THESIS ABSTRACT

Master of Business Administration
Management Option

Adventist University of Africa

School of Postgraduate Studies

Title: SOURCES OF EMPLOYEE GRIEVANCES: HANDLING PROCEDURES
AND EMPLOYEE JOB SATISFACTION AMONG SEVENTH-DAY
ADVENTIST INSTITUTIONS IN MALAWI

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In a workplace, complaints, concerns and issues arise from time to time and it is important that organizations have in a place an effective grievance handling mechanism to help address such issues as may be raised by the employees. The aim of this study was to assess the sources of employee grievances, the current procedures for handling grievances and their relationship with employee job satisfaction in selected Seventh-day Adventist institutions in Malawi. The study was a cross-sectional causal research design; 231 employees participated in the study from the selected Seventh-day Adventist Church institutions. The instrument for data collection was mainly questionnaire. The study used descriptive and inferential statistics to generate results of the study. Data was collected using a 5-point Likert scale questionnaire and analyzed using SPSS version 20 after it was checked for validity and reliability. For the descriptive aspect, the data was used to calculate means and

standard deviations. Correlations and regression analysis were used for inferential statistics.

Based on the findings reported in the study, sources of employee grievances are caused by factors such as communication, workload, working conditions, the organizational culture and supervision. In addition, employees reiterated that mistreatment in the workplace, favoritism, unfairness, intimidation, discrimination and sexual harassment are common sources of employee grievances. The grievance handling procedures existing in these institutions are generally effective. This means that employees were aware of the grievance handling procedures. Also, dialogue and passing time seems to be the strategies of resolving grievances in the selected institutions. Another finding was that employee job satisfaction is positively correlated with procedure awareness. However, the regression analysis results showed that among the procedures in handling grievances, only 'able to resolve grievances' was a significant predictor of job satisfaction in the model ($\beta = 2.037$, $p < .05$). Another finding was that employee job satisfaction is positively related with supervision. Nevertheless, regression analysis result showed that among the sources of grievances, only supervision was a significant predictor of employee job satisfaction in the model ($\beta 8.065$, $< .05$). Further, researches are recommended to explore the area under study together with the other parts of the non-work-related factors in non-faith based organizations. In particular, this study has dealt with the sources of grievances; grievance handling procedures in Seventh-day Adventist institutions. The same study can be done in other institutions and beyond the region and the findings can be compared to find if there are better ways being practiced elsewhere that can be shared and emulated.

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AND EMPLOYEE JOB SATISFACTION AMONG SEVENTH-DAY
ADVENTIST INSTITUTIONS IN MALAWI

A thesis

presented in partial fulfillment

of the requirements for the degree

Master of Business Administration

by

Elizabeth Phiri

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AND EMPLOYEE JOB SATISFACTION AMONG SEVENTH-DAY
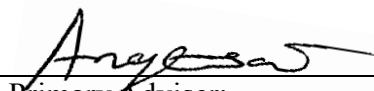ADVENTIST INSTITUTIONS IN MALAWI

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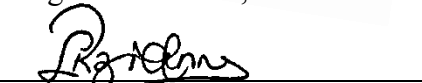
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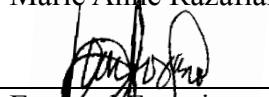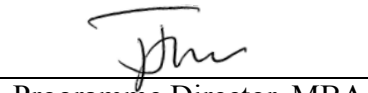Elizabeth Phiri

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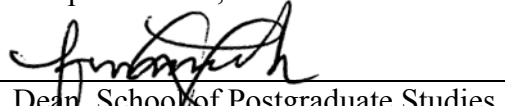
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I dedicate my work to my husband, Shadreck Kuleti, for his support as I was doing

my studies and my parents, Mr. Oscar John Maseko Phiri and Ellen Phiri, for their

encouragements and support. I further dedicate it to Malawi Union for

the timely sponsorship and for allowing me to conduct this study in

their territory. Finally, to my Children Carolyn Tazilwa Kuleti,

Candice Tawonga Kuleti & Crosby Thumbiko Kuleti,

for praying and giving me the inspiration to carry on;

I wish you success in your studies and lives.

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LIST OF ABBREVIATIONS

ADCOM   Administrative Committee

ANOVA   Analysis of Variance

AUA   Adventist University of Africa

BAH   Blantyre Adventist Hospital

CMC   Central Malawi Conference

MAU   Malawi Adventist University

MBA   Master of Business Administration

MPH   Malamulo Publishing House

MUC   Malawi Union Conference

RQ   Research Question

SDA   Seventh-day Adventist

SPSS   Statistical Package for the Social Sciences

ACKNOWLEDGMENTS

CHAPTER 1

INTRODUCTION

Background to the Study

The greatest majority of employees are quite enthusiastic when they start a new job but their morale sharply declines over time which may continue to deteriorate (Robins & Judge, 2011). Nonetheless, most employees are committed to their organizations and would, under the normal circumstances, give their best to the organization. With that commitment, employees believe that their organization will also fulfill their expectations. However, when employees' needs in an organization are not satisfied or their expectations are not met, they grieve.

Grievances occur in every workplace, and handling them properly is paramount for maintaining a conducive and productive work environment (Bohlander, 1999). Besides, employee grievances can take different forms. For instance, Khatoon (2014) argues that grievance can grow out of bad relationship at workplace between employee and employer or supervisor, especially when they feel that they are not being treated fairly. More so, Haraway (2005) argues that employee grievances are related to the contract, work rule or regulations, policy procedure, health and safety regulation, past practice, culture norms, individual victimization, compensation and many more. In addition, employee grievances are commonly based on alleged violation of existing rights or an unfair treatment by management. It is prudent for top management to identify such grievances among employees and try to resolve them before they become a dispute.

The current catch word in human resource management is recognizing employees as the most important organizational assets (Doyle, 2012). However, one way of verifying the reality of such commitment is to examine how fast employees' problems are addressed and resolved. Thus, if management addresses employees' concern with utmost priority, it can be concluded that employees are indeed important resources. According to Meyer (2004), the establishment of procedures for grievance handling is in line with the principle of due process which guarantees the application of procedural justice.

Tsandzeka (2005) maintains that the use of appropriate style in managing employee grievance enables the supervisor to take every grievance seriously, gather all information available on the grievance, after that, examine all the facts, and then provide an answer to the employee who is voicing the grievance. Ngetich (2016) states that the styles of handling grievances affect the employee job satisfaction. Effective handling of employee grievance will enable the supervisor to resolve the grievance on a mutual understanding. The extent to which employees in the organization make use of the grievance handling procedure positions a serious challenge in many organizations.

Ndung'u (2016) states that a constructive grievance handling largely depends on the managers and supervisors to recognize, diagnose and correct the causes of potential employee dissatisfaction before they become formal grievances. He further explains that if employees lack job satisfaction it will affect optimum performance and may eventually lead to turnover. However, Al-zu'bi (2010) contends that a determinant of job satisfaction is organizational justice which describes the individual's perception of the fairness of treatment received from an organization and their behavioral reactions for such perceptions.

The Seventh-day Adventist institutions in Malawi are faced with challenges of managing grievances among their employees because the procedures for grievance handling that are followed are not formal and effective. A grievance procedure is a formal channel of communication that permits employees to speak about matters affecting them at their work. The procedures for handling grievances are also put in place by organizations to help guide employees in making formal complaints when they feel aggrieved (Melchades, 2013). Therefore, formal grievance handling procedures are an essential part of enlightening good employee relations and running a fair, successful and productive workplace.

Statement of the Problem

The Seventh-day Adventist (SDA) Church institutions in Malawi have well qualified employees that are committed to the mission of the Church. Despite having these well qualified employees, employee grievances in these institutions have remained a challenge. Some employees are aggrieved and have threatened to terminate their employment contract with the Church while others are simply distressed and dissatisfied. Such negative feeling affects employee job satisfaction and ultimately employee performance and the whole organization. Therefore, this study sought to investigate the common sources of employee grievances, the current procedures for handling grievances and their relationship with employee job satisfaction in selected Seventh-day Adventist institutions in Malawi.

Research Questions

The following are the research questions:

1. What are the sources of employee grievances in the selected Seventh-day Adventist Church institutions in Malawi?

2. How effective are the existing grievance handling procedures as perceived by the employees?

3. Is there any significant effect of the existing grievance handling procedures on employee job satisfaction?

4. Is there any significant effect of the sources of employee grievance on employee job satisfaction?

Null Hypothesis

Based on the research questions posed, the following null hypotheses were tested:

1. Grievance handling procedures have no significant effect on employee job satisfaction.

2. Sources of employee grievance have no significant effect on employee job satisfaction?

Conceptual Framework

The conceptual framework presented as Figure 1 shows the variables under study and how they are related. The dependent variable is job satisfaction, which is the variable of primary interest. Job satisfaction represents what employees feel and think about their job experience in terms of the work environment, job security, compensation, promotion, supervision and the work itself.

There are two independent variables considered in this study, the sources of grievances and the procedures for handling them. Procedures for grievances involves creating awareness, having a policy, following procedures, ability to appeal decisions, ability to resolving grievances, etc. Employees' level of job satisfaction is dependent on the extent to which employees believe they have been treated fairly based on the

procedures for handling grievances.

More so, there are several sources of employee grievances—work-related factors such as communication, workload, working conditions, organizational culture and supervision are the major sources of employee grievances. Figure 1 shows the relationships among the variables in the study.

Sources of grievances

- Communication
- Workload
- Working Conditions
- Organizational culture
- Supervision

Employee Job Satisfaction
- Work environment
- Job security
- Compensation
- Promotion
- Supervision
- Work itself

Procedures for handling grievances
- Procedure awareness
- Step ladder policy
- Following procedures
- Able to appeal decision
- Able to resolve grievances
- Available information on procedures
- Improved perceptions of fairness
- Employee avenue to present problems

Source: Researcher construct, 2018

Figure 1. Conceptual Framework

Significance of the Study

The outcome of this study will inform the employees of their right to take their grievances to the next stage of the procedure, in the event of an unsuccessful resolution. The management will benefit from the research in the sense that it will help to build an organizational climate based on openness and trust.

Also, the results from this study will also provide top administrators, supervisors and other decision makers with empirical data on the sources of employee grievances, handling procedures and how it affects employee job satisfaction. It will help the administrators of institutions to take the concept seriously for ensuring the growth of the organization. The knowledge to the researcher on procedures for handling grievance will be significantly broadened.

Scope & Limitations of the Study

This study looked at sources of employee grievances, handling procedures and employee job satisfaction in selected Seventh-day Adventist Church institutions in Malawi. Although we spend a lot of time in work place, there are a number of non-work-related factors that can spill over to affect sources of employee grievances at the work place. However, this study looked into work-related sources of grievances which were limited to issues such as communication, work overload, working conditions, organizational culture and supervision. In addition, procedures of handling grievances included procedure awareness, step ladder policy, monitoring procedures, ability to appeal decisions, ability to resolve grievances, information availability on procedure, improved perceptions of fairness, and employee's venue to present problems. Measures for employee job satisfaction included the work environment, job security, compensation, promotion, supervision and work itself.

Malawi Union Conference has three conferences, one university, three

hospitals (with clinics), seven secondary schools, one publishing house, one radio station, and one television station (MUC, 2016). However, the study focused on seven of these institutions. More so, only permanent/regular employees as well as those on contract participated in the study. Thus, casual workers were excluded.

Operational Definition of Terms

Grievance: is an expression of dissatisfaction or a complaint by an individual that usually concerns the application, interpretation of or change to a statutory right or existing procedure, rule, custom, working practice or agreement.

Procedure for handling: is a fixed step by step sequence of activities or course of action that must be followed in handling employee grievances.

Employee job satisfaction: is the extent to which people like or dislike their jobs.

Work environment: is the physical and the general surrounding conditions in which an employee operates.

Job security: is the assurance that an employee's job is protected and unlikely to be dismissed.

Compensation: is the total amount of the monetary and non-monetary pay provided to an employee in return for the work performed as required.

Promotion: is the advancement of an employee from one job position to another job position that has a higher salary range, a higher-level job titles and often more and higher level of responsibilities in an organization.

Supervision: is the process of overseeing or directing the work of other employees.

Work itself: is the activity involving mental or physical effort done in order to achieve a result.

Work-related factors: Aspects specific to employees' work such as organizational communication, workload, working conditions, organizational culture and supervision.

CHAPTER 2

REVIEW OF LITERATURE

This chapter reviews literature of different authors related to the procedures for handling employee grievances such as informal actions, formal meeting, investigation, communicating decision, record keeping and appeal in improving employee job satisfaction.

Grievance overview

Grievances arise in many organizations whether profit or non-profit organizations and handling them properly is important for maintaining a harmonious and productive work environment (Haraway, 2005). Employees will feel satisfied only if their problems are addressed and solved on time (Tsandzeka, 2005). Ndung'u (2016) mentioned that supervisors should take every grievance seriously, gather all information available on the grievance after weighing all the facts, and provide an answer to the employee who is voicing the grievance. Gomathi (2014) contends that the employees are not expecting a specific systematized procedure to solve their problems but they only require a fair discussion and a result that would solve the problems and let them work peacefully. Constructive grievance handling largely depends on the ability of managers and supervisors to recognize, diagnose and correct the cause of potential employee dissatisfactions before they become grievances.

Ngetich (2016) further argues that the style for handling grievances affects the employees' satisfaction. Ndung'u (2014) underscores the importance of open and

sincere relationship between management and employee. He further argues that well-managed and motivated human resources could help solve many problems experienced in an organization.

Meaning of Grievance

Grievance can be a dissatisfaction whether expressed or not by an employee in the organization. Grievances may be valid or not, arising out of anything connected with the company than an employee thinks, believes or thinks is unfair (Manikandan & Gowsalya, 2011). Bohlander (1999) defines employee grievance as a way of expressing an employee dissatisfaction regarding work and workplace shown by the employee to his or her immediate boss or supervisor. Meyer (2004) has defined grievances as the process which involves an employee's attempt to show that he or she has been mistreated based on decision made by the manager. Grievance can be real or imaginary, when grievances are based on reality, it includes receiving information that is inaccurate but imaginary grievance happens when for instance a supervisor may feel the need to closely monitor an employee with weak performance (Gomathi, 2014).

If the supervisor fails to communicate his intention, the employee may perceive the supervisor's conduct as intrusive and overbearing (Tsandzeka, 2005). Haraway (2005) further argues that the other colleagues may perceive that the supervisor is exercising favoritism and being unfair; such grievances are based on false perception and assumption. In addition, Meyer (2004) explains that in work place, there are two types of grievances: the general grievances and the individual grievances, a general grievance that affects the group of employees and the individual grievance that affects a particular employee. Gupta, Nath & Kishor (2012) contend that the most common employers' grievances can be categorized under the headings

of absenteeism, insubordination, misconduct, substance abuse, unsatisfactory performance, and safety and health violations.

Sources of Employee Grievances

Employee dissatisfaction verbally addressed by one worker to another is a complaint, and a complaint develops into a grievance when the management is made to perceive it (Ngetich, 2016). According to Doyle (2012), grievances can be caused by a number of factors; these include salaries, poor working conditions, poor relationships, unequal treatment, selfishness among employees and failure to involve employee in decision-making activities. Manikandan & Gowsalya (2011) contend that grievances commonly result from unhappiness, insignificance, discontent, frustration, deprivation, poor work environment that can result in a change of attitude, insight and behavior. Ngetich (2016) explains that grievances might be unvoiced or stated, written or oral, justifiable, untrue and may be associated with work. Therefore, we can broadly categorize the sources of employee grievances as non-work related and work related.

Work-related Factors

Economic factors. According to Bohlander (1999), economic grievance that occurs when employee feels that the organization is paying less as compared to others; that includes: bonus, allowances, overtime etc. Medok & Goowalla (2015) further report that employees in the organization are aggrieved with terms of employment such as wages, salary, allowances, rewards and benefits. Also, Gomathi (2014) contend that the employee grievances are related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus etc. Besides,

employee grievances can be triggered when employers' acts of termination of employment are unfairly or not properly managed (Anitha, 2011).

On the other hand, Scott (2013) suggests that an employee may file a formal grievance if he receives a lower salary than a counterpart who performs the same job, and an employee who is a victim of pay inequality may go to court or file a formal charge with the supervisor. Sundaram & Ramya (2014) further argue that the grievances factors in the organization are wage and salary. Therefore, management should increase employees' salary, regarding his or her educational qualification and experience to minimize grievances.

Supervision. Apenteng (2012) defines supervision as a control mechanism which has the task of correcting the activities of individuals and groups to ensure that their performance is according to the organizational goals. Supervisors have the responsibility of improving employee job satisfaction by equipping the employees with knowledge, interpersonal skills and technical skills.

Bushiri (2014) argues that supervision is another cause of grievances that occurs when the supervisors are biased, when issues like promotions, transfer, disciplinary rules, fines, granting leave, medical allowance, etc. are dictated by the supervisor. According to Sardeshmukh (2016), grievance can grow out of bad relationship at workplace between employee and supervisor, especially when they feel that they are not being treated fairly.

Workers' grievances are commonly based on alleged violation of an existing right or an unfair treatment by supervisors. Balamurugan & Shenbagapandian (2016) explain that when the supervisor is biased to those employees who are near to him then grievance occurs. Nellis, Hawkins, Redivo & Way (2011) contend that it is important that supervisors should learn to manage grievances effectively, thereby

increasing the potential for employee professional growth. Yassen (2011) found that lack of supervisory support leads to increase in employee grievances and decreases their satisfaction.

Supervisors are also responsible for responding appropriately to grievances and managing the process according to the organization guidelines policies, directives, procedures and industrial agreements (Mohanasundaram & Saranya, 2014). Balamurugan & Shenbagapandian et al. (2016) mentioned that supervisors should take grievance exceptionally, gather all the facts which are related to grievance then do investigation and give answer. A study conducted by Nellis, Hawkins, Redivo & Way (2011) revealed that the relationship between supervisors and supervisees is influential in the supervisees' training satisfaction level. It is important for supervisors to learn to handle grievances productively as this can result in increased satisfaction. Regardless, it is important that supervisors learn to manage grievances effectively, thereby increasing the potential for employee growth.

Work environment. Bushiri (2014) defines work environment as those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual work presentation. It includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job (Bojadjiev, Petkovska, Misoska, & Stojanovska, 2015). A job that is interesting permits employees to contribute their skills and ideas. Alzu'bi (2010) further argues that the work environment is one of the most important factors which influence the satisfaction and motivation of employees.

The efficient human resource management and the maintenance of a good work environment affect not only the performance of employees but also affect the

growth of the economy (Ngetich, 2016). Still, Yaseen (2012) explains that if an organization wants to improve the level of job satisfaction they must pay great attention to the working environment of the employees. Work place settings immensely influence the workers' attitude towards negative or positive outcomes (Ngetich et al., 2016).

Tsandzeka (2005) explains that the work environment also contributes to employee grievance when the organization is unfair to its employees. For example, when the tools and equipment given to the employees are defective, the physical condition of the workplace is bad, the material quality is poor, there is a lack of recognition, etc. Malhotra (2014) further explains that the work place environment in a majority of industries are unsafe and unhealthy; this includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. He further explains that sound work environment is important since it creates a social relation at workplace and also maintains the relationship between colleagues, supervisor and organization. Otherwise, employees are prone to occupational stress and it impacts their productivity. In addition, without a healthy working environment in an organization, employees may be unhappy, form negative perceptions and be aggrieved (Noble & Arwin, 2009).

Nevertheless, Bushiri (2014) argues that an attractive and supportive working environment provides conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Mohanasundaram & Saranya (2014) contend that the efficiency of employees depends to a great extent, on the environment in which they work. He further explains that organizations need to

create a good working environment which ensures the greatest ease of work and removes all the causes of frustration, anxiety and worry. Tella, Ayeni & Popoola (2007) contend that if the workplace fatigue and boredom are minimized and work performance can be maximized, then the grievance can also be minimized.

When the rule in the organization is biased, the tools and equipment given to employees are not working, the working conditions are bad, the quality of material is poor and there is a lack of credit, employee grievances occur (Balamurugan & Shenbagapandian, 2016). Therefore, it is the responsibility of the organization to provide a friendly-working environment which will influence employees to work comfortably and perform their job well. Indeed, a good working environment, refreshment and recreation facilities, health and safety facilities, and fun at work place increases the degree of employee job satisfaction. Hence, for the success of organization, it is vital to maintain a healthy work environment which will satisfy the employees.

Unhealthy workplace competition is a cause of employee grievance. Competition that is not properly managed can result in employees sabotaging or insulting one another, which creates a hostile work environment. Therefore, a safe and clean work environment is crucial to employee satisfaction and motivation.

Organizational Change

Change is an inevitable part of the business. However, organizational change may generate negative consequences when mismanaged. In fact, some employees put up resistance to the process, which have some negative effects for the company. These effects can be wide spread and may affect the morale of the staff if they are not addressed in a timely manner. Belcher (2016) states that employee grievances arise because of some resistance to change where it lowers morale and can spread

negativity throughout the entire staffs triggering grievances. Karthi (2017) further explain that any change in the organization policies can result in grievances such as the implementation of revised company policies or new working practices. Kazimoto (2013) agrees that the unprecedented change in all organizations today has generated considerable levels of uncertainty; hereafter, it creates fear which in turn causes grievances.

Culture and grievances. The nature of employer-employee relationships is influenced by work group, values and expectations which comprises of the way members believe they should treat one another and how grievances should be resolved (Gundry & Briggs, 1999). Culture provides a framework within which to understand organizational processes like human resource decisions. Sullivan (2016) maintains that the key reason of grievances is organizational culture such as trends, norms, values and attitudes. Gomathi (2014) explains that if cultural differences cannot match the organizational culture then grievances increase from employees.

Keel (2017) further explains that cultures are like underground rivers that run through our lives and relationships, giving us messages that shape our perceptions, attributions, judgments, and ideas. He further argues that though cultures are powerful, they are often unconscious, influencing grievances and attempts to resolve grievance in imperceptible ways. Cultural messages shape our understandings of relationships and of how to deal with the conflict and harmony that are always present whenever two or more people come together (Gundry & Briggs, 1999).

Non-work Related Factors

Personal factors are personality traits of an individual which are potential sources of grievances at work. Some employees grieve in minor and small cases, they point fingers to their fellow employees even in their minor mistakes hence grievances

arise (Adhikari, 2005). Adhikari maintains that personality trait is one of the reasons for the grievance and differences in personalities among employees are another cause of workplace grievance. Employees come from different backgrounds and experiences, which play a role in shaping their personalities. When employees fail to understand, or accept the differences in each other's personalities problems arise in the workplace (Kharel et al. 2016). Kharel further argues that an employee may possess a straightforward personality that results in him speaking whatever is on his mind, even if the timing is inappropriate. The employee with the straightforward personality may offend a co-worker that does not possess the same type of personality and other co-worker may feel as if the employee is rude or lacks the authority to deal with her in such a straightforward manner (Melchades, 2013). Building awareness of personality differences is an important first step on the road to valuing and leveraging those differences.

Also, the social construction of the workplace conditions the way that women formulate their grievances and the ways that supervisors translate them. Although both men and women have problems in the workplace which are associated with interpersonal relations, women reported more personality conflicts than men and seemed more sensitive to them (Chimoriya, 2016). The processes used to resolve disputes for women are less effective than for men such that women are more often transferred laterally instead of resolving the dispute.

He further argue that women are significantly more likely to feel vulnerable in conflicts with men than in grievance with other women and they are more likely to talk about being afraid of normal grievance and of being the victim of aggression or violence. Women and men also differed in the ways that they talked about their conflicts. Women talked in-depth and at length about the context of the grievance,

particularly focusing on their involvement in the relationship with the other party

(Bernotaite, 2013). However, managerial women felt significantly less confident

about negotiating than managerial men, and women are particularly uncomfortable

when negotiating with another woman. Most of the time, women are underrated or

unappreciated with their performance compared to men; henceforth, they grieve.

Gender expands the ways that we think about grievances, justice and social change.

Age and grievances. Karthi (2017) explains that older adults are generally

less likely to engage in destructive responses, and employers are more likely to

employ non-confrontational ones. Wadhwani (2014) further argues that older and

younger respondents do not consistently differ in their efforts to constructively solve

grievances and that older adults engage in less active destructive behavior. According

to Sardeshmukh (2016), grievances between generations usually involve differences

in core values and life experiences; this can be mitigated somewhat by understanding

the values and experiences unique to each generation. Employee grievances arise

from differences in generational values.

When management and employees understand that it is much easier to have

the aggressive parties sit down and discuss their differences, because the conflict is no

longer 'you against me,' it is 'my generation's values against your generation's values'

then grievances will be handled easily (Kartoon, 2014). Daud, Yahya and Isa (2011)

explain, the different cohorts come of age during different time periods thus different

social, economic, and cultural contexts, and as a result, they end up with noticeably

different values. When values clash in the way to do work, employees end up getting

angry and blaming each other rather than just working it out.

Baby Boomer generation tends to place high value the group or team or cause,

or movement, and Generation X, a much smaller generation that had been left to their

own devices as they grew up, came into the workplace with an emphasis on independence and work-life balance. This prompted a lot of conflict, with Boomers grumbling about these new employees not being "team players," and Xers complaining about the incessant "micromanaging." Of course, now those Xers are managing the Millennials and new conflicts emerge, with Millennials expecting more interaction with higher levels of the hierarchy and more substantive work content earlier in their career (Daud, Yahya & Isa, 2011).

Styles of Handling Grievances

Styles in handling employee grievances may give an impact in organizational culture (Doyle, 2012). Meyer (2004) explains that appropriate styles used to resolve worker's grievances will improve the efficiency and effectiveness of the grievance procedures. There are styles of handling grievances namely collaborating, avoiding, obliging, compromising and integrating. Stuhmcke (2001) labels collaborating style as a mode that involves the ability of supervisor to work with his or subordinate to a solution that should fully satisfy the concerns of both. Collaborating between two people might take the form of exploring a disagreement to learn from each other's insight or trying to find a creative solution to an interpersonal problem (Ndung'u, 2011). According to Ndung'u (2011), cooperating style of handling grievances generates flexible and open-minded discussion between the supervisor and employees.

An obliging style involves a person attempting to emphasize commonalities which aim at satisfy concern of the other party (Meyer, 2004). Ndung'u (2011) named this style as an accommodating mode where the individual neglects his own fears to satisfy the concerns of the other person. Consequently, there is an element of self-sacrifice in this style. He further explains that accommodating might take the form of

selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another point of view.

Dominating style involves high concern for self and low concern for other party involved in the conflict (Tsandzeka, 2005). Ndung'u (2011) portrayed dominating style as a power-oriented style whereby an individual use whatever power appropriate to win own position similar to ability to argue, your rank or economic sanctions. Yaseen et al. (2011) call the style as the telling style, where power is vested on the supervisors. The style is negatively related to feelings efficiency and quality and it leaves a feeling of frustration and anger at management.

Lastly avoiding style is associated with low concern for self as well as for other party involved in conflict (Gupta, Nath & Kishor, 2012). Mubezi (2015) further explains that avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from threating situation. Ndung'u (2011) named this style as a flight method. According to him, it occurs by avoiding an issue or travelling away from a problem.

Meyer (2004) contends that employee grievances can be avoided when managers apply constructive use of procedures which call for the ability of managers and supervisor to recognize and correct the causes of potential employee dissatisfactions before they become formal grievance. The study done by Ndung'u (2016) concluded that compromising and integrating style lead to high job satisfaction since they are associated with high concern for both parties involved in grievances. Dominating, avoiding and obliging styles, lead to low job satisfaction since they are associated with high concern for one party and low concern for the other party involved in a grievance.

Doyle (2012) further argues that the grievance handling procedure has four

primary roles: a compliance role, a judicial role, an administrative role and a mechanical role. Ndung'u et al. (2011) state that managers, therefore, need special training on how they should apply the styles and the human resources department should provide guidance whenever necessary. Procedures for handling grievances provide means by which employees can express their dissatisfaction with working conditions and thus exercise their voice option (Haraway, 2005). Any dissatisfaction with the process of handling grievances would actually lead to outcomes like low satisfaction or low commitment of employees to unions and employers (Geetika, Ghosh, Rai, Prasad, Singh, 2014).

Grievance Handling Procedures

The procedure for handling grievances is more than just a means of managing conflict; an understanding and effective use of it may improve the labor management relationship (Doyle, 2012). Nonetheless, Francois (2004) further explains that the introduction of grievance handling procedures in an organization provides employees with an avenue to make complaints about issues arising in the work place. Grievance handling procedures are an important function for organizations since they empower employees with voice, which increases reliability and trust when formalized grievances are in place (Haraway, 2005).

He further argues that the grievance handling procedure also provides the employee with an upward communication, justice and avoids appeals to outsiders because the problem really can be solved within the organization. According to Ngetich (2016), a well-designed and properly structured grievance handling procedure provides a channel of revenue by which any aggrieved employee may present their grievance, systematic handling of every grievance and a method by which an aggrieved employee can relieve their feelings.

Bohlander (1999) contends that an employee whose claim has been settled to their satisfaction will think highly of the company and of the grievance procedure. Gupta, Nath & Kishor (2012) further argue that an employee whose grievances are resolved properly and is satisfied with the procedures thinks more about the organization. If used properly then it will improve and increase the efficiency and effectiveness of grievance procedure.

Venditti (2014) maintains that a good grievance handling procedure provides confidence and trust to the employees in an organization. It also protects employee rights and provides greater protection to employees (Shrestha, 2012). The effective grievance redress system is important for the organization and it helps to define the problem type of procedure (Tsandzeka, 2005). Adhikari (2005) states that the grievance handling procedure provides a means for identifying practices, procedures and administrative policies that are causing employee grievances so that changes can be considered. Grievance system can be reliable mechanism to learn and resolve employee dissatisfaction where it can produce early settlements to grievances (Mubezi, 2015).

While the grievance handling procedures is recognized as an important part of the collective bargaining relationship, there are drawback inherent to the process (Haraway, 2004). Grievance handling procedures may present the greatest source of frustration to lower level management (Devika, Karthika & Bakiyaraj, 2017). The procedure is expensive and disruptive; subsequently, production is disrupted when grievant and supervisors are taken off their regular jobs to participate in the process (Stuhmcke, 2001). Cascio (2013) explains that lower level managers desire to retain the greatest degree of autonomy and flexibility in the operation of the department and in this regard the appeals process of the process of the grievance and senior

management desire to use it to ensure compliance was with corporate policy undermine their authority.

Muhere (2017) contends it from the employee's perspective, the greatest weakness may be the delay in the processing of the grievance and the tiredness resulting from the procedure itself both of which may discourage employees from using the grievance process. Meyer (2004) explains that the procedures for handling grievances should require the employee to set out writing the nature of their grievance and employees to deal with the grievance fairly and consistently. Do not ignore any concern raised by an employee. The grievances procedures vary from organization to organization because of the variations in the size of the organization. Grievance is eliminated through five steps namely informal meeting, formal meeting, investigation, reporting decision and appeal.

Informal Actions

Venditti (2014) explains that, as soon as they can, the line managers should have a quick word with an employee who is making a complaint. Problems can often be settled quickly and informally in the course of everyday work (Haraway, 2005). However, if a grievance is not settled at this stage the employee should be requested to submit a formal grievance letter (Wayne, 2013).

Shrestha (2012) further argues that the employer should know the nature of the grievance and to resolve the grievance informally employee should raise the matter formally without unreasonable delay with the manager who is not the subject of the grievance. He further explains this should be done in writing and should be set out the nature of the grievance.

Doyle (2012) continues that the first stage should allow for the matter to be raised informally between the employee and their immediate supervisor. If the matter

involves personal or other sensitive issues, which the employee may consider inappropriate to raise directly with their line manager/supervisor, the procedure should allow for the employee to raise it with an alternative appropriate person (Doyle, 2012).

Business (2013) contends that employees need to be encouraged to raise a grievance verbally first to see if it can be resolved. This is for cases that aren't serious and are capable of resolution through a discussion. Business (2013) further argues that you can use informal discussions to resolve minor incidents, such as employees losing their temper with each other, not including each other in meetings, refusing to give information that is necessary and making a rude but minor remark.

The aggrieved employee shall convey his or her grievance verbally to the officer designated by the management to deal with grievance (Smriti, 2016). Bohlander (1999) further explains that the officer will reply to the complaints within forty-eight hours of its presentation to him or her.

Invite Employee to a Formal Meeting

According to Venditti (2014), inviting employee to a formal meeting is when a meeting with an aggrieved employee is held in a private and confidential room between the manager to hear the grievance and employee who may be accompanied by a colleague or trade union officials. Business (2013) claims that employers should arrange for a formal meeting to be held without unreasonable delay after grievance is received and employees should be allowed to explain their grievance and how they think it should be resolve, the consideration should be given to adjourning the meeting or any investigation.

Smriti (2016) argues that if the grievant is not satisfied with the answer or does not receive the answer within 48 hours, he or she shall, then, present the

grievance to the departmental head nominated for this purpose. The head must give his or her reply within three days of the presentation of the grievance (Meyer, 2004).

However, it would normally be reasonable for workers to insist on being accompanied by a companion whose presence would prejudice the hearing nor would it be reasonable for a worker to ask to be accompanied by a companion from a remote geographical location if someone is suitable and willing was available on site (Gomathi, 2014).

The companion should be allowed to address the hearing to put and sum up the worker's case, respond on behalf of the worker to any views expressed at the meeting and confer with the worker during hearing meeting (Bohlander, 2010). The companion does not, however, have the right to answer questions on behalf of the worker and address the hearing if the workers does not wish it or prevent the employer from explaining their cases.

Business (2013) explains that there is a need to advise employee to lodge a written complaint which is a sign of emotional intelligence. A manager is supposed to support and encourage grievances and not to take things personally. The grievance should have some details like date, time and people involved, and an exact description of the incident (Nyangwaira, 2015). The main purpose of this meeting would be to establish the facts and attempt to find a way to resolve the issue. If the issue is not resolved at this stage, the matter should be referred to the next stage (Doyle, 2012).

Investigation

At this stage the matter should be referred to the other manager where a meeting should be arranged with the employee, accompanied by their representative to discuss the matter, again with the view to establishing the facts and attempting to resolve the matter (Doyle, 2012). Depending on the complexity of the grievance, it

may be necessary to adjourn the meeting so that further investigation may take place before any decision is taken (Venditti, 2014).

Business (2013) explains that this may either take place in front of both parties the grievant and the accused or you can investigate it separately. Once you have investigated the matter, it's important to call both parties in and try and have a discussion around the issue (Gomathi, 2012). You must listen to both parties play a neutral role and emphasize upon both parties that there needs to be a business solution to the problem (Asewe, 2016). Try and steer the conversation to ensure that a satisfactory solution is sought to enable both parties to return to work; refer the matter to a disciplinary enquiry if a work rule has been broken (Shrestha, 2012).

Communicating the Decision and Record Keeping

After the grievance meeting and any investigation have taken place the employer needs to decide whether he upholds or dismiss the grievance and communicate this decision to the employee in writing without unreasonable delay (Venditti, 2014). Doyle (2012) argues that the employer should be informed that they can appeal if they are not content with the actions taken.

Smriti (2016) further says that if still employee is not satisfied either with the decision made by Grievance Committee or does not receive decision from the committee, he or she can make appeal to the management for revision of the decision taken. Melchades (2013) reports that written material should be kept strictly confidential and should not be shown to anyone who is not directly involved in handling the grievance. Nevertheless, He further explains that additional copies of grievance documentation should be kept with care.

In addition, Ngetich (2016) contends that if a staff member raises a grievance informally or verbally that includes allegations against a particular individual or

group, and then withdraws the grievance or cannot be persuaded to proceed with the grievance because of concern about victimization, particular care must be taken in record-keeping in such instances to ensure procedural fairness. Tsandzeka (2005) contend that it is inappropriate for supervisors of departments to keep potentially damaging records containing unsubstantiated allegations against an individual, particularly if the individual has no knowledge that the record exists and has not had the opportunity to refute it.

Balamurugan & Shenbagapandian (2016) further argue that the name of the employee against whom the grievance is made should not be recorded, but the particular or area where the incident occurred should be noted for monitoring purposes. Once a grievance has been raised formally, it is important that proper written records are kept, to aid transparency and allow for any review of the process or decision to be undertaken. If possible, the original complaint should be in writing and the employer's response should also be recorded (Balamurugan & Shenbagapandian, 2016). Any actions taken along with reasons should also be recorded, for example, a grievance hearing and finding.

Appeal

If the grievance is rejected, then the employee has the right to appeal against the decision. The appeal should be heard promptly and whenever possible by a manager not previously involved in the case (Venditti, 2014). The employees may be accompanied as before and notified in writing of the decision again within 10 days is a standard practice (Haraway, 2005).

Shrestha (2013) contends that where an employee feels that their grievances has not been satisfactory resolved they appeal, employers should let their employee know the grounds of the appeal without unreasonable delay and in writing. Doyle

(2012) argues that if the matter is still unresolved, this stage involves prompt referral of the matter to the Labour Relations Commission for conciliation, or for a hearing by a Rights Commissioner as appropriate. If still unresolved, it will be referred to the Labour Court for a formal investigation by the Court and recommendation or in the case of a dismissal to the Employment Appeals Tribunal.

Business (2013) explains that policy should allow for a next step if the grievant is not satisfied with the response or if you have not resolved the matter in time. This normally means a referral to the next level of management. This step should also stipulate a period of time, which should also be between three to five days (Naph & Kishor, 2012). If an employee is still not satisfied with the management's decision, the grievance is referred to a voluntary negotiation within a week after decision taken by the management at stage 4 (Smriti, 2016).

Employee Job Satisfaction

The purpose of the human resource management is to improve the employee's attitude towards their job in a positive well manner since employee dissatisfaction may lead to low productivity. Aziri (2011) defines job satisfaction as a combination of positive or negative feelings that workers have towards their work. Employee job satisfaction refers to a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive (Mayhew, 2017).

Anastasiou, Papakonstantinou et al. (2014) state that job satisfaction is more of an attitude, an internal state of the employee. High levels of job satisfaction may be sign of a good emotional and mental state of the employees. Employee job satisfaction can be influenced by a variety of factors, including the quality of relationships with superiors and colleagues, the degree of fulfillment at work and

prospects for promotion (Kinzl, Knotzer, Traweger, Lederer, Heidegger & Benzer, 2004).

Colquitt, Lepine & Wesson et al. (2013) explain that satisfied employees do better job of fulfilling the duties, and evidenced suggest that positive feelings foster creativity, improve problem solving and decision making and enhance memory and recall of certain kinds of information. To satisfy employees, organizations provide different facilities to employees such as good working condition, job enrichment, promotion and rewards to employees to enhance employee satisfaction (Parvin & Kabir, 2011).

Factors Affecting Job Satisfaction

Work Environment as a Factor of
Job Satisfaction

Many organizations ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. Working environment has a positive impact on the job satisfaction of employees. The environment in which individuals work has a tremendous effect on the work they do and a job that is interesting and that permits employees to contribute to their skills and ideas is very important (Kinzl, Knotzer, Traweger, Lederer, Heidegger & Benzer, 2004)

According to Raziqa & Maulabakhsha (2014), working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the firm. Raziqa & Maulabakhsha (2014) further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Bad working

conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment.

Good working environment within the organization ensures that the employees have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. If the employee perceives that they work in a good work environment then they may be discouraged from quitting the job.

Melchades et al. (2013) contend that grievances arise from working conditions such as poor physical conditions, very tight production standards, non-availability of proper tools, mismatch of the worker with the job and poor relationship with the supervisor. Regardless of the job, you want to feel respected in the workplace as well as appreciated for the work you do. Employees are more satisfied in their positions when they feel respected and are praised for a job well done, even if it's a simple thank you from a company manager. Smriti (2016) explains that supervisors are often vocal when an employee makes a small mistake but making the same effort to congratulate can have a positive influence on worker's satisfaction.

Stringer and Theivananthampillai (2011) close to half of the employees surveyed rated supervisor's respect for their ideas as very important to job satisfaction. Holland (2013) emphasizes constructive feedback and open communication in the workplace as one way to encourage respect amongst employers and employees. In short, working in a job where you feel disrespected, undervalued, and underappreciated will likely cause you to feel dissatisfied with your work.

Job Security as a Factor of Job Satisfaction

Mayhew (2017) defines job security as one's expectation about continuity in a job situation and it has to do with employee feelings over loss of job or loss of

desirable job features such as lack of promotion opportunities, current working conditions, as well as long-term career opportunities. Conversely, Meyer (2004) discovered that low job security and working conditions had adverse effect on employee job satisfaction. His findings are supported by the research finding of Abdullah and Ramay (2012) reported a significant positive relationship between job security and job satisfaction of employees. This certifies that job security induces employee job satisfaction in any work situation. In other words, employees who perceive threat of job security may become less satisfied to the organization they are working for and may decide to quit the job.

Boulder (2012) reported that if employees experience job dissatisfaction they would become frustrated, apathetic and their morale would fall. Hence, job security plays a central role in organizational efficiency. Naveed, Usman & Bushra (2011) showed that job security is a predictor of employee retention, a determinant of job satisfaction and a contributor to organizational effectiveness. Therefore, job security is significantly related to job satisfaction that reduces turnover intentions and absenteeism.

Employees who perceive threats of job security would not put in their best for the achievement of organizational goals and objectives and would not take their job seriously and they would be less committed to the institution they are working for (Ghazanfar, Chuanmin, Mahroof & Bashir, 2011). They further reported that job security and job satisfaction are related concepts and both are predictors of employees' mental health and commitment. Job satisfaction levels decrease when an employee feels threatened by a lack of job security, a worker is filled with feelings of discontent and uncertainty when his future at the company is uncertain, which leads to bitterness. However, an employee with job security is able to envision his future at the

organization, making him feel valued and satisfied with his current position.

Compensation/ Pay as a Factor of
Job Satisfaction

Malik, Danish & Muhir (2012) define compensations as payment, which include many components like basic salary, benefits, bonuses and pay for doing extra work, and incentives. According to Heathfield (2017), compensation is a fixed amount of money paid to an employee by an employer in exchange for a productive work performed. Jamilu, Ezekiel & Suresh (2015) described the compensation that includes both intrinsic rewards and extrinsic rewards. Extrinsic rewards include monetary and non-monetary rewards. Non-monetary rewards include things apart from basic pay like benefits.

Stringer & Theivananthampillai (2011) argue that intrinsic motivation is positively associated with pay and job satisfactions, whereas extrinsic motivation is negatively associated with job satisfaction, and not associated with pay satisfaction. Pay fairness is important, and those who perceived pay was not fair generally made comparisons with others or felt that pay did not reflect their effort (Stringer & Theivananthampillai (2011).

Yaseen (2011) further argues that salary is a factor which leads employees from dissatisfaction to satisfaction. However, employees with high income and high experience are more satisfied than low income and low experience. Nevertheless, Malik, Danish & Munir (2012) further maintain that job satisfaction level is less for employees who receive less amount of pay whereas higher amount receiving employees have high level of satisfaction. Mayhew (2017) contends that pay is an imperative factor for job satisfaction. However, other related factors such as promotion, recognition, job involvement and commitment are also taken into account.

Ghazanfar, Chuanmin, Mahroof & Bashir (2011) illustrate that job satisfaction in the organizations is influenced by the satisfaction of the employees with their compensation, which is offered by the organization. Under certain conditions, individualized compensation of employees can be a factor of work motivation and benefits of exempt and nonexempt employees neither motivate nor increase job satisfaction (Igalens & Roussel, 1999).

Aziri (2011) argues that financial compensation has a great impact on the overall job satisfaction of employees. Yaseen (2013) explains that pay, recognition, promotion opportunities, and meaningful work are factors of compensation management which have direct effect on job satisfaction on workers, but the main reason of worker's dissatisfaction is, because they are not getting proper service structure and not finding their work meaningful. Employees want to be compensated for their worth and are likely to look for work elsewhere if they're not compensated accordingly (Toker, 2011). But as important as compensation appears to be to employees, many would choose recognition and praise from a higher up over cash.

If individuals believe they are not compensated well, a state of emotional dissatisfaction develop and this emotional discrepancy grows and accumulates over time making employees to complaint as they render their service to the organization (Ghazanfar & Chuanmin, Mahroof & Bashir, 2011). Worse still, indicators such as absenteeism, turn over, go slow and strikes are experienced. Compensation has long been considered one of the most. According to Tella, Ayeni & Popoola et al. (2007), compensation therefore, is a critical element of human resources management system, and should be designed to work together with other elements of the system for instance, organizational goals, professional development, principal leadership, teacher recruitment and selection to enhance performance.

Conversely, Holland (2013) contends that workers rank pay as the second most important factor compared to the work as most important factor. Additionally, Young, Edmunds & Pentsil (2014) further contend that as important as compensation appears to employees, many would choose recognition and praise from a higher up over cash. Employees want to be compensated for their worth and are likely to look for work elsewhere if they're not compensated accordingly. Therefore, compensation is one of the drives that motivate workers, if workers are compensated well, they will be encouraged, assured and will have positive feelings towards their job and this would result to job satisfaction.

Promotion as a Factor of Job Satisfaction

Malik, Danish & Munir (2012) define promotion as shifting of employee for a job of higher significance and higher compensation or the movement of an employee upward in the hierarchy of the organization typically that leads to enhancement of the responsibility and rank for an improved compensation package. Kosteas (1996) further argues that the effect of a promotion is roughly equal to a sixty-nine percent increase in the hourly wage. Stringer & Theivananthampillai (2011) further argue that firms can maintain a high level of job satisfaction even for workers not receiving a promotion; thus is if they can maintain the worker's belief that a promotion is possible.

Promotions have a longer lasting impact on job satisfaction than income which have a temporary effect on job and life satisfaction (Kosteas, 1996). He continues that job satisfaction and quits estimates indicates that promotions can serve as an important mechanism for employers to keep their workers happy and reduce turnover. However, Mayhew (2017) contends that the reasons underlying job dissatisfaction vary; some employees are simply bored in their current positions or they believe the

company is not utilizing their talent; other employees are dissatisfied due to overall working conditions or poor relationships with their supervisors hence promotion is a workable solution for improving job satisfaction.

Yaseen (2012) further explains that promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. It will help the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own organization. Naveed, Igalens & Russel (1999) argue that employees perceive management to be supportive in climbing up their professional ladder; management gives more preference to promote employees within the organizations than to higher employees outside the organization.

Carmichael (2017) contends that promotion enhances the yield on organization when an employee climbs a ladder on the basis of his or her seniority and resultantly he or she gets an increased wage rate. According to Naveed, Usman & Bushra et al. (2011), the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza et al., 2002).

Employees can derive such satisfaction when organizations realize their worth by promoting them to a place of greater authority and control. Employees who have been promoted feel more satisfied with opportunities regarding promotions and have more expectations for future promotion (Stringer & Theivananthampillai, 2011). Employees expect that if they work well in the workplace then their performance will increase and automatically their pay will increase and they will be promoted (Yaseen, 2013).

Therefore, promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction hence will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Supervision as a Factor of Job Satisfaction

Apenteng (2012) defines supervision as frequent personal contact with subordinate which includes observation of employees' work, communication of order or policy, assistance with subordinate's work and also resolution of employee's problem a supervisor. Apenteng (2012) further explains that supervision is a control mechanism which has the task of correcting the activities of individuals and groups to ensure that their performance is in accordance with the organization's plans.

Keon & Macdonald (1982) argue that supervisory support has a significant impact on the job satisfaction levels of employees; it is very important to support employees not only to increase work-related well-being, but also to improve the organizational performance. Mohamed & Ali (2016) found that supervisory support has a significant and positive impact on the job satisfaction levels of employees which is parallel with Kula & Guler (2014) that work-related dissatisfaction of employees is related to the organizational characteristics of workplace.

According Ahmad, Khattak & Ahmad (2016), when employees suffer from abusive supervision, it prevents employees doing well to others; hence low motivation, less job satisfaction and greater turnover intentions. Employees who are treated fairly by their supervisors work hard and treat others with respect. Besides, if they are not treated well and fairly, they will involve themselves in counter-productive behaviors at workplace; hereafter, they will be less productive and will show negative attitude toward others; also, they will be frustrated (Rani, 2005).

Mohamed & Ali (2016) further explain that employees having good support from their supervisors, view their employers as being generally caring about their well-being and the attitude influences their effective commitment in a positive way. Supervisees must be satisfied with their work as well as feeling engaged, and then they will be willing to perform well with the assistance of supervision (Apenteng, 2012).

When grievances are handled appropriately and is considered as a normal part of the supervision process, the supervisor and supervisee are likely to experience a better relationship and supervision outcomes hence high job satisfaction and low intention of job turnover (Nellis, Hawkins, Redivo & Way, 2011). Supervisors who listen to workers as they discuss job difficulties, provide supportive statements, and relate to the emotional needs of the workers when they feel over whelmed, stressed, or confused by their work have workers with higher rates of job satisfactions. However, Apenteng (2005) further argues that good supervisor must be able to communicate and correspond to the subordinates in terms of transferring knowledge and motivation. Knowledge, skill and ability are not enough if they cannot be communicated.

Related Studies on Employee Grievances

Ndung'u (2008) conducted a study in Kenya on the influence of grievance handling on employee job satisfaction, the result from the study revealed that grievance handling mechanisms has an influence on employee job satisfaction. Thus, employee job satisfaction is improved when the employee's concerns are addressed. This is supported by Khatoon's (2014) study on grievance handling procedure and its effects on employee productivity in Kenya has revealed that grievance handling procedure is a significant predictor for the employee satisfaction, which further affects employee productivity.

Another study conducted by Sundaram and Ramya (2014) on grievance handling procedure in India which concludes that though employees are not fully satisfied with salary and promotions provided by the organization, how supervisors handle their grievances are satisfactory.

Balamurugan & Shenbagapandian (2016) further found out that all grievances cannot be resolved, as these may be beyond the authority and competence of any manager. Sardeshmukh (2016) conducted the study on level of awareness of grievance handling procedure among staff in Kenya. The study revealed that employees were aware to whom they should communicate when faced with grievances, the various committees that redress grievance, levels of grievance handling procedure and whom to communicate and present their grievance.

Al-Zu'bi (2010) studied the relationship between organizational justice and job satisfaction and explored employees' perceptions toward organizational justice in the form of distributive justice, procedural justice, and interactional justice. The finding suggests that organizational justice is antecedent to job satisfaction and therefore a source of grievance. This result builds on the work of Al-Zu'bi (2010) who states that organizations that ignore procedural justice concerns run the risk of negative organizational outcomes such as employee grievance.

Theoretical Framework

The theoretical framework adopted for this study is based on the theories of the procedural and distributive justice and the exit-voice-loyalty theory. Procedural justice reflects perceived fairness of decision making process (Colquitt, Lepine & Wesson, 2013). It represents individual's perceptions of the fairness of the process used to make decision affecting them, such as those relating to pay, promotion and punishment. Employees consider the situation as unfair when they judge that they

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cannot exert some influence on the procedures by which are made (Rousseau, Salek, Aubé, & Morin, 2009).

In other words, procedural justice is fostered when management adhere to the principles of fairness. One of those principles is giving employees the opportunity to voice their grievances or the chance to appeal for hearing. On the other hand, distributive justice is the perception of fairness in decision making outcome, based on the principle of equity. Thus, employee measure distributive justice by examining whether decision outcomes such as pay, rewards, appraisals, promotions, etc. are objectively allocated. A lack of distributive justice may generate employee grievance which may lead to dissatisfaction.

Hirschman's (1970) exit-voice-loyalty classic theory suggests that employees who are aggrieved and possibly dissatisfied will react in one of the three ways. Firstly, employees have the options to exit, defined as an active, destructive response by which the employee either ends or restricts organization membership (Colquitt, Lepine & Wesson, 2013). In other words, such employees exhibit negative behaviors such as being absent more frequently or voluntarily leaving the organization. Choosing voice means the aggrieved employee opts to speak out, raising concerns about problems in the organization in an attempt to improve the current situation. Employees may also opt to be loyal by passively working for the good of the organization and hoping for improvement in the near future.

CHAPTER 3

RESEARCH METHODOLOGY

Research Design

The research design for this study is a cross-sectional causal research design. This design was appropriate to examine the sources of employee grievances and handling procedures, as well as testing the impact of the sources of employee grievances and handling procedures on job satisfaction.

Population & Sampling Procedure

The target population for the study were all the regular and contract employees working in the following selected SDA institutions in Malawi: Central Malawi Conference (CMC), Blantyre Adventist Hospital (BAH), Malawi Adventist University (MAU), Malamulo Secondary School, Lakeview Secondary & Primary School and Malamulo Publishing House (MPH).

Since the target population is somewhat small, the researcher included all the employees of the selected institutions to participate in the study. Table 1 shows the target population which also served as the sample.

Table 1. Target Population/Sample Size of the Study

Institution	Target Population/Sample
Malamulo Publishing House	25
Central Malawi Conference	30
Lakeview Secondary & Primary	40
Blantyre Adventist Hospital	50
Malamulo Secondary School	50
Malawi Adventist University (Lakeview Campus)	90
TOTAL	285

Instrument for Data Collection

The researcher used a self-constructed questionnaire as the main tool to collect the data from the respondents. The questionnaire was structured to collect data on the participants' demographic characteristics, sources of grievances, grievance handling procedures and employee job satisfaction.

Apart from the questions pertaining to demographic characteristics, all the other question items were based on a five-point Likert-type scale ranging from one (*strongly disagree)* to five (*strongly agree*). The interpretation of the results was based on Table 2.

Table 2. Likert Scale Rating of the Study

Scale	Responses	Mean Interval	Explanation
1.	Strongly Disagree	1.00 – 1.49	Never / Not effective at all/Not at all satisfied
2.	Disagree	1.50 – 2.49	Seldom / Not effective/ Slightly satisfied,
3.	Neutral	2.50 – 3.49	Sometimes/Not sure/ Moderately satisfied
4.	Agree	3.50 – 4.49	Often / Effective/Satisfied
5.	Strongly Agree	4.50 – 5.00	Always /Extremely effective/Very Satisfied

A few open-ended questions were included to give an opportunity for the respondent to express themselves in depth.

Instrument Validity and Instrument Reliability

Subsequently after designing the questionnaire, the researcher submitted the data collection tool to the Research Committee of Adventist University of Africa for approval. The same was given to the Malawi Union Mission through the Malawi Adventist University Administrative Board (AdCom) to check its content validity.

For instrument validity, the instrument was pre-tested on other employees who had the same characteristics as the study participants but were not part of the actual study. The researcher tested the reliability of the questionnaires by Cronbach Alpha since it is deemed most suitable in measuring the internal consistency of an instrument. Based on the analysis, some questions were deleted or restated to ensure consistency. Table 3 shows the results.

Table 3. Cronbach's Alpha Reliability Statistics of Study Variables

Variables	Cronbach's Alpha	# of Items
Communication	.625	4
Workload	.561	5
Working Conditions	.704	6
Organizational Culture	.651	6
Supervision	.813	7
Grievance Handling	.857	8
Job Satisfaction	.822	7

Ethical Considerations

After the University Research Committee of Adventist University of Africa School of Postgraduate Studies approved the data collection tool, the researcher requested permission to conduct the study in Malawi Union Mission zone to seek permission through the Malawi Adventist University Administrative Board (AdCom) to go ahead and collect data from all selected Seventh day Adventist institutions in Malawi.

The researcher respected the rights of participants in the process of research. According to Mathemani (2011), there are four ethical considerations that the researcher must respect and the following rights for participants to take part in the research need to respect such as consent, privacy, anonymity and confidentiality. Before administering the questionnaire, the researcher explained the purpose and importance of the study to the participants to ensure they understand why the research was being conducted. The participants were given opportunity to ask questions or seek further clarifications concerning the study. The researcher was afterwards seeking direct permission for voluntary participation in the research.

More so, to ensure that respondents were more confident with the principles of privacy and confidentiality, the data collection tool was designed in such a way that no respondent filled in his or her identifying name, email and birthdates. Also, the data collected was coded and results were reported in aggregate. Participants were assured that this research will be used solely for the purpose of the study and that no publications may result from the study. Also, the respondents need to be guaranteed of their right to voluntary participation. Hence, participants were assured of their right to voluntary participation and their right to withdraw from participating at any time, without giving a reason and without cost. Besides, the information gathered during this study remained confidential in secured personal computer with password protection. Only the research team were access to the collected data.

All rules of plagiarism, data analysis and discussion were carefully observed. Ethics principles like honesty, integrity was considered whereby intellectual properties used in the cause of writing this research was duly acknowledged in accordance with the American Psychological Association (APA) citation practices.

Data Collection Procedure

Upon approval of the research proposal and authorization from the participating institutions, the researcher personally administered the questionnaires to the study participants. This gave opportunity to explain clearly the purpose of the research and assure participants that their responses were treated with strict confidentiality. Data collected was transformed into meaningful information.

Method of Data Analysis

With the help of Statistical Package for Social Sciences (SPSS), the study used both descriptive and inferential statistical method of analysis to address the research questions raised. Specifically, frequencies and percentages, means and standard deviations, Pearson correlations and multiple regression analysis were used to analyze the data collected.

CHAPTER 4

RESULT AND DISCUSSION

This chapter dealt with presentation of the analysis of the study findings on the sources of employee grievances; handling procedures and employee job satisfaction among Seventh-day Adventist institutions in Malawi. The employees of the institutions under study were expected to be 285. Out of 285 questionnaires administered, 231 representing 81% of the overall questionnaires distributed were returned fully completed which formed the basis for the analysis, discussions, conclusions and recommendations for the study.

General Characteristics of Study Participants

This section presents the demographics of the respondents with respect to gender, age, education, job experience, job status, position and marital status.

Table 4. Frequency Distribution for Gender

Gender	Frequency	Percentage
Male	140	60.6
Female	91	39.4

Source: Primary data (2018)

Out of the 231 respondents, Table 4 shows 140 respondents were males representing 60% and 91 respondents were female representing 39% of the total number of respondents. All the respondents from the participating institutions show that are more males than females in the Seventh-day Adventist Church Institutions in

Malawi.

Table 5. Frequency Distribution for Employee Age

Age	Frequency	Percentage
Below 25	3	1.3
25-34	57	24.7
35-44	96	41.1
45-54	41	17.7
55-64	28	12.1
Above 64	6	2.6

Source: Primary data (2018)

Also, of the 231 respondents, Table 5 shows 3 of the respondents were below 25 years representing 1.3%, 57 were between 25-34 years of age representing 24%, 96 of the respondents were between 35-44 years representing 41%, 41 were between 45-54 years representing 17%, 28 were between 55-64 years representing 12% and 6 were above 64 representing 2.6% of the total respondents. Most of the employees seem to be in the middle age bracket of 35-44 years in the Seventh-day Adventist Church Institutions in Malawi.

Table 6. Frequency Distribution for Education

Education	Frequency	Percentage
Secondary	61	26.4
Bachelors	105	45.5
Masters	24	10.4
Others	42	17.7

Source: Primary data (2018)

Table 6 shows that majority of the employees ($f = 105$, 45.5%) have their bachelor's degree. Besides, 61 have Secondary school certificate representing 26%, 24 with Master's Degree representing 10% and 42 with other qualification representing 17.7% of the total number of respondents.

Table 7. Frequency Distribution for Years of Service

Experience	Frequency	Percentage
Less than 3 Years	26	10.4
3-5 Years	24	10.4
6-8 Years	34	14.7
9-11 Years	31	13.4
12-14 Years	24	10.4
15 Year or more	92	39.8

Table 7 displays the employees' years of service. Out of 231 respondents, 26 respondents were less than 3 years of experience representing 10.4%, 24 are between 3-4 years of experience representing 10.4% and 24 are between 12-14 years of experience representing 10%, 34 are between 6-8 years of experience representing 14%, 31 are between 9-11 years representing 13%, 92 respondents are between 15 years above of experience, representing 39% of the total number of the respondents. This implies that majority of the workforce in Malawi SDA are above 15 years or more of experience.

Table 8. Frequency Distribution for Job Class

Job Class	Frequency	Percentage
Permanent	189	81.8
Contract	42	18.2

Source: Primary data (2018)

Table 8 above explains the employees' job class. Of 231 respondents, 189 employees are permanent workers representing 81.8 % and 42 are contract workers representing 18%. 2 of the total number of the respondents. The findings on the table above indicates that the majority of the respondents are permanent employees (81.8%)

Table 9. Frequency Distribution for Job Position

Position	Frequency	Percentage
Supervisor	45	19.5
Employee	186	80.5

Source: Primary data (2018)

Table 9 above explains the employees' job position for the institutions under study. Of 231 respondents45 are supervisors representing 19.5% and 186 are employee representing 80% of the total number of respondents. The study finding on the table 9 above indicates that the majority of the respondents were in the general staff category (80.5%)

Table 10. Frequency Distribution for Marital Status

Marital Status	Frequency	Percentage
Married	191	82.7
Unmarried	36	15.6
Widow/Widower	2	.9
Divorce	2	.9

Source: Primary data (2018)

Table 10 above explains the marital status of the employees for the institutions understudy. Out of 231 respondents 191 are married representing 82%, 36 are unmarried representing 15.6 %, 2 are widowers representing .9 % and 2 are divorce representing .9% of the total respondents. The findings conclude that the majority of the employees under study are married employees represented by 82%.

Descriptive Statistics

Research Question 1

What are the sources of employee grievances in the selected Seventh-day Adventist Church institutions in Malawi?

Grievances can be caused by a number of factors. Therefore, respondents were asked to indicate the extent to which the following variables displayed in Table 11 are a source of employee grievances.

Table 11. Descriptive Statistics of Sources of Employee Grievances

n = 231

Sources of Grievance	Mean	Standard Dev.	Interpretation
Communication	3.03	.84	Sometimes
Workload	3.32	.75	Sometimes
Working Conditions	3.04	.66	Sometimes
Organizational Culture	3.11	.97	Sometimes
Supervision	3.20	.82	Sometimes

As shown in the Table 11 above, the mean score for sources of grievances ranges between (M=3.03; SD = .84) to (M=3.32; SD = .75) which indicates that sometimes employees are aggrieved because of the above sources of grievances in their institutions.

The mean score of 3.03 (SD = .84) indicates that sometimes employees grieve as a result of the lapses in communication. Sometimes, the absence of communication may lead to employees misunderstanding the words or actions of the leader, which has the potential to spark employee grievances. This explains why the respondents indicated that communication can be a source of grievance sometimes. Also, poor communication can create a feeling that everything is urgent, causing employees to hurry, feel tense, overworked and have little to no sense of humor. Besides, employees grieve when they are not given the opportunity to express their views or when relevant information is kept from them.

The perception of employees' workload (M=3.32; SD = .75) also shows that workload could be a source of grievance in the institutions. Workload is the amount of work required of an employee within a time period. Employees sometimes experience

heavy workload such as tight deadlines and targets which sometimes make them disgruntled with their work. Wadhwani (2014) highlights that excess workload leads to stress, grievance and turnover.

More so, sometimes employees feel aggrieved because of working conditions (*M*=3.04; *SD* = .66). Working conditions immensely influence the workers' attitude towards negative or positive outcomes and is one of the most important factors which influence the satisfaction and motivation of employees (Alzu'bi, 2010). For instance, Salunke (2015) highlights that defective tools and equipment, poor physical condition of workplace and material quality, and the lack of recognition may cause employee grievances.

Besides, organizational culture (*M*=3.11; *SD* = .97) can be a source of grievances. Though cultures are powerful, they are often unconscious, influencing grievances. Where there is an open culture of communication, employees are encouraged to give their opinions and employers could find valuable critical comments and suggestions to make improvements on the company procedures, processes and other kinds of policies.

A mean and standard deviation of *M*=3.20; *SD* = .82 was attained for supervision which is interpreted as sometimes. This result reveals that sometimes the lack of supervisory support leads to employee grievances. This concurs with Mohanasundaram & Saranya's (2013) advocacy that supervisors are also responsible for responding appropriately to grievances and managing the process according to the organization guidelines policies, directives, procedures and industrial agreements Therefore, when employees perceive their supervisors as indifferent and uncaring, they sometimes grieve.

Apart from the above mentioned, the study participants were asked to further

list other sources of discontentment or feeling of unfairness they have experienced in

the workplace for the past 2 years. Table 12 presents the results.

Table 12. Frequency Distribution of other Sources of Grievances

Discontentment	Frequency	Percent
Mistreatment	83	35.9
Favoritism	57	22.1
Feeling of unfairness	17	7.4
Intimidation/insults/bully	16	7
Discrimination	13	5.6
Sexual Harassment	10	4.3
Tribalism	5	.9
Cooked issues (lies)	2	1.3
Poor communication	1	.4
Salary Increment	1	.4

The findings in Table 12 reveal the sources of discontentment or feeling of

unfairness experienced by employees in the work place. Bullied *(f=2; % = .9)*, cooked

stories *(f=2; % =1 .3)*, discrimination *(f=7; % =3.0)*, favoritism *(f=57; % = 22.1)*,

feeling of unfairness *(f=17; % =7.4)*, insults *(f=9; % = 3.3)*, intimidation *(f=5; %

=2.2)*, mistreatment *(f=83; % = 35.9)*, nepotism *(f=4; % =1.7)*, poor communication

(f=1; % = .4), salary increment *(f=1; % = .4)*, segregation *(f=2; % = .9)*, sexual

harassment *(f=10; % = 4.3)* and tribalism *(f=5; % = .9)*.

From the analysis, mistreatment appears to be the most cited source of

grievance as experiences by employees. This means that mistreatment such as

harassment, verbal intimidation or any negative behavior creates a hostile work

environment for employees. Employees can be mistreated by their employers in more

delicate ways through undermining their inputs or opinions and, as discussed in the

literature review, Scott (2013) argues that many organizations make the critical

mistake of thinking that during rough times that they don't need to treat their

employees well. If employees are mistreated in an organization it makes them feel

distressed, less satisfied with their job and less committed to the organization goals. Lim and Cortina (2005) t remark that many employees who are verbally abused or sometimes prevented from getting their work done or neglected emotionally are aggrieved and when their grievances are not handled properly they quit the organization.

Favoritism is equally a bad management practice because it breeds resentment and destroys employee morale. According to Prendergast and Topel (1996), most grievances about favoritism in organizations could lead to discrimination. All sources of intimidation and discrimination can breed discontentment in employees (O'Gorman, 2006).

Research Question 2

How effective are the existing grievance handling procedures as perceived by the employees?

Table 13. Descriptive Statistic of Grievance Handling Procedures

n = 231

Grievance Procedures	Mean	Std. Deviation	Interpretation
Procedure awareness.	3.68	1.21	Effective
Step ladder policy.	3.65	1.18	Effective
Following procedures.	3.58	1.24	Effective
Able to appeal decision.	3.63	1.36	Effective
Able to resolve grievances	3.77	1.26	Effective
Available information on procedure.	3.58	1.34	Effective
Improved perceptions of fairness.	3.56	1.32	Effective
Employee avenue to present problems.	3.49	1.37	Effective

Grievance handling procedures, as described by Tsandzeka (2005) and Meyer (2004) are a means of dispute resolution that can be used by a company to address complaints by employees, suppliers, customers and competitors. Grievance handling

procedures help mitigate against all short comings and serves as a guide in case of grievances or need for dispute resolutions. This is evidenced with the findings in Table 13 above which reveal that the grievance handling procedures existing in the institutions are generally effective. This means that employees are aware of the grievance handling procedures (*M*=3.68; *SD* = 1.21). Employees value the effectiveness of the grievance handling procedures like any other tool when they have knowledge and competence of its users (Sardeshmukh, 2016). If employees are aware of the procedures for handling grievances it means they will know where to file their grievances.

The survey results also indicated that there is a step ladder policy (*M*=3.65; *SD* = 1.84) which employees have to follow for getting their grievance redressed. This frankly tells that the aggrieved employees in these institutions have the right to present their issues with immediate supervisors in support. Similarly, employees follow the laid down procedures (*M*=3.58; *SD* = 1.24) which simply means that any grievances that is filed, proper procedure are followed for it to be resolved. Haraway (2005) states that the procedure for handling grievances provides means by which employees can follow and express their dissatisfaction with working conditions and thus exercise their voice.

According to the results displayed in Table 13, employees also have the ability to appeal the decisions that affect them (*M*=3.63; *SD* = 1.36), which explains that if an employee is not satisfied with a decision, such employee has the right to appeal against the decision that affects him or her. Respondents also indicated that employees perceive the system to be effective in resolving their grievances in an orderly manner *(M*=3.77; *SD* = 1.26) which has helped in bridging the gap that is created in the organization when employee grievances are not handled effectively. The results also

reveal that organization grievance handling procedures should enable employees and management to resolve grievance in an orderly manner before it creates problems to the organization that is in support of Ngetich (2016) views that a well-designed and properly structured grievance handling procedure provides a avenue by which any aggrieved employee may present their grievances, a procedure which will ensure that there will be a systematic handling of grievances in an orderly manner.

Also, the respondents believe that they have sufficient information regarding the procedures (*M*=3.58; *SD* = 1.34). This means that the institution's grievance handling procedures have complete and sufficient information on how to solve employee grievances. Therefore, the respondents indicated that the grievance handling procedures in their institutions have improved perceptions of fairness and equity (*M*=3.56; *SD* = 1.32). Besides, the respondents also indicated that the procedures for handling grievances has provided employees' avenue to present their problems (*M*=3.49; *SD* = 1.37). In the view of Haraway (2005), grievance handling procedures provides the employees with an upward communication and justice. Therefore, if employees are aware of the grievance handling procedures, they are more assured that their grievances will be handled effectively. Furthermore, effective grievance handling procedures are an important function for organizations since they empower employees with voice, which increases reliability and trust when formalized grievances are in place.

As a follow-up question, respondents were asked to indicate the approach their institutions use to manage employee grievances based on their personal experience. Table 14 displays the results.

Table 14. Multiple Response Frequencies on Managing Grievances

Managing Grievances	N	Percent
Dialogue	117	41.9
Pass time	86	30.8
Arbitration	34	12.2
Does nothing	42	15.1
Total	279	100

The findings in Table 14 above reveal that the participating institutions manage grievances through dialogue (*N*=117; % = 41), pastime (*N*=86; % = 30), arbitration (*N*=34; % = 12) as well as doing nothing (*N=42*; % =15).

According to Table 14, dialogue is the most preferred strategy of managing grievances in the participating organizations. Dialogue is the medium through which people with different viewpoints may discuss their differences with the intention of jointly searching for mutually acceptable solution. In the Seventh-day intuitions, especially in Malawi, dialogue is mostly used to improve work relationships and communications.

In Table 14, it seems 'passing time' is a common strategy for resolving grievances. This means that employers often delay or ignore employee grievances, hoping that things will cool down and the problem will be solved automatically. However, it could be the greatest source of frustration for employees and one of the biggest risks for leaders. In addition, few respondents (12%) indicated that employee grievances are managed through the help of the third party -arbitration. In most Seventh-day Adventist institutions, particularly in Malawi, the use of arbitration is not a common practice.

Grievances are rarely resolved by itself, in fact, grievances normally worsen if not handled properly and proactively. The respondents (15%) also indicated that their organizations do nothing in resolving or handling employee grievances. This is also a

dangerous way of handling grievance because employees perceive that employers don't care enough to deal with their grievances. More so, not doing anything can deteriorate to potentially resulting in anger or negative outcomes.

Testing Hypotheses

Research Question 3

Is there any significant effect of the existing grievance handling procedures on employee job satisfaction?

Pearson bivariate correlation and multiple regression analyses were conducted to test the effect of the existing grievance handling procedures on employee job satisfaction. Table 15 displays results of the correlation results.

Table 15. Pearson Correlations between Grievance Procedures and Employee Job Satisfaction

		Job Satisfaction
Job Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	231
Procedure awareness	Pearson Correlation	.282**
	Sig. (2-tailed)	.000
	N	231
Step ladder policy	Pearson Correlation	.306**
	Sig. (2-tailed)	.000
	N	231
Following procedures	Pearson Correlation	.269**
	Sig. (2-tailed)	.000
	N	231
Appeal the decision	Pearson Correlation	.242**
	Sig. (2-tailed)	.000
	N	231
Able to resolve grievances	Pearson Correlation	.348**
	Sig. (2-tailed)	.000
	N	231
Complete, sufficient information	Pearson Correlation	.290**
	Sig. (2-tailed)	.000
	N	231
Improved perceptions	Pearson Correlation	.388**
	Sig. (2-tailed)	.000
	N	231
Employee avenue	Pearson Correlation	.335**
	Sig. (2-tailed)	.000
	N	231

The Pearson Correlation matrix obtained for grievance handling procedures and employee job satisfaction is shown in Table 15. The result reveals that job satisfaction is positively correlated with procedure awareness *(r*= .28; *p<*.001), step ladder (*r*=. 31; *p<* .001), following procedures (r= .27*; p<* .001), appeal decision (*r*= .24; *p<* .001), able to resolve grievances (*r*=.35*; p<* .001), complete, sufficient information (r=.29*; p<* .001), improved perceptions (*r*= .39*; p<* .001), and employees avenues (*r*=.34*; p<* .001). The closer the coefficient (*r*) is to 1, the stronger the relationships. Therefore, we can describe the correlations as quite weak.

Regression Analysis

In order to test the null hypothesis which stated that there is no significant effect of the existing grievance handling procedures on employee job satisfaction, multiple regression analysis was further conducted to determine the predictive effect of grievance handling procedures on employee job satisfaction as shown in Table 16.

Table 16. Multiple Regression Analysis of the Effect of the Existing Grievance Handling Procedures on Employee Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457[a]	.209	.180	.73309

a. Predictors: (Constant), Employee avenue, Appeal the decision, Procedure awareness, following procedures, Able to resolve grievances, Step ladder policy, Complete, sufficient information, Improved perceptions

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.497	8	3.937	7.326	.000[b]
	Residual	119.306	222	.537		
	Total	150.803	230			

a. Dependent Variable: JOB SATISFACTION
b. Predictors: (Constant), Employee avenue, Appeal the decision, Procedure awareness, following procedures, Able to resolve grievances, Step ladder policy, Complete, sufficient information, Improved perceptions

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.136	.204		10.492	.000
	Procedure awareness	.054	.049	.081	1.099	.273
	Step ladder policy	.055	.056	.080	.974	.331
	Following procedures	.022	.051	.034	.438	.662
	Appeal the decision	.006	.047	.010	.127	.899
	Able to resolve	.102	.050	.158	2.037	.043
	Complete, sufficient information	-.020	.053	-.034	-.384	.702
	Improved perceptions	.097	.057	.158	1.710	.089
	Employee avenue	.076	.047	.129	1.612	.108

a. Dependent Variable: EMPLOYEE JOB SATISFACTION

All the variables presented in Table 16 entered the multiple regression analysis

with a coefficient of determination, R^2, of 0.209. The adjusted R^2 is 0.18, meaning that approximately 18% of the total variation in employee job satisfaction could be explained by the predictor variables. Also, variables that entered the regression were found to be significant, $F_{(8, 222)} = 7.326$, $p < .001$. This implies that the combination of the predictors significantly impacts the dependent variable (job satisfaction), and that the model is statistically significant.

The individual predictors were examined further and the results showed that among the procedures in handling grievances, only 'able to resolve grievances' is a significant predictor of job satisfaction in the model ($\beta = .158$, $p < .05$). This implies that employees are only satisfied when the grievance mechanism enables them to resolve grievances effectively.

Therefore, on the basis of the above results, the null hypothesis which stated that there is no significant effect of grievance handling procedures (predictors) on job satisfaction in terms of its ability to resolve grievances is rejected. On the other hand, we accept the null hypotheses that claim that there is no significant effect of the other grievance handling procedures such as procedure awareness, step ladder policy, following procedures, appeal to decision, complete information, improved perceptions and employee avenue on job satisfaction.

The results clearly seem to agree with Mohanasundaram and Saranya's (2013) advocacy that it is important to have established procedures to address employee grievances, because employees are only satisfied when they perceive the existing grievance procedures as effective.

Research Question 4

Is there any significant effect of the sources of employee grievances on employee job satisfaction?

Table 17. Pearson Correlations between Sources of Employee Grievance and Job Satisfaction

		JOB SATISFACTION
SATISFACTION	Pearson Correlation	1
	Sig. (2-tailed)	
	N	231
WORK CONDITIONS	Pearson Correlation	.078
	Sig. (2-tailed)	.240
	N	231
ORGANISATIONAL CULTURE	Pearson Correlation	.224**
	Sig. (2-tailed)	.001
	N	231
SUPERVISION	Pearson Correlation	.523**
	Sig. (2-tailed)	.000
	N	231
COMMUNICATION	Pearson Correlation	.062
	Sig. (2-tailed)	.346
	N	231
WORKLOAD	Pearson Correlation	.212**
	Sig. (2-tailed)	.001
	N	231

The Pearson Correlation matrix obtained for sources of grievances and job satisfaction is shown in Table 17. The results reveal that job satisfactions positively correlated with culture (*r*=. 22; *p*< .001), supervision *(r*= .53; *p*<.001), workload (r= .21*; p*< .001). On the contrary, working condition and communication has no significant relationship with job satisfaction.

Regression Analysis

In order to test the null hypothesis which stated that there is no significant effect of sources of employee grievances on employee job satisfaction, multiple

regression analysis was further conducted to determine the predictive effect as shown

in Table 18.

Table 18. Multiple Regression Analysis of the Sources of Employee Grievances on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539[a]	.291	.275	.68955

a. Predictors: (Constant), WORKLOAD, WORKCONDITIONS, ORGANISATIONAL CULTURE, SUPERVISION, COMMUNICATION

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.820	5	8.764	18.432	.000[b]
	Residual	106.983	225	.475		
	Total	150.803	230			

a. Dependent Variable: JOB SATISFACTION
b. Predictors: (Constant), WORKLOAD, WORK CONDITIONS, ORGANISATIONAL CULTURE, SUPERVISION, COMMUNICATION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.610	.358		4.493	.000
	Work Conditions	.042	.075	.034	.562	.575
	Organizational Culture	.061	.050	.074	1.225	.222
	Supervision	.487	.060	.494	8.065	.000
	Communication	-.080	.065	-.082	-1.231	.220
	Workload	.093	.071	.087	1.312	.191

a. Dependent Variable: JOB SATISFACTION

All the variables presented in Table 18 entered the multiple regression analysis

with coefficient of determination, R^2 of 0.29. The adjusted R^2 is 0.27, meaning that

approximately 27% of the total variation in job satisfaction could be explained by

sources of employees. Also, variables that entered the multiple regression were found

to be significant, $F_{(5, 225)} = 18.432$, $p < .001$; implying that the combination of the

predictors significantly impact job satisfaction.

Furthermore, Table 18 shows the coefficients of the individual predictors and the results show that among the five sources of employee grievances, only supervision is a significant predictor of job satisfaction in the model (β= .494, p< .01). Thus, sources of employee grievances such as working conditions, organizational culture, communication and workload did not contribute to the multiple regression model.

Therefore, on the basis of the above results, the null hypothesis which stated that there is no significant effect of sources of grievances (predictors) on job satisfaction in terms of supervision is rejected. On the other hand, we accept the null hypothesis that claimed that sources of grievances such communication, work conditions, workload and organizational culture have no significant effect on job satisfaction.

The result clearly shows the importance of effective supervision. The results seem to agree with Nellis, Hawkins, Redivo & Way (2011)'s belief that supervision implies giving the needed support by ensuring the wellbeing and work performance of the subordinates. Hence, an effective supervisor is the one who offers frontline leadership, resolves conflicts and treats employees' issues in a fair manner of which Yassen (2011) suggests that the lack of supervisory support leads to increase in employee grievances and decreases their satisfaction. Therefore, it is important for supervisors to learn to handle grievances productively as this can result in increased satisfaction.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The aim of this study was to assess the sources of employee grievances, the current procedures for handling grievances and their relationship with employee job satisfaction in selected Seventh-day Adventist institutions in Malawi. Accordingly, the following research questions were posed:

1. What are the sources of employee grievances in the selected Seventh-day Adventist Church institutions in Malawi?

2. How effective are the existing grievance handling mechanism as perceived by the employees?

3. Is there any significant effect of the existing grievance handling procedures on employee job satisfaction?

4. Is there any significant effect of the sources of employee grievances on employee job satisfaction?

By the use of a cross-sectional causal research design, 231 employees participated in the study from the selected Seventh-day Adventist Church institutions. The instrument for data collection was mainly questionnaire. The study used descriptive and inferential statistics to generate results of the study. The main findings of the study are summarized below.

Findings

Sources of employee grievances are caused by factors such as communication, workload, working conditions, the organizational culture and supervision. In addition, employees reiterated that mistreatment in the workplace, favoritism, unfairness, intimidation, discrimination and sexual harassment are common sources of grievances they've experienced in the workplace.

More so, the grievance handling procedures existing in the participating institutions are generally effective. This study revealed that employees are aware of the grievance handling procedures (*M*=3.67; *SD* = 1.21); and there is a step ladder policy (*M*=3.65; *SD* = 1.84) which employees have to follow for getting their grievance redressed. Similarly, employees follow the laid down procedures (*M*=3.58; *SD* = 1.24). According to the results, employees also have the ability to appeal the decisions that affect them (*M*=3.63; *SD* = 1.36), which perhaps explains why they perceive the system to be effective in resolving their grievances in an orderly manner *(M*=3.76; *SD* = 1.26). Also, the respondents believe that they have sufficient information regarding the procedures (*M*=3.58; *SD* = 1.34); which has improved perceptions (*M*=3.56; *SD* = 1.32) and also provided employees' avenue (*M*=3.49; *SD* = 1.37) to present their issues. Also, dialogue and passing time seems to be the strategies of resolving grievances in the selected institutions.

Another finding is that job satisfaction is positively correlated with procedure awareness *(r*= .28; *p*<.001), step ladder (*r*=. 31; *p*< .001), following procedures (*r*= .27*; p*< .001), appeal decision (*r*= .24; *p*< .001), able to resolve grievances (*r*=.35*; p*< .001), complete, sufficient information (r=.29*; p*< .001), improved perceptions (*r*= .39*; p*< .001), and employee's avenues (*r*=.34*; p*< .001). However, the regression analysis results showed that among the procedures in handling grievances, only 'able

to resolve grievances' was a significant predictor of job satisfaction in the model (β = 2.037, p < .05).

Another finding is that job satisfaction is positively related to culture (r=. 22; p< .001), supervision (r= .53; p<.001), workload (r= .21; p< .001). On the contrary, working condition and communication has no significant relationship with job satisfaction. Nevertheless, regression analysis result showed that among the sources of grievance, only supervision was a significant predictor of job satisfaction in the model (β= .494, p< .01).

Conclusion

Employee grievances are bound to occur in the workplace, however it is important to pinpoint the sources of such grievances and address them. Based on the findings, the study concludes that, although there are several sources of employee grievances, supervision is a key source of grievances in an organization. Besides, even though it is important to have grievance handling procedures in place, the most important thing is to ensure that the system is effective in addressing employee grievances. Therefore, the main predictors of employee job satisfaction are the quality of supervision and the ability of grievance handling procedures to resolve their issues.

Hence, organizations, particularly SDA institutions that seek to recognize their employees as the most important organizational assets must ensure effective supervision and grievance handling procedures for the benefit of the organization.

Recommendations

Based on the results of the study, the Seventh-day institutions in Malawi seems to be doing well when it comes to grievance handling in such a way that dialogue is commonly used in handling the grievances. This practice should be

encouraged. However, the following recommendations are outlined for action:

1. Sources of employee grievances such as communication, workload, working
    conditions, the organizational culture and supervision, mistreatment in the
    workplace, favoritism, unfairness, intimidation, discrimination and sexual
    harassment should be addressed quickly to avoid grievances;

2. Supervisors should make sure that all employees are aware of the grievance
    handling procedures and steps to be followed on how address grievances;

3. On the procedures in handling grievances, they should be able to resolve
    grievances of employees fast without allowing time to pass;

4. Supervisors must ensure that employees are fairly treated and their filed
    grievances are addressed satisfactorily.

Suggestions for Future Research

This study has dealt mostly with work-related grievances. Further research is
recommended to explore other sources of employee grievance such as non-work-
related factors in business organization. In particular, this study has dealt with the
sources of grievances; grievance handling procedures in Seventh-day Adventist
institutions, the same study can be replicated in other institutions and countries so that
the findings can be compared for further discussions.

APPENDICES

APPENDIX A

QUESTIONNAIRE

Dear Respondent,

I am a student at Adventist University of Africa pursuing a Master Degree in Business Administration. I am conducting a research on the Sources of Employee Grievances: Handling Procedures and Employee Job Satisfaction among Seventh-day Adventist Institutions in Malawi. As a valuable employee, your views and opinion are very important to this study and therefore I am inviting you to participate in this research study by completing this questionnaire with all honesty.

Please note that your responses will be confidential, do not write any identifying information such as your name, email, phone number on the questionnaire. In order to ensure that all information remain confidential, your individual responses will be coded and aggregated. Also, your participation in this study is voluntary and you may withdraw at any time without any penalty.

Thank you for taking the time to assist me in my academic endeavors. Without the help of people like you, research about employees could not be conducted. I truly appreciate your help! Thank you in advance!

Yours Sincerely,

Elizabeth Phiri, MBA Student.

Adventist University of Africa

SECTION A: PERSONAL INFORMATION

INSTRUCTION: Please indicate your answer by ticking [**X**] in the box that best describes your demographic characteristics.

1. **GENDER:**   [ ] Male   [ ] Female

2. **AGE:** [ ] Below 25 years   [ ] 25 – 34   [ ] 35 – 44   [ ] 45-54 [ ] 55 – 64   [ ] Above 64

3. **EDUCATION STATUS:**

    [ ] Secondary   [ ] Bachelors   [ ] Masters   [ ] Others, please specify_____

4. **YEARS OF SERVICE:**

    [ ] less than 3 years [ ] 3-5 years [ ] 6-8 years [ ] 9-11 years

    [ ] 12-14 years   [ ] 15 years or more

5. **JOB CLASS**   [ ] Permanent Worker   [ ] Contract Worker

6. **JOB POSITION:**   [ ] Supervisor/Manager/   [ ] Employee

7. **MARITAL STATUS [ ] Married [ ] Unmarried [ ] Widower [ ] Divorced

SECTION B

1. List any source of discontentment or feeling of unfairness you have experienced in
    your workplace for the past 2 years (for example verbal abuse, sexual harassment,
    mistreatment, favoritism etc.).

    _____

    _____

    _____

    _____

    For your personal experience at your workplace, which approach does your

    institution use to manage employees' complaints or grievances such as

    harassment, mistreatment, etc.? **Only tick [X] the ones that apply.**

    [   ] Dialogue with the conflicting party on the underlying problem and jointly

          search for a mutually acceptable solution.

    [   ] Allow some time to pass, hoping that things will cool down and the

          problem will be solved.

    [   ] Use the help of a third party for arbitration.

    [   ] Does nothing to resolve the conflict.

SECTION C

Think about your work place in general and indicate to what extent each of the

statements below is true of your organization using the following scale:

Strongly disagree = 1
Disagree = 2
Not sure = 3
Agree = 4
Strongly agree = 5

Communication					
1. Open communication is practiced in my workplace.	1	2	3	4	5
2. Relevant information is available at the right time and to the right people.	1	2	3	4	5
3. Employees are given opportunity to express their concerns and views.	1	2	3	4	5
4. Meetings are held regularly to share information across.	1	2	3	4	5
Workload					
1. Adequate resources/tools are provided to enable me do my job effectively.	1	2	3	4	5
2. I get the needed assistance and support to do my job well.	1	2	3	4	5
3. I have enough time to complete my work schedules.	1	2	3	4	5
4. I have a clear understanding of the expectations of what my department expects from me.	1	2	3	4	5
5. I experience conflicting job demands at work.	1	2	3	4	5
Working conditions					
1. I often feel mistreated in my workplace	1	2	3	4	5
2. I have little opportunity to grow and advance in this organization	1	2	3	4	5
3. The organization fails to recognize my extra effort	1	2	3	4	5
4. Performance assessment (e.g. annual performance appraisal) is subjective.	1	2	3	4	5
5. Discrimination on the basis of gender and/or ethnicity is common here	1	2	3	4	5
6. Organizational policies are applied objectively / consistently to all employees.	1	2	3	4	5
Organization culture					
1. In this organization, people help one another with personal problems.	1	2	3	4	5
2. There is mutual trust between management and employees.	1	2	3	4	5
3. In this organization, every department is concerned only about itself.	1	2	3	4	5
4. In this organization, the philosophy is that the management can make no mistake.	1	2	3	4	5

5. Grievances/conflicts are usually avoided or buried to maintain a friendly atmosphere.	1	2	3	4	5
6. Employees are allowed to challenge or appeal job decisions made by their managers.	1	2	3	4	5

Generally, I feel my supervisor . . .

	1	2	3	4	5
1. Makes Job decisions in a biased manner.	1	2	3	4	5
2. Provides due guidance and support to the employees.	1	2	3	4	5
3. Treats me with respect and dignity.	1	2	3	4	5
4. Deals promptly with employees' issues in a fair manner.	1	2	3	4	5
5. Listens to my personal problems at work.	1	2	3	4	5
6. Gives serious considerations to employees' concerns	1	2	3	4	5
7. Is committed to finding win-win solutions to problems.	1	2	3	4	5

Grievance Handling

	1	2	3	4	5
1. I am aware of the procedures for resolving employee grievances/complaints.	1	2	3	4	5
2. The grievance procedure is based on step ladder policy that involves formal (written) complaint which is presented to immediate supervisor, then the departmental head, committees, etc.	1	2	3	4	5
3. I am encouraged to follow the procedure for resolving employee grievances/complaints.	1	2	3	4	5
4. I am able to appeal the decisions regarding for example performance evaluations, promotions, that affect me.	1	2	3	4	5
5. The organization grievance mechanism has enabled employees and management to resolve grievances in orderly manner	1	2	3	4	5
6. The information provided in the procedures for handling grievances are complete and sufficient	1	2	3	4	5
7. The grievance handling procedures at this institution has improved perceptions of fairness and equity	1	2	3	4	5
8. The procedures for handling grievances at this institution has provided employees' avenue to present their problems.	1	2	3	4	5

Job Satisfaction					
1. I am satisfied with the way my job provides for steady employment	1	2	3	4	5
2. I enjoy working with my co-workers as a team.	1	2	3	4	5
3. I am satisfied with the working conditions at my work place	1	2	3	4	5
4. I am satisfied with the opportunity to advance/grow at my workplace.	1	2	3	4	5
5. I am happy with my work relationship with my immediate supervisor	1	2	3	4	5
6. I am satisfied with my current total compensation (e.g. pay, benefits, etc.)	1	2	3	4	5
7. I am satisfied with my current job assignments and responsibilities.	1	2	3	4	5

THANK YOU FOR YOUR PRECIOUS TIME & SUPPORT!!!

STATISTICAL RAW DATA

A1. Cronbach's Alpha Reliability Statistics of Study Variable				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
COMMUNICATION	19.5465	9.336	.229	.681
WORK	19.2575	8.713	.433	.626
CONDITIONS	19.5315	10.815	-.010	.723
CULTURE	19.4721	8.500	.311	.665
SUPERVISION	19.3793	7.706	.620	.567
HANDLING	19.2559	7.350	.656	.551
SATISFACTION	19.0244	8.348	.471	.613

Frequency Distribution for Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	140	60.6	60.6	60.6
	Female	91	39.4	39.4	100.0
	Total	231	100.0	100.0	

Frequency Distribution for age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	3	1.3	1.3	1.3
	25- 34	57	24.7	24.7	26.0
	35-44	96	41.6	41.6	67.5
	45-54	41	17.7	17.7	85.3
	55-64	28	12.1	12.1	97.4
	Above 64	6	2.6	2.6	100.0
	Total	231	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	61	26.4	26.4	26.4
	Bachelors	105	45.5	45.5	71.9
	Master	24	10.4	10.4	82.3
	Others	41	17.7	17.7	100.0
	Total	231	100.0	100.0	

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	26	11.3	11.3	11.3
	3-5 years	24	10.4	10.4	21.6
	6-8 years	34	14.7	14.7	36.4
	9-11 years	31	13.4	13.4	49.8
	12-14 years	24	10.4	10.4	60.2
	15 years above	92	39.8	39.8	100.0
	Total	231	100.0	100.0	

Job Class

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent Worker	189	81.8	81.8	81.8
	Contract Worker	42	18.2	18.2	100.0
	Total	231	100.0	100.0	

Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor	45	19.5	19.5	19.5
	Employee	186	80.5	80.5	100.0
	Total	231	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	191	82.7	82.7	82.7
	Unmarried	36	15.6	15.6	98.3
	Widower/Widower	2	.9	.9	99.1
	Divorce	2	.9	.9	100.0
	Total	231	100.0	100.0	

Descriptive Statistics of sources of Grievances					
	N	Minimum	Maximum	Mean	Std. Deviation
Communication	231	1.00	5.00	3.0314	.83688
Work	231	1.40	5.00	3.3203	.75381
Conditions	231	1.86	4.57	3.0464	.65956
Culture	231	1.00	12.29	3.1058	.97203
Supervision	231	1.00	5.00	3.1985	.82059
Valid N (list-wise)	231				

Discontentment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bullied	2	.9	.9	.9
	Cooked issues	3	1.3	1.3	2.2
	Discrimination	7	3.0	3.0	5.2
	Favoritism	51	22.1	22.1	27.3
	Feeling of unfairness	17	7.4	7.4	34.6
	Insults	9	3.9	3.9	38.5
	Intimidation	5	2.2	2.2	40.7
	Lack of Promotion	1	.4	.4	41.1
	Mistreatment	83	35.9	35.9	77.1
	Nepotism	4	1.7	1.7	78.8
	Poor communication from HR office	1	.4	.4	79.2
	Salary increment in-consistency	1	.4	.4	79.7
	Segregation	2	.9	.9	80.5
	Sexual harassment	10	4.3	4.3	84.8
	Tribalism	5	2.2	2.2	87.0
	Undermining work	2	.9	.9	87.9
	Verbal abuse	28	12.1	12.1	100.0
	Total	231	100.0	100.0	

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Procedure awareness	231	1.00	5.00	3.6797	1.21993
Step ladder policy	231	1.00	5.00	3.6450	1.18485
Following procedures	231	1.00	5.00	3.5844	1.24430
Appeal the decision	231	1.00	5.00	3.6364	1.36007
Grievance mechanism	231	1.00	5.00	3.7662	1.26039
Complete, sufficient in-formation	231	1.00	5.00	3.5887	1.34477
Improved perceptions	231	1.00	5.00	3.5628	1.32343
Employee avenue	231	1.00	5.00	3.4892	1.37954
Valid N (listwise)	231				

Descriptive Statistics – Grievance Handling Procedures					
	N	Minimum	Maximum	Mean	Std. Deviation
Procedure awareness	231	1.00	5.00	3.6797	1.21993
Step ladder policy	231	1.00	5.00	3.6450	1.18485
Following procedures	231	1.00	5.00	3.5844	1.24430
Appeal the decision	231	1.00	5.00	3.6364	1.36007
Grievance mechanism	231	1.00	5.00	3.7662	1.26039
Complete, sufficient information	231	1.00	5.00	3.5887	1.34477
Improved perceptions	231	1.00	5.00	3.5628	1.32343
Employee avenue	231	1.00	5.00	3.4892	1.37954
Valid N (listwise)	231				

Complaints Frequencies				
		Responses		Percent of Cases
		N	Percent	
Complaints[a]	Dialogue	117	41.9%	56.8%
	Pass time	86	30.8%	41.7%
	Arbitration	34	12.2%	16.5%
	Does nothing	42	15.1%	20.4%
Total		279	100.0%	135.4%
a. Dichotomy group tabulated at value 1.				

Correlations										
		Job Satisfaction	Procedure awareness	Step ladder policy	Following procedures	Appeal the decision	Grievance mechanism	Complete, sufficient information	Improved perceptions	Employee avenue
SATISFACTION	Pearson Correlation	1	.282**	.306**	.269**	.242**	.348**	.290**	.388**	.335**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Procedure awareness	Pearson Correlation	.282**	1	.520**	.439**	.357**	.324**	.365**	.406**	.295**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Step ladder policy	Pearson Correlation	.306**	.520**	1	.587**	.419**	.366**	.402**	.436**	.359**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Following procedure	Pearson Correlation	.269**	.439**	.587**	1	.362**	.401**	.425**	.370**	.322**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Appeal the decision	Pearson Correlation	.242**	.357**	.419**	.362**	1	.503**	.553**	.377**	.285**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Grievance mechanism	Pearson Correlation	.348**	.324**	.366**	.401**	.503**	1	.469**	.533**	.361**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Complete, sufficient information	Pearson Correlation	.290**	.365**	.402**	.425**	.553**	.469**	1	.619**	.540**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	231	231	231	231	231	231	231	231	231
Improved perception	Pearson Correlation	.388**	.406**	.436**	.370**	.377**	.533**	.619**	1	.637**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	231	231	231	231	231	231	231	231	231
Employee avenue	Pearson Correlation	.335**	.295**	.359**	.322**	.285**	.361**	.540**	.637**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	231	231	231	231	231	231	231	231	231
**. Correlation is significant at the 0.01 level (2-tailed).										

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457[a]	.209	.180	.73309

a. Predictors: (Constant), Employee avenue, Appeal the decision, Procedure awareness, Following procedures, Grievance mechanism, Step ladder policy, Complete, sufficient information , Improved perceptions

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.497	8	3.937	7.326	.000[b]
	Residual	119.306	222	.537		
	Total	150.803	230			

a. Dependent Variable: SATISFACTION

b. Predictors: (Constant), Employee avenue, Appeal the decision, Procedure awareness, Following procedures, Grievance mechanism, Step ladder policy, Complete, sufficient information , Improved perceptions

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.136	.204		10.492	.000
	Procedure awareness	.054	.049	.081	1.099	.273
	Step ladder policy	.055	.056	.080	.974	.331
	Following procedures	.022	.051	.034	.438	.662
	Appeal the decision	.006	.047	.010	.127	.899
	Grievance mechanism	.102	.050	.158	2.037	.043
	Complete, sufficient information	-.020	.053	-.034	-.384	.702
	Improved perceptions	.097	.057	.158	1.710	.089
	Employee avenue	.076	.047	.129	1.612	.108

a. Dependent Variable: JOB SATISFACTION

Correlations

		Job Satisfaction	Work Conditions	Organizational Culture	Supervision	Communication	Work Load
Job Satisfaction	Pearson Correlation	1	.078	.224**	.523**	.062	.212**
	Sig. (2-tailed)		.240	.001	.000	.346	.001
	N	231	231	231	231	231	231
Work Conditions	Pearson Correlation	.078	1	.222**	.024	-.297**	-.106
	Sig. (2-tailed)	.240		.001	.716	.000	.109
	N	231	231	231	231	231	231
Organizational Culture	Pearson Correlation	.224**	.222**	1	.267**	.039	.158*
	Sig. (2-tailed)	.001	.001		.000	.553	.016
	N	231	231	231	231	231	231
Supervision	Pearson Correlation	.523**	.024	.267**	1	.224**	.316**
	Sig. (2-tailed)	.000	.716	.000		.001	.000
	N	231	231	231	231	231	231
Communication	Pearson Correlation	.062	-.297**	.039	.224**	1	.477**
	Sig. (2-tailed)	.346	.000	.553	.001		.000
	N	231	231	231	231	231	231
Workload	Pearson Correlation	.212**	-.106	.158*	.316**	.477**	1
	Sig. (2-tailed)	.001	.109	.016	.000	.000	
	N	231	231	231	231	231	231

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539^a	.291	.275	.68955

a. Predictors: (Constant), WORKLOAD, WORK CONDITIONS, ORGANISATIONAL CULTURE, SUPERVISION, COMMUNICATION

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.820	5	8.764	18.432	.000^b
	Residual	106.983	225	.475		
	Total	150.803	230			

a. Dependent Variable: JOB SATISFACTION

b. Predictors: (Constant), WORKLOAD, WORK CONDITIONS, ORGANISATION CULTURE, SUPERVISION, COMMUNICATION

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.610	.358		4.493	.000
	Work Conditions	.042	.075	.034	.562	.575
	Organizational Culture	.061	.050	.074	1.225	.222
	Supervision	.487	.060	.494	8.065	.000
	Communication	-.080	.065	-.082	-1.231	.220
	Workload	.093	.071	.087	1.312	.191
a. Dependent Variable: JOB SATISFACTION						

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