

# MIDLANDS STATE UNIVERSITY



## FACULTY OF SOCIAL SCIENCES DEPARTMENT OF PSYCHOLOGY

**EMPLOYEE PERCEPTIONS TOWARDS CONFLICT RESOLUTION SYSTEM AT  
HARARE INTERNATIONAL AIRPORT IN THE CIVIL AVIATION AUTHORITY  
OF ZIMBABWE (CAAZ)**

**BY**

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**R122017V**

***A DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL SCIENCES IN  
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## **DEDICATIONS**

I tenderly dedicate this research to my mother LaizaMakonese, MrsHildergardMasiwa, Mrs Gladys Makonese, Mrs AnnajuliaHungwe, Ms GetrudeMakonese and not forgetting the late Joseph Wilson Makonese my father, I desire he were here to see his son blooming. I wholeheartedly thank you for your love, empathy, drive and inspiration from the time I started this programme up to this end. I powerfully say thank you for being my source of encouragement and being there whenever I needed your backing. To mom I strongly say thank you for all the strength, guidance and support that you always rendered to me. Above all I am grateful to the almighty God for assistance, inspiration, devotion and bravery he gave me during the course of my study.

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## **ABSTRACT**

*The research has been necessitated with the desire to assess employee perception towards internal conflict resolution systems at Harare International Airport in the Civil Aviation Authority of Zimbabwe. The desire to understand the influence of perceptions in organizations inspired the researcher so as to provide recommendations to the management worldwide in light of the findings. The prevailing disturbing trend between employee perceptions towards conflict resolution systems and externalisation of cases to the labour court with high monetary costs involved to organizations some operating below capacity others disintegrating inspired the researcher. Structured interviews were employed to twelve participants. The research is qualitative in nature while using phenomenological research design and non-probability sampling technique as the exact number of participants was not accurately known. Quota sampling was employed since the researcher grouped the population into departments crisscrossed with ranks. Themes were administered and advanced into sub-themes from which further proof was elaborated. Descriptive statistics was also employed since tables are identified in the research. Perceptions leading to externalization of cases are lack of knowledge, favouritism, ignorance, lack of trust. Determinants of perceptions discovered are as time, culture, and prior knowledge, lack of awareness, motivation, leadership style and so forth. Strategies adopted for eradicating negative perceptions are as respect, identifying the problem, training, participation, communication, and ergonomics. Some of recommendations raised are training, induction, effective communication, win-win approach, ergonomics and management.*

## ABBREVIATIONS

CAAZ : Civil Aviation Authority of Zimbabwe

NRZ : National Railways of Zimbabwe

DRC : Democratic Republic of Congo

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## **CHAPTER 1:**

### **1. TOPIC**

#### **EMPLOYEE PERCEPTIONS TOWARDS CONFLICT RESOLUTION SYSTEM AT HARARE INTERNATIONAL AIRPORT IN THE CIVIL AVIATION AUTHORITY OF ZIMBABWE**

### **1.1. INTRODUCTION**

This present research was undertaken with the objective to examine the link between employee perceptions towards conflict resolution system and organizational effectiveness, in work environments. Perceptions are natural and common among employees in organizations therefore, organizations should put in place systems to manage and control these perceptions. This chapter has been necessitated with the desire to critically explore the background to the research, problem statement, research questions and significance of the study, and assumptions, purpose of the study, delimitations, limitations, and definition of terms and the summary of the chapter.

### **1.2. BACKGROUND TO THE STUDY**

The prevailing economic conditions in Zimbabwe entails that a lot of organizations are operating below capacity and high monetary cost is experienced. The research has been necessitated with the desire to address challenges and benefits encountered due to employee perceptions towards conflicts resolution system. Pioneers in coining the term perception defined it as a simple process by which individuals select, organise and deduce sensory stimulation keen on a meaningful and intelligible picture of the Flora and fauna (Berelson & Stainer 1964). On the other hand this research Langton and Robbins (2006) defined perception as the process by which a worker deduce and organizes impressions as a way to deduce sense to the prevailing atmosphere thereby, inspire meaningfully the office performance. Evidences suggest that what employee perceives the working environment to be like, disturb or influences behaviour in fact, it directly effects on decision making. Gibson (1950) postulates that behaviour affords behaviour. If an employee perceives the working environment as hostile the employee tends to fulfil. Employees are said to acquire attitudes through their perceptions and transform this into practice, perceptions if not properly managed they can escalate and become harmful to the organization.

Schramm-Nielsen (2002) explains conflict as a state of serious divergence and dispute about something perceived to be imperative by at least each of the parties involved. When clashes are not addressed successfully, emotions can run high and people suffer. Battles can cause insults or attacks, sickness, high labour turnover, and absenteeism in fact, the list is endless. Health and Safety Executive (2005) explored out the prevalence rate of employees suffered from stress. Given that 500,000 people in UK experienced work-related stress which result them from becoming ill. Furthermore, in Britain per annum it is anticipated that 12.8 million employees reported lost working days due to stress and from stress related illness. Stress again decreases the sense of belonging and increased the labour turnover when poorly handled. Ncube et al (2013) postulates that worker perceptions have a great impact on their decisions given that the National Railways of Zimbabwe (NRZ) in the year (2000) had staff establishment of 9 420 due to labour turnover the figure diminished to 7602 in the year (2012). Sachikonye (2001) explore that most of the specialists transfer on to some new organization locally as well as abroad which then deteriorates the performance of NRZ. Bosses should control disputes accurately for the sake of improving employee perceptions and their performance. Productive criticisms from conflicts allow the flowing of new and fresh ideas from flocking to the association and execute better performance among employees and the organization at large.

In organizations conflicts cannot be eliminated since different people with different personalities are combined to work together towards achieving one goal. Flippo as cited in Akinwonmi (2005) advocated that it will be a vibrant sign that something in an organization is being oppressed and suppressed if conflicts are not observed. The occurrence of such conflicts cannot be overlooked it needs to be controlled as when it occurs because when blocked it may lead to disharmony and death of peace. The consequences of misunderstandings in organizations may lead to poor performance and organizational downfall. Hence there is need for possible remedies to be raised. In this study ILO (2012) proposed that 20.9 million individuals are sufferers of labour matters globally, the number displays that around three out of every 1,000 individuals internationally are in forced labour in a moment. Statistics explored that females represents 11.4 million (55%), man and boys represents 9.5 million (45%). ILO (2012) suggested that out of the actual number of 20.9 million forced laborers, 90% which amounts to 18.7 million were exploited in the private sector, by either individuals or enterprises. The other fraction of 22% (4.5 million) was

sufferers of compulsory sexual abuse. In the farming sector, building, local job or industry exploits 68% which is 14.2 (million).

The outstanding portion of 22 million (10%) was in prisons or as a product of the state. Apart from that ILO (2012) explicitly explored regional statistics. The highest prevalence rate is said to be in Asia- Pacific with 11.7 million (56%) of the global total. Second on prevalence rate is said to be Africa with 3.7 million (18%), Latin America comes after and the Caribbean with 1.8 (9%). Within Zimbabwean salaries Annual report pointed out that as from 2003 to 2013 CAAZ experienced 155 cases from both disciplinary cases and grievances which were externalized to the labour court. It has proved that as at December (2013) CAAZ experienced pending litigation cases which amounts to \$26 409.10 (ILO 2012).

The question now is, can the management in different organizations manage to acquire accurate skills to solve employee perceptions towards conflicts. Hence it is through this research where organizations worldwide can find possible remedies to solve disputes peacefully or amicably. The study is to investigate interviews done from the employee perception and try to deduce whether justice prevails. The current study examines employee perceptions towards conflict resolution system and its effect on organizational effectiveness especially in the Civil Aviation Authority of Zimbabwe (CAAZ). CAAZ is a parastatal that fall under the air transport industry. It was established on 1 January 1999 as a statutory body to substitute the former Department of Civil aviation and functions on profitable values and has been a parastatal ever since.

### **1.3. STATEMENT OF THE PROBLEM**

There is a disturbing trend between employee perceptions towards conflict resolution systems and externalisation of cases to the labour court yet high monetary costs are involved in organizations and some are operating below capacity others disintegrating. Therefore, the researcher was inspired with the desire to understand employee perceptions for better remedies.

### **1.4. PURPOSE OF THE STUDY**

To assess the challenges and benefits encountered by both employer and employees towards conflict resolution system when employees perceive the working environment as either good

or hostile so as to provide recommendations to the management worldwide in light of the research findings.

## **1.5.OBJECTIVES**

**1.5.1**To establish the perceptions leading to ineffective use of internal dispute resolution system in organisations

**1.5.2**To explore the determinants of perception leading to the internal grievance procedure fail to ensure that cases are resolved internally

**1.5.3**To examines the utilization of perceptions to manage good internal dispute resolution mechanism.

## **1.6. RESEARCH QUESTIONS**

**1.6.1**What are the perceptions leading to ineffective use of internal dispute resolution system in organisations?

**1.6.2**What determines perceptions leading to the internal grievance procedure fail to ensure that cases are resolved internally?

**1.6.3**How can these perceptions utilized for good internal dispute resolution mechanism adopted.

## **1.7. SIGNIFICANCE (OR IMPORTANCE) OF THE STUDY**

The research will be worth understanding since it is one of the studies to address and elucidate the phenomenon of employee perception at the work place. The study will be relevant to the managers, employees, employers, academia and all those who will be willing to start business or to get employed. The research will explore how the employee's perception can influence dispute resolution systems within organizations.

### **1.7.1 To the employer**

It is believed that employees seek employment for economic reasons and organization runs for profit and not for charity. Employees should hardly work to ensure productivity. Conflict management in the first place is very imperative than facing its negative consequences as this can results to disintegration of some organization. Through managing conflicts it is believed that innovations can be inspired and news freshly ideas can be identified together with new ways of thinking merging the organization (Carrig 2006). Trust can be built through



information sharing and proper communication. Quality of services and products can be improved as employees and their managers or supervisors communicate better decisions.

### **To the employees**

If conflicts managed properly actually stress disappears, people feel motivated, happy and the world prospers and become a good place to stay (Rahim 2004). This research is of paramount significance since it can help organization to accept its mistakes and view those mistakes as a starting point to success. Conflict management improves feelings of bitterness among employees.

### **1.7.3 To those starting business**

The research will equip entrepreneurs with the ideas and better skills in treating their employees. Entrepreneurs win the war for talent through winning the battle for employee hearts. It is through this research where entrepreneurs can gain the insight for building a better nation through good business management.

### **1.7.4 Academia**

It aims at expanding knowledge that will enhance the scope of knowledge pertaining employee perception towards conflict resolution systems at the work place

## **1.8. ASSUMPTIONS**

The researcher assumes that the responses from employees is validly and reliably reflects their feelings and emotions. It is assumed that whatever the employee will tell reflect their attitudes towards them. The researcher expects that participants will truthfully and accurately answer questions based on their personal experience and will honestly report their thought to the best of their abilities. The researcher again assumes that employees don't lie and assumed that they remember everything asked accurately.

## **1.9. DELIMITATIONS**

The research will focus on employees working at CAAZ only, as the researcher knowshe will beassistedwithinformation needed for the research to be a successful one since is a former student within the organization. The researcher will exclude all other organizations since he predicts this to be a mammoth task for accessing information fully and adequately to strange organizations. Close ended questions will be avoided so as to enable the researcher to free move the conversation in any direction he predicts to adequately acquire information.

## **1.10. LIMITATIONS**

The researcher might face challenges in trying to interpret individual results since people might fake results thereby causing researcher to obtain fake employees perceptions towards conflict resolution. Apart from that the person situation debate is another critical challenge the researcher might encounter. Goldberg (1990) believed that individual performance can be influenced by the person carrying the research. Some people may shay to display their true feelings in the presents of a researcher. If they fully know and respect each other they may distort the information in trying to impress the researcher. Thus factor desirability may factor into the response.

## **1.11. DEFINATION OF TERMS**

### **1.11.1 Perception:**

This is the process of using our previous knowledge to gather and interpret the situation that our senses register. Through perceptions employees get attitudes and transform into practice.

### **1.11.2 Conflicts:**

This is a situation whereby individuals massively disagree on what they value most to be considered in any given scenario.

### **1.11.3 Entrepreneurs:**

These are people who start business on their own from scratch or with very little capital.

### **1.11.4 Employee:**

Is a person works either on part time or on full time basis under a contract of employment to another person, business or government for remuneration or pay?

### **1.11.5 Employer:**

An employer can be either government entity, an organization or individuals which employeoplein exchange for money or services. Individuals will work under employment of contract.

## **1.12. CONCLUSION**

This chapter critically explore the introduction of the research giving an insight of the background to the research, statement of the problem, objective of the study, research questions, assumptions, and delimitations of the research together with the limitations of the research. Lastly important terms to be implied in the research were elucidated.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. INTRODUCTION**

Shuttleworth and Martyn (2009) defined literature review as a summary and synopsis about research and theory on a particular topic. Its objective is to give a detailed insight with current literature on what is being researched on. Leedy (1997) postulates that the purpose of literature review is to investigate the previous literature, (outcomes others proved) in a connection to the research area, areas not essentially similar with but linked to the current study. It delivers a footing and justification for more investigations. Theories, models, case studies and concept relevant to the topic under study are discussed in this chapter. The chapter focuses on relevant literature related to employee perceptions towards conflict resolution systems at the workplace. The chapter also highlighted the effects of employee perception, puzzling working atmosphere. Earlier empirical researches, theoretical framework and knowledge gap were also explored in this chapter.

### **2.2. CONFLICT**

When we think about perceptions of conflict in easy understanding, we think of a struggle between workers, companies, tribes or countries it involves antagonistic forces. Swanepoel et al, (2005) entails that disputes are procedures by which one person perceives another person as an antagonistic to him or her. Shamir (1999) points out that those perceptions of disputes exist in different cultures, societies and religions and vary according to philosophies and procedures of handling them. Perceptions of disputes are essential for day to day running of a business and therefore must be handled appropriately to avoid escalation. Perceptions of disputes are of paramount significance in organizations as they are daily moto for us all since employees possess antagonistic ideas, while some employees cannot accept some other people's contradicting views. Jambrek (2008) explored that perceptions of conflicts can be only harmful to organizations when exceeding a certain level.

Tjosvold (1998) entails that conflicts can be viewed as psychologically health because it offers a rest for frustration and allows the sensation for participation. The consequences of conflicts in organizations are very deadly can be regrettable. It causes employee absenteeism, high turnover, stress, fear, anxiety, anger and hostility among employees which will then lower the performance and productivity between organizations. For instances, CIPD (2011) claims that the workforce in UK reported an normal of 1.8 hours per week trying to solve conflicts and the loss per annual was estimated to be 370 million working days (Opp 2008).

Giga et al (2008) projected that 13.75 billion vanished in 2007 due to absence of employees at the workplace, workforce turnover and production decreased. Hence, it is very imperative to manage employee perceptions so as to solve conflicts as early as when they happen to avoid its implications.

### **2.3. DISCIPLINARY PROCEDURE**

Turner (2001) defines penal processes as a standardised technique employed by bosses to solve penal matters. He further explains that disciplinary procedure should include a disciplinary hearing where the person charged with misconduct is given a chance to explain his/ her side of story. Dobbin and Kelly (2007) argue that disciplinary strategies and processes aid to support orderly employment relations as well as justice and consistency in the handling of individuals. Rowe (2001) entails that disciplinary procedures are a lawful requirement in certain conditions as they tell employees what performance employers expect from them. If an employee breaks specific rules about behaviour, this can be perceived as misconduct. Disciplinary procedures and actions can be employed to deal with circumstances where workforces have allegedly broken disciplinary protocols.

#### **2.3.1 Grievance procedure**

Turner (2001) defines the grievance procedure as a process or steps that an employers or employees should follow to ensure that their grievances are addressed satisfactorily. The complaints should be raised in written form and move according to the steps outlined in the grievance procedure.

### **2.4. EMPLOYEE PERCEPTIONS**

Lindsay and Norman (1977) defined perception as the procedure by which organisms deduce and categorize feelings to harvest a significant knowledge of the natural World. The researches on perception can be drawn back to Bartlett's (1932) constructive nature of cognition. Researchers like Allport (1954) have extended Bartlett's (1932) work and enhanced the knowledge of insights, attitude and some other notions. On the other hand current cognitive psychologist claims to have the roots of perception to the philosophers of the 17<sup>th</sup> and 18<sup>th</sup> century Wilhelm Wundt and his colleagues in Leipzig, Germany (Michael et al 2010). Evidence stated from a psychological standpoint is that individual discernments have a direct inspiration towards decision-making and the outcomes of decisions.

Anderson and Pained (1975) pointed out that the clarification of employees is based on what is going to happen or what is fashionable at that particular moment. Coghlan (1993) stated that discernments are multi-dimensional and have behavioural consequences on decision making process. Thus employee perceptions yield either positive or negative outcomes towards organizational effectiveness (Coghlan 1993). It is with no doubt that a good perception will lead to a good working environment while negative perception will affect the organisation's performance. These perceptions can be derived from the manager or supervisor's actions and behaviours towards the employee.

Maslow (1964) articulates that human beings have got a basic human need to feel essential, to be loved. If employees perceive that they are being respected they can perform and this will produce a hard to leave workplace. When respect and love is absent employees perceive the workplace as uncomfortable place to stay. Evans (1986) suggested that injustice perceptions adversely inspire employee's commitment, performance as well as their feeling to litigate against their employers and their attitudes or behaviour. Maslow entails that employees goes through a hierarchy of needs which are as physiological, security, belongingness, esteem and self-actualization needs, through into which if these needs are not satisfied employees might perceives the work environment as hostile and they cannot perform and vice versa.

In organisational settings, physiological needs entail sufficient and favourable temperatures with suitable aeration. More so, security or safety needs posits that employees need to be freed from obstacles through enough money, safe and good working environment. Security needs are satisfied in employees at the workplace by continuity and proper grievance resolving procedure together with sufficient insurance and retirement benefits. Belonging and social needs which include the need for love and affection and the need to be accepted, at the workplace this can be fulfilled through social interaction and building commitment among employees (Maslow 1964). Furthermore, on the hierarchy esteem needs is another stage, actually it involves the need for positive self-image, the need for recognition and respect from colleagues.

As mentioned by Maslow (1970) self-actualization is the last stage which employees strive to reach. The stage entails that employees need to be included on decision creation practice and given opportunities to learn some new ideas about their professions. Evidence shows that if employees fail to achieve what Maslow (1970) has mentioned in this research it is most probably they tend to perceive the working environment as uncomfortable and could not

perform effectively and efficiently. Therefore, perceptions need to be managed to avoid escalation such that they will yield good behaviour and better performance at the workplace.

Minion (2005) suggested that there are a vast numbers of external things those managers, supervisors in fact employers should deliver, and that may serve as motivators for the workforce to exacerbate the level of productivity and positive perceptions at the workplace. Buckingham (2005) advocated that for employers to manage and change employee perceptions towards conflict resolution system managers should know strengths and weaknesses of their employees. Whenever organizations are experiencing disputes, the first thing they should do is try to make sense of the dispute and determine what the conflict is about. Once identified the cause, it's very imperative take action based exactly on what we presume might be the root cause of the problem. There should be a health relationship in organizations in fact employees should be able to connect with others at the workplace. Minion (2005) noted that for employees to develop good perception towards productivity at the workplace. Employees should be encouraged to participate so as to develop skills that can influence them to perform effectively and efficiently. Management should not be selfish but they should listen to some other people's opinions. Hence this will be a key to the progress of an organization.

## **2.5 DETERMINANTS OF EMPLOYEE PERCEPTION**

### **2.5.1 Commitment**

Meyer (2006) postulates that highly committed employees identify themselves closely with the goals of the organization and want to be part of it. Harter (2000) stated that positive perceptions and emotions are closely linked to positive views toward work. When employees are in good perceptions they are likely to perform well at the workplace. Evidence indicated that higher productivity, high profits and few job turnovers can be generated from the higher commitment of workers at the work place. Greenberg (1985) pointed out that perceptions of fairness among employees on decision making in organisations has got a great impact to their attitude and behaviours. Mcfarlin and Sweeney (1992) in this research noted that perceptions of fairness witnessed to be a positively commitment associate. Blau (1964) postulate that employees who perceives a greater margin of participation on decision making process tend to have more positive perception than those who perceives a low capacity in participation on decision making. Hence in this research it is imperative to bear that for employees to develop

positive perceptions towards conflict resolution system they need to be involved on decision making process.

### **2.5.2 Motivation**

Mobley (1997) believed that when employees are comfortable with their occupation, they may be very fantastic, because it pleased them. In contrast when employees are not pleased with their responsibilities at the workplace outcomes is the other way round because it hurts the way they consider themselves. A typical example is of Marikana shooting in South Africa as propounded by Chitja (2012). It was evidenced that employees divulged into strikes after they have perceived their salary as little for them to earn a living. Twala (2012) posits that the Marikana misunderstandings cost life for many people and managers were on targeted. Minion (2005) believed that for employees to develop positive perceptions towards the resolution systems, bosses should find ways to treat employees accountably. When employees achieved a certain task it is very important to reward them. Both intrinsic and extrinsic rewards are very imperative for employee satisfaction.

Sarvadi (2010) suggested that gifts and other systems of acknowledgments, or a simple thank you plays a critical role on motivating employee to perform. Employee perceptions can be influenced by both intrinsic and extrinsic rewards. Extrinsic rewards involved the basic salary, performance bonus in fact all tangible benefits that can be given to an employee. As for intrinsic rewards Luthans (2000) entails that learning chances, social recognition such as acknowledgement, career improvement, credentials and honest gratitude can be considered in fact, they are psychological rewards.

Evidence showed that the only way to change employee perceptions and acquire outcomes with the greatest efficiency and effectiveness is through motivation. Employee can develop positive perceptions towards anything at the workplace when they feel they are being adored and valued. Baron (1983) proclaims that workers can highly perform when they presume that their endeavours are rewarded and completely compensated. There are a lot of things that can be done to change employee perceptions for instances, employee and boss connection, working atmosphere, job safety, training and chances for advancement and compensating policies of the organisation. For employers and managers to effectively instil positive perception among employees Jnsen (2001) pointed out that rewards should be distributed in a fair and consistent manner. Guest (2002) articulates that the workforce is more likely inspired to perform when they feel there is a tight connection between their input and their

compensation they got on return. Intrinsic and extrinsic rewards they should be intertwined they cannot work on separate. Employees who can receive recognition for their contribution are said to possess a better perception towards their job in fact, on anything at the workplace.

Thus it is the responsibility of bosses to greatly appreciate and consider employee performance so as to form a strong wellbeing of employees (Torrington and Hall 2006). Schoeffler (2005) pointed out that incentives offered exacerbate the mutual understanding between employees and bosses since the workforce feels that their contribution is being appreciated. Employee's morale can be boosted and employees possess excellent customer care as well as extra productivity. A research carried out by Ahmed & Ali (2008) towards remuneration and appreciation programs on employee at Unilever Companies yielded the following outcomes. The research was carried out between eighty (80) employees. The results concerning the link between reward, satisfaction and motivation were identified as payment 86%, promotion 74%, work conditions 61% and personal 37%. The research proved that when the workforce is rewarded usually employees lean towards improving their perceptions to better outcomes.

In the research evidence suggested that to improve employee perceptions, bosses should apply management styles that screen performance and rewards as a way to strengthen positive perceptions at the workplace (Schoeffler 2005). Employees should be compensated for working overtime in fact they should be compensated for what they accomplish on behalf of the organization. System should be established to size performance such that rewards should be administered accordingly. Rewards should be given as when as the good behaviour happened by so doing employees directly link the compensation with action and high performance can be tackled (Torrington & Hall 2006).

### **2.5.3 Communication**

Furthermore communication is another important determinant for employee perception. For employees to tackle duties and achieve goals, employees in organisation should communicate to each other their responsibilities. If employees discovered that they being suppressed and blocked to report their complaints to their bosses they will pave the way even in bad actions. Bernerth (2011) entails that leaders should help employees to grow a holistic obligation of the organisation by stating the mission and values of the organisation.

Mazzei & Ravazani (2011) pointed out that bosses who impart their workers with the mission and values of an organisation can increase support, the appreciation of organisational aims



paved the way for employees to solve differences, and strive towards organisational achievement.

Communication cultivates trust, bosses who appreciate its workforce can be perceived as more credible (Men & Stacks 2014). The workforce can establish meaning and can share ideas at the same time creating relationships through communication (Berger 2014). Communication is very imperative in organisations as it motivates employees and it is greatly connected to identification. It helps employees to develop the sense of belonging again decisions can be made on one route. Evidence showed that communication strengthens employee identification because it offers opportunities to share insights for instances organisational norms, values, culture and extra. Such knowledge forms a sense of shared meaning among followers. Zack (1993) suggested that mutual meanings bargains employees with a straight sense of company identity, thereby strengthening participant credentials.

Man (2014) stated that communication is a major component for organisations and this should be greatly considered as it influences perceptions. Communication without feedbacks is just like a toothless bulldog feedback is very essential for progress. Ryan & Deci (2000) entails that undesirable responses suppress the workforce confidence to pursue their obligations, wishes towards progress. Negative thoughts are said to exacerbate the level of pressure, stress and uncertainty among workers. Marikana shootings supported the idea of communication for instances Twala (2012) suggested that the Marikana shooting happened due to poor communication. Managers were said not to effectively communicate with employees. Perceptions are very important for survival for example if employees misinterpret anything, consequences might be very fatal.

Albert (1987) noted that irrational ideas make employees to become anxious, depressed in fact it is the cause for negative feelings. For instances if an employee thinks no one liked him, the employee feels disappointed and can generally avoid others. More so, if an employee felt to be stupid and incompetent, an employee might feel useless and uncertain. No doubt there are connections between perceptions and actions. Hence in this light it is very imperative for the research to exonerate effectively how perceptions can cause conflicts between employees and their employers as a result bosses should learn to change the Mata cognitive processes of their employees.

#### **2.5.4 Values**

Furlong (2005) postulates that values include philosophies held by the workforce that can lead to difficulties. These principles include religious beliefs and morals. Perceptions of conflicts usually occurs when employee interest clashes and values determines one's perceptions towards the conflict resolution mechanism at the workplace(2005).

#### **2.5.5 Relationships**

Furlong (2005)suggested that, relationship can lead to the formation of stereotypes, discrimination leading to pathetic communication with other staff members at the workplace. Prejudicial or harmful treatment leads to tit-for tat behaviour which will then cause conflicts and weakens the performance of an organization.

#### **2.5.6 Cognition**

Furlong (2005) entails that perceptions can be as a result of different shared information. More so, incomplete information or too much information can create conflicts at the workplace. The way how employees think towards the data they have influence their reasoning capacity for instances if employees perceive as they think more than others this creates havoc at the workplace (Furlong 2005).

#### **2.5.7 Structure**

Furlong (2005) explored that conflicts at the workplace can be as a result of competition for limited and scarce resources, little powers on curbing problems together with opposing priorities within employees. Furthermore, leaders in an organization should clearly communicate the company's vision to its employees so as to prevent conflicts.

#### **2.5.8 Interest**

Furlong (2005) explored that these are employee's needs and want together with their fears and hopes inline to quarrels. It is with no doubt that employees came from different backgrounds through into which they were socialized differently from each other thereby, having antagonistic ideas and interest towards achieving things.

#### **2.5.9 Data**

Furlong (2005) pointed out that knowledge is the key lever to prosperity on everything employees might do. Lack or too much information might cause conflicts at the workplace. If employees perceive the work environment as unfair and unfriendly they tend to perform

dismally thereby, causing conflicts. It is a pre-request for managers and supervisors to equally and fairly treat the employees. Apart from that Buckley (2014) posits that stress is another determinant of disputes at the workplace. Employees who are stressed are likely to have poor health and less motivated therefore they tend to be unproductive their chances of succeeding in a competitive environment are slim. Buckley (2014) predicted that in UK there were 487000 cases 39% of work related stress, depression or anxiety in the year 2013 to 2014. Buckley (2014) further accepted that in UK due to stress, anxiety and depression 11.3 million was lost and an average of 23 days per case was witnessed. Lencioni (2012) appears to converge with Furlong's view that the center of perceptions is on beliefs and norms but adds the dimension of environment such as company culture and politics either of the company or the state. Sabharwal (2008) states that perceptions might be disruptive or productive and can form the base for progress in organizations. Munroe (2008) states that change is an integral part of life and constant monitoring is very imperative for corrective actions before perceptions are disruptive. Lencioni (2012) states that there are environmental dimensions of obstacles that hinder internal dispute resolution such as company culture, mood, politics and physical needs.

#### **2.5.10 Culture**

Faure and Rubin (2003) proposed that culture is the process of sharing and endure meanings, values, and beliefs that characterize national, ethnic, and other groups and orient their behavior. Generally, culture can be defined as set of norms agreed upon by a group of people to govern their way of life. Organizations tend to define the way they run their entities as organizational culture. This usually relates to agreed terms and conditions of work which define and differentiates one company from another. Culture shapes individual's perceptions, beliefs and orients their behaviour at the workplace. Culture can be acquired socialization in childhood, education, the media, and all kinds of social interactions in everyday life. In this way, culture affects employee's reasoning, beliefs, and inferences in ways similar to how perceptual frameworks affect their perceptions (Lencioni 2012).

#### **2.5.11 leadership**

Political systems influence workers on anticipating perceptions, and can inspire the association's potential to identify issues as when as they happen as a way to respond satisfactorily. According to Rees et al (2012) several characteristics of the society relations

such as dispute management, strong formation of answering approach, communication and reporting, investigation and skills development strongly rely on politics, which is the ability to influence other peoples' decisions and their perceptions in dispute resolution (Lencioni 2012).

### **2.5.12 Information**

Peters (2004) suggests that the informational is a component of obstacles to internal dispute resolution covers things such as facts, opinions and perspectives. The information is one of the major constraints to a robust dispute resolution system. Too much information or very little information determines the chances of conflicts. Olshak (2011) suggests that disputes and grievances are minimized when information is relayed to the relevant people correctly and timeously.

### **2.5.13 Opinions**

Peters (2004) states that, with respect to internal dispute resolution mechanisms, employees feel pleased and valued when they are given opportunity to contribute towards organizational aims and objectives in relations of their work. Jackson (2011) explains that when information is shared among employees, departments and individuals within an organization, disputes are largely reduced if not eliminated.

## **2.6. STRATEGIES FOR UTILIZING PERCEPTIONS**

Furlong (2005) showed that relationships, values and moods are drivers to perceptions of dispute and participants are advised to try and avoid moving into that jurisdiction as it becomes difficult to manage the dispute. In fact, ways to overcome all these perceptions perception has been explored in details beneath.

### **2.6.1 Culture**

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define and differentiates one company from another. Rees et al (2012) point out that successful conflict resolution largely rest on how the organization handles and accomplishes perceptions. From the above literature it is plausible to argue that when handling disputes at work, culture plays a very significant role. Employers should know and understand culture across tribes such that all employees will be valued as asserts not liabilities (Furlong 2005).

### **2.6.2 Participation and involvement**

The United Nations (2009) postulates that an enjoyable working atmosphere is very crucial in organizations as a leading way towards success in order to be productive. Rules and systems that set a common identity for performance and actions are a necessity. So as to ensure that work is conducted with all staff members towards one end. Employees have a duty to care for the organization's operations as regards carrying out their daily duties with diligence. Peters (2004) articulates that employees become pleased, valued and happy if they are given the opportunity to participate and contribute towards the company's aims in relation to their job. Hence in this light it is clear and straight forward that to eradicate negative perceptions at the workplace employees need to be involved on day to day running of the business. In supporting the stated scripts Jackson (2011) postulates that information needs to be shared among the workforce and departments in an organization so as to reduce conflicts if not eradicating them.

### **2.6.3 Respect**

Olshak (2011) suggested that both employers and employees need to respect and trust in each other so as to solve grievances amicably. Maslow (1964) entails that employees have the desire to be loved and respected if such needs are not attained evidence entails that they rebel against their employers. Evidence from Maslow (1964) showed that humans need their basic human rights need fulfilled such as payments on time, housing health care, and transport to and from work, job security and healthier working conditions. In this light it is clear that respect plays a pivotal role on eradicating perceptions of conflicts towards conflict resolution systems at the workplace.

### **2.6.4 Communication**

Mezzei (2011) entail that those managers who communicate the mission and values of an organisation improved the backing and enabled employees to strive towards organisational achievement. Evidence from Man (2014) showed that communication strengthen the workforce's identification since it offers the opportunity for sharing perceptions, values,

culture in fact the list is endless. In this light perceptions can be improved through proper communication at the workplace. Communication strengthens identification since it offers the opportunity to share perceptions. Zack (1993) entails that shared meanings bargains employees with a clear sense of organisational identity, thereby, strengthening participants credentials.

### **2.6.5 Facts**

The United Nations (2009) argues that in any large organization, a harmonious working environment is essential in order to be productive. To this end, systems, rules, and procedures that set a common standard for behavior and actions are needed for better perceptions at the workplace. This ensures that the work conducted by each and every employee contributes to the common goals. Jackson (2011) mentions that agents are crucial for the institutionalization of disputes such typical agents are trade unions and collective bargaining and they are required to be available in organizations.

## **2.7 THEORITICAL FRAMEWORK**

### **2.7.1 The constructivist theory/ indirect theory of perception**

As has been mentioned earlier in the previous chapter, perception is basically the principles of how we perceive information in the world with our senses and how the information is processed to pave the way for interaction with the environment. In this regard this research is going to base on Gregory's indirect theory of perception. Indirect theory developed from the work of Jerome Bruner, Richard Gregory and Irvin Rock. Gregory's theory articulates that perception can be as a mixture of components. Some are being provided by the sensory stimulation and other ingredients in the recipe of perception being generated from our expectations, our memory, motivation and our prior knowledge of the world in general. Gregory (1990) claims that sensory information attained on receptors are just some sort of energy samples but they are not of paramount significance themselves. They are critically important on previous experience. Data involves the past and the future, they change themselves and they affect each other. People oversee information which does not back their hypothesis and give emphasis to those which garb with their hypothesis.

Hence the Indirect theory of perception was used to clarify employee perceptions towards conflict resolution at the work place. The philosophy is most appropriate when studying human behaviour in the society. This is because the research mainly assesses the effect of

employee perceptions at the workplace. The way people perceive things is very crucial for the functioning of society. Evidence showed that prior knowledge and beliefs plays a crucial role on employee's behaviour. Expectations of employees at the workplace are a key to success. Employees can be biased to how they perceive things due to their prior experiences, cultural factors, emotional and motivational causes. For instances employee expectations are very pivotal, they may accelerate perception but on the other angle employees may see what they want or hoping to see multiplying the chances for error to occur. People's mind uses knowledge from the past experiences and some other psychological processes to have sense of information. Actually employee perceptions differ depending on what they have encountered in the past and through their mental situation of emotion, motivation and expectations. Employee perceptions change depending on how they feel, want or expect to encounter.

### **2.7.2 The direct theory of perception**

In supporting the indirect theory identified above, the researcher has administered the direct theory of perception to develop a strong base for opinions. The direct theory has a lot to elucidate concerning employee perceptions towards conflict resolution systems. Gibson (1950) posits that people perceive things when they came into eye contact with them in the environment. The theory entails that the perceiver begins with small bits of data from the environment and pursue in different ways from a percept. Gibson articulates that the information people get from the environment is adequate for perceiving no further cognitive processes necessary to mediate between experiences and perceptions. The contextual information in the environment is enough employees behave according to what they saw in any given context. Gibson (1950) entails that behaviour affords behaviour. If employees perceive the working environment as friendly or hostile they tend to comply with that. Hence in this light it clearly shows that employee's reaction at the workplace can be determined with what they directly saw.

### **2.8 KNOWLEDGE GAP**

There are a number of different studies conducted on employee perceptions towards conflict resolutions systems between organizations but nothing sufficient has been implemented as a way to mold employee perceptions. For instances the literature is very silent especially on the statistical prevalence rate of disputes recorded at the labour court every year particularly in Zimbabwe. Evidence is not well high lightened on the statistical rate of disputes recorded

between organizations especially in Zimbabwe as a result the literature does not say much about that and that's the reason why the researcher got inspired to research on that topic.

## **2.9 SUMMARY**

The chapter has critically managed to dwell onto a comprehensive review of researches linked to the employee perception towards conflict resolution system. A vast number of scholars similar to the topic have been explored. Apart from that the chapter has also managed to critically elucidate the theoretical framework which assisted in expagorating why employees perceive things the way they do. Lastly the chapter has highlighted the knowledge gap between the study and other pioneers related to the research.



## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1. INTRODUCTION**

Research methodology is a systematic technique to answer a problem. It is a technical way of studying how the study will be passed out. Nestor &Schutt (2012) defined it as a study of approaches by which data is gained. This chapter aims to explore in details the research methodology used on describing, elucidating and predicting phenomena together by high lighting the work strategy of the investigation. This involves the research instruments, population targeted, data collection procedures, some ethics which have to be reflected and the data analysis and presentation that were used by the researcher.

### **3.2. RESEARCH PARADIGM**

Research approach elucidates the layout in which the study will be projected out and the conceptual arrangements within which research is directed. Nestor &Schutt(2012) defined a research paradigm as a blueprint or comprehensive strategy for how a study is to be finalized. Thisresearchdwells on qualitative research approach. Coolican(2009) postulates that qualitative fortified free and ordinary response from participants, often in the form of unlimited talk. More so,the researcher has decided to choose the qualitative research simply because it stresses on rich and expressive information and it delivers a greater insight of a circumstances and it allows in depth investigations. Furthermore, qualitative research design were chosen since the researcher has used his own research questions, gathered, analyse and deduces data and made conclusions on his own. Merriam (2009) articulates that qualitative research approach offers a chance to investigate individuals on how they make sense of their natural world together with the knowledge they have in the World. For instances, qualitative research was chosen since it can enabled the researcher to move directly documents and makes the world observable (Denzin & Lincoln 2005). In this research Qualitative research was mostly applicable since there was a need for detailed information or discussions that enabled verbal and in-depth inquiries with the participants together with the experiences participants have at the workplace.

#### **3.2.2Research design**

Qualitative research used is a phenomenological in nature since it strives to understand individuals lived experiences, behavioural and deduce social meanings that these experiences

have. Smith et al (2009) articulates that phenomenological study denote the study of individuals, perceptions, feelings and lived experiences, that the reason why the researcher had chosen phenomenological study. Hence Christensen & Turner (2010) explored that the primary objective of a phenomenological study is to explicate the meaning, structure and essence of the lived experience of a being or a group of individuals around a specific marvel. Evidence showed that it aims to comprehend human action through ordinary eyes.

### **3.2.3 Target Population**

Auditor (2010) defines population as representative of everything in any field of study and the population for this study is indicative of seventy eighty employees of the Civil Aviation Authority of Zimbabwe at Harare International Airport.

### **3.3. POPULATION SAMPLE**

A population sample is a subsection of subjects that is representative of the whole population (Baron, 1996). Qualitative samples must be big enough to cover all of the population that might be imperatively measured. A sample should be randomly selected and adequately big. The completion of this study occurred after interviewing 12 participants at Harare International Airport from four different groups, in specific, the researcher interviewed three divisional managers. The managers were chosen using the basis of the divisions they fell in. This was established from the background information obtained from the files in the human resources department.

A category of workers' committee was also sampled. The workers' committee members participate in the disciplinary procedures as well as acting as a bridge between management and workers in grievance procedures. The workers' committee members were chosen due to the role they play in advising the workers in terms of addressing industrial relations issues in the organization. Human resources respondents were selected with respect to their role of handling of all human resources issues at the organization including internal dispute resolution. Lastly ordinary employees were sampled from the population.

### **3.4. SAMPLING TECHNIQUE**

Qualitative design normally deals with two techniques when sampling. Which are as probability and non-probability sampling techniques? In line of this research non-probability sampling techniques is going to be administered.

### **3.5. NON-PROBABILITY SAMPLING**

Creswell (1994) proposed that non probability Sampling is a technique where some essentials of the population have no or inadequate responsibility of being sampled. This implies that the method selects its elements based on assumptions as the probability of selection cannot be accurately determined. The technique is goal directed and hence it suits with the requirements of the research.

#### **3.5.1 Quota sampling**

Henry (1990) articulates that quota sampling is to form subgroup from the bigger population of interest. The researcher grouped the entire population into divisions intersected with ranks at the workplace. Proportions of these subgroups were mastered and sampled respectively. Quota sampling was administered since it allowed the researcher to study the link and behaviour of employees between divisions. More so, quota sampling was employed since it is cheap to put on and attain results quickly and divisions can be distinguished with no trouble.

### **3.6. RESEARCH INSTRUMENT**

Coolican (2004) propounded that research instruments are tools that employed when collecting information or data. The research has used some in-depth interviews such that information can be gathered from the sampled population so as to explore the experiences of respondents and getting an insight to the types of questions applied in the research. Interview questions are going to be crafted in relation to the research inquiries.

#### **3.6.1 In-depth Interviews**

An in-depth interview the information gathering technique which encompass some established questions that are asked and responses captured in a uniform way that enables the researcher to guide participants along with relevant lines of thinking associated with a given phenomenon (Kyale, 1996). This research used some in-depth interviews to identify common themes to all the participants suggesting the experiences of CAAZ employees. This research modified an interview guide from Florence Mawindo's dissertation carried in 2014 when she was investigating on obstacles to the effective use of internal dispute resolution system at Harare International Airport. A structured interview guide was used so as to ensure that interviews collect the same data from the participants. In other words guide ensured that the same concepts were asked to all the CAAZ employees.

### **3.7. DATA COLLECTION PROCEDURE**

The procedure of collecting data was conducted in a systematic manner through conforming to data collection protocol of the department. The procedure of collecting data in this research was approved by the Midlands State University through granting the research approval letter. Upon granted the permission the researcher proceeded to the sampled employees of the Civil Aviation Authority of Zimbabwe where the authority to carry out the research have been sought and granted. Finally the research was carried out.

#### **3.7.1 Data Collection**

Systematically the researcher starts by introducing all the participants to all the procedures and aspects of the research. It was well explored that anyone who feels his or her rights is being suppressed or compromised should freely withdraws from the proceedings. Ethical deliberations were made clear to participants by the researcher. The researcher then administered in-depth interviews to each participant while taking down notes of the proceedings. The interviews were included of open ended questions and probes in order to strongly highlight employee perceptions towards conflict resolution system at the Civil Aviation Authority of Zimbabwe. Again open ended questions administered in this research enabled research participants to talk about the questions imposed to them freely in their own words and understanding. The interviews was administered in a closed and quiet environmentso as to exacerbate privacy for the participant as well as to enhance effective and efficient data collection without bumping into obstacles. The researcher respects a systematic data collection procedure which addresses the participants in the study by giving them an insight of the research and providing to them an opportunity for a free will to participate or surrender from participating whenever they feel that theirconfidentialityhas been breached.

#### **3.7.2Field notes**

Field notes were organised and prepared immediately after each interview as a way to capture and record all the information. These notes were very imperative for information/data analysis and interpretation procedures.

### **3.8. DATA PRESENTATION AND ANALYSIS**

An interview summary sheet was prepared for the entire recorded interview. Data was presented in themes obtainedfrom the interpretations of participant's responses. Thematic

analysis and descriptive statistics were administered. Thematic analysis was employed since it is the most common way for analyzing data qualitatively. The process involves reading through textual data, coding the data, identifying themes in the data and interpreting the structure and context of the themes (Guest 2012). Again it collects and grouped data basing on common themes. The researcher searched for identical information from which themes were generated. Themes were advanced into sub-themes from which extra evidence was further elaborated. Thematic analysis is significantly inductive in nature meaning that the information is not based on the researcher's judgments (Braun & Clarke, 2006). Thematic analysis follows a six phase sequence involving familiarization with data, generating initial codes, searching for themes among codes, reviewing themes, defining and naming themes, and producing the final report (Breakwell, et al, 2006). Descriptive statistics were employed on demographic information as a table to analyze data.

### **3.9. RESEARCH ETHICS**

For a research to be a successful one it is not only the correctness of the research design which is crucial, there are a lot of ethical considerations which has to be considered. Ethical considerations are the moral guidelines that govern our actions and relationships with others and they need to be considered when conducting a research. The researcher seeks the approval of ethics that compiled with the APA code of ethics from the Midlands State University. These ethical considerations include those discussed below.

#### **3.9.1 Informed Consent**

It is always important to obtain informed consent prior to the commencement of the research. For the research to be carried technically the researcher was governed by the code of ethics. The researcher sought permission from the responsible authority for instances he approached the Civil Aviation Authority of Zimbabwe's Human Resources Director to come into face to face talk with the respondents of the study. As suggested by Mamia (2009) before conducting interviews consent must be sought from the informant. In this regard the researcher sought the consent of every informant to interview them. The research participants were informed about the main objective of the research and given the authority to choose whether they want to participate or not. High anonymity was guaranteed and secured. Participants were given the opportunity to withdraw at any given time if they feel to do so and no information was going to be divulged anywhere else other than for academic purposes.

### **3.9.2 Right to know how information will be used**

Participants have the permission to have an insight on how and when the information they are disclosing will be processed. The researcher elucidates clearly how the information gained from the research findings was going to be processed. Together with the possible parties who were to benefit from the research findings.

### **3.9.3 Confidentiality**

McLeod (2007) suggest that the data that is gathered from participants should be held with high levels of confidentiality. Confidentiality refers to the protection of research participants against disclosure. McLeod (2015) entails that participants and the data gained from them must be kept anonymous and no names must be used in a research report. Hence in this light the researcher make sure that he complied with confidentiality. Participants were advised and encouraged to confidentially answer their questions at their own convenience within the gazette time without coping from others. Respondents were informed that information collected will be only used for the mentioned purpose of the research and no names will be used in the report of the study. A unique identification mark on their data was of paramount significance for the research and was administered.

### **3.9.4 Protection from Harm**

McLeod (2007) suggests that research participants must be protected from anything that threatens to harm their physical and mental wellbeing. The research was carried freely from any threats or harms either physically or mentally that may emanate as a result of their participation. Participants were well informed to all procedures set in place to deal with any negative consequences that might ensue. CAAZ employees were not threatened in any way.

## **3.10. SUMMARY**

This chapter has been necessitated with the desire to critically explore the research methodology that was implied for the research methodology that was administered to capture data for the study on the employee perceptions towards conflict resolution systems at CAAZ. The researcher has high shown the research design, the Data collection procedures, Justification and the Data Analysis administered for the research. The research philosophy implied were phenomenology and the design as qualitative research paradigm specifically using some in-depth interviews as a data collection instrument. The chapter has also managed to clearly identify the ethical boundaries that the research followed.

## **CHAPTER 4: DATA PRESENTATION AND ANALYSIS**

### **4.1. INTRODUCTION**

This chapter dwells on data presentation, analysis and interpretation of the research findings. The researcher makes comparison and analysis of the participants' submissions and draws up inferences. Data was hand coded and categorised centred on the key questions specifically, what are the perceptions leading to ineffective use of internal dispute resolution system in organisations, what determines the internal grievance procedure failing to ensure that cases are resolved internally and lastly how can these perceptions utilized for good internal dispute resolution mechanism adopted? The researcher also compared and contrasted responses from participants. Findings from the research were presented in accordance to the noted themes. These themes aid to unravel perceptions of employees towards conflict resolution system and to explain how the research participants could handle their perceptions. Ethical considerations in this research were used to safeguard the personality of research participants and pseudo names were employed.

Table 4.2 illustrate the composition of participants who were interviewed.

Table 4.2.1

**Composition of the participants, demographic information**

Category of Participants	Age	Male	Female	Total number of participants
<b>Management</b>	52	Male		
+	54		Female	
	40	Male		
<b>Workers' Committee</b>				
	40	Male		
	34		Female	
	28		Female	
<b>Ordinary Employees</b>	35	Male		
	26		Female	
	31	Male		
<b>HR personnel</b>				
	31		Female	
	32	Male		
	40		Female	
<b>Total</b>		<b>6</b>	<b>6</b>	<b>12</b>

**Characteristics of research participants**

The participants were categorized into four groups. The composition of the participants included management, worker's committee members, employees and human resources personnel. The number of people who were used for data collection comprised of twelve (12) participants who were interviewed. The researcher employed in-depth interviews to the participants. For confidentiality purposes, identities of participants were not divulged, they were identified in the order in which they were interviewed, that is, participant 1up to 12 respectively.



### 4.3. THEME 1: PERCEPTIONS OF EMPLOYEES

Participants in the Civil Aviation Authority of Zimbabwe at Harare International Airport portrays that, the grievance procedure is failing to solve cases internally due to favouritism, poor communication, ignorance, time limit to resolve issues, lack of trust and victimisation. More so, data obtained from these employees uncovered that there is high expectations among participants due to lack of knowledge. These thematic subjects appeared were explored below and they served to outline and upgrade knowledge on the perceptions of employees towards conflict resolution system.

#### 4.3.1 Sub theme 1: Lack of knowledge

Eight out of twelve participants perceives lack of knowledge to the grievance procedure as the cause for the failure of the internal resolution system. Participants entails that high employee's expectations due to lack of knowledge is a leading factor for the failure of the internal dispute resolution system at CAAZ. Employees were said to have wrong information from workers committee. They believe they can do better at the labour court and authorized to receive large amounts of cash. For instances, it was reported that the employees perceives the organisation as an ATM machine where an employee could simply press on the right button and cash thrown to him/her. One of the participants reported the following.

*“I deserve better, not by discretion of anyone else in this organisation but by virtue of my contribution. Some fellow people are making money after the labour court. I pursue my case further as I will lose nothing and might get green buck at the labour court where all of us are treated as equal and not denied from a pleasant life (Participant 9)”*

This reveals that employees misinterprets their thinking, they lacked knowledge on how to make money. They do not possess the adequate information on the resolution of disputes at the workplace. One of the participants reported the beneath declarations

*“A lot of management are tabula rasa in this organization when comes to addressing disputes. We know the law much better than them we only assist those who hunt for our ideas. How can they settle a dispute if they are blank slates who knows nothing (Participant 8)”*

This shows that management is lacking knowledge for resolving disputes internally.

#### 4.3.2 Sub theme 2: Discrimination

Discrimination was also perceived as the reason for the failure of the internal dispute resolution system. Four participants articulated the disappointment of the grievance procedure to favouritism. Some employees were reported to have a vision ever since but due to favouritism their dreams are not pursued. One of the participants broke into emotions and feelings as he state the beneath declarations.

*“.....In an unrestricted and democratic organisation there will be equal chances to all so that each and every employee will be free to pursue his/her dreams. (O NehandaNyakasikana, kunozoveriniko, isuvaNyaitichitambudzika. Pfumayenyikanhasiyakatorwavakagovanapaukamahwavovepfumojena.Nhasivari kudya, vakorasehochi.Isutoondorokasembwainegwembe, Nhasivageremurusununguko, Isutodzipwahuronemajoto.RusunungukoNehandandorupi? (Our spirit mediums, when is our turn, while we are stragging, the elite have collected all the wealth all alone, today they are enjoying the cake and are presently fat like wild pigs, while we are like wild dogs, they are enjoying while stragging, spirit mediums where is our solace.) We are tired and faded up without fairness our cases will be settled at the labour court. Employers are rich, while others sweating and sink deeper into poverty we cannot tolerate this we are all humans. (Participant 9).....”*

In this light it shows that employees eagerly cherish fairness at the workplace for them to cooperate towards conflict resolution system. Without fairness employees will resist to comply with rules and regulations of their bosses.

*“There is need to adhere to corporate governance particularly when recruiting and selecting employees because most employees are related and it decreases handling of cases to finality. Yet management want to be tough to others, that will not apply to us we know our rights our cases we refer to the labour court and they should settle disputes for their relatives (Participants11)”*

This show that a great need for corporate governance in organisations is needed as it influence employee perceptions at the work place.

### 4.3.3 Sub theme 3: Unawareness

In addition one of the participants also reported that the internal resolution system fails to resolve disputes internally due to ignorance among employers. Management were perceived to be unaware on steering domestic investigations towards disputes. Management were again perceived to be unaware of the ideologies of justice. Employers were reported to be reluctant to track appropriate disciplinary protocol which fuelled to the perceptions of unfair dismissal of employees. Participants claim to have grievances and very few have reported to the HR offices. The workforce were said to grieve in their departments. These grievances may then be referred to the Ministry of labour before the internal remedies have been completely pooped. The influence is that the internal grievance procedure is therefore not being fully utilised to guarantee that industrial harmony has been accomplished.

*“The disciplinary procedure is present but managers are not aware of protocols for administering justice. They exceed their time limits for investigations. They believe once an employee commits misconduct his/her contract should be terminated and regard such an employee as inappropriate for handling such a position (Participants 1)”*

This shows that management is unaware of the protocols required for handling disputes and that ignorance influence employee perceptions at the workplace.

*“The internal grievance and disciplinary procedure, is it there at CAAZ, I doubt, let me check on the intranet,” he then started typing on his desktop checking on the intranet (Participant 2)”*

This shows that some of the managers did not even know whether the grievance and disciplinary procedures existed at the work place which is a leading factor to internal resolution failure.

*“...The disciplinary procedure is there but the general staff and management do not follow proper procedures on applying it. During induction it is not given its due attention and will only be applied during a case of misconduct. For instances majority of employees commenced work without having a copy of the code of conduct. It is the responsibility of management to distribute the code of conduct to its new employees. Management is the one who develops and modify all the*

*rules and regulations at the workplace but they are ignorant they are not playing their responsibility (Participant 4)...*”

This shows that management is much aware of the grievance procedure but ignore it's steps for solving the internal disputes.

#### **3.3.4 Sub theme 4: Lack of trust**

Three of those who knew of the existence of the procedures from the sample of the workers committee, HR personnel and management they advocated that the internal resolution system failed to solve cases internally due to perceptions of trust. It was perceived that those who are responsible for handling cases at CAAZ preferred externalising cases where they thought they would get better attention. Lack of trust between management and employees was perceived as a major concern as this lead to externalisation of cases where employees felt that management is not fair in resolving their cases. This articulated by one participant who said,

*“There was a time when the workers’ committee refused to sit in all disciplinary proceedings because they felt management was not acting in good faith. According to the code a hearing should constitute two members of the workers’ committee and this resulted in many cases being referred out (Participant 6)”*

This show that the internal dispute resolution system is failing to settle cases as there is no trust between employers and employees. Another participant said,

*“Yes, these might exist, but these are purposeful elsewhere, not in CAAZ she laughed (Participant 8)”*

This portrays that employees really understand the existence of disciplinary procedures but they did not trust its proceedings during dispute resolution time.

In addition another participant said,

*“There is no trust between management and the staffs, disciplinary procedure is applied selectively. It is about whom you know, some individuals are sacred cows. Relief is therefore found outside CAAZ where you are treated as equals like any other employee (Participant 10)”*

This shows that employees lacked the trust from their superiors as they want to suppress their feelings.

One of the participants says,

*“Sure I am fully alert of the grievance procedure but it is not fully utilised because of lack of trust in the system, for example people were not paid for the services condensed while they were on business in DRC (Participant 5)”*

This shows that employees lacked trust to their employer as it deliberately not pays some of its employees on the services they have performed.

#### **4.4 THEME 2: DETERMINANTS OF PERCEPTIONS**

Different participants reported that employee perceptions at the workplace can be determined by a lot of factors. Time was perceived as a barrier to internal dispute resolution. Evidence from the participants indicated that employee’s expectations played a critical role on determining the perceptions of employees at the work place. As has been mentioned earlier in chapter two perceptions can be as a result of prior knowledge from the past experience. It was reported that emotions, motivation, communication, culture, leadership style, data, interest, values, relationships, lack of awareness and labour at the workplace have a great impact towards perceptions that lead the internal dispute resolutions system fails to resolve obstacles. To illustrate and fuel the understanding of employee perception towards the conflict resolution systems at CAAZ themes were employed to fully explore points and arguments from the participants below.

##### **4.4.1 Sub theme 1: Time**

Participants’ entails that time determines the way employees act at any given moment towards the conflict resolution system. Among employees it is believed that the time an organisation takes to address a certain problem influences their perceptions towards their behaviour or actions. For instances a company might fail to gather all the information needed for a case in time as guided with the code of conduct and proceed with the disciplinary procedure. It was reported that some employees might refuse to attend their disciplinary hearing internally having the ambition to finalise their issue at the labour court. The time limit was divided into two that is the time limit provided in the code to resolve a grievance and the time that is taken to respond to a grievance regardless of the provisions of the time limits in the code of conduct. Participants attributed the failure of the internal grievance procedure to the failure to stick to the prescribed time limits in grievance procedure. One of the participants prevailed the beneath arguments.

*“The disappointment of the organisation to deliver investigations in time is a leeway to the formation of disputes. The information for a case to be valid it should be gathered as when as disputes happen and hearing should be attended within the period of a month. Scarcity of evidence automatically exacerbates the chances for us winning the case at the labour court. Failure of a company to gather tangible evidence is a gross breach of justice as such the case might be defective (Participant 10)”*

This shows that time determines how employees can react, failure to gather information and settle disputes in time leads to the externalization of cases.

*“.....industrial relations officers only begin to be serious about cases when it is too late and as such this costs the organisation substantial amounts of money as they would have been referred outside to the Labour court (Participant 10). ....”*

This shows that cases are externalised to the labour court due to delays on investigations.

*“....HR is notified of misconduct cases after the time in the code had already lapsed from the date the offense was committed and this therefore will mean it will be referred to the Ministry of Labour as it will be out of time (Participant 11).....”*

This portrays that HR is notified of misconduct cases after the stipulated time of the code of conduct is already over which then lead to the externalisation of cases.

*“There is an element of time limits. It takes long to resolve disputes and this leads people to externalise cases, sometimes investigations are not carried out by the right people and are not carried out to finality (Participant 12)”*

The above reveals that delays in investigating cases leads to externalisation of cases.

#### **4.4.2 Sub theme 2: Communication**

CAAZ employees reported that communication is another critical variable which determines perception towards the failure of an organisation to amicably solve disputes internally. Participants reported that communication determines their perceptions for instances it was reported that communication cultivates trust and logic of belonging more so, it facilitates decisions to stream on one direction. Communication was perceived as a major determinant

for either positive or negative perceptions for example it was reported that through communication value, organisational norms and culture can be shared. Poor communication was said to mark the beginning of confusion towards everything in an organization the receiver may not actually grasp the message which may lead to resistant, content or distortion of meaning or simply view the sender as unreliable. More so, participants perceived the failure of the disciplinary procedure at CAAZ as a result of improperly communicated code of conduct to the employees, and this had resulted in several grievances and disciplinary cases emerging. Participants reported that their lack of understanding on how the company is operating frustrate them. Employees will only become committed when the vision, goals and mission of the company is straight forward and precise. One of the participants reports the following.

*“.....There are pathetic communication networks at this organisation and lack of openness which has led to lack of trust. If one raise a concern or plea as stipulated there is lack of feedback as postulated by the time limits (Participant 2).....”*

This shows that lack of communication and feedbacks affect the resolution system of cases.

*“The Company has no vibrant policy on remuneration and the policies are not appropriately communicated to the employees, due to absence of communication some employees grieving due to lack of understanding of the company policies (Participant 3)”*

This entails that employee grieve against one another due to unclear communicated duties.

#### **4.4.3 Sub theme 3: Culture**

Participants reported that culture shapes their perceptions, beliefs and orient their behaviour at the workplace. Culture was perceived to be acquired through a range of different channels, such as socialization in childhood, education, the media, and all kinds of social interactions in everyday life. In this way, culture affects their reasoning, beliefs, and inferences in ways similar to how perceptual frameworks affect their perceptions. One of the participants entails the following

*“.....My parents have taught me to be a man enough, so how came can I be docile to people who want to suppress my feelings and ignore my opinions as if I am inferior in this organization. If I become difficult but silent I can be*

*transferred and failure to comply may result in the formal disciplinary hearing. A current case is of one guy transferred from Harare to out stations and later was dismissed for absenteeism (Participant 2).....”*

This shows that one’s culture shapes his or her identity.

#### **4.4.4 Sub theme 4: Organizational culture**

Organizational culture was reported to be a major role in the dispute resolution at CAAZ.

The organisational structure cascades from level one to the top giving employees the route to lodge their grievances and disputes. Employees were said to be influenced by the formal structures that they adopt as part of socialization, and understanding of those foundations may give insight into how they normally organize their perception. Through culture employees may learn to distinguish them from others. The difference may involve a stereotype that can be defined as a standardized mental picture that is held in common by members of a group and that represents an oversimplified opinion, prejudiced attitude, or uncritical judgment. Any member who deviates from these rules has misbehaved, and is usually reprimanded or punished. Employee’s attitude and behaviour was reported to lean towards the cultural norms of their families, peers and communities. Participants reported the following.

*“It is now beliefs of the Authority that all disputes have to be referred to the Ministry of Labour where employees feel it will be in favour of the employees. Most disputes that have been referred outside were ruled in favour of employees (Participant 7)”*

This reveals that the way employees experience life at the workplace affect their perception.

*“It is now a culture at CAAZ that a grievance or disciplinary case has to end at Ministry of Labour because employees are guaranteed that if they take their case outside issues will be assessed objectively and fairly (Participant 10)”*

This shows that disputes can be externalised to the labour court in some cases due to organisational culture.

#### **4.4.5 Sub theme 5: Employee’s expectancy**

Expectations were said to be very important for accelerating perceptions that might cause the internal dispute resolution system fail to resolve cases alone. Employees act towards disputes depending on what they expect to come across with. It was reported that expectations enabled participants to dwell their attention on certain aspects of the external sensory stimulation and aids them to know how to deal with the carefully chosen information. Responses from the participants are as follows.



*“We are expecting better remuneration from this organisation for us to support our families. We have the wage bill for this organisation on our tables we are operating on a profit not loss. We will remain quite if they give us what we expect without that we will struggle until something better prevailed (participant 3)”*

This shows that employees will to complain if given their pay for them to earn a living

*“We expect them to be highly productive as they possess diplomas, degrees and some with masters. We are operating below capacity they should work very hard such that their salaries will increase (Participant 7)”*

This shows that employers strive to achieve maximum profits at a minimum labour cost.

*“We all came here for economic reasons we expect them to reward us as soon as we accomplished organizational goals. Without our rewards we will find ways for them to pay us according to what we have performed (Participant 8)”*

This shows that employees need their pay for them to cooperate failure to comply the will find ways to make employers pay.

#### **4.4.6 Sub theme 6: Prior Knowledge**

As has been prevailed in the theoretical framework, individual's expectations play a very crucial role on determining one's perceptions. Participants reported that prior experiences affect their perceptions towards the achievement of an organisation to solve its disputes internally. It was reported that employee perceptions vary depending on what employees bump into in the past. Effects of the past experience can impose either negative or positive perceptions. Positive perceptions can arise if the pre-existing information is correct and dependable with the new data. On the other hand negative perceptions was said to originate if there is misconceptions with the fresh data.

*“We are strongly convinced that we win our disputes in this organisation at the labour court. History so far entails that almost 95% of the cases referred to the labour court each year and employees win their cases and rewarded (Participant 4)”*

This shows that employees relay on past experiences for them to formulate their perceptions.

*“From the past experience it is well known that employees from this organisation are stubborn they always referred their cases to the labour court. We will make sure they work hard again proper dispute resolution procedure is employed such that they will not win the battle (Participant 1)”*

This shows that past experience influence employee perceptions at any given moment.

#### **4.4.7 Sub theme 7: Lack of awareness**

It is well known that in any organisation a melodious working atmosphere is essential in order to be productive. To this end participants provoked that there is a need for systems, rules and regulations that set a mutual customary for behaviour and actions that will enable duties to be conducted with all employees towards achieving one goal. In this light it was reported that the code of conduct should be well communicated to all the employees as it is a major deterrent of perceptions at the workplace. Poor communication of the code of conduct was mentioned as a major obstacle to the effective use of the internal dispute resolution system. The code of conduct should be communicated in order to foster and preserve employee trust and confidence. Proper standards of the code of conduct conserve and improve the repute of the company. One of the participants postulates the following.

*“The code of conduct for the company coordination is too old. There have been no improvements since 2000 and most employees have forgotten about its presence (Participants 2)”*

This shows that there is lack of code of conduct awareness.

*“We try to monitor the code of conduct but we are short stuffed everything is done by the sole person. So we overlooked the code of conduct together with what to be followed (Participant 9)”*

This shows that there is lack of awareness due to manpower shortage.

#### **4.4.8 Sub theme 8: Motivation**

The research literature powerfully wires the concept that employees can be happy with their occupation and felt fantastic, when they are pleased with what they get on return after rendering their services. It was well reported that motivation affects employee perceptions towards conflict resolution system. When employees are not pleased with their job they may be bored and it robs their capacity to feel in control. Employees were said to develop positive

perceptions towards conflicts resolution systems at the workplace when they feel they are being valued and fairly compensated. Workers were said to highly perform when they perceive their endeavours as rewarding and completely compensated.

*“Gone the days when bosses can just command and control workforces through forced labour, for no pay or for very little. For us employees to do well towards the internal dispute resolution system we need to meet some rudimentary sensitive drives for acquiring bond. Motivation is the key lever to anything else in any organisation. Remember we are all here to earn a living. We eagerly expect better remuneration and proper working conditions if they think we perform like what we used to do in the past without enough money that’s gambler fallacy (Participant 8)”*

This entails that motivation is very imperative for employees effectively cooperate, without rewards employees regards the situation as oppressive.

#### **4.4.9 Sub theme 9: Leadership style**

The management and leadership style of the Authority should be participative and gives a clear direction of the organization at all times. The Civil Aviation Authority of Zimbabwe has a bureaucratic leadership style. The authorization and instruction flow from top management down to the shop floor and protocol is observed at each level in the organization. This promotes grapevine and decision making tend to be long within the organization. This discourages teamwork which is a barrier for continuous employee growth.

This type of leadership also provides specific and measurable performance expectations with consequences for good or poor performance. Bureaucratic policy were reported as a hindrance to the progress of urgency matters as it takes long for documents to reach its final destination no matter how good to be approved. The authority has no separate way of dealing with urgent matters deadline are not met. It was reported that some paper work takes long on one’s desk waiting for approval. The issue of bureaucracy was said to be an obstacle that fueled the failure of the internal dispute resolution system to solve cases to finality. For instances participants reported the following.

*“The manpower in the Fire and Rescue Services department is not enough it’s now two years while the complaint was initiated and all other signatories have approved for the recruitment but the CEO is taking edges to finalize the issue. Yet*

*we are experiencing vast number of overtime which the authority is not paying us adequately. Seriously this is not our fault we can work and make them pay us (Participant 7)”*

This shows that bureaucracy in organizations delays decision making process.

*“.....Tools of trade is not properly working, for instances we are operating with a fire tender which is due service. The tender does not turn at all yet we are waiting for somebody in China to sign the papers such that the vehicle can be repaired. Inspectors are moving around all the airports across the world of which we are forced to lie, this is not our fault if anything bad happened labour court will resolve the dispute (Participant 8).....”*

The above shows that that leadership style determines employee perceptions.

*“There is lack of ownership in this organization and the decision authority in the company lies with the General Manager. The managers in the company only recommend and the General Manager approves. The process of dispute resolution is too long and this takes much time before internal dispute are finalised (Participant 11)”*

The stated declarations portrays that the process of decision making is too long, therefore, there is the need for empowering employees rather than to relay on a solo person for decisions.

#### **4.5 THEME 3: STRATEGIES FOR UTILISING PERCEPTIONS**

In light of the gross consequences of disputes, there are crucial measures that CAAZ employees felt can be employed in order to wipe out disputes. Thematic concerns linked to the eradication of employee disputes that surface in the research includes recognizing and identifying the problem, participation and involvement, respect, attribution error, communication in fact a lot is to be elucidated in details below.

##### **4.5.1 Sub theme 1: Recognizing and identifying the problem root cause**

Evidence from the participants portrays that, to eradicate perceptions of disputes it is imperative to identify the root cause of a problem before doing anything. Evidence encouraged managers to find and evaluate the cause of any dispute. It was reported that when managers hold the root cause of a dispute this will help them to generate strong arguments

when solving disputes. Furthermore, participants indicated that employees came from different background and they possess different personality therefore, they were reported to grieve against each other due to several variables. For instances some are Ndebele others Shona and so forth. One of the participants reported the following statements

*“This is a well-known organization, we did not want leaders who lacked the skills but we want real leaders with real portfolios. When handling disputes we want managers who used emotional intelligence. We came from different backgrounds and we have different personalities. Some are introverts others extroverts. More so, some came to work fit and others not. It is very crucial to locate the root cause of a dispute otherwise leaders may punish innocent soul. After locating the root cause managers will be able to know and understand each and every one’s driver to disputes(Participant 10)”*

This shows that root causes of conflicts are imperative as they enabled solid remedies to be raised for reducing conflicts.

#### **4.5.2 Sub theme 2: Respect**

Some of the largest obstacles of creating a workplace at which an employee want to stay come from managers themselves. Managers must a create batter or friendly working environment. To keep employees satisfied participants reported that there is a need for respect. To reduce chances of disputes at the workplace respect was said to be the foundation. Special consideration given to employees plays a critical role on motivating employees to report duty everyday than rewards. Employees reported that without respect and recognition, rewards alone seemed to be hollow and have little effect. The magic truly employees pointed out are in respect, recognition and rewards. Participants reported that when employers practice respect and recognition to its employees this will create a hard to leave workplace. When respect is absent, being at work employees feels uncomfortable and chances of being absent will be increased thereby, creating lop halls for disputes.

*“Us employees we have a need to feel important and loved. If we feel we are loved and respected actually the working environment becomes friendly and we*

*report duty every day automatically disputes can decrease if not wiped out (Participant 4)”*

This critically explored out employees has a desire to be loved and respected so as to eradicate perceptions of disputes.

*“Managers should make us accountable such that we feel important like any other employee in this organisation. We should feel part of the company through respect and recognition. Without respect for sure and for real our chances for us to be stressed will be high and it will be difficult to report duty every day and the chances for us grieving will be very high (Participant 5)”*

This entails that employees to feel as they being respected they need to be involved on decision making and this will push them into cooperation.

*“If our managers respect us we view our job and the company at large as our own and we fit to this organization wholeheartedly (Participant 3)”*

This portrays that if employees got respected they powerfully like and belong to the company thereby, eradicating chances of disputes.

*“....It is a fact that a boss who respects its workforce is likely to increase respect from its employees. We feel loyal and our pride can run high if our ideas are being accepted and respected (Participant 6)....”*

This explains that managers who respect its workforce yield respect on return from the employees hence, the chances for solving disputes will be exacerbated

### **Sub theme 3: Attribution Error**

Training was cited as a strategy which can be employed at CAAZ for eradicate perceptions of conflicts. Attribution error was identified as a cause leading to the failure of the conflict resolution system at CAAZ. As reported by participants attribution error is when bosses acknowledge poor performers as useless rather than identifying their need for training and the supply for better equipment to improve performance. Participants reported that to avoid erroneous performance management should completely understand how the job influence employees together with how employees sees their duties and how it is impact on performance.

*“.....It is the duty for managers to correctly assign duties rather than to just assign duties and blame employees at last. How can I repair a Fire Tender vehicle if I am an ordinary Fire Fighter officer? The right employee with the right qualifications should be assigned to the right job at the right time on a day to day basis so as to make tasks easy. Likewise disputes will be reduced as we enjoy the cake of our duties (Participant 9).....”*

This revealed that employees enjoy duties which correctly match their qualifications.

*“I am now fading up how she can blame me almost each and every day on things I am not capable to solve. If they want good reports from me they should provide money such that I can pursue studies on report writing” (Participant 11)”*

This elucidates that employees need training on areas which they lack skills for them to efficiently cooperate.

#### **4.5.4 Sub theme 4: Participation and involvement**

Findings uncovered that participation especially on decision making plays a rolls of paramount significant in building strong ties between workforce and the company. It was discovered that when employees given the opportunity to raise arguments during decision making they become obliged to establish good perceptions towards their behaviour at the workplace. Participants entails that they will be happy to pursue their goals rather than anyone else’s goals.

*“..... Who are they, aaaaaah we are tired, we also want to be involved on decision making process. We are not their servants here they want our service for them to sustain and we are here for a living both of us we rely on each other for survival. So why is that they want us to be decide as if we are not able to speak. If they want us to cooperate they should involve us on decision making such that we will raise ideas which we feel are flexible for us to accomplish (Participant 7).....”*

This seriously shows that employees desire to be involved on decision making as they have feeling and are capable to speak what they can achieve.

Another participant echoed that,

*“Successful organisations really pay attention to the voice of its workforces and also use the voices as the starting point or input for continuous developments and service improvements. How can improvements administered if employers did not want to listen to us as we speak. It can cost ten times more to get an innovative employee than to keep an existing worker happy yet business lose customers because of easily correctable things (Participant10)”*

This explores that employers should listen to its staff members as members can disclose crucial thoughts and information.

*“If they involve us on day to day operation of the business when disputes arise we will be happy to contribute towards better remedies. I strongly agree when employees are involved on decision making they begin to cultivate ownership perceptions in which they perceive dispute resolution system as openly with their own approaches (Participant 11)”*

This revealed that if employees involved on decision making they regard the resolution of disputes as their fish to fry and they will be against spoiling that broth thereby, decrease the prevalence of conflicts.

#### **4.5.5 Sub theme 5: communication**

Evidence showed that communication influenced employee perceptions at various levels. If job descriptions are not appropriately stated the workforce is likely to overlook on critical tasks participants reported. It was explored that job priorities and accountabilities should be well communicated to the workforce at the right time. Confidence, trust was reported to get boosted through accurate communicated business goals and objectives. Misconceptions can be only eradicated if obligations are clear and straight forward to everybody. One of the participants reported the following

*“We are not fools, we also went to school like our managers did. I did not think we will breach our priorities if we strongly understand them. We need proper rules, if they are not capable they should give us a copy of the code per each employee such that we will read and protect our identity through good behaviour in this organisation (Participant 12)”*



This shows that employees strongly understand their obligations if given but they can breach their priorities if they are poorly communicated to them.

*“There are pathetic communication channels in this company and there is a lack of openness. This has resulted in lack of trust between us and our managers. If one raises a concern or plea as stipulated in the code of conduct, there is lack of response as specified by the time limit (Participant 1)”*

This shows that notifications are not communicated in time hence there is a need for proper communication channels to eradicate the externalisation of cases to the Labour court.

#### **4.5.6 Sub theme 6: Ergonomics**

Proof gathered indicated that the main objective of ergonomics is to deliver maximum productivity with very little cost. Participants reported that in order to eradicate perceptions of disputes at the workplace ergonomics should be greatly considered. For instances participants testified the following.

*“For us to effectively perform it is very wise for our managers to effectively match job requirements with the skills that we possess. Apart from that the working conditions should be up to standard for instances I reported headache and dizziness several times due to poor office ventilation but nothing has been done. I cannot sustain this since the situation leads to musculoskeletal injuries. If things kept in this state I will pursue my case to the labour court if they want me to cooperate with them this anomaly should be improved as early as possible (Participant 1)”*

This portrays that employees hurt to become sick due to their working conditions at the workplace therefore they eagerly want ergonomics to be greatly considered.

*“I am now stressed up look at my chair and my table, the chair is very low it affects me while typing again listen from outside, there is a lot of aeroplane’s noise. How can I be exposed to such noise of more than 120 decibels for twelve hours a day? They should buy for us protective clothes like ear muffs and they should properly arrange our offices. Lastly they should increase staff for us not to stay at noise for more than eight hours per day (Participant 1)”*

This shows that the working atmosphere can affect employee's health therefore, it needs proper maintenance.

#### **4.6 CHAPTER SUMMARY**

This chapter dealt with data presentation analysis and interpretation of research findings from the participants. Responses of participants were critically explored and themes drawn. Tables were used to illustrate the categorised data from the participants. The chapter discussed the research findings obtained from the qualitative data collected using in-depth interviews as discussed in chapter 3. The conceptual framework was modified so that there is a parallel relationship between issue definition and the perceptions towards internal conflict resolution system at CAAZ. Various strategies were brought to light that the organization should adopt in order to eradicate perceptions of disputes that might hinder effective use of the internal dispute resolution system.

## **CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMENDATION**

### **5.1. INTRODUCTION**

This chapter provides the discussion, of the research findings in which the outcomes are analyzed and proved whether they link constantly with the already high lightened scriptures of the subjects to employee perceptions towards conflict resolution system. Recommendations adopted could allow CAAZ or any other organization worldwide to achieve the effective use of internal dispute resolution. The recommendations were drawn both from the findings at CAAZ and from concepts and theories that were explored under literature review.

### **5.2. DISCUSSION**

#### **5.2.1 Employee perceptions**

The research findings entails that the disappointment of the internal grievance procedure to solve disputes to finality is due to lack of knowledge from both employers and employees. Employees were reported to have wrong impression towards the resolution of cases. For instances it was explored that employees perceived disputes as a turning point for them to become rich or as an opportunity for them to generate more money. Furthermore, some participants suggested that the internal grievance procedure is failing to resolve issues to finality because managers lacked the skills needed for proper handling dispute procedure. For instances the application of the code was said to be inconsistent. This was also linked to the time that is taken to resolve disputes. Disputes were said not to be resolved in line with the stipulated time limits in the code of conduct.

Findings concluded that the failure of the disciplinary procedure in the organization was due to lack of knowledge about the disciplinary procedure. Lack of thorough investigation before the institution of disciplinary procedures was also a contributing factor to the disappointment of the internal disciplinary procedure. More so, participants reported that the code of conduct is not adequately addressed or clarified to the employees for example one of the participants were not sure whether the code of conduct existed in the company. Management was reported to lack skills on how to apply the code of conduct.

In supporting the research findings Furlong (2005) and Lencioni (2012)'s ideas converges they both pointed out that knowledge is the key lever to prosperity on everything employees

might do. Lack or too much information might cause conflicts at the workplace. If employees perceived the work environment as unfair and unfriendly they tend to perform dismally thereby, causing conflicts. It is a pre-request for managers and supervisors to equally and fairly treat the employees. The two giants advocated that, it is very imperative for individuals to exchange information, opinions, perspectives and facts if they want to successfully settle their grievance to finality.

Furthermore, the findings of this study explored that, trust is another contributing factor to the failure of the internal dispute resolution procedure to solve disputes to finality without involving the third party. Employees were said not to trust their leaders when comes to dispute resolution as they use nepotism. Lack of trust between management and employees was perceived as a major concern as this lead to externalisation of cases where employees felt that administration is not fair in resolving their cases. Participants testified that some employees have a vision ever since but due to favouritism their dreams and ambitions are not pursued at the same time suppressed which is a leading factor for them to be antagonistic and end up at the labour court. This was well supported byBhorat et al (2009). He enlightened that most labour disputes in South Africa emanates from the unfair suspension or punishment. The code of conduct was perceived as not appropriately communicated and employees are not well informed about the application of laws, guidelines and regulations enclosed in the code.

This was said to be the cause of the failure to resolve disputes at the earliest phase. In supporting Furlong (2005) entails that favoritism can yield negative perceptions towards the resolution of conflicts he articulated that stereotypes at the workplace are not good as this can result to negative behaviour at the workplace. In supporting the already stated arguments the theoretical frame work well elucidated the evidence. The indirect theory of perception by Gregory (1990) critically explained that the way people perceive information in the natural world with their senses influences their behaviour and action. In this light the Gregory's theory emphasizes that if employees perceived the working environment as bad they tend to be also bad to the organization at large.

### **5.2.2Determinants of perceptions**

In addition to the research findings culture was also mentioned as another variable which affect employee perceptions and their attitude towards resolving internal disputes. It was

found that one's culture affects one's perceptions, beliefs and can actually orient behaviour at the workplace. Culture was reported to affect employee's reasoning capacity hence according to the participants culture is a major determinant of perception. Apart from that Organizational culture was said to result in delaying processes, for example sticking to the stipulated time limits in the code of conduct is a challenge at CAAZ. Findings pointed out culture lead employees to prematurely refer cases outside before fully exhausting the internal remedies provided in the code of conduct. The informal organizational culture has therefore resulted in the failure of the internal dispute resolution. The outcomes converges with the theoretical frame work for instances Gregory (1990) in the literature review posits that people can be biased on how they perceive things due to their previous experiences and cultural variables. Gregory (1990) further believed that perceptions vary depending on what people have encountered in the past during socialization. In addition the research finding is also supported by the Twala (2012) it is believed that in any large organization, a pleasant working atmosphere is essential in order to be productive. There is need for systems, rules, and procedures that set a shared standard for behavior and actions to ensure that the work is conducted by each and every employee contributes to the common goals.

More so, the research findings entails that communication is very important for the smooth running of an organization. Participants cited communication as another determinant of perception. For instances it was perceived that communication cultivates trust and the logic of belonging among employees and it facilitates the smooth flow of decisions along one direction. Without proper communication information was reported to be distorted and frustration among employees was experienced. Proof gathered from Furlong (2005) pointed out that inadequate communication results to negative behaviour at the workplace. Further evidence posits that concentrating to communication yield a straight route towards resolution of disputes. Disputes escalate when communication is poor or ignored.

Apart from that in supporting the research findings Zack (1993) recommended that shared meanings bargains employees with a straightforward sense of the company identity thereby, strengthening member credentials. More so, evidence can be witnessed with the Marikana mine shootings of 2012. Twala (2012) propounded that poor communication at Marikana shooting in South Africa have contributed to the outbreak of strikes. Managers were said not to effectively communicate important information concerning employee's salaries. Hence in this light research findings converges with what Furlong (2005), Zack (1993) and

Twala(2012) have elucidated in relation to communication as a variable leading to the failure of the internal dispute resolution system in organizations.

Investigations carried out suggested that, poor motivation is another variable leading to the failure of the internal dispute resolution system. It was discovered that for employees to willingly cooperate and become happy rewards should be given to them as they seek employment for economic reasons. Employee expectations were reported to play a significant role. If employees get what they expect to receive after completing duties, findings uncovered that production can be experienced as employees will highly perform. In this light it was evidenced that employee expectations are drivers to the failure of the internal dispute resolution system. Evidence to support the already stated research findings came from Twala (2012) when he pointed out that the Marikana shootings of South Africa happened due to poor wages and salaries. Deduction of employee salaries without informing them about the proceedings angered them without doubt a severe strike was provoked. Motivation has consequences on employee perception towards the resolution of conflicts.

Furthermore, findings showed that employee's prior experience or knowledge is of paramount significance when comes to the issues of addressing dispute. Evidenced produced entails that prior knowledge influences the way how employees react towards dispute resolution system. Employee perception was said to be shaped depending on what employees have experienced in the past. Previous experience was reported to either enforce positive or negative perceptions towards the resolution of disputes. In supporting the research findings the literature powerfully wires the same to what the participants have echoed. For instances Gregory (1990) explained that perceptions may be as a combination of variables. Some perceptions are derived from the sensory information others basing from memory, motivation and from the previous knowledge.

Again the findings are in line with what the previous studies have echoed. For instance in the literature Furlong (2005) explored that in adequate of resources especially time and money determines employee perceptions. It was further acknowledged that employee's wants, desires, needs and extra play a critical role on determining perceptions of conflicts. Employee beliefs on what they regard as wrong or good were again considered as a base for their perceptions by Furlong (2005). Furlong's arguments converges with Lencion (2005)'s proceedings concerning the determinants of employee perceptions towards conflict resolution system.

### **5.2.3 Strategies for utilizing perceptions towards the internal dispute resolution system**

Evidence from the research findings strongly uncovered that perceptions of respect are variables that need to be utilized for an effective internal dispute resolution system. Discoveries showed that to keep employees satisfied with their working atmosphere, respect is of paramount significance. Participants reported that they need to be respected and valued. If respect prevailed in organizations, evidence from the participants entails that their chance of reporting duty every day will be high. More so, participants showed that if respect prevailed, there will be less chance of stress, anxiety, depression, in fact the list is endless. In supporting the research findings, Buckley (2014) powerfully estimated that in the UK there were 487,000 cases of 39% of work-related stress, depression, or anxiety in the year 2013 to 2014. Buckley (2014) further acknowledged that in the UK, due to stress, anxiety, and depression, 11.3 million was lost, and an average of 23 days per case was witnessed. In this light, it can be witnessed that respect is very important since its consequences might be fatal. Furthermore, Gibson (1950) strongly wires that people perceive things when they come into eye contact with them in the environment. The contextual information in the environment is enough for employees to behave according to what they saw in any given context. Gibson (1950) entails that behaviour affords behaviour. If employees perceived the working environment as friendly or hostile, they tend to comply with what they perceive. In this light, if employees perceived their managers as respectful, they tend to respect them in return.

Findings of the research critically explored that communication is a strategy to eradicate perceptions of conflicts. It was well elucidated that communication influenced employee perceptions towards the resolution of disputes at various levels. Employees reported that they are not fools at the workplace; for instance, they want proper and clear job descriptions. Results indicated that if there is proper communication, trust among employees can run high. The research outcomes were well supported and explored in the Gibson (1950)'s direct theory of perception. The theory pointed out that information that people can get from the external environment is adequate enough for one to perceive. No further cognitive processes needed to intercede between experiences and perceptions. The contextual data in the external atmosphere is sufficient for employees at the workplace to behave according to what they have seen or experienced.

What employees directly encounter affect their perceptions. Apart from that some research studies in the literature supported the already stated connotations for instances Mezzei (2011) entail those managers who communicate the mission, and values of an organisation increased the support and enabled employees to strive towards organisational achievement. Evidence from Man (2014) showed that communication strengthen the workforce's identification since it offers the opportunity for sharing perceptions, values, culture in fact the list is endless.

From the research's outcome it was discovered that for employers to effectively eradicate perceptions of disputes or conflicts. Participants prevailed that they need to be involved on decision making process. Participation and involvement was said to create a strong tie between employees and employers. Participants reported that for smooth flow of business it is highly important to agree to each other on what each and every part is required to do. Participants showed that they will be happy if given duties they feel they can accomplish. Through the participants it was noticed that a health and successful organisation listen and attend to its workforce voices. Participants prevailed that it's not possible for an organisation to effectively cooperate and being productive if it does not listen to views and ideas of its employees. In supporting the research findings Peters (2004) stated that employees feel pleased and valued when they are given the opportunity to contribute towards organizational aims and objectives in relation to their job. Jackson (2011) explains that when information is shared among the workforces, departments and individuals within an organization, disputes are largely reduced if not eradicated.

Findings from the participants further reveal that for managers to effectively manage the internal dispute resolution to finality it is of paramount significance to recognize and identify the root cause of a dispute since this can help on generating strong arguments and decisions. Participants portrays that they are not comfortable with leaders who did not understand human diversity and they want leaders who can locate the root cause of a conflict as a way to prevent punishing innocent souls. Supporting evidence from Furlong (2005) necessitates that focusing on the root cause of a problem bargains a more direct path towards disputes resolution. Furlong shows that these drivers exposed areas which are generally beyond the employee's control or human's expectation, it is crucial to strongly evade them. Furlong (2005) and Lencion (2005)'s opinions converges they both concluded that for effectively manage disputes it is very important for managers to critically focus on the root cause of a problem.



However some of the strategies explained by the participants seemed to sound strong and important to be adopted as a way for eradicating perceptions of disputes did not appear in the literature. Such strategies made this research exceptional, fertile and significant than any other research carried out in the past. For instances CAAZ participants conveyed that training is a necessity for eradicating perceptions of conflicts at the work place. Findings portrays that for employers to evade erroneous performance they should completely understand how each and every job affect the employees. It was revealed that managers should assign tasks to the right employee with the right qualifications at the right time. Straying away from these path participants reported that it leads to stress, anxiety, depression and all stress related diseases thereby exacerbating the chances of negative perception towards conflict resolution system at the workplace.

Furthermore, proof gathered from the participants disclosed that to deliver maximum production at a minimum labour cost, it is very important for managers to match job requirements with skills possessed by employees. It was reported that the working environment together with the tools of trade should be in a proper working condition. Participants explained that ergonomics should be highly considered as a way to prevent employees from musculoskeletal injuries. Include Awareness

### **5.3. CONCLUSIONS**

The research findings uncovered that employee perceptions are like human mind they are unpredictable they can change overtime and influence behaviour towards conflict resolution procedure therefore, they need proper management. It was explained that the failure of the internal grievance procedure is due to lack of knowledge from both employers and employees. The application of the code of conduct was said to be inconsistent this was mentioned by some as nepotism or favoritism. Lack of thorough investigation of the disciplinary procedures was also named as a contributing factor to the failure of the internal disciplinary procedure. Furthermore, lack of trust between management and employees was again reported as a variable leading to ineffective of the internal dispute resolution system.

The research discovered that culture is a determinant of employee perceptions. Culture was reported to an influential on the internal dispute resolution system. The interior dispute resolution system at CAAZ was unsuccessful due to an inappropriate organizational structure

and unsuitable culture which has resulted in cases not being resolved internally Culture affects how employees perceive things and their attitude towards resolving internal disputes. In organizations both natural culture and organizational culture plays a pivotal role on employee perceptions. Natural culture was perceived to be acquired through a range of different channels, such as socialization in childhood, education, the media, and all kinds of social interactions in everyday life. In this way, culture was reported to affect employee's reasoning and beliefs. The formal structures that employees adopt as part of socialization may give insight on how they normally organize their perception. More so, the findings from the research viewed the failure of the internal dispute resolution system as linked to the time that can be taken to resolve disputes. Disputes were said not to be resolved in accordance with the stipulated time limits in the procedure which is a leading factor to the externalizations of cases to the labour court.

Again findings of the research portrays that the effectiveness of the internal dispute resolution system to solve issues up to finality can be determined with employee expectations, type of communication, prior knowledge, motivation, leadership styles and so forth. Apart from the determinants of perceptions participants uncovered that they are a lot of variables which needs to be considered as a way to eradicate perceptions of negative thinking towards the resolution of cases. In light of the research findings participants reported that to evade disputes effectively leaders should first recognize and identify the root cause of the problem. Employees were reported to have the desire for respect. If employees got respected evidence showed that their morale get boosted and they critically perform. Further research findings reported that employees need training. Participants uncovered that they can easily get stressed if given duties they are not able to tackle. Employers were encouraged to equip employees with the required skills if they need their subordinates to effectively cooperate towards the resolution of conflicts.

In addition to the stated strategies participants also disclosed that they need to be involved on decisions making processes. Participants entails that they are willing to cooperate towards dispute resolution system when they real understand their obligations at the workplace. Human diversity was also reported to be considered apart from diversity participants showed that communication should be proper in organizations. Communication was perceived as a major determinant for either positive or negative perceptions for example it was reported that through communication value, organisational norms and culture can be shared. Poor communication was said to mark the beginning of confusion towards everything in an

organization the receiver may not actually grasp the message which may lead to resistant, content or distortion of meaning or simply view the sender as unreliable.

#### **5.4. RECOMMENDATIONS**

In light of the conclusions overhead, the beneath recommendations were projected to ensure effective use of the internal dispute resolution to CAAZ and any other organization worldwide.

##### **Employer:**

It is recommended that training on the code of conduct should be conducted for all employees in the organization as a company policy. Employers should train all those who are responsible for handling disputes as they are the custodians of the code of conduct. Training should be conducted so as to ensure relevant investigation procedures before the actual disciplinary hearing have been conducted. Apart from that management is recommended to monitor employee's welfare through giving them medical services, housing, water, electricity, rest houses and extra. Apart from that ergonomics should be placed into consideration for instances tools of trade should be in proper working conditions. The stated services decrease stress among employee as they perceive everything at the workplace as good and harmony. Automatically this ensures good employee relations with their managers which will enable disputes to be solved internally amicably.

##### **Management:**

It is recommended that the induction programme should cover the internal dispute resolution available. Employees should be inducted the first week they commenced work and this should not to be done some time after. This helps to ensure that new employees are aware of the internal dispute resolution mechanism before they commenced work. This will assist in the utilization of the interior dispute resolution mechanism and advance the industrial relations of the company as employees will be alert of risk actions. Furthermore, It is recommended that the organization should revisit the organization structure and in areas where there is dual reporting structure. Bureaucracy often delay the decision making process therefore, managers and their subordinates should be accountable and responsible for making decisions so as to reduce delays on decision making.

More so, it is recommended for management to bamboo to the discrimination Act 1995 when solving the disciplinary and grievances matters.

**Employees:**

There is need for proper and efficient communication in organizations. Information should be communicated effectively and timeously with clear feedbacks. Where a grievance has been raised there is need for commitment so as to get a possible solution internally.

**Academia:**

From the research findings it is recommended that academicians should expand knowledge across the world that will enhance the scope of understanding pertaining employee perception towards conflict resolution system at the work place through publishing as many as possible journals, books concerning employee perception at the workplace.

**Ministry of Labour:**

The literature has been silent on the prevalence rate of cases reported from the parastatals every year. The labour court of Zimbabwe should publish the prevalence proportion of cases reported to it every year such that researchers can easily access the information for them to write books and journals.

**5.5 SUMMARY**

This chapter dwells on the discussion of the research findings. Findings were compared to previous research findings disclosed in the literature. Recommendations in this chapter attempt to bring light to the employee perception towards conflict resolution system at the workplace. From the findings some outcomes differ from those given in the literature and that makes this research unique from the previous studies.

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**APPENDIX A:**

# Midlands State University



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Fax: (263) 54 260233/260311

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**FACULTY OF SOCIAL SCIENCES  
DEPARTMENT OF PSYCHOLOGY**

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Date... 07/09/15

To whom it may concern

Dear Sir/Madam

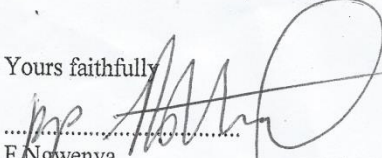
RE: REQUEST FOR ASSISTANCE WITH DISSERTATION INFORMATION  
FOR... TICHAKUNYA WALTER MAKONJESU  
BACHELOR OF PSYCHOLOGY HONOURS DEGREE

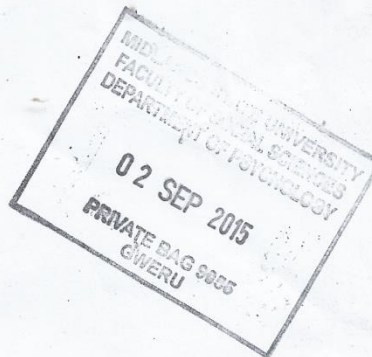
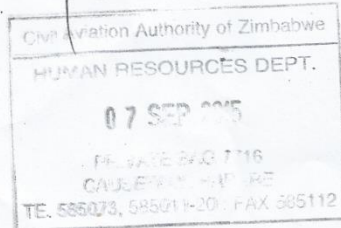
This letter serves to introduce to you the above named student who is studying for a Psychology Honours Degree and is in his/her 4<sup>th</sup> year. All Midlands State University students are required to do research in their 4<sup>th</sup> year of study. We therefore kindly request your organisation to assist the above-named student with any information that they require to do their dissertation.

Topic: Employee perception towards conflict resolution systems at Harare International Airport in the Civil Aviation Authority of Zimbabwe

For more information regarding the above, feel free to contact the Department.

Yours faithfully

  
.....  
F. Ngwenya  
Chairperson



## APPENDIX:B

### INTERVIEW GUIDE

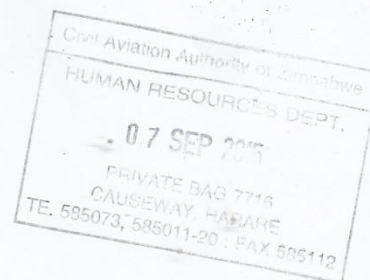
#### Introduction to the interviewee

I am exceptionally happy to have this open door with you my name is Walter T. Makonese an Honours degree understudy in Psychology at Midlands State University. At present I am doing a research on 'employee perception towards conflict resolution system at Harare International Airport in the Civil Aviation Authority of Zimbabwe (CAAZ)'. I am benevolent requesting your authorization in the event that I could proceed with this interview. All reactions will be kept classified and highly confidential. This implies that your interview reactions won't be uncovered anyplace else aside from scholastic purposes. Data included in our report does not identify you as the Interviewee. Members have the privilege to pull back at any given time on the off chance that they feel to do as such and ought not to discuss anything they would prefer not to. Thusly, I genuinely ask for your cooperation in reacting to the inquiries.

I confirm that the nature and reason, the potential advantages and conceivable dangers connected with partaking in this research has been disclosed to the volunteer.

Marked (Interviewee): \_\_\_\_\_ Signed (Researcher): \_\_\_\_\_

Date... .. / .....



**Appendix C**  
**Semi-Structured questions scheduled for employees**

**SECTION A**

**DEMOGRAPHIC CHARACTERISTICS**

<b>Participant No.</b>	
<b>Start Time:</b>	<b>End Time of Interview:</b>
<b>Department:</b>	
<b>sSex of Respondent:</b>	
<b>Age:</b>	
<b>Years of service in the organization:</b>	

**SECTION B**

1. **What are the perceptions leading to ineffective use of internal dispute resolution system in organisations?**

2. What might be the major perceptions leading to the failure of the internal dispute resolution system at CAAZ?

.....  
 .....

3. What are the hindrances to the effectiveness of employee perceptions towards conflict resolution at CAAZ?

.....  
 .....

4. What are the costs associated with the failure to manage employee perceptions and dispute resolution internally?

.....  
 .....

**SECTION C**

**2. What determines the perceptions leading to internal grievance procedure fail to ensure that cases are resolved internally?**

1. What determines the ineffectiveness of the internal dispute resolution at CAAZ?

.....  
.....  
1. What determines the perceptions causing the failure of the internal disciplinary procedure to resolve disputes timeously at CAAZ?

.....  
.....

2. How does the organizational structure contribute to the externalization of grievances and disputes at CAAZ?

.....  
.....

SECTION D

**3. How can these perceptions utilized for good internal dispute resolution mechanism adopted.**

1. What do you think can be done to eradicate the escalation of perceptions that cause grievances and disputes at CAAZ?

.....  
.....  
.....

2. What strategies can be implemented to mitigate the prevalence of absenteeism in your organization?

.....  
.....

# APPENDIX D

The screenshot shows a web browser window with two tabs labeled 'Turnitin'. The address bar shows 'T\_2/Desktop/Turnitin.htm'. The user is identified as 'Walter T makonese'. Navigation tabs include 'Home', 'My Grades', 'Discussion', and 'Calendar'. A message reads: 'homepage! From the class homepage you can see all your assignments for your class, view additional assignment information, submit your work, and access feed homepage for more information.' Below this is a 'Class Homepage' section with instructions: 'submit to an assignment click on the "Submit" button to the right of the assignment name. If the Submit button is grayed out, no submissions can be made to the assignment. To read "Resubmit" after you make your first submission to the assignment. To view the paper you have submitted, click the "View" button. Once the assignment's post is left on your paper by clicking the "View" button.'

Assignment Inbox: shrinkheads		
Info	Dates	Similarity
	Start 09-Oct-2015 2:21PM Due 31-Oct-2015 11:59PM Post 17-Oct-2015 12:00AM	6% 

*Handwritten signature: P. K. ...*

**Appendix E: Marking Guide**  
**MIDLANDS STATE UNIVERSITY**  
**FACULTY OF SOCIAL SCIENCES**  
**DEPARTMENT OF PSYCHOLOGY**

**A GUIDE FOR WEIGHTING A DISSERTATION**

Name of Student: Tichakunda Walter Makonese.....REG No...R122017V.....

	ITEM	Possible Score	Actual Score	Comment
A	RESEARCH TOPIC AND ABSTRACT clear and concise	5		
B	PRELIMINARY PAGES: Title page, approval form, release form, dedication, acknowledgements, appendices, table of contents.	5		
C	AUDIT SHEET PROGRESSION Clearly shown on the audit sheet	5		
D	CHAPTER 1 Background, statement of problem, significance of the study, research questions, objectives, hypothesis, assumptions, purpose of the study, delimitations, limitations, definition of terms	10		
E	CHAPTER 2 Addresses major issues and concepts of the study. Findings from previous work, relevancy of the literature to the study, identifies knowledge gap, subtopics	15		
F	CHAPTER 3 Appropriateness of design, target population, population sample, research tools, data collection, procedure, presentation and analysis	15		
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 generalizations shown by results: how results and interpretations agree with existing and published literature, relates theory to practical, implications, conclusions (5) Ability to use findings to draw conclusions Recommendations (5)	20		
I	Overall presentation of dissertation	5		
J	References	5		
	TOTAL	100		



**Appendix G: Audit sheet**

DATE	ACTIVITY	SUPERVISOR'S COMMENT	SUPERVISOR'S SIGNATURE	STUDENT'S SIGNATURE
18/07/15	PROPOSAL	Rework		
20/07/15	PROPOSAL	Proceed		
02/08/15	CHAPTER 1	Rework		
18/08/15	CHAPTER 1	Proceed		
20/08/15	CHAPTER 2	Rework		
25/08/15	CHAPTER 2	Proceed		
01/09/15	CHAPTER 3	Rework		
10/09/15	CHAPTER 3	Proceed		
18/09/15	RESEARCH INSTRUMENTS	Rework		
23/09/15	RESEARCH INSTRUMENTS	Proceed		
27/09/15	CHAPTER 4	Rework		
30/09/15	CHAPTER 4	Proceed		
02/10/15	CHAPTER 5	Rework		
03/10/15	CHAPTER 5	Proceed		
04/10/15	FIRST DRAFT	Proceed		
09/10/15	SECOND DRAFT	Proceed		
15/10/15	FINAL DRAFT	Submit		