school teachers from Cyprus. A sample of 447 primary teachers participated in the study and results showed that both personality and work-related stressors were associated with burnout dimensions. Neuroticism, for example, emotional outbursts such as anger, anxiety and depression were common predictors of all dimensions of burnout, although in personal accomplishment it had a different direction.

Managing students' behavior and time constraints were found by Kokkinos (2007) to systematically predict dimensions of burnout. In an international comparative study Pithers & Soden (1998) sampled 169 Scottish and 163 Australian teachers to examine the effects of work-related stress and strain among teachers working in the vocational and further education phase in the two countries, respectively. In addition, the authors examined the personal coping resources among the participants in their study. Overall, the study found that stress and strain similarities between the two groups far outweighed the differences. For instance, there were no

between-group differences in strain levels, which were found to be at 'average' levels for both groups.

2.6 EFFECTIVENESS OF GRIEVANCE MANAGEMENT

The existence of grievance procedures and the practice of grievance management express the reality that conflict is inevitable in the management of workplace relations between workers and employers. The use of grievance procedures minimise conflict by providing an orderly means of settling grievances. From the employees' viewpoint, grievance management provides an opportunity for the use of the voice mechanism, thereby creating upward communication channels to management and the conditions under which workers and their unions can assert and protect job rights under the contract (Freeman and Medoff, 1984).

Through effective grievance management, workers can protest contract violations, and seek redress when contract clauses have been improperly applied or inappropriately interpreted. Grievance management assists with the resolution of disagreement over facts and employees initiate the process if they perceive that the treatment received from management is unjust, unwarranted, discriminatory, or inconsistent when compared with that received by others under similar circumstances. Management, too, benefits from the effective management of the process. It constitutes an alternative to job action, thereby creating conditions under which the affairs of the organisation are not interrupted as a result of employee disaffection or dissatisfaction.

Essentially it has been noted that Grievance systems can reduce or eliminate work stoppages during the life of the collective bargaining agreement. In line with grievance management Procedures City of Harare follows the grievance handling Procedure from S.I 171 of 2010 which provides that the employee should report a grievance to the immediate supervisor and if he or she fails the matter would be brought to the industrial relations division.

Paradoxically, another benefit derives from the contradiction that is inherent in the practice of invoking the voice mechanism. Workers do this in their own interests, but the results can also be to management's advantage. When workers through this medium choose to remain in the organization and have their problems resolved, there is the strong likelihood that the results

will assist management in its attempts to control some of the costs associated with turnover and the corresponding need to recruit, select and train new employees.

If aggrieved members of the workforce prefer to remain with the organization as they search for solutions to their problems rather than to quit, management does not incur the costs to which reference was made above..

Grievance management as an element of the process of contract administration extends the collective bargaining process by giving dynamic meaning to contract terms and operational significance to the written word (Davey et.al 1982). Careful and skilful grievance administration is particularly useful under such circumstances. It can influence the perceptions of employees regarding justice, and the effectiveness with which their unions represent their interests at work, and ultimately their relationships with the union.

Grievance administration also has consequences for individual behaviour and according to Fiortio et.al (1988) he argued that it may discourage or foster disruptive behaviour and influence job performance and job satisfaction, as well as the relationship between the aggrieved and the employer and trade-union respectively. Jarley et.al (1990) also observed that collective bargaining gains are hardly inconsequential to the rank and file's evaluation of the union, but it is clear that members consider the delivery of union services as critical". Similar concerns are echoed by Gordon and Fryxell (1993) when they observe that "a union's relations with its constituents is tied more closely to the procedural and distributive justice afforded by its representation in the grievance system than by any other type of benefit provided in the collective bargaining agreement".

The National Employment Council for the Welfare and Educational Institutions of Zimbabwe (2005:8) defines a grievance as a complaint or dissatisfaction by an employee or employees about a particular condition or about general conditions of employment including any particular behaviour on the part of management or fellow employees. The NEC Code of Conduct for the Welfare and Educational Institutions in Zimbabwe (2005:9) states that "A grievance must be redressed as expeditiously as possible. In redressing the grievance the employee must be afforded an opportunity to state his grievance and all principles of natural justice must be observed

Usually the Code of Conduct must state the number of days the immediate supervisor or any internal appeal authority must respond to the grievance. If the employee is dissatisfied with the response or he/she receives no response at all with the stipulated time of response he/she can appeal to the next internal authority as laid down in the code of conduct.

Workers are encouraged to exhaust local remedies as they pursue their grievance to be addressed before attempting to seek for redress with Labor Officers or the NEC designated agents.

2.7 GRIEVANCE MANAGEMENT STRATEGIES

The use of grievance procedures is intended to serve the needs of both employers and employees. It is therefore important for organizations to employ effective grievance management systems to address the concerns raised by employees in the interest of promoting justice and avoiding conflict, especially in a unionized establishment. Grievance systems and grievance management should possess certain characteristics and demonstrate the use of certain principles to ensure their effectiveness.

However, **Perfecto (2003)** suggests that the following is what to consider in handling grievance:

- Not argue or threaten, this will hinder your investigation.
- Ask questions to get to the bottom of the problem, identify the underlying causes
- Find out who are involved
- Study or analyze the circumstances surrounding the grievances. Ask the question why, who, where, when and what?
- Evaluate whether the grievance is legitimate or not
- Ask employee to give his side of the story, get all the facts necessary and eventually see how best you can solve the issue

One of the principles of effective grievance management is that workers must be aware of and have unencumbered access to well-defined procedures that are easy to understand and use. Another principle of effective grievance management is that workers' concerns should be addressed in a timely fashion. Grievance systems should also ensure voice, or the opportunity to be heard in the organization, (Feuille and Chachere, 1995). Voice allows employees to

assert and protect their job rights. The researcher noted that workers at City of Harare have no voice to air out their grievances for example some employees felt that their grievances could not be handled within the organization hence they consulted the National Employment Council. Grievance systems should also specify employees' rights to representation and allow for appeal against decisions with which they disagree. Effective grievance management ultimately affords workers an ability to assist in shaping decisions at the workplace that affect them. Feuille and Chachere, (1995) observe that employees view work systems as fair when these procedures allow them the opportunity to contribute or participate in management decision-making. Procedural justice afforded by grievance systems seems to be a function of how grievances are handled and resolved in the organization. It is thus important to understand certain characteristics of a grievance system in promoting positive perceptions of organizational justice

Grievance procedures can be thought of as procedural justice channels that allow employees the remedial opportunity to seek the distributive justice they believe they were denied when the unfair treatment occurred". Thus, one important factor in promoting procedural justice in an organization is the presence of adequate opportunities for airing complaints as part of the process of promoting "voice". Konovsky (2000) cited previous research on procedural justice which established "that opportunity for voice led to higher perceptions of procedural justice than no opportunity for voice. Since grievance procedures are ideally linked to the procedural justice concept, another important feature of this system is its ability to handle workers' complaints in a fair manner.

Sheppard et.al (1992) argue that important features of an effective voice system, in constituting procedural justice, are efficiency and responsiveness to grievances. An efficient and responsive grievance system handles workers' complaints in a timely manner and ensures that decisions for resolving grievances are made with immediacy. To be more specific efficiency refers to the time that elapses between the time a complaint is issued and the time any action by management is initiated whereas responsiveness refers to length of time spent in reaching a formal resolution for a grievance or complaint raised. Furthermore, the stages of the grievance management process and the procedures for handling workers' complaints should be adequate in effective grievance systems because these elements contribute to workers' perceptions about the seriousness with which the parties treat their grievances, and the justice-producing potential of any effort to resolve them.

For the purposes of this study, these six major characteristics (existence of adequate opportunities for airing complaints, fair handling of workers' complaints, timeliness of grievance/complaint handling, timeliness of grievance resolution, and adequate stages of the grievance management process and adequate procedures for handling workers' complaints) are deemed important for effective grievance systems.

2.8 GRIEVANCE MANAGEMENT AND WORKPLACE JUSTICE.

Organizational justice involves a consideration of “the perceived fairness of the exchanges taking place in an organization, be they social or economic, and involving the individual in his or her relations with supervisors, subordinates, peers, and the organization as a social system” (Beugre, 1988). There are two types of justice that result from the practice of workplace relations namely distributive and procedural justice. Justice and fairness have always been matters of utmost concern to workers and this is evidenced by the development and practice of contemporary trade unionism.

Research on organizational justice is important in light of the fact that many opportunities exist for managers to make decisions that result in injustice for instance the abrupt closure of a section leading, from the standpoint of employees, to unanticipated redundancy; capricious or whimsical dismissal of an employee; payment of a higher salary to a male employee with less experience and qualifications than a female who consistently performs much better; a refusal to promote or otherwise reward employees for consistently superior contributions while rewarding others out of favouritism.

Lind (1995) shows those individuals' justice judgements and not necessarily their respect for authority systems is critical to their acceptance of organizational decisions and procedures.

Alexander et al (1995) pointed out that, the concepts of justice and fairness appear central to our understanding of the impact of changing employment relationships. Justice and fairness are critical especially since organizations undergoing change will often be unable or unwilling to fulfil the promised contractual terms they have made to each employee (Robinson 1995).

These concerns apply with equal force to the Caribbean, as trade unions have had to grapple with the effects on labour of structural adjustment and privatization programmes embarked on by governments. Employers in the private sector, too, in their efforts to be or remain

competitive, have taken steps to streamline their organizations and experiment with different contractual relationships with labour.

In general, the literature has paid much attention to the importance of grievance statistics as a barometer for measuring satisfaction with trade unions and labour-management relations (Holley et.al 2001)

Gordon and Fryxell (1993) noted that empirical information is scarce regarding the personal and organizational outcomes (e.g. workplace justice) that are anticipated and actually afforded by use of the grievance system". The literature also suggests that procedural justice resulting from the grievance system is more important than distributive justice (Klaas 1989). Clark Gallagher, (1989) found that it is the union's profile more so than the image of management that depends on the grievance system. Specifically Gordon and Fryxell (1989) found that procedural justice was a better predictor of members' satisfaction with the union than distributive justice. Gordon and Fryxell (1993) attach greater weight to procedural and distributive justice outcomes than to any other types of benefit under collective bargaining as a basis for cementing relations between trade unions and their members.

Rules of justice are important as their careful usage provides guidelines and a reference point for decision-making to avoid dispute or for resolving contested issues. In this sense, they assist in shaping the procedural environment governing grievance administration as well as the substantive outcomes in grievance management. This statement implies that their usage is likely to produce outcomes in unionised workplaces that reflect the operation of justice principles that may not even be considered in non-union workplaces.

Herman (1989), pointed out that grievance procedures without a union possess certain weaknesses, including the fact that management is both judge and defendant. They also observe that "in the typical non-union plant, the employee with a grievance will probably face some frustrating hazards 'workers have historically joined trade unions because of the attractiveness of these organizations as the means for promoting and strengthening job security, and for protecting them against unfair treatment'", (Bret, 1980.)

Research has shown that perceptions of procedural justice predict perceived distributive justice in various organizational practices (Kim et.al (2001).Furthermore,Peterson and Lewin (2000), were of the view that a grievance system that is perceived by employees to be

procedurally just or fair is likely to be used and to be regarded as effective. This suggests that when employees perceive the procedures attached to the system as fair and just (procedural justice), they are more likely to perceive outcomes as fair (distributive) even when those outcomes are not in their favour. Moreover it can be pointed that workplace justice is said to be effective where there is quality of work life.

Sekharan (1985) observes that, historically the concept of quality of work Life had originally included only the issues of wages, working hours, and working conditions. However, the concept has now been expanded to include such factors as the extent of workers' involvement in the job, their levels of satisfaction with various aspects in the work environment, so as to promote workplace justice.

According to Keith (1989), quality of work Life refers to "the favourableness or unfavourableness of a job environment for people". It can be argued that employees perceive that there is workplace justice if only quality of work life is promoted. Gani (1993) in his study stated that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organisations but this is not likewise at City of Harare because employees do not contribute in any resolutions of the Council. The researcher noted that the retrenchment system was introduced without their consultation hence the employees had greater feelings of injustice.

Quality of work life is a process to involve employee at every level of the organisations in the decision about their work and workplace. It refers to the intended outcomes of practicing above philosophy and process with improvements in working condition, working environment, working climate or work culture. As explained by Kumar and Tripathy (1993), there are several approaches for achieving quality of work life in organisations, namely job design, workers' participation, welfare and quality circles. Quality Circles are one of the ways of involving employees at the bottom level of the organisation in decisions affecting work and work related problems.

2.9 THEORETICAL FRAME WORK

A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked out. This research will be based on theories of Justice and motivational theories. Both expectancy and equity theories will be used in the research, (employee perception of grievance management with its link to workplace justice).

2.9.1 EQUITY THEORY

Walster et al (1978) pointed out those individuals who perceive that they are in an inequitable relationship they attempt to eliminate their distress by restoring equity. Therefore the theory of equity will be of great help since it attempts to explain relational satisfaction in terms of perceptions of fair and unfair distributions of resources.

Equity theory is a theory which propounds satisfaction in terms of perceptions of fair or unfair distributions of resources within interpersonal relationships. The equity theory was first developed in 1963 by J. Stacy Adams, a workplace and behavioural psychologist. According to (Adams ,1965), employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others . Therefore the fact remains that employees do value fair treatment at their workplaces so that they perform their duties properly because they would be motivated to perform their duties thereby increasing productivity and quality to the organisation. The framework of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization

According to Guerrero et al (2007) equity theory acknowledge that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners. Adam suggested that employees try to maintain a balance between what they give to the organisation against what they received for example salary, job security and employee benefits. Therefore the theory of equity will be useful because in Industrial psychology equity theory comes under the umbrella of organisational justice. An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him. Thus, it would be acceptable for a more senior colleague to receive higher compensation, since the value of his experience (and input) is higher.

The way people base their experience with satisfaction for their job is to make comparisons with themselves to people they work with. However the equity theory is applicable to City of Harare Council because employees had greater feelings of pay inequity for example the late payment of salaries which in turn resulted in many cases of absenteeism. One can point out that employees normally compare what they give with what they receive.

If an employee notices that another person is getting more recognition and rewards for their contributions, even when both have done the same amount and quality of work, it would persuade the employee to be dissatisfied and it can be presented as following

Ratio Comparison	Perception
$a < b$	Under-rewarded Tension)
$a = b$	Equity
$a > b$	Over-rewarded (Equity Tension)

Hence $a < b$ shows that the individual being under rewarded therefore creating equity tension and dissatisfaction would result in the employee feeling worthless. This is in direct contrast with the idea of equity theory, the idea is to have the rewards (outcomes) be directly related with the quality and quantity of the employees contributions (inputs). If both employees were perhaps rewarded the same, it would help the workforce realize that the organization is fair, observant, and appreciative.

Equity theory has been widely applied to business settings by industrial psychologists to describe the relationship between an employee's motivation and his or her perception of equitable or inequitable treatment. In a business setting, the relevant dyadic relationship is that between employee and employer. Equity theory assumes that employees seek to maintain an equitable ratio between the inputs they bring to the relationship and the outcomes they receive from it (Adams, 1965). Equity theory in business, however, introduces the concept of social comparison, whereby employees evaluate their own input/output ratios based on their comparison with the input/outcome ratios of other employees (Carrell and Dittrich, 1978).

Inputs in this context include the employee's time, expertise, qualifications, experience, intangible personal qualities such as drive and ambition, and interpersonal skills. Outcomes include monetary compensation, benefits, and flexible work arrangements. Employees who perceive inequity will seek to reduce it, either by distorting inputs and/or outcomes in their own minds, directly altering inputs and/or outcomes, or leaving the organization (Carrell and

Dittrich, 1978). In support the researcher noted that many City of Harare Council employees attended disciplinary hearings for absenteeism and in their defence they argued that because of late payment of salaries they couldn't afford to come to work.

Subsequently, the theory has wide-reaching implications for employee morale, efficiency, productivity, and turnover

2.9.2 EXPECTANCY THEORY

Expectancy theory will add flavour to the research on employee perception of grievance management with its link to workplace justice. It is based on fulfilling employee interests to cut throat dissatisfaction and the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation. Vroom's expectancy theory follows that if you perform well then a valid outcome will be there.

The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward and this is called Valence, the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). In short, Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.

Instrumentality is the faith that if you perform well, then a valid outcome will be there for example the researcher observed that some employees at City of Harare Council did overtime so as to gain more monetary rewards. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process

deciding who gets what outcome, and clarity of relationship between performance and outcomes. Thus, the expectancy theory concentrates on the following three relationships:

- Effort-performance relationship
- Performance-reward relationship.
- Rewards-personal goals relationship

Vroom was of view that employees consciously decide whether to perform or not at the job. This decision solely depended on the employee's motivation level which in turn depends on three factors of expectancy; valence and instrumentality. Inputs are defined as each participant's contributions to the relational exchange and are viewed as entitling him/her to rewards or costs. The inputs that a participant contributes to a relationship can be either assets entitling him or her to rewards – or liabilities - entitling him/her to costs. The entitlement to rewards or costs ascribed to each input varies depending on the relational setting. In industrial settings, assets such as capital and manual labour are seen as relevant inputs that legitimately entitle the contributor to rewards.

Outcomes are defined as the positive and negative consequences that an individual perceives a participant has incurred as a consequence of his/her relationship with another. When the ratio of inputs to outcomes is close, than the employee should have much satisfaction with their job. Outputs can be both tangible and intangible Typical outcomes include any of the following:

- Job security
- Salary
- Employee benefit
- Expenses
- Recognition
- Reputation
- Responsibility
- Sense of achievement
- Praise

2.10 KNOWLEDGE GAP

Previous studies done were mainly focused on the effectiveness of grievance management, causes and sources of grievances and the importance of grievance systems without considering how to cope with psychological effects that can be encountered through poor grievance management systems. Therefore the researcher's objective is to fill in the knowledge gap left out by other researchers. The researcher noted that there is need to address the coping strategies concerning psychological effects of poor grievance management system.

The psychological effects of poor grievance management lead to stress, anxiety, and depression to mention a few as the researcher noted. Management of occupational stress therefore require effective organizational support system from the management which need to be provided in order to reduce the effect of occupational stress on well-being, job commitment, compliance, and satisfaction of the workers at workplace. Therefore the current study was conducted to address and fill this knowledge gap.

2.11 CHAPTER SUMMARY

Thus chapter outlined the literature review and theoretical framework that will inform the study. The research on grievance management was reviewed with the main objective of wanting to know what other studies have said so that the researcher will have considerable information on the gap of knowledge.

The next chapter will outline and justify the research paradigm, data collection methods and data analysis strategy that will be employed to achieve the study's research objectives and research questions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter Two dealt with and analysed literature review on grievance management with its link to justice at workplace. In support theoretical framework was also made use of in an attempt to wholly understand the concept of grievance management. This chapter is concerned with the research methodology. It begins with a discussion of the research methodology, research paradigm, which is the lens to this study, followed by a description of the research design and data collection procedures and ethical considerations will also be discussed. Ultimately, the chapter will explain how data gathered will be analysed and interpreted.

3.2 RESEARCH APPROACH

The research approach used is qualitative in nature. According to (Coolican: 2004) a qualitative research is a method of research used by many different academic disciplines traditionally in social sciences. Qualitative researchers study things in their natural settings attempting to make sense of or to interpret phenomena in terms of the meanings people bring to them thus focus their research on exploring, examining and describe people and their natural environments

The researcher opted to use qualitative approach because it investigate the how of decision making, why not just what, where and when, hence it was an advantage in the sense that the researcher managed to get vast information which she needed.

3.3 RESEARCH DESIGN

The researcher will use Descriptive case study design concerning the topic under study. Descriptive research refers to the type of research question, design and data analysis that will be applied to the topic, (Sandelowski, 2010). Case study research is descriptive research that involves describing and interpreting events, conditions, circumstances or situations that are occurring in the present. Furthermore it seeks to engage with and report the complexities of

social activity in order to represent the meanings that individual social actors bring to their social settings. It assumes that things may not be as they seem and involve in-depth analysis so as to understand a case' rather than generalising to a larger population. The researcher saw it necessary to use this research design because it involves detailed, holistic investigation of all aspects of the unit under study, Case studies data are strong in reality, data can be collected over a period of time and is contextual.

Thus the study was conducted according to the descriptive case study design to investigate employee perception of grievance system and how it promotes just outcomes in a work context at City of Harare Council.

3.4 POPULATION

The researcher carried out her research with a population of thirty-six employees including employees and employers. The findings will help the researcher in coming up with vivid recommendations both to the employers and employees.

3.5 SAMPLE SIZE

A sequence of samples was taken from the HRM department and employees in different divisions. The researcher had to use a sample size of seventeen people which will generalize the findings. The sample was composed of the employers and employees at City Of Harare Council.

Management members	03
Workers (Employees)	14

3.6 SAMPLING METHOD

Sampling is important in research because it is often neither possible nor desirable to collect data from the entire population (Best & Kahn, 1993:73).A stratified purposive sampling method was used for data collection on the employee perception of grievance management with its link to workplace justice. Patton (2001) described stratified purposive sampling as

samples within samples and suggests that purposeful samples can be stratified or nested by selecting particular units or cases that vary according to a key dimension. . “In purposive sampling the goal is to select cases that are likely to be ‘information-rich’ with respect to the purposes of the Study” (Gall, et al., 2007). In purposive sampling, the researcher seeks Individuals and sites that can best supply relevant information needed to answer the research questions raised (Creswell 2008:214).

Patton (2002:46) contends that, the Logic and power of purposeful sampling derive from the emphasis of in-depth understanding. Hence the purposive sampling method is more appropriate in this research. Furthermore three people from the HR department who will represent the employer will be of great importance in a quest to understand the grievance management system. Therefore stratified Purposive sampling method was used to select Human Resource Management members and employees in different divisions namely Accounts, Engineering and salaries.

3.7 RESEARCH INSTRUMENTS

In order to be able to collect vast amount of meaningful information the writer made use of one on one structured and unstructured in-depth interviews using. According to Saunders et al (2003) an interview is face to face interaction situation which one person (the interview) asks another person (interviewee) questions which are responded orally.

3.8 DATA COLLECTION PROCEDURE

The researcher obtained letters of approval from the Midlands State University psychology department for easy collection of information and then sought permission from the HRM Director .After permission granted the researcher made arrangements with the Director concerning date and time for collection of data and informed the participants about the research specifically on how information will be collected and used. The interviews are going to be employed in the collection of primary data.

Data was also collected through secondary data collection. The researcher used internal source data which originated from the specific field area (where the research is carried out), for example official reports and Industrial relations books for example (the code of

conduct). Moreover external source was also used by the researcher for example use of books, periodicals, journals, newspapers and the internet.

3.9 DATA ANALYSIS

The researcher in this part his aim is to present and analyse research findings using thematic analysis since the research is qualitative. Pilot and Hungler (1995), defined data analysis as the systematic organisation on and synthesis of the research data and the testing of research hypothesis, using those data. The researcher provide an analysis of the data gathered from the City of Harare employees on their perception of grievance management with its link to workplace justice and then validated the findings using thematic analysis. Thematic analysis is used in qualitative research and focuses on examining themes within data because it emphasizes organization and rich description of the data set. Therefore the researcher saw it necessary to use thematic analysis to analyse data gathered.

3.10 ETHICAL CONSIDERATIONS

- Privacy and maintaining a degree of anonymity of the credentials of the participants for identification. Subjects were given assurance that they could respond freely and without fear to questionnaires since their responses will be kept confidential and soon after the release of the research document the information will be destroyed. The participants were also guaranteed that the information they provide would be used only for research and academic purposes
- Informed consent is seeking consensus with the participants before the proceedings, enlightening them on what the research is all about, how the information is going to be published and results of such a study. Informed consent is a means for ensuring that participants fully understand what it means to participate in a particular research study so they can decide in a conscious, deliberate way whether they want to participate. Informed consent is one of the most significant tools for ensuring respect to subjects during research. Participants were equipped with full details and information of the study such as their right to choose voluntarily to participate in the study

- Rights and freedoms being the core of the study, the researcher will also acknowledge the rights and freedoms of all the participants without discriminating and being judgemental.
- During data collection the researcher was totally aware of the right of withdrawal by the participants. Research participants have right to withdraw if they are not satisfied with the research even at the last stage of the data collection.

3.11 DISSEMINATION OF FINDINGS

After the completion of the research, four copies were produced by the researcher. Two copies were submitted to the Midlands State University, one copy was submitted to City Of Harare Council and the then the last copy was specifically for the researcher.

3.12 CHAPTER SUMMARY

In summary chapter three focused on methodology used in this study. Research design, samples and sampling procedures, research instruments, and data Collection procedures were expounded and justified. The next chapter concerns about analysing, presenting, and interpreting data.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

Chapter three presented the methodology of the study, in this chapter a presentation, analysis and interpretation of the data collected from the research shall be fully provided. The chapter is going to present the characteristics of the participants of this study. Furthermore, it will go on to present the findings of this study based on the research questions of the study. The research findings are presented through verbatim of the respondents that were noted. Moreover the findings will be analysed using thematic analysis so as to explore how employees perceive grievance management with its link to workplace justice. Therefore the presentation and data analysis will be under the following headings; Employee grievances, psychological effects of poor grievance management, effectiveness of grievance management and strategies used by management to improve the grievance system. Ethical considerations by this research will make sure the identity of the participants will remain confidential to avoid any inconveniences. Moreover the presentation and data analysis will be guided by the research questions

4.2. CHARACTERISTICS OF RESPONDENTS

The researcher conducted unstructured in-depth interviews with thirteen participants of which fourteen were employees among different divisions which included accounts, salaries, engineering and three from management who represented the employer. The participants were both males and females and from the management sector. In addition, all the participants stated that they were married and all ranged from thirty to fifty five years. The participants stated that they were going to use English throughout the interview and a bit of Shonawhen necessary. Therefore the interview was conducted after the participants were fully convinced with the ethical considerations for instance the issue of confidentiality to avoid any preliminary issues.

Participant 1: 35years (male)

Participant 2: 33years old (male)

Participant 3: 42years old (male)

Participant 4: 45years old (male)

Participant 5: 40years old (male)

Participant 6: 30 years old (male)

Participant 7: 32 years old (male)

Participant 8: 43 years old (female)

Participant 9: 36 years old (female)

Participant 10: 36 years old (female)

Participant 11: 50 years old(male)

Participant 12: 33 years old (male)

Participant 13: 31years old (female)

Participant 14: 51 years old (male)

Participant 15: 37 years old (female)

Participant 16: 29 years old (male)

Participant 17: 55years old (55)

4.3. GRIEVANCES FACED BY EMPLOYEES AT CITY OF HARARE COUNCIL?

4.3.1DISSATISFACTION

Dissatisfaction has been a common theme among many employees in different divisions except for the few. The participants reported that they have many grievances concerning late payment of salaries, work overload, supervisory styles and job insecurity to mention a few.

4.3.2 LATE PAYMENT OF SALARIES

Throughout the interview, the researcher noted that all of them were aggrieved and had a negative perception of the grievance management system. Moreover all participants outlined that the late payment of salaries as their core dissatisfaction and when they talked about it their faces were twisted and they became too emotional and this was being their favourite aspect.

'...Ummm.ah the late payment of salaries. Yes yes (he scrutinises his face). This is unbecoming, we go about two to three months without pay (Participant 10)

"The issue of back payment is the most stressful because there is nowhere I can get money since I am always at work so the thing is we need to be paid on time because we have families to look after..."(participant 16)

"I am not satisfied at all with this grievance management thing because nothing is done and we are going hungry because we are not paid,(he lifts up his middle finger), am sure you said that you worked here as an intern sometime in 2013 ,by that time things were better now its worst (participant 5)

Therefore through the use of verbatim and thematic analysis the researcher came to a conclusion that employees are not at one point satisfied with the terms and conditions of the job for dissatisfaction has been the main theme brought about.

4.3.4 DEMOTIVATION

The researcher analysed that the theme of demotivation was expressed mostly by the respondents who works in the salaries division. Work overload and over supervision demotivated them to perform their daily designated duties.

4.3.5 WORK OVERLOAD AND SUPERVISORY STYLES

Moreover the respondents pointed out that work overload was another was one of their grievance at hand .To add more the researcher noted that during the interview, displayed displeasure through body language for example one of the participant was always scrutinizing his face.

“...I am overburdened with my work, I am a salaries officer and my duty roles are many for instance I process all salaries for City Health Department, leave forms, overtime ... so you see it's not like I don't like my job but work overload is too much (participant 3)

Moving on, some of the participants pointed out the supervisory styles and work overload as their grievances.

“I am deeply aggrieved with too much supervision yet we are paid nuts, some of our supervisors are authoritative and this leads to frustration then eventually poor performance”.(participant7)

“I just hate over supervision and gender bias is a problem from our supervisors, we men are treated harshly whereas on women they are more considerate”.(participant 1)

Therefore with this presentation the researcher obtained the results that over supervision and too much work overload leads to demotivation which have adverse effects on the productivity of the organisation. Moreover it can be argued that if an employee is demotivated, performance would also be reduced hence yielding to inefficiency and low productivity..

Moreover the issue of appointment was another grievance brought about in the salaries division and they claimed that there should be legitimate appointment for example Mercy echoed that, *“...I am acting for the same position for several years I don't why should I not be appointed permanently to grade seven , really I am tired of acting appointments”*. The researcher has

noted that most of city of Harare employees are dissatisfied therefore the subject of workplace justice is something with no existence.

4.3.6 APPRECIATION

The theme of appreciation was also noted among two participants right from the onset of the interview up to the end. In addition these participants were very appreciative of their job; over confident and had a vision that things were going to change sooner.

“Of course things are not well, but in reality it is just an economic disaster...I as an employee i will comply till City Of Harare achieve its vision that is to achieve world class City status by 2025”. However throughout the interview some respondents displayed some aspect of satisfaction concerning the grievance management system, for example participant 5 and 11.

“I am a human being and the truth is i will never be contented, there is cash liquidity everywhere yet i claim that i want my money...am sure the management is trying its best”. (participant 11)

“.... (giggles)I love my job ‘ndakariwana ndatambura’ (it was hard for me to get this job), so whatever it takes i won’t desert my job even though the management is lacking...” (participant5)

The results shows that Even though the other two participants had the positive view of the grievance management system they somehow admitted that it is ineffective for instance,“... whatever it takes i won’t desert my job even though the management is lacking...”, shows that the system is not effective.

4.4 EFFECTIVENESS OF GRIEVANCE MANAGEMENT IN PROMOTING WORKPLACE JUSTICE

4.4.1 INEFFECTIVENESS

The theme of ineffectiveness has been erupted by most respondents concerning grievance management system. For instance in their arguments displayed they claimed that the system is at its weakest point .Moreover in support of the this theme participant 1 was quoted saying,

“I am not even quite sure if the board that manages grievances still exists still even though we as humans are never satisfied but maybe a little consideration of our feeling will benefit both the organisation and me”. (participant 2)

Moreover the third participant expressed that the grievance management is poor and he had to his case concerning his grievance about sick overtime allowance:

“...I once consulted the staff office for the payment of my overtime and so i was advised to write a grievance letter to the Industrial relations officer but its more than a month and haven't heard anything from them so i do perceive that the grievance management is not up to standard...”.(participant 5)

Hence in line with the research question the above sentiments implies that due to the ineffectiveness of the grievance management system, workplace justice is not achieved and promoted at City Of Harare council.

In addition the same research question was conducted to the management concerning the effectiveness of the grievance management system. Therefore through thematic analysis the theme of uncertainty was central.

4.4.2 UNCERTAINTY

Through the participants' narratives (participant 6,8and9), the theme of uncertainty was erupted during the interview from all three participants because they were not sure of whether

employees were satisfied with the current grievance management in promoting workplace justice.

Furthermore the interview with the management concerning the effectiveness of grievance management in promoting workplace justice revealed that the grievance management is lacking somehow. For instance participant 8 was quoted, “...*laughs and looks aside, To a large extent the majority are not satisfied most of the time because their grievances are resolved externally for example at N.E.C, however to a lesser extent its effective because five to six years back there was no a grievance handling procedure .*”

“...umm am not sure whether they are satisfied or not but my main objective is to ensure that sound industrial relations are enhanced at workplace to avoid any work stoppages...”
(Participant 9)

“... I would like to believe that they are satisfied with the current grievance management but am not certain about their feelings but sister I think it’s best if you ask directly from the employees, (smiles), am sure they would give you the best answer”.(participant 6)

Therefore in the context of the research question the grievance management is not effective in promoting organisational justice because the interview with the management revealed that the management is not even certain of whether employees are satisfied or not. Hence it can be safely said that being uncertain automatically shows that the management system is poor.

4.5 PSYCHOLOGICAL EFFECTS OF POOR GRIEVANCE MANAGEMENT TO EMPLOYEE'S WELL BEING

4.5.1 ILL WELLBEING

The interview with the participants concerning the psychological effects of poor grievance management to employee's well being brought about the theme of ill well being amongst many participants. The participants reported that these psychological disorders were impairing their health and so they were looking forward for the organisation to take action.

4.5.2 PSYCHOSOMATIC DISORDERS

The participants reported to be having and experiencing psychological problems emanating from the workplace. They stated that stress is impairing their health, and they argued that due stress they are having psychosomatic disorders like continuous headaches, anxiety, hypertension, chest pains and. Moreover during the interview all employees showed that they valued their psychological wellbeing.

4.5.3 STRESS

"I am about to go crazy because i can't stop thinking about how am i going to feed my family so everyday am stressed and am afraid that it might lead to ill health (poses),The problem is how am going to cope with this situation at hand".(participant12)

Hence it can be stated that the employees are facing challenges with their well being, therefore poor grievance management system has psychological effects on employee's well being.

4.5.4 DEPRESION

Moreover the other participant felt that he was being depressed both at work and at home and stated that he was experiencing chest pains and back pains.

“...mine is no longer stress but depression because whenever i think of going to work i experience chest pains and back pains”.(participant 17) Hence it serves to imply that the situation is unbecoming because depression is a result of continuity of stress ,it shows that the management does not concern about the well being of employees.

4.5.5 ANXIETY

Anxiety has also been discussed and the respondent outlined that he was continuously feeling anxious whenever he thought of going to his workplace. Furthermore he reported that he had a fast heart rate, fast breathing and he sweated profusely. *“ i don't know if i will ever recover because i am always anxious whether this situation will end or not”.* The quotation implies that the well being of employees is at risk due to too much anxiety because if it becomes more prevalent it will lead to more serious diseases.

4.6 STRATEGIES EMPLOYED BY MANAGERS ON IMPROVING GRIEVANCE MANAGEMENT SYSTEM

4.6.1 STRATEGIC MANAGEMENT

Throughout the interview the researcher analysed that the management was positive and confident with the current grievance management. Hence their theme was strategic management and they were of the view that the grievance management system has already employed some strategies like the use of code of conduct. Furthermore they also mentioned that they are planning on improving it.

4.6.2 GRIEVANCE HANDLING PROCEDURE

One of the respondents from the management reported that, as industrial managers they have made use of code of conduct copies that have been given to the supervisors within different divisions to communicate grievance procedures. Moreover he argued that employees do not follow proper procedures in communicating their grievances so obviously they would point out that it is ineffective. Furthermore he pointed out that management is working on how to improve it and he suggested that there should be a grievance committee in resolving disputes.

However from the management's point of view they uttered that ,*"...We are doing our very best to solve employee grievances so as to promote organisational justice..."*

"We have a grievance handling procedure in terms of statutory conduct the S.I 171(2010) code of conduct in solving grievances...we manage grievances like this,"the aggrieved employee raises a grievance in writing to his or her immediate supervisor and if not satisfied the employee raise that same grievance to the head of industrial relation department then finally we as industrial relations officers will give a decision, hence is it effective but the problem it is never easy to deal with a human mind..." (participant 8)

"...we are implementing new strategies and I won't tell you what we are working on but honestly improving the current grievance management system is our main objective". (participant 6).

Therefore in consideration of the research question the findings were analysed and it has been noted that though the system is failing to promote workplace justice it has a vision of promoting workplace justice in the near future.

4.6.3 GRIEVANCE COMMITTEE

Strategic management was also the theme displayed by the respondents so as a way of improving the current grievance management system so as to promote workplace justice. One of the participants from the management suggested that one of the strategies was to implement a grievance committee so that the decisions are not solely based on one person.

In support he was quoted saying, ‘.... *a decision should not be made by one person ... for example like yesterday there was a dispute on claim over acting allowance but when the grievance was raised the employee was told not to claim it but to see it as an extra duty allowance The problem now is that the employee is planning to resolve her dispute externally*’. This therefore implies that the grievance management system is failing to meet its goal but the mission is to plan on how to improve it as it is their main objective.

4.7 CHAPTER SUMMARY

In the chapter, the findings were presented and analyzed using the narrative analysis. The presentation and analysis revealed that the employees perceive that the grievance management at City Of Harare Council is failing to solve their dispute hence they claimed it ineffective. Moreover the results showed that that the situation as it is the management has a vision that the city will shine since it is working on new strategic ways on how to promote organizational justice.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter four presented and analysed the research findings on the perception of employees at City of Harare Council concerning grievance management with its link to workplace justice. This chapter include the discussions, conclusions and recommendations based on the research findings. In this context the researcher discusses the results of the study in line with the research questions and also provides an analysis of the discussion emanating from the research in line with the information obtained from other related studies.

5.2 DISCUSSION OF RESULTS

5.2.1 WHAT ARE SOME OF EMPLOYEE GRIEVANCES

The study was undertaken to explore employee perception of grievance management with its link to work place justice. The researcher's main objective was to first understand the grievance management process and then grievances of employees so as to know whether the employees experienced workplace justice or not through the grievance management system. Hence the results were comparable to other previous studies and the researcher noted that the City of Harare employees had multiple grievances such as supervision styles which they perceived that over supervision and even the relationship with their supervisors was one of their grievances.

The employee grievance of supervision styles has also been carried out and according to Cleyman and Love (1995), relationship between quality of information exchange between an employee and his or her immediate supervision is a major problem within the workforce and it was hypothesized that those who perceived low quality of information exchange were likely to file grievances than those with high quality of information exchange. Therefore the issue of supervisory styles is also comparable to the study employee perception with its link to workplace justice.

Furthermore the studies concerning work overload as one of employee grievances has also been carried out for instance according to Cartwright (1994), 710 teachers were interviewed from Islands of Malta and Gozo and found out that workload accounted most. In case of employees at City of Harare Council the findings revealed that work overload was another burden to them thereby they perceived that there was no workplace justice because no attempt has been done to solve their grievances. Therefore the research under study is in line with other previous studies. Moreover, not many studies were conducted in Zimbabwe as compared to other studies internationally concerning employee grievances.

The results of the study showed that gender bias is also one of the grievances of employees at City Of Harare and so they reported that they are deeply dissatisfied with the grievance management system because even if they try to raise their grievances, they are not resolved on time. Hence in support, Mueller and Mulinge (2001) explored the impact of gender on workplace justice in Kenya and found out that female employees in economic sectors perceived less procedural and distributive justice than their male counterparts.

In light of this discussion it shows that the subject of gender is dominant in Africa because in this case employees at City of Harare complained about gender bias but in this case male counterparts reported that compared to females they are ill-treated. Female workers are more likely to experience higher levels of injustice because of the of gender inequality in developing countries, as argued by Mueller and Mulinge (2001). However, Cohen and Spector (2001) have established that demographic factors do not always affect perceptions of organizational justice and these researchers argued that, regardless of age, gender, race, educational level, and tenure, people tend to perceive justice similarly. Kocabryik's (2008) study on hospital staff in India revealed that employees who had doctoral qualifications had more job satisfaction than those with lower educational qualifications.

Oyedeki (1995) observed that administrative functions, salary and qualification levels affect job satisfaction of academic staff in Nigerian Universities, therefore it is evident that dissatisfaction prevails to a greater extent in Africa as compared to developed countries. In addition the findings of the study outlined that the majority of the participants were highly aggrieved due to the issue of salaries and they were of the view that the late payment of salaries was demotivating them to perform their assigned duties. In addition, Job satisfaction of employees at higher learning institutions in Masvingo Province was surveyed basically to determine whether employees were satisfied or dissatisfied with their jobs at a time and media

and research reports indicated that many dissatisfied skilled personnel were emigrating to neighbouring countries for better economic fortunes (Gwaradzimba and Shumba 2010; Chireshe and Shumba 2011). It therefore shows that employees in Zimbabwe are dissatisfied with their jobs and immigrating to other neighbouring countries for better fortunes is the only choice.

Employees at City Of Harare are facing challenges at their workplace due to multiple reasons for instance, late payment of salaries, terms and conditions of work, supervisory styles to mention a few .It is of highest importance to note that some employees interfere their home affairs with work and so they would just lay the blame on management. Some of the grievances raised by employees might be real or imaginary, however in case of employees at City of Harare their complaints were genuine because the theme of dissatisfaction was erupted from many participants except for the few who reported to be comfortable with their work service.

5.2.2 WHAT IS THE PSYCHOLOGICAL EFFECTS OF POOR GRIEVANCE MANAGEMENT TO WELL BEING?

Psychological health at work is one of the most worrisome issues for managers and directors (Watson Wyatt 2005). According to Keyes et.al (2000), well-being refers to employees' perception and assessment of the quality of their lives and the quality of their psychological and functioning. Paying attention to psychological well-being of the employees is crucial because it influences their behavior, decision making and interactions with colleagues and also spills over to the family and social life, (Warr, 1990). However the research findings of the study are not in line with Warr's argument because the respondents reported that their psychological wellbeing is never the organization but to only achieve its goals through human resources.

As employee well-being increases, the productivity and profitability of the organization also increases, (Warr, 1999). The majority of the respondents posed that they were experiencing psychosomatic disorders due to stressful workplace events .To support these findings, Cox (1987) stated that, when employee well-being decreases stress will increase and the chance for coping effectively with stressor will decrease. Therefore the research submitted that poor grievance management leads to the impairment of health for instance; occupational stress has

become a psychological phenomenon that tends to work against enhancement of workers performance effectiveness and organizational output.

Moreover the psychological problems that were brought out by participants associated with poor grievance management styles include distress, anxiety, strain, depression and personality disorders as the researcher noted. Guzman et.al (2010) found support for their hypothesis that manager behaviors, specific management styles and the relationship between leaders and their employees were all associated with employee stress and affective well-being. Hence the respondents felt that if the management doesn't take action they were certain that ill health was going to be prevail at City Of Harare Council.

Moreover the research findings displayed that due to poor grievance management system the employees suffered emotionally, mentally and physically. The participants echoed that their mental state was at risk except for the few who remained positive throughout the interview. Additionally they pointed out that they were now suffering from depression which has adverse effects to health for instance depression can lead to heart problems. The findings are supported by previous researches for example Miller (2013) stated that depression is a leading cause of lost productivity in United States and is costing employers \$44 billion annually .The fact that of lost productivity is comparable to City Of Harare Council because it is currently experiencing problems for example as service provider to its residents, it is failing to offer quality service. Workers can feel depressed not only due to the work overload but if they perceive the management style doesn't consider their present in the organization. Therefore recognition and valuation of employees is of greater important in the organization.

A cross-sectional study was conducted by Kokkinos (2007) to establish the relationship between burnout, personality characteristics and job stressors in primary school teachers from Cyprus. A sample of 447 primary teachers participated in the study and results showed that both personality and work-related stressors were associated with burnout dimensions. Neuroticism, for example, emotional outbursts such as anger, anxiety and depression were common predictors of all dimensions of burnout, although in personal accomplishment it had a different direction.

In an international comparative study Pithers & Soden (1998) sampled 169 Scottish and 163 Australian teachers to examine the effects of work-related stress and strain among teachers working in the vocational and further education phase in the two countries, respectively. In

addition, the authors examined the personal coping resources among the participants in their study. Overall, the study found that stress and strain similarities between the two groups far outweighed the differences. For instance, there were no between-group differences in strain levels, which were found to be at 'average' levels for both groups. It can be argued that the issue of managing grievances may be taken lightly but it has devastating effects to every organization because excessive workplace stress can interfere with productivity and it also impact on physical and emotional health. Some employees suggested that the management is obliged to cater for their wellbeing before they hand in resignation letters.

5.2.3 IS THE GRIEVANCE MANAGEMENT SYSTEM EFFECTIVE IN PROMOTING WORKPLACE JUSTICE

According to Freeman and Medoff, (1984), from the employees' viewpoint, grievance management provides an opportunity for the use of the voice mechanism, thereby creating upward communication channels to management and the conditions under which workers and their unions can assert and protect job rights under the contract. In consideration of the research findings the employees also perceived that if there is voice mechanism and effective channels of communication the grievance management system would be effective and also through effective grievance management, workers can protest contract violations, and seek redress when contract clauses have been improperly applied or inappropriately interpreted. However they were of the view that the current grievance management is not effective in promoting workplace justice.

Grievance management assists with the resolution of disagreement over facts and employees initiate the process if they perceive that the treatment received from management is unjust, unwarranted, discriminatory, or inconsistent when compared with that received by others under similar circumstances. Workers also engage in the process to draw management's attention to problems at the workplace and to ensure that they are put on the agenda for action. Management, too, benefits from the effective management of the process. It constitutes an alternative to job action, thereby creating conditions under which the affairs of the organisation are not interrupted as a result of employee disaffection or dissatisfaction.

Grievance management as an element of the process of contract administration extends the collective bargaining process by giving dynamic meaning to contract terms and operational significance to the written word (Davey et.al 1982). Similarly the previous research is

comparable to research under study in the sense that the participants wanted representation and they had to resolve their grievances externally for example at NEC .Therefore the collective bargaining process was mentioned by the respondents since it can influence the perceptions of employees regarding justice, and the effectiveness with which their unions represent their interests at work, and ultimately their relationships with the union.

Grievance administration also has consequences for individual behaviour and according to Fiortio et.al (1988) he argued that it may discourage or foster disruptive behaviour and influence job performance and job satisfaction, as well as the relationship between the aggrieved and the employer and trade-union respectively. Similar concerns are echoed by Gordon and Fryxell (1993)when they observe that “a union's relations with its constituents is tied more closely to the procedural and distributive justice afforded by its representation in the grievance system than by any other type of benefit provided in the collective bargaining agreement”. The research is in contrast with the results of the study in the sense that the participants had no representations therefore the issue of procedural and distributive justice was not delivered.

The NEC Code of Conduct for the Welfare and Educational Institutions in Zimbabwe (2005:9) states that “A grievance must be redressed as expeditiously as possible. In redressing the grievance the employee must be afforded an opportunity to state his grievance and all principles of natural justice must be observed. The results are not in line with other researches for instance it has been stated that for grievance system to be effective it be redressed expeditiously but in contrast the management at City Council is a failure for grievances are not paid attention to. The participants perceived that injustice is at its peak because they are intimidated to air out their grievances and if they put in writing they are not resolved in time. The use of grievance procedures is intended to serve the needs of both employers and employees. It is therefore important for organizations to employ effective grievance management systems to address the concerns raised by employees in the interest of promoting justice and avoiding conflict, especially in a unionized establishment

Grievance systems should also ensure voice, or the opportunity to be heard in the organization, (Feuille and Chachere, 1995). Voice allows employees to assert and protect their job rights. The researcher noted that workers at City of Harare have no voice to air out their grievances for example some employees felt that their grievances could not be handled within the organization hence they consulted the National Employment Council. Grievance

systems should also specify employees' rights to representation and allow for appeal against decisions with which they disagree.

Effective grievance management ultimately affords workers an ability to assist in shaping decisions at the workplace that affect them. Feuille and Chachere, (1995) observe that employees view work systems as fair when these procedures allow them the opportunity to contribute or participate in management decision-making. In vain the participants reported that they do not have a voice at to air out their views, they also do not participate in decision making and decisions are solely made by one person from the management. Procedural justice afforded by grievance systems seems to be a function of how grievances are handled and resolved in the organization. It is thus important to understand certain characteristics of a grievance system in promoting positive perceptions of organizational justice.

Konovsky (2000) cited previous research on procedural justice which established “that opportunity for voice led to higher perceptions of procedural justice than no opportunity for voice. Since grievance procedures are ideally linked to the procedural justice concept, another important feature of this system is its ability to handle workers' complaints in a fair manner but the fellow employees at City of Harare Council are inequitably dissatisfied with how their grievances are being managed.

Sheppard et.al (1992) argue that important features of an effective voice system, in constituting procedural justice, are efficiency and responsiveness to grievances. An efficient and responsive grievance system handles workers' complaints in a timely manner and ensures that decisions for resolving grievances are made with immediacy. To add more weight the respondents(employees), were of the view that their grievances are not resolved timely hence they said that it's inefficient and more importantly the results revealed that employees are not aware of their right in raising their grievances for example one respondents stated that they were told to let reality catch up and just watch .

The results showed that the majority perceive that the grievance management is ineffective in promoting workplace justice. The participants being the representatives of the population admitted that it is good as dead therefore they felt that injustice is prevailing at the Council .Moreover the previous studies outlined the effectiveness of grievance management but to City Council Employees it has no existence in promoting workplace justice.

5.2.4 WHAT ARE SOME OF THE STRATEGIES EMPLOYED BY MANAGEMENT TO IMPROVE THE GRIEVANCE MANAGEMENT SYSTEM

Organizational justice involves a consideration of “the perceived fairness of the exchanges taking place in an organization, be they social or economic, and involving the individual in his or her relations with supervisors, subordinates, peers, and the organization as a social system” (Beugre, 1988)..

Research has shown that perceptions of procedural justice predict perceived distributive justice in various organizational practices (Kim et.al (2001).Furthermore, Peterson and Lewin (2000), were of the view that a grievance system that is perceived by employees to be procedurally just or fair is likely to be used and to be regarded as effective. This suggests that when employees perceive the procedures attached to the system as fair and just (procedural justice), they are more likely to perceive outcomes as fair (distributive) even when those outcomes are not in their favour. Moreover it can be pointed that workplace justice is said to be effective where there is quality of work life.

Sekharan (1985) observes that, historically the concept of quality of work Life had originally included only the issues of wages, working hours, and working conditions. However, the concept has now been expanded to include such factors as the extent of workers’ involvement in the job, their levels of satisfaction with various aspects in the work environment, so as to promote workplace justice but to the management of City Council this strategy is never their main concern because they only want to maximize their profits only and not considering the interests of employees.

According to Keith (1989), quality of work Life refers to “the favourableness or unfavourableness of a job environment for people”. It can be argued that employees perceive that there is workplace justice if only quality of work life is promoted. Gani (1993) in his study stated that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organisations but this is not likewise at City of Harare because employees do not contribute in any resolutions of the Council. The researcher noted that the retrenchment system was introduced without their consultation hence the employees had greater feelings of injustice.

However the management admits that there is need to improvise the grievance management system so as to promote justice, to the management effective grievance management is the best tool for enhancing productivity and quality of work life. It can be said that it is much wiser to prevent the disaster by taking precautions before it occur so likewise the Council should take measures before it is torn apart.

5.3 CONCLUSIONS

Workplace justice is indeed the main concern amongst many organizations due to the fact that employees continuously cry out for organizational justice. The grievance management system as a means of promoting workplace justice is effective but the results of the study showed that it is ineffective in promoting workplace justice. International and local studies extremely showed that employees are not satisfied with their workforce especially the developing countries especially In Africa they experienced more dissatisfaction maybe due to the fact that they are still developing as compared to developed countries.

The study sought to identify employee grievances, psychological problems due to poor grievance management and to understand the grievance management system at the organization under study with a population sample of employees at City Of Harare Council. Hence the results indicated that employees perceived grievance management system as ineffective in promoting workplace justice.

The conclusions concerning the results of the study follows that employees are mostly aggrieved with the issue of wages, work overload and supervisory styles and yet the organization doesn't do anything. As compared to other studies the issue of wages was not prominent as compared to this study. Moreover the study generated some vivid evidence that due to poor grievance management they suffered psychologically and the issue of stress, depression to mention a few was outlined.

Moreover the results shed some light on promoting workplace justice through catering for their well being because employees reported to suffer emotionally; physically and mentally hence they are in a quest of maintaining their well being. All in all the findings provided the need to improve the current grievance management system by employing new strategies for it to be effective in promoting workplace justice.

5.4 RECOMMENDATIONS

The results of the study revealed that grievance management promotes no justice at workplace, differently employees are aggrieved. Therefore the study is vital to the organizations; hence the researcher will outline some recommendations so as to benefit the organization under study and for future research.

- The use of training workshops among those who manage grievances, this will help in solving grievances if they exceptionally trained because the results showed that they do not poses skills on how to solve employees grievances.
- It is also recommended that the grievance management committee should be cohesive in resolving grievances and decisions should not be done exclusively by one individual.
- The participants were not aware of grievance procedures therefore it is beneficial to the employees if grievance handling procedures are communicated to all employees so as to have a better understanding and not to resolve their grievances externally
- Employees should participate in grievance meetings just like what is done in disciplinary meetings so that they also contribute in making decisions.
- Managers should accept the grievance procedure as a possible constraint on some of their decisions and to also should recognize that a grievance is a behavioural expression of some underlying problem.
- Moreover the management should note that it doesn't necessarily means that each and every grievance symbolise that there is something wrong with the management because at times employees do file grievances over petty matters as well as over important concerns. Therefore the management must be able to differentiate between the two.
- Psycho-educational programs should be made use of among employees to educate them on how to deal with psychological problems that emanates from workplace. It can be done through counseling sessions so as to promote wellbeing.
- Recommendation for further research. For future research it is recommended that it is better to have a large sample to provide better presentation and to improve overall generalization of the study. The researcher used a small sample due to financial constraints but for future researchers it is wiser to manage the finances and carry out a larger sample. Moreover time limit had impact on the nature of data collection therefore to future researcher it is advisable to have a sense of time management.

5.5 CHAPTER SUMMARY.

This chapter presented the discussion of findings, conclusions of what was found out, and recommendations in a quest of promoting workplace justice through the use of grievance management system. The findings of the study are similar to other previous researches which were done concerning perception of grievance management.

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APPENDICES

APPENDIX A

INTERVIEW GUIDE FOR EMPLOYEES

Introduction

MY NAME IS NERISSA R. NYANGWAIRA, I AM A STUDENT AT MIDLANDS STATE UNIVERSITY

The research is focused on, EMPLOYEE PERCEPTION OF GRIEVANCE MANAGEMENT WITH ITS LINK TO WORKPLACE JUSTICE. The research seeks to fully explore how employees view the grievance management system in promoting workplace justice. The study is to be undertaken for academic purposes only hence the information gathered will be kept confidential so as not to violate the ethical considerations.

SECTION A-DEMOGRAPHIC INFORMATION

1. Age
2. Sex.....
3. Designation

INTERVIEW SCHEDULE ON EMPLOYEES.

RESEARCH QUESTION 1- WHAT ARE SOME OF THE GRIEVANCES FACED BY EMPLOYEES AT CITY OF HARARE COUNCIL

INTERVIEW QUESTIONS

- Are you facing any grievances, if yes outline them?
- How do you think grievances can be resolved in order to promote workplace justice?

RESEACH QUESTION 2- IS THE GRIEVANCE MANAGEMENT SYSTEM EFFECTIVE IN PROMOTING WORKPLACE JUSTICE

INTERVIEW QSNS

- Do you understand the term grievance management and workplace justice?, give a brief explanation
- Is the grievance management system effective in promoting workplace justice? give reasons for your answer
- Do you participate in grievance meetings?

RESEARCH QUESTION 3- WHAT ARE THE PSYCHOLOGICAL EFFECTS OF POOR GRIEVANCE MANAGEMENT ON EMPLOYEE'S WELL BEING

INTERVIEW QSNS

- Do you think poor grievance management has psychological effects to your wellbeing ?,justify your answer
- How does the management cater for your wellbeing?

APPENDIX B

INTERVIEW GUIDE FOR EMPLOYERS

Introduction

MY NAME IS NERISSA R. NYANGWAIRA, I AM A STUDENT AT MIDLANDS STATE UNIVERSITY

The research is focused on, EMPLOYEE PERCEPTION OF GRIEVANCE MANAGEMENT WITH ITS LINK TO WORKPLACE JUSTICE. The research seeks to fully explore how employees perceive the grievance management system in promoting workplace justice. Hence the study is also going to incorporate the managers (management representatives) concerning grievance management. The study is to be undertaken for academic purposes only hence the information gathered will be kept confidential so as not to violate the ethical considerations.

SECTION A-DEMOGRAPHIC INFORMATION

4. Age

5. Sex.....

6. Designation.....

INTERVIEW SCHEDULE ON EMPLOYERS

RESEARCH QUESTION 1- IS THE GRIEVANCE MANAGEMENT SYSTEM EFFECTIVE IN PROMOTING WORKPLACE JUSTICE

INTERVIEW QNS

- Do you understand the term grievance management and workplace justice?, give a brief explanation
- Is the grievance management system effective in promoting workplace justice? give reasons for your answer

RESEARCH QUESTION 2-WHAT ARE SOME OTHER STRATEGIES EMPLOYED BY MANAGERS ON IMPROVING THE GRIEVANCE MANAGEMENT SYSTEM

- How do you manage employee grievances?
- Have you implemented any new strategies to improve the grievance management system? ,justify your answer
- Are employees satisfied with the current grievance management system? ,support your answer
- How are grievance procedures communicated to employees?

APPENDIX C

MIDLANDS STATE UNIVERSITY

SUPERVISOR- STUDENT AUDIT SHEET

Date	Activity	Supervisor's Comments	Supervisor's Signature	Student's Signature
	Proposal	Rework		
	Proposal	Proceed		
	Chapter 1	Rework		
	Chapter 1	Proceed		
	Chapter 2	Rework		
	Chapter 2	Proceed		
	Chapter 3	Redo		
	Chapter 3	Proceed		
	Instrument	Redo		
	Instrument	Proceed		
	Chapter 4	Rework		
	Chapter 4	Proceed		
	Chapter 5	Rework		
	Chapter 5	Proceed		
	First Draft	Rework		
	First Draft	Submit		

Supervisor's Signature

.....

APPENDIX D

MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF PSYCHOLOGY

A GUIDE FOR WEIGHTING A DISSERTATION

NAME OF THE STUDENT.....REG. NO

	Item	Possible score	Actual score	Comments
A	RESEARCH TOPIC AND ABSTRACT Clear and Concise	5		
B	PRELIMINARY PAGES Title page, approval form, release form, dedication, acknowledgments, appendices ,table of contents	5		
C	AUDIT SHEET/PROGRESSION Clearly shown on the audit sheet	5		
D	CHAPTER 1 Background, Statement of the problem, Significance of the study, Research question, Objectives, Hypothesis, Assumptions, purpose of the study, delimitations =, definitions of the terms.	10		
E	CHAPTER 2 Addresses major issues and concept of the study. Findings from previous work, relevance of literature to the study, identify knowledge gaps, sub topic	15		
F	CHAPTER 3	15		

	Appropriateness of design, target population, population sample, research tool, data collection procedures, presentation and analysis.			
G	CHAPTER 4 Findings presented in a logical manner, tabular data properly summarized and not repeated in the text.	15		
H	CHAPTER 5 Discussion (10) Must be a presentation of generalization shown by results: how results and interpretations agree with existing published literature, relates theory to practical, implications Conclusions (5) Ability to use findings to draw conclusions Recommendations (5)	20		
1	Overall presentation of dissertation	5		
	References	5		
	TOTAL	100		

MARKER.....SIGNATURE.....DATE.....

MODERATOR.....SIGNATURE.....DATE.....