

**EMPLOYEE GRIEVANCES IN OVERALL PERFORMANCE OF AN ORGANIZATION  
A STUDY OF ZENITH BANK NIGERIA PLC**

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## CERTIFICATION

CHUKWUKADIBIA CHIMMERI VICTORIA, an undergraduate student of the Department of Business Administration with Matriculation Number 20020201017, has completed the research work for the B.SC Programme in Business Administration, College of Humanities, Management and Social Sciences satisfactorily.

This report contains original material that has not been submitted in part or in full for any degree at this or any university.

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## **DEDICATION**

This project work is dedicated to Almighty God for his inestimable mercies, as well as to my family for establishing a solid foundation on which I stood to attain to this level and for their financial assistance.

## **ACKNOWLEDGEMENT**

My heartfelt thanks goes to God Almighty for his mercies and Grace in my life during battle for Knowledge acquisition. I am grateful to my parents, Mr and Mrs Chukwukadibia, for their support throughout my academic path, and I am grateful to my supervisor, Dr Alexander Attah, for his love, support, and encouragement. I am grateful to Dr. Ogundele Johnson, Dr. Olanipekun Ojo, Dr Samuel Majekodunmi, and all my lecturers for their advise, assistance, patience and support.

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## **ABSTRACT**

The purpose of this study is to examine the types, causes and effects of Grievances within an organization as well as the approaches used to resolve Grievances in Zenith Bank. The study used the survey research methodology. Primary data were collected from all staff of branches of the bank using questionnaire and interview approaches.

The secondary sources for the data were published papers. Data were analyzed with percentages and frequencies and displayed in tables as a frequency distribution. The major findings of the study include the following:

- Grievance do occur in the Zenith Bank Nigeria plc. Ranging from relationship, union, Group and work condition grievances.
- The causes range from work environment, economic reasons, lay-offs and retrenchments, and strained-relationships amongst the employees.
- The resolution approaches adopted include collective bargaining, treating all employees with respect, investigating grievances, etc.
- Grievances have negative effects on employees and the organization.
- Effective grievance management improves organizational performance.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

Nowadays, the need to maintain a harmonious workplace relationship to boost employee morale, improve organizational effectiveness, and improve organizational productivity has made employee grievance management a serious and essential organizational concern. Handling employee grievances has emerged as a top priority for many well-thinking managers and executives in our contemporary business arena,

as organizations that want to get the best out of each of their employees must have the ability to create a harmonious relationship between management and work, which is vital to organizational survival, success, effectiveness and performance improvement. The importance of effective employee grievance management has led organizations to start restructuring their working procedures to accommodate their employees' feelings, opinions and in order to gain trust, loyalty and sincere employee engagement, especially when dealing with employee concerns who have channels to express their opinions and grievances to the board. The nature and extent of the challenges seen today due to poor employee grievances is something every organization should seek to avoid at all cost. indeed, any organization that fails to establish an adequate employee grievance mechanism leaves itself vulnerable to systemic inefficiencies that could consume the entire organization. Employee grievance management is therefore of crucial importance for the continued harmony of work and the productivity of the organization. When a good grievance management procedure is in place, the organization is more likely to experience high employee morale, commitment, opportunities for reconciliation and the harmonious relationships between management and employees, which are essential to success, improving organizational performance.

Bean (1996) noted that issues of grievance results from employees been dissatisfied with treatment meted out on them. Grievances do also results from employee's disagreement with their company's policy (Ayadurai, 1996). in other words, when a company policy is not to an

employee and does not specifically state what and how things should be done, earned, or ways to express dissatisfaction by employees, grievance is likely to result. Hardeman (2004) observed that issue of grievance within the organization is identified as the protest of the employee against the application of the policies that are considered to be unjust or unfair. In his opinion, Salamon(2002) state that grievance is bound to occur when management fails to honor or live up to the terms of the agreement it entered with the employees and, or their representatives. However, since it may not be totally possible to stop grievances from occurring in organization, setting it as fast as it occurs at its root is very vital in order to stop the grievance from escalating to the point where it becomes a problem that may likely consume an organization. When a grievance occurs, productivity goes down as employee's morale and commitments are generally affected (Juneja,2018). Effective handling of employee grievance is a vital role of the personnel managers in an organization today. According to Danku, Apeteley, Aboagye, and Benyebaar (2015), When grievances are ignored or handled incorrectly, they have a significant effect on employee morale, management relations, motivations and productivity of the organization. As a result, they must be taken seriously. According to ACAS (2011), managers should use established procedure to attempt and minimize complaints and other issues that may develop at work. Therefore, management and direct supervisors have a crucial role to play in the efficient handling of employee grievances.

## **1.2 STATEMENT OF PROBLEM**

The problem addressed in this research is the effect of employee grievances on the performance of an organization. Employee grievances encompass the concerns, complaints, or dissatisfaction expressed by employees regarding their work environment, job conditions, or treatment by management. These grievances can arise from factors such as unfair treatment, discrimination, inadequate compensation, lack of career growth opportunities, or poor communication.

Research has shown that employee grievances can have detrimental effects on organizational performance. When employees are dissatisfied or feel unheard, it can lead to reduced morale, decreased motivation, and a decline in productivity.

Additionally, unresolved grievances can contribute to higher rates of absenteeism, turnover, and decreased employment engagement. Understanding the contextual factors and the magnitude of these effects is crucial for organizations to maintain a positive work environment and optimize their performance.

Gap in knowledge or practice: While there have been studies on employee grievances, there is still a need to explore the specific effect of grievances on organizational performance. Existing research has provided insights into the relationship between job satisfaction and performance, but there is a knowledge gap regarding the direct influence of employee grievances on various performance indicators. This research seeks to bridge that gap by investigating the specific effects of grievances on organizational performance.

Addressing employee grievances is crucial for organizations to foster a positive work environment, maintain high levels of employee satisfaction, and achieve optimal performance. By understanding the specific effects of employee grievances on organizational performance, this study will provide valuable insights and practical recommendations for organizations to improve their grievance management processes, enhance employee satisfaction, and ultimately achieve better performance outcomes.

### **1.3 OBJECTIVES OF THE STUDY**

The objectives of this study are

- i To analyze the relationship between employee grievances and organizational performance
- ii. To Assess the level of employee grievances within the organization
- iii. To identify the types and causes of employee grievances within the organization
- iv. To investigate how employee grievances affect various aspects of organizational performance

### **.1.4 RESEARCH QUESTIONS**

The following questions will be addressed in this study:

- i. What is the relationship between employee grievances and organizational performance?
- ii. What is the prevalence of employee grievances within the organization?
- iii. What are the types and underlying causes of employee grievances within the organization?
- iv. How does employee grievances influence various aspects of organization?

## 1.5 SIGNIFICANCE OF THE STUDY

In a number of ways, this study is quite significant, first, in all business organizations, management will be the first to benefit. The reason for this is that complaints are now common within corporate groups. Since organizational complaints cannot be completely avoided, the study will be able to determine ways to minimize them by exploring the origins of these grievances.

Additionally, the study will be able to determine why grievances recur by examining the causes of the grievances. Additionally, the study will be able to determine the limits of the tactics by looking at how complaints are handled. All of these will serve as a basis for suggestions that will be made for the benefit of management. second, the research will be useful to the government.

Grievances happen at an organizational level, as well as at a public sector level. secondly, the government will find the results of the study very useful in developing techniques that work well for dealing with grievances in the public sector. Third, both public and private sector employees will find the survey results invaluable.

This is because it will show how their interpersonal interactions contribute to grievances and how they might work to overcome them or what strategy they should use to avoid them.

Fourthly, the study will also be useful to union leaders. That's because the research will demonstrate how they can use their positions to promote long-term happiness within corporate groups.

Last but not least, the study will be useful for academic purposes. This is due to the fact that this project report will be used as a reference source by students carrying out relevant studies.

## **1.6 SCOPE AND LIMITATIONS OF THE STUDY**

This study examines the Effect of employee grievances and the performance of an organization.

Therefore, the study is limited to Zenith Bank, Nigeria, PLC. Here are the limitations of study; it will no doubt be difficult to involve all organizations in this survey. The purpose of the study is therefore limited to:

1. Availability of research material: The research material available to the researcher is insufficient, which limits the study
2. Financial constraint: The study could have been very large if multiple organizations had been involved. However, the cost was higher than the average researcher. Consequently, the investigation is limited to a single legal entity.
3. Time constraints: The amount of time allotted to the research does not promote boarder coverage as the researcher must combine academic activities and examinations with the research.

## **1.8 DEFINITION OF TERMS**

**Employee Grievances:** Employee Grievances refer to an employee's dissatisfaction with what is expected of the company and management.

**Organizational Effectiveness:** Organizational effectiveness is the concept of how effective an organization is at achieving the results that the organization is trying to produce.

**Organization:** is an entity, such as company, a body or an association that is made up of one or more people and has a specific purpose.

**Grievances:** Any dissatisfaction or sense of injustice voiced or not felt by an employee in a company.

**Productivity:** Is the ratio of output to input in terms of the the rate of output per man hour of labour.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter, the researcher reviews some relevant literature on the subject matter as relating to the variables of the study.

Any legitimate or imagined feeling of unjust treatment or dissatisfaction that an employee has regarding his or her position and its requirements, as well as regarding management policies and procedures, is referred to as a Grievance and should be expressed to management and the company (Juneja, 2018). According to Britton (1992), a grievance is any disagreement between an employer and employee that has to do with the stated or inferred provisions of an employment contract. Whether a complaint has a valid basis or justification relies on the legality of the complaint. A grievance is most likely a breach of an employee's rights at work, which are typically but not always outlined in the employment contract.

According to Locke (2009), there are three areas into which grievances can be divided: management policies, workplace environment, and individual characteristics.

The following are examples of management policy-related grievances: pay scales, leave regulations, overtime, lack of career planning, role conflicts, mutual agreement are not respected and there is a gap between employee accountability and skills levels. Working environments can give rise to a number of complaints, such as inadequate safety and bad physical settings, a lack of equipment and proper machinery, poor self-control and unrealistic goals. Poor relationships between team members, autocratic management style, strained



relationships with superior co-workers, and conflicts with associates and colleagues are all examples of inter-personal grievances.

As a worker may perceive that his or her rights have been violated, grievances can also be divided into visible and hidden grievances. In some situations, a grievance may even exist in the thoughts of specific employees.

Whether he or she feels resentment against his supervisor or the company as a whole. No matter how much he appreciates his job or how highly paid he is, the despair brought on by his complaints will lower his morale and, as a result, his productivity. Morale will suffer unless the person doing the task feels that he is being treated fairly.

However, there are options for him to express his grievance or feeling to the top management through grievance procedures set up by the management if he feels aggrieved as a result of neglect, unfair or unjust decisions or actions of the manager or direct supervisor. According to Juneja (2008), unresolved grievances diminish employee morale and productivity, and when left unchecked, they can lead to low productivity, lack of interest in the job, absenteeism.

According to Dalqvist and Matsson (2013), rewards are the primary variables that affect employee performance. Rewards increase employee satisfaction both internally and extrinsically, which increases productivity. According to Emeka et al. (2015), a variety of factors, including job stability, employee satisfaction, training and development, pay, appraisals, positive feedback, intrinsic and extrinsic rewards, and remuneration, affect performance. Employees who are motivated operate at their best in difficult conditions and quickly overcome difficult tasks (Jones & Solane 2007). Job satisfaction raises employee's satisfaction, while job dissatisfaction lowers employee's satisfaction and impairs performance.

## 2.1 Conceptual Review

### LOW MORALE

Morale is an illusive characteristic that includes attitudes, feelings, and emotions toward the organization and its members. Discipline, self assurance, and a willingness to work hard are typical traits of positive morale.

Tiwari (2015:8-24) refers to the term employee morale as emotions, attitudes, satisfaction and overall outlook of employee towards the work place.

Low morale can be attributed to many factors such as job insecurity, lack of fair compensation policy, uncertain business conditions, and excessive outsourcing practices. Low morale affects company income, productivity, financial competitiveness and organizational objectives (Sauermann&Cohen,2008). Low morale is an outcome of managerial behavior where managers address their employees from from a top-down command and refuse to communicate directly on work place issues (Sauermann&Cohen,2008). This kind of communication results in a gap between employees and managers, which in turn leads to employee distrust, disrespect, and reduction of morale and work place motivation (Chungsup et al.,2012). Low morale also causes employees to lose interest especially when managers don't appreciate their efforts and the tasks performed(Zeynep & Huckman,2008).

### Factors Affecting Employee Morale

- **The Organization:** In the business world, the organization itself is the key and most important factor impacting employee morale. The organization refers to the whole goodwill and public perception of the business among its rivals, it's one of the primary elements because the majority one's day is spent as an employee. His time spent in the organization's office and facilities. He should be proud of his job and the company he works for because he contributes to it in exchange for money known as

wages or salary. If for example, he performs his duties incorrectly or ineffectively, the company is also responsible for his errors.

- **The nature of Work**

The type of work a person does within an organization is another element that influences employee morale. If an individual performs his normal tasks repeatedly, he may grow weary or bored, which will likely lower his morale toward the company and his job. He is losing interest in the project day by day and the organization's state of operation. The problem gets worse when he feels about his vocation or has an inferiority complex, according to another viewpoint, and the employee never gets the feeling that he is merely a little component of the business organization.

Neil Armstrong was the first person to set foot on the moon, and he was proud proud to complete the task at hand. Despite being the last person to do so, he never felt demotivated since doing the task was more essential because he was proud to be a human being than being first or last.

- **The Level of Supervision:**

It is more than just one of the essential aspects that influence employee morale. The observation that "follow the leader is not just a word just the word that describes all of his actions is focused and surveillance by his followers". resulted in increased employee turnover in India. and he must be acting. When he is not concentrated in his interest towards the prospective employees and co-workers, positive things happen and then he becomes more involved with the co-workers and employees, and the scenario and interaction between the employees and the management ends. The actions of his superiors are more directly or indirectly related to the employee's morale.

- **Workers Perception of Reward System:**

Since every employee in the business is, obviously, working for a pay, one of the factors that impacts employee morale is the financial benefit like reward system of the organization. When a corporation can't afford to pay it's employees a living wage and has poor financial

management his drives has a direct impact on his strong morale toward the position and the business. When other reward systems, such as bonuses, salary increases, and incentives, are not available, they can still be used to recognize personnel

- **Employee's Educational Level:**

Educational level is one of the indirect factors that influences employee morale. Today, finding a job is one of the hardest things to do. Most skilled workers are hired for position that are not right for them, and after they start working for another business, they may not be interested in the position because of the educational background prevents them performing the job well. For instance, in India, the majority of engineering graduate students find employment in information technology firms across the country, even though they may not be interested in their jobs, This is also applicable to the auto industry.

- **Safety and Health Matters**

Occupational Health is defined by the international labour Organization (ILO) and World Health Organization(WHO) as "the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupation.

Bokini(2006) in his own view described Safety as "a control of recognized hazards to attain an acceptable level of risks". Safety means freedom from the occurrence or risk of injury or loss (Aswathappa,2004).

Everyone working in the manufacturing sector should be extremely concerned about health and safety, but sadly, this is not the case in this region of the world, particularly in Nigeria, Machines are used in manufacturing companies. In order to establish safety and health management programs and laws governing the industry and all works activities, relevant authorities, regulatory bodies, societies, scientists, professionals, and businessmen must pay attention to plant and equipment, the use of hand tools, and many other operations(Scribd inc.2012).

The most important component of sustainable social and economic development is a healthy workforce. They provide a significant contribution to the industries' prosperity. Industrializations reliance on labour resulted in widespread and careless employment of minors, vulnerable populations and other employees. Women took over as the norm. The majority of the workforce lacked both experience and skill for the job-related duties. Then, workers were placed in a separate risk group. Poor and unsafe working condition, the quick emergence of new industries, the development and use of new instruments for mass production, and other activities put workers in grave risk they were not prepared for (Reich and Okubo,1992).

### **Seven Common Workplace Hazards**

#### **● Safety Hazards**

The first of the six types of workplace dangers is a safety hazards. Employees who work closely with machines or on construction sites are affected by these risks. Unsafe working circumstances that can result in illness, injury, or even death are known as safety risks. The National safety council reports that falls at home and work resulted in the deaths of 34,673 people in North America in 2016. The most frequent kind of workplace risks are safety hazards. They consist of

Anything that might spill or trip someone, such cords crossing the floor or ice

ladders, scaffolds, roofs, or any elevated work space are all examples of things that can lead to falls when used used for activities like working at heights

Portions of moving machinery that are unguarded and that a worker could unintentionally contact.

Frayed cords, missing ground pins, and faulty wiring are examples of electrical risks.

Enclosed areas

## ● Biological Hazards

Any biological substance that could affect humans falls under the category of biological hazards, or hazards. Biological risks include being exposed to injury or disease while dealing with infected animals, people, or plant materials. work at schools, daycare centers, colleges and universities, hospitals, laboratories, emergency response, nursing homes, or different outdoor occupations are only a few examples of places of employment with these kinds of safety risks.

## ● Physical Hazards

Physical hazards could be the least visible of all the dangers at your job. Physical risks, despite their name, aren't usually things you can see or touch. Workers who labour in hazardous or harsh weather conditions face physical risks. Long period of time spent working outside can expose workers to physical risk that could have a long term negative impact on their health. Any environmental elements that can injure the body necessarily touching it are considered physical dangers.

Physical dangers consist of

Emfs, microwaves, radio waves, and other ionizing and non-ionizing materials are all examples of radiation

High levels of UV and sunlight exposure

Under pressure gases

Extreme of hot and cold temperatures

perpetually loud noise.

## ● Electrical Hazards

Electrical hazards include the possibility of electric shock, electrocution, or fires as a result of poor wiring, faulty machinery, or improper usage of electrical devices. Electrical risks might arise from working close to live lines, utilizing faulty cords, or insufficient grounding.

- **Chemical Hazards**

When a worker is exposed to any chemical preparation at the workplace in any form (solid, liquid or gas), there are chemical dangers present. Although some are safer than others, some workers who are more chemically sensitive may experience health issues, skin irritation, or respiratory difficulties even from conventional treatments.

The following potentially have chemical risks: liquid such as cleaners, paints, acids, and solvents, especially if they are packaged with hazardous materials.

- **Work Organizations Hazards**

Risks to safety or stressors that lead to stress (and its short-and long-term repercussions). These are risks connected to workplace problems including workload, a lack of respect or control, etc.

Examples include of : workload requirements, occupational violence, high cadence or intensity, flexibility, Govern of influence events, social interaction or support, sexual assault.

- **Environmental Hazards**

Environmental dangers are last but not least and are always changing due to the more unpredictable and harsh weather and climate. The bad news is that are mostly beyond our control, but the good news is that with the change of seasons and advancements in meteorology, weather difficulties and hazards are fairly foreseeable.

**Examples include:**

temperatures that are dangerously high or low

extreme precipitation, including snow and rain

Hazardous noise levels

Dangerous radiation levels

pollution(chemical and air)

infrastructure that is insecure

Biology-related risks

Threatening animals.

### **The Importance of Occupational Health and Safety**

- **Reduced workplace incidents**

Organizations can use the ISOM 45001 framework to identify potential safety issues before they result in an accident. If you take steps to reduce risks in your operations, you will encounter fewer unpleasant surprises. Risk is only component of ISO 45001. Employers can find ways to increase productivity and safety by being aware of potential risks.

- **Reduced absenteeism and staff turnover**

We can better safeguard workers and reduce absenteeism and staff turnover by controlling health and safety risks in the workplace.

- **Increased productivity**

When a worker is harmed and unable to work again, productivity declines. It takes time away from you to recruit and train a replacement. Additionally, if any equipment was damaged as a result of the incident, you might need to temporarily stop operations.

- **Reduce the cost of insurance premiums**

Simply by putting ISO 45001 into a practice, a company can lay the groundwork for getting lower insurance premiums by proving that it is taking great care to manage and protect its employees.



- **Create a proper health and safety culture**

Whereby employees are urged to actively participate in their own management system for occupational health and safety.

## **WORKING ENVIRONMENT**

Kohun(1992) defines working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently, and or potentially contending with the employee's activities and performance.

Brener (2004) was of the opinion that "the ability to share knowledge throughout the organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to enable organizations to utilize work environment as it were an asset.

Haynes (2008a) argued that organization productivity can be improved 5% to 10% by upgrading physical design of workplace, this increased organizational performance is actually as a result of enhanced employee performance.

### **Types of Work Environment**

#### **● Physical Environment**

This component includes the amenities provided at a workplace, the furnishings utilized while working, the size, layout, and placement of a workspace, as well as whether work is done indoors or outside.

## ● **Company Culture**

The culture of a corporation is a component of the workplace. For instance, although some businesses have a formal culture and requires employees to dress professionally and adhere to tight procedures, others allow employees to dress more informally and give them greater latitude in carrying out their jobs.

## ● **People**

The kind of workplace atmosphere is greatly influenced by managers and employees. Negative and self-centered people tend to create poisonous workplaces, whereas happy and upbeat people foster supportive and constructive work environments.

## ● **Career Development**

Your ability to advance professionally in your employment is a significant issue that affect your work environment. While some employers provide their employees with several chances for career advancement, others may expect you to be in charge of you own professional development.

## ● **Work Space**

Your workspace, which might take the form of an office cubicle, a private office, or working remotely from home, is also an element of your work environment.

### **Importance of Good Working Environment**

- **Boosts Productivity**

Working for a company that upholds a positive workplace culture may inspire and push you to complete more work. You might accomplish more during the course of your workday if you do this, and management might then give more responsibility. Due to your potential confidence in your ability to complete your tasks more quickly, you might also generate work of a higher caliber.

- **Improves Growth Mindset**

Employees who work in an atmosphere that promotes wellness may be more likely to adopt a growth mentality. People concentrate on skill development at this time in order to advance both their personal and professional careers. Companies with a positive work culture may encourage individuals to develop their talents in order to enhance their careers. They might also give staff members the resources they require for advancement, such as training seminars or mentorship opportunities.

- **Increases Collaboration**

Collaborations among employees is frequently possible in a favourable work environment. The personnel may be able to expand their network, establish friends, and develop business contracts as a result. Employees may be able to support one another through increased collaboration, which may aid in goal achievement.

- **Improves Employees Morale**

Employee attitude and mindset are referred to as employee morale. Employee morale is significantly impacted by a company's work environment. Employee morale may have increased in an environment when things are going well. Higher satisfaction and a driven attitude may result from this.

## **JOB SECURITY**

Job security is the conviction that one's position is not a risk of being eliminated. Your ability to continue working at your existing job for the foreseeable future is ensured. With a sense of safety from things like lay-offs, economic downturns, and other potential employment-impacting variables, job security is a good thing. This is the assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life, (Kiilu, 2008). Job security is also defined as the presumption or confidence of an employee that he will not lose his current job he is holding to, (Kihara, 2008).

Pearce (1998) sees temporary employment as a form of objective type of job insecurity which is characterized by an independently determined probability that workers will have the same job in foreseeable future. One way to think of job security is as a challenge faced by those who are working yet fear losing their jobs. Threat of unemployment is synonymous with job uncertainty. When employment rates are high in a society, it may be assumed that there is a job insecurity and an accompanying economic difficulty, both of which could have negative effects.

### **Advantages Of Job Security on Employee Performance**

- **Increased Motivation**

Employee motivation and commitment to their work are more likely to be present when they feel safe in their environment. Employees are better able to concentrate on their work and give their best efforts when they have a secure job since it lessens their tension and fear of losing their livelihood.

- **Enhanced Productivity**

Employees can focus on their work without being distracted by worries about their employment status when they have a stable work environment. Due to their financial security, they may have devoted more time and effort to developing their knowledge and productivity.

- **Long Term Planning**

Employees who feel secure in their jobs are more likely to set long-term objectives and strategies. They may concentrate on their professional and personal growth since they know their work is secure. Employees that adopt this perspective are more likely to invest in their jobs, take on difficult tasks, and help the company succeed in the long run.

- **Employee loyalty and Retention**

Employees are more likely to acquire a sense of loyalty towards their firm when they feel secure in their work. They are less prone to look for different employment options, which

results in reduced turnover rates. Organizations can retain seasoned workers, preserve institutional knowledge, and save money on hiring and training expenses when turnover is lower.

## **EMPLOYEE PRODUCTIVITY**

Battu (2008), as cited in Anyim, chidi & Badejo (2012), states that employee productivity is the result of a combined employee ability, motivation and workplace environment. Okereke & Daniel (2010) also suggest that employee productivity is a consequence of effectiveness and efficiency of the employees, while Chaudhary and Sharma (2012) posit that productivity is that which people can produce with the least amount of effort. According to Eliot (2009), employee productivity is basically related to performance in terms of individual goals.

According to Nigel et al (2009) employee's productivity must be expressed as measure of how well the individual workers output compare to some set standard.

Productivity among employees is crucial to an organization's performance. it is the quantity or quality of work produced by employees over a specific time period, and it has a direct bearing on the organization's general effectiveness and efficiency.

### **Importance Of Employee Productivity**

#### **I. Overall Organization Performance**

Employee productivity has a role in the development and success of a company. Employee engagement and motivation to perform at their highest level can lead to higher levels of productivity, which can boost production, enhance work quality, and improve an organization's performance as a whole.

## **ii. Cost Efficiency**

An organization can save money by having more productive employees. The need for extra resources, overtime, or employing more staff can be decreased when workers are able to finish jobs and projects quickly. This can aid in cost management and boost the company's earnings.

## **iii. Competitive Advantage**

Organizations must continually work to gain a competitive edge in the fiercely competitive business world of today. Organizations that have productive workers are more responsive, nimble, and market-change adaptive. They can satisfy client expectations more successfully, offer goods and services more quickly and remain competitive.

## **iv Customer Satisfaction**

Customer satisfaction is directly impacted by how productive staff work, When employees are productive, they can deliver high-quality products, offer timely service, and fulfil consumer expectations. Customers who are happy with a company are more inclined to come back and suggest it to others, which increases customer loyalty and spurs business growth.

## **V. Innovation and Creativity**

Employee productivity includes more than just finishing work; it also involves coming up with fresh concepts, ingenuity, and problem-solving. Productive workers have more time and mental energy to think critically, spot possibilities, and develop original solutions. This encourages an innovative culture inside the company and promotes ongoing development.

## **EMPLOYEE'S MORALE**

Employee's morale refers to a person's attitude, level of contentment, and general outlook while working for a company or organization. If your company has a bad culture, negative consequences like low productivity, low employee happiness, etc. will result.

Koys and Decotiis(1991): Employee morale refers to "an employee's affective response to his or her job. his or her cognitive evaluation of the job, and the employee's behavioural intentions regarding the job."

Wright and Bonnet (2007): Employee morale is defined as "the collective attitudes and feelings of employees toward their work, workplace and organization."

### **Advantages of Employees morale on Organization Performance**

- **Increased Productivity:** Employees that are happy at work are more motivated engaged, and attentive to their tasks. They frequently put forth more effort and work more productively. Employees who are motivated to succeed will go above and beyond the call of duty in a favorable work environment that fosters positive morale.
- **Improved job satisfaction:** Employee job satisfaction rises when morale is high. Employees are more likely to like their work and feel fulfilled by it when feel respected, supported, and appreciated by their employer. Higher levels of job satisfaction and a lower risks on turnover follow from this.
- **Enhanced Employee Retention:** High employee morale in an organization increases the likelihood that top talent will stay. Employees are less inclined to look for possibilities elsewhere if they are happy with their workplace and feel like they belong there. High retention rates help the company avoid wasting time and money on hiring and on boarding new staff.
- **Better Collaboration and Teamwork:** A cooperative and encouraging workplace culture is fostered by high morale. Employees are more likely to collaborate well and function as a cohesive team when they feel good about their work and get along with their co-workers. As a result, there is an improvement in teamwork, knowledge sharing, and communication.

## **WORK PERFORMANCE**

Edwin A.Locke(1976) : "Job performance is defined as the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment,"

Campbell, McCloy, Oppler, and Sager (1993): "job performance is the level of contribution of an individual to the organization, where contribution consists of a combination of task performance.

Richard Guzzo and Edward Salas (1995): "job performance refers to the behaviors that are under the control of the individual employee and that contribute to organizational goals and objectives.

### **Advantages of Work performance to Organizational Performance**

- **Increased Productivity:** Employees are more productive when they do a good at their employment. They produce desired results, fulfil deadlines, and complete work effectively. The overall performance of the organization is favorably impacted by this increase in productivity.
- **Enhanced quality of work:** Strong job performance frequently results into greater work quality. Employees who consistently perform well are more likely to pay attention to detail. adhere to rules and regulations, and produce work of the highest caliber. Higher customer satisfaction results from better job quality, which also benefits the organization's performance and reputation.
- **Career Advancement:** Performing your job well on a regular basis can open up more career prospects for you within the company. Employees that continuously perform well in their jobs are frequently recognized and rewarded by their employers, which can lead to promotions, pay raises, and increased responsibility.



- **Increased Credibility and reputation:** An employee's credibility and reputation inside the company are improved by high job performance. People who consistently provide high-quality work are trusted by their co-workers and superiors, which can promote greater collaborations, influence, and chances to take on more difficult and significant projects.

## **EMPLOYEE RETENTION**

The capacity of an organization to retain its employees is known as employee retention. It is also known as a procedure that encourages and motivates resources to remain in a company for a longer period of time in order to ensure the organization's survival. Making all the stakeholders, employees and employers happy is the ultimate goal of employee retention. It makes it easier for devoted personnel to stay with the business for a longer period of time, which will both benefit both parties.

Employee Retention refers to the ability of an organization to retain its employees and keep them engaged and committed to their work and the organization over a specific period of time (Mobley, 1982).

Employee retention is the ability of an organization to maintain its employees and minimize employee turnover. It involves strategies and practices that aim to create a positive work environment, enhance job satisfaction and foster employee loyalty (Allen & Griffeth, 1999).

### **Advantages of Employee Retention on Organizational Performance**

- **Knowledge and Expertise Retention:** Employees that work for an organization for a longer time get significant information and experience regarding its systems, operations, clients, and market. Retaining seasoned personnel guarantees the company keeps this vital institutional knowledge, which can result in more efficient decision and problem making. Additionally, it cuts down on the time and expense needed for hiring new personnel.

- **Cost Savings:** For businesses, a high employee turnover rate can be costly. Costs related to hiring, on boarding, training, and decreased productivity can mount up quickly. Employers can lower these expenses and divert resources to other areas of expansion and improvement by keeping their current workforce.
- **Improved Employee Engagement and Morale:** Employee engagement and motivation are more likely to occur when they feel valued and have a sense of work stability. Employee retention creates a productive workplace where people are more likely to put their time and effort into their work because they feel a connection to the organization's mission. Increased job satisfaction, decreased absenteeism, and increased levels of discretionary effort can all be results of improved staff morale
- **Enhanced Customer Satisfaction:** Long term employees build stronger ties with clients and have a deeper understanding of their demands. They can offer more effective and individualized customer service, increasing client loyalty and satisfaction. Retaining staff members who have cultivated these connections can help the company's client base and bottom line.

## 2.2 Theoretical Framework

### 2.2.1 JOB CHARACTERISTICS THEORY

The job characteristics theory developed by J. Richard Hackman and Greg R. Oldham, is a theory of job design that was first proposed in 1976. The theory emphasizes the relationship between specific job characteristics, employee satisfaction, and performance outcomes.

According to Hackman and Oldham, there are five core job characteristics that influence employees' physiological states, which in turn, impact their motivation, satisfaction, and performance:

1. Skill Variety: The degree to which a job requires employees to use different skills, abilities, or talents.
2. Task identity: The extent to which a job involves completing a whole and identifiable piece of work, contributing to a sense of ownership and accomplishment.
3. Task significance: The perceived impact and importance of the job in relation to others and the organization as a whole.
4. Autonomy: The level of freedom and discretion employees have in performing their tasks, making decisions, and scheduling their work.
5. Feedback: The extent to which employees receive clear and direct information about their performance

According to Hackman and Oldham, when these core job characteristics are present and are perceived positively by employees, they can lead to three psychological states:

- Experienced meaningfulness: Employees perceive their work as meaningful and valuable
- Experienced Responsibility: Employees feel accountable for the outcomes of their work.
- Knowledge of Results: Employee receive direct feedback on their performance, allowing them to evaluate their progress and make adjustments if needed.

When employees experience positive psychological states, they are more likely to exhibit higher levels of job satisfaction, intrinsic motivation and engagement. Consequently, this leads to improved job performance and overall organizational effectiveness.

Conversely, when employees experience grievances related to their job characteristics, such as low autonomy, inadequate feedback, or insufficient skill utilization, it can result in lower satisfaction and reduced performance. When job design fails to provide the necessary psychological states, Employees may become disengaged, less motivated, and less satisfied with their work, ultimately impacting organizational performance.

The job characteristics theory provides insights into how job design can influence employee satisfaction and performance. By considering and enhancing the core job characteristics, organizations can create more meaningful and engaging work environments, leading to improved employees' outcomes and overall organizational success.

#### **2.2.1.1 SOCIAL EXCHANGE THEORY**

The Social Exchange theory, developed by George C.Homans in 1958, is a prominent framework in social psychology that seeks to explain the dynamics of social interactions and relationships. According to this theory, individuals engage in social interactions and relationships based on a cost-benefit analysis. They weigh the rewards and cost associated with the relationship or interaction and make decisions accordingly.

Social Exchange theory is a widely recognized perspective that focuses on the mutual exchanges and expectations between individuals in social relationships, including the relationship between employees and organizations. In the context of employee grievances and organizational, Social Exchange Theory suggests that employees view their work engagement as a social exchange, where they invest their time, skills, and efforts in exchange for various outcomes and rewards from the organization.

According to this theory, employees have certain expectations of fair treatment and support from their organizations including the fair resolution of grievances. When employees feel that their grievances are not properly addressed, it can disrupt the social exchange relationship.

Social Exchange theory suggests that employees engage in a social exchange with their organizations, where they expect fair treatment and support in return for their efforts and contributions. When employees perceive that their grievances are not properly addressed, it disrupts the social exchange relationship, leading to decreased motivation, commitment, and performance. Trust, reciprocity, and the fulfilment of psychological contracts are important factors in understanding the effects of employee grievances on organizational performance from the perspective of Social Exchange Theory.

#### **2.2.1.1.1 FORMS/TYPES OF GRIEVANCES**

Types of Grievances in organizations include:

**i. Relationship Grievances:** According to Jehn (1995) this occurs when there are interpersonal mismatches between individuals in a group, such as personality clashes due to different temperaments, pressure, hostility and frustration. This type of grievance generates destructive emotions within a person. Examples include nervousness, doubts or bitterness (Jehn, 1995), anger, and fright of rejection from the group participants.

#### **ii. Group Grievances:**

A group grievance is a complaint made by a number of people, such as a department or a shift, who have all been negatively impacted by the same management decision at the same time and in the same manner. An example of a group grievance would be when the employer declines to pay a shift premium, to the employees who, when the contract so provides, perform the afternoon shift. It is obvious that they should grieve the issue together rather than individually.

### **iii. Union Grievances:**

A dispute that directly arises between the parties to the collective bargaining agreement may be the subject of a union grievance. For instance, if management failed to deduct union dues in accordance with the collective agreement, the union would file a grievance on its own behalf. In these situations, the union's grievance involves the violation of its own rights as well as those of persons who are members of the local union.

### **iv. Bullying Grievances:**

It's inevitable that co-workers won't get along at your place of business. But that doesn't imply you should tolerate harassment or bullying at work. A zero-tolerance policy is required. Make sure to share your anti-bullying and anti-harassment policies with everyone, and send out any updates or changes via email. These policies ought to outline the disciplinary action you will take if someone files a complaint alleging bullying or harassment.

### **v. Working conditions Grievances:**

Nobody wants to lose a good employee due to issues with their working environment. You have to stop this from happening.

Then consider:

cleanliness in the kitchen or on the office flooring.

Desk manners.

bathroom circumstances

risk to one's health and safety.

temperature levels at work

Regularly do workplace risk assessments to find any potential dangers, like a leak. A first aid officer, a first aid kit, and signs indicating fire escapes should all be available. Give your workplace fire extinguishers. Refuse bins should be placed near desks as well as near other obvious need like a kitchen or canteen. Toilet paper and hand soap/sanitizers are important bathroom essentials. You could consider if you should invest in air conditioning as part of your assessment.

## **VI. Pay and Benefit Grievances**

At least one of your employees has probably complained to you as their employer about the compensation they are receiving

your employee could say:

That they desire a greater wage

They believed they should be paid the same as someone who does a comparable job within the organization.

They might be attempting to claim expenditures, such those related to their commute.

The frequency of salary and benefits review with your employees should be outlined in a pay and benefits policy. You should also make sure that any materials distributed to your employees are in accordance with this policy.

### **2.2.1.3 CAUSES OF GRIEVANCES**

Factors that have been identified as causes of Grievances in organization. These include

- **ECONOMIC**

Employees have the right to request specific wage modifications. They might believe that their pay is lower than that of others. For instance, unpaid overtime, late bonuses, modifications to overtime compensation, perceived treatment disparities, equal pay claims, and challenges to performance-related pay awards.

- **WORK ENVIRONMENT**

It could be unfavorable or inadequate working circumstances. For, instance, inadequate lighting, heat, or physical workspace conditions, faulty tools and equipment, sub-par materials, unjust rules and lack of recognition.

- **UNACHIEVABLE AND IRRATIONAL TARGETS AND STANDARDS**

Sometimes the managers goals are so unrealistic that they are difficult to reach. workers eventually experience extreme strain and stress as a result of their efforts to meet their goals, which causes employee dissatisfaction.

### **LAYOFFS AND RETRENCHMENTS**

Every business tries to cut back on staff strength during economic turndowns in order to lower overall costs. The retrenched workers feel tricked in these situations, and the retained workers become fearful as a result.

### **LACK OF CAREER PLANNING AND EMPLOYEE DEVELOPMENT PLAN**

planning gives workers the chance to consider their future and general development. Employees must keep up with the changing environment and trends if they want to maintain career success. A person becomes unsatisfied and stagnate in life due to a lack of planning and lack of interest in their progress as a worker.



## **STRAINED RELATIONSHIPS AMONGST THE EMPLOYEES**

When an employee is working with their co-workers, superiors or subordinates, they may experience jealousy, anxiety, nervousness, etc. The absence of strong bonds between co-workers creates an atmosphere that is ripe for unhappiness, discontent and complaint.

### **2.2.1.4 BENEFITS OF GRIEVANCES**

The benefits of Grievance include the following:

#### **Provides Useful Data**

Grievances offer valuable information that management may utilize to detect issues and start fixing them.

#### **Improve Mutual Understanding**

A complaint and grievance system may offer a chance for understanding and legitimate issues to be resolved, or it may deteriorate already existing relationships.

its application frequently reflects the management and union representatives ideas.

#### **Affects Morale**

More harm can be done to morale and productivity by a gripe that is not addressed than by one that has been voiced politely.

In examining complaints and grievances, a line manager's and a personnel administrator's goals are to boost employee morale and boost operational effectiveness.

Encourages to create employee contracts and corporate rules that are very explicit and have very clear expectations.

Supports the development of a trust-based, open, and transparent corporate culture.

Aids in prevention and treatment of harassment, bias and discrimination in the workplace.

By providing them with a tool, you can prevent your employees from quitting their jobs or working less hard.

#### **2.2.1.5 TECHNIQUES OF EMPLOYEE GRIEVANCE MANAGEMENT**

Mante-Meija & Enid (1991) argue that the choice of an effective way of managing employee's grievance ensures justice in the management employee grievance and helps managers to base their decisions on ethical codes of conduct.

#### **COLLECTIVE BARGAINING**

According to Poole and Warner (2001), collective bargaining is the institutional processes by which union workers and their management or employers negotiate with the aim of determining the appropriate terms and conditions of workers employment. It is the process through which agreement between management and workers is reached with regards to wages, working hours and working conditions of employees at the organization (www.mywestford.com,2016).

Poole and Warner (2001) noted that collective bargaining helps to counter balance the undue advantage that employers have when employees collectively negotiate or make their demands. Collective bargaining helps to make the relation between employees and employers smooth, and help in preventing the employees from carrying out strikes actions, provision of security and stability to tenures of employees, offering of protection to all employees, keeps abusive employees powerless and promotes spirit of oneness among employees (Futureofworking.com 2016).

#### **INVESTIGATING A GRIEVANCE**

A discreet and prompt investigation should be carried out into an employee grievance. As soon as the grievance is submitted and deemed valid, the inquiry should begin. The investigation must be finished in a timely manner. During the investigation, the manager should make every effort to get to the source of the complaint.

The complainant, the responder, and any witnesses mentioned by either party should all be questioned by the investigating manager. The manager conducting the investigation should compile all pertinent paperwork, including emails, texts, and other communications. The investigating manager must also look at the organization's policies and practices to see if they were broken. The manager should move on to the next phase of resolving the dispute after gathering all of this information.

### **TREAT ALL EMPLOYEES WITH RESPECT**

Insults or remarks that downplay someone's worries are potent and destructive. In today's management and leadership positions, they are inappropriate. You break down communication and trust when you try to make someone else feel silly. Allow people to save face and bow out politely. It's also best to refrain from criticizing and demeaning others in public because doing so ruins relationships built on respect, trust, and communication.

### **THANK THE TEAM MEMBER**

Thank the person for being so eager to discuss issues in an open manner. This promotes future open communication even more.

### **MAKE SURE YOU UNDERSTAND**

When someone is anxious or feeling emotionally vulnerable, it might be especially harder for them to express themselves. Make sure you comprehend their perspective completely by asking lots of questions and paying close attention. To be sure you understand their viewpoint, restate it, summarize it, and pose further inquiries.

### **MAKE A DECISION**

If you make a choice, even if it is unpopular, don't budge until new information that warrants consideration is offered.

## 2.3 EMPIRICAL REVIEW

A research by Tjosvold and Morishima (1999) on how people behave and see the results of grievance settlement. The study technique was using an exploratory research design to gather data. Supported by the hypothesis of Deutsch (1949) developed a model for dispute resolution, This study made the assumption that participants could handle disagreement better than those with competitive goals because they felt their goals were positively connected (in that they could both succeed). The research discovered that managers handled employee complaints in both competitive and cooperative ways. The study found that a competitive approach to handling employee complaints included opposed and intransigent objectives that sought to advance a political program. Conversely, a collaborative approach to handling complaints led to flexible and unrestricted dialogue between managers and staff. The main drivers of cooperative aims were a common knowledge of the issue and how to solve it, as well as management and the union's endorsement of one another's objective. According to study results, participants in a cooperative approach of handling employee complaints confident in their ability to work together well and have frank and productive conversations about complaints. Additionally, cooperative behavior was linked to a favorable outcome, an effective resolution, and an original, superior solution. Conversely, a competitive style reduced hopes for a fruitful and unbiased relationship. It was discovered that competitive style was negatively correlated with emotions, effectiveness, and quality. The study advised managers to apply a cooperative style when resolving grievances because the strategy produced a favorable emotions, management and employee satisfaction, and improved procedures. The study and the study related, because it described the two methods of handling employee complaints and recommended the method that would best suit the entire grievance management procedure.

A study on one-to-one dispute settlement was completed by McGrane et al. (2005). Individual employees who worked in tiny offices in the British Isles were included in the study target demographic. There are 57 women and 31 men working in managerial positions and non managerial levels were chosen to participate in this study as respondents. The study technique was using an exploratory research design to gather data. McGrane and his colleagues

discovered three strategies of dispute management that managers and their employees frequently used in order to develop one-to-one dispute resolution. The strategies used were intervention, flight and combat. The study found that combat tactics were centered on determining a victor and a loser. An employee would frequently do this by using the formal grievance process of the company where they worked. Explored at great expense to all parties concerned. Another widely used strategy of conflict resolution was flight. This was accomplished by moving away or avoiding a problem. The third form of dispute resolution that is frequently employed is intervention. Employees who chose this method asked their line manager to handle the disagreement immediately and on their behalf. However using a third person party in the disputes resolution could make matters worse. Bemmels and Resyef (1991) assert that the delay in grievance resolution caused by third-party intervention will result in irritated workers. According to Rahul and Deepati (1999), a third was typically unfamiliar with the situation and lacked expertise about it, Raised by the offended worker. According to the study, disputes between a worker and his or her supervisor shouldn't be handled by a third party who doesn't have a thorough understanding of the main issue at hand. This study reveals the distinctions between the various types or tactics utilized in managing employee grievances, which makes it related to the current study.

Karabayya and Brett (1989) conducted research on how to handle conflicts between managers and staff. This study technique involved using a descriptive research strategy to gather data. The study found that four distinct roles were identified as manager's behaviours utilizing the varimax rotated seven-factor solution. In resolving conflicts. The inquisitorial role was given the first position. Managers who adopted an investigative stance kept both process and outcome control in their hands. Managers in this capacity enforced their own ideas, made the final choice, and put forth their own concepts. The study found that the mediation role was the second role. Managers were given the opportunity to inquire their employees about issues thanks to the mediation position. Proposals from staff members and made an effort to include their suggestions in those plans. Procedural marshal, the third role, was represented. The managers who took on this responsibility laid out the rules for how disputes should be handled and then closely adhered to them. The role of inspiration was the fourth. In this

capacity, managers constantly rely on threat and reward-based motivational control. Managers will forecast likely outcomes and use pressure to encourage a prompt resolution if the conflict could not be resolved at the meeting. Even if the investigation did not find. It is related to this study since it has openly explored an infinite number of techniques used to manage employee grievances in various situations, propose the appropriate approach of managing employees' grievances.

Results of an Opata (2004) study showed that respondents favored more interactive techniques when handling complaints. However, the study also discovered that when managers and supervisors thought of a situation that seemed to pose an direct threat to their authority, they reverted to a far more dictatorial method, informing their subordinate of their choice before convincing them that it was the right one. This study is related to current one since it emphasizes the methods employed by managers and supervisors to handle employee complaints and disciplinary actions, as well as the significance of those methods for the survival of the firm.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

The methodology of the study is stated and explained by the researcher in this chapter. Data sources, data presentation techniques, and data analysis are all included.

#### **3.1 RESEARCH DESIGN**

Research design is the framework of the research methodologies and procedures a researcher selects to carry out a study. The layouts enable researchers to focus on developing research techniques appropriate for the topic and set up their investigations for success. The study adopted a survey research design. In order to gather and analyze data, the survey research method selects a tiny percentage of the overall population using sampling techniques. Generalizations are drawn from the results. Since the study's participants provided the data directly, this method is thought to be appropriate. These details effectively answer the study questions.

#### **3.2 SOURCES OF DATA**

Only primary sources will be used as sources of data for this project. Since there is no evidence of previous works on the Grievances research in Zenith Bank, Secondary sources are not taken into consideration and it is possible that such information is not available.

##### **3.2.1 PRIMARY SOURCES**

Primary sources offer data that are unique and haven't been used in or come from any earlier studies. This suggests that primary data are gathered directly from study participants or people whom the study is relevant. The employees of Zenith Bank, plc alone were the only ones who completed questionnaires for this study, making them the main sources of data.

##### **3.2.2 DATA ANALYSIS**

To achieve the study's goals, the data from this study were exposed to basic statistical analysis. Tables with a frequency distribution of the data are displayed. Frequencies and percentages are the analytical methods used in the data analysis.

### **3.3 INSTRUMENT FOR DATA COLLECTION**

Questionnaires are the main tool used to collect data. Both organized and unstructured questions are included in the test. The structured questions are of the multiple-choice variety, providing the responders with a selection of permissible responses. Unstructured inquiries are of the open-ended variety, allowing responders to provide the necessary response.

### **3.4 METHODS OF DATA COLLECTION**

The administration of questionnaires was the method used to get the data. The researcher personally personally visited Zenith Bank plc Ogun state in Nigeria and gave the bank's employees questionnaires. They were given a week to finish the questionnaires because of the stress of their work. After a week, the researcher returned and gathered the questionnaires that were already ready to be filled out.

### **3.5 POPULATION OF STUDY**

The executives and employees consists of Zenith Bank Nigeria, plc in Ogun state make up the population. There are 150 employees in the branches

### **3.6 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUE**

The Yaro Yamani technique was used to determine the sample size based on the study's population, as shown below;

$$n = \frac{N}{1 + N(e)}$$

Where

N=Population

e = Level of significance (5% or 0.05)

I = A constant value

$$n = \frac{150}{1+150(0.05)}$$



$$n = \frac{150}{1+150(0.0025)}$$

$$n = n = \frac{150}{1+0.375}$$

$$n = \frac{150}{1.375}$$

$$n = 109$$

### **3.7 VALIDITY OF DATA ANALYSIS**

The researcher created the questionnaire for this investigation. The instrument's content must be approved by the supervisor and other researchers. The questionnaire was perfect to be given to respondents in the target organization (Zenith Bank Nigeria PLC) after going through several rounds of corrections by the supervisor, who included pertinent information.

### **3.8 RELIABILITY OF INSTRUMENT**

The validity of the study instrument was examined using the test re-test methodology. Ten respondents were chosen at random, and they each received a questionnaire. To demonstrate the dependability of the study instrument, the questionnaires were retrieved and tested.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSES

#### 4.1 Introduction

This chapter deals with the presentation, analysis and interpretation of data. For this study, a descriptive survey research design was used. Questionnaires were used to conduct the research for this project. 109 copies of the questionnaires were distributed to the concerned areas, but 106 were filled and returned. The data were used to obtain information about the effects of employee grievances in overall performance of an organization. The results herein are presented and analysed to give answers to the research questions of this study.

#### 4.2 Data Presentation

##### 4.2.1. Data Analysis of Respondents According to Biodata Information

**Table 1: Gender**

Gender	Frequency	Percentage
Male	32	30%
Female	74	70%
Total	106	100%

The table above shows that 30% of the respondents are male, and 70% are female.

**Table 2: Age**

<b>Age Group</b>	<b>Frequency</b>	<b>Percentage</b>
Below 25 years	17	16%
26-35 Years	55	52%
36-45 Years	25	24%
46 and Above	9	8%
Total	106	100%

The table above shows that 16% of the respondents are below the age of 25, 52% are between 26 - 35, 24% are between 35 - 45, and 8% are 46 and above.

**Table 3: Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	39	37%
Married	62	58%
Divorced	1	1%
Widowed	3	3%
Separated	1	1%
Total	106	100%

The table above shows that 37% of the respondents are single, 58% of the respondents are married, 1% are divorced, 3% are widowed, and 1% are separated.

**Table 4: Educational Qualification**

<b>Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
WASSCE/GCE/SSCE	8	8%
OND/NCE	4	4%
B.Sc/HND	51	48%
Higher Degree	43	41%
Total	106	100%

The table above shows that 8% of the respondents have WASSCE/GCE/SSCE, 4% have OND/NCE, 48% have B.SC/HND, and 41% have a higher degree.

**Table 5: Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5 Years	45	42%
5-10 Years	45	42%
11-15 Years	14	14%
16-20 Years	2	2%
21 Years and Above	0	0%
Total	106	100%

The table above shows that 42% of the respondents have less than 5 years of work experience with Zenith Bank, 42% have 5-10 years, 14% have 11-15 years, 2% have 16-20 years, and 0% have 21 years and above.

#### **4.2.2. Data Analysis of Respondents According to Questions**

**Table 6:** Does Grievance occur in this bank?

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	104	98%
No	2	2%
Total	106	100%

The table above shows that 98% of the respondents believe that grievances occur in the bank, while 2% do not.

**Table 7:** If yes, what Type of Grievance does the Bank experience?

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Relationship Grievances	40	38%
Group Grievances	10	9%
Union Grievances	11	10%
Bullying Grievances	18	17%
Working Conditions Grievances	27	26%
Total	106	100%

The table above shows that 38% of the respondents believe the bank experiences relationship grievances, 9% group grievances, 10% union grievances, 17% bullying grievances, and 26% working condition grievances.

**Table 8:** What are the underlying causes of these Grievances?

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Work Environment	34	32%
Lay-offs and Retrenchments	16	15%
Economic	20	19%
Strained Relationships Amongst the Employees	7	7%
All of the above	29	27%
Total	106	100%

The table above shows that 32% of the respondents believe that work environment is the underlying cause of the grievances, 15% lay-offs and retrenchments, 19% believe economics; 7% believe strained relationships amongst the employees, and 27% believe all of the above.



**Table 9:** Employee grievances have a negative effect on this bank's performance

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	69	65%
Agree	36	34%
Undecided	1	1%
Disagree	0	0%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 65% of the respondents strongly agree that employee grievances have a negative impact on bank performance, 34% agree, 1% are undecided, 0% disagree, and 0% strongly disagree.

**Table 10:** Resolving employee grievances positively affects organizational performance

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	52	49%
Agree	50	47%
Undecided	1	1%
Disagree	2	2%
Strongly Disagree	1	1%
Total	106	100%

The table above shows that 49% of the respondents strongly agree that resolving employee grievances positively affects organizational performance, 47% agree, 1% are undecided, 2% disagree, and 1% strongly disagree.

**Table 11:** Employee grievances lead to decreased employee morale and productivity

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	51	48%
Agree	43	41%
Undecided	6	6%
Disagree	5	5%
Strongly Disagree	1	1%
Total	106	100%

The table above shows that 48% of the respondents strongly agree that employee grievances lead to decreased employee morale and productivity, 41% agree, 6% are undecided, 5% disagree, and 1% strongly disagree.

**Table 12:** The has a well -defined handling procedure

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	69	65%
Agree	26	25%
Undecided	11	10%
Disagree	0	0%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 65% of the respondents strongly agree that the bank has a well- defined handling procedure, 25% agree, 11% are undecided, 0% disagree, and 0% strongly disagree.

**Table 13:** The Bank provides timely resolutions to grievances

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	50	47%
Agree	35	33%
Undecided	19	18%
Disagree	2	2%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 47% of the respondents strongly agree that the bank provides timely resolutions to grievances, 33% agree, 18% are undecided, 2% disagree, and 0% strongly disagree.

**Table 14:** The Bank ensures fairness and impartiality in the resolution of grievances

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	74	70%
Agree	21	20%
Undecided	10	9%
Disagree	1	1%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 70% of the respondents strongly agree that the bank ensures fairness and impartiality in the resolution of grievances, 20% agree, 9% are undecided, 1% disagree, and 0% strongly disagree.

**Table 15:** The Bank treats grievances seriously and takes appropriate actions

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	60	57%
Agree	32	30%
Undecided	11	10%
Disagree	2	2%
Strongly Disagree	1	1%
Total	106	100%

The table above shows that 57% of the respondents strongly agree that the bank treats grievances seriously and takes appropriate action; 30% agree, 10% are undecided, 2% disagree, and 1% strongly disagree

**Table 16:** The Bank sets clear goals and objectives for its employees

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	67	63%
Agree	29	27%
Undecided	8	8%
Disagree	2	2%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 63% of the respondents strongly agree that the bank sets clear goals and objectives for its employees, 27% agree, 8% are undecided, 2% disagree, and 0% strongly disagree

**Table 17:** The Bank encourages and recognizes high performance

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	64	61%
Agree	31	29%
Undecided	11	10%
Disagree	0	0%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 61% of the respondents strongly agree that the bank encourages and recognizes high performance, 29% agree, 10% are undecided, 0% disagree, and 0% strongly disagree.



**Table 18:** The Bank regularly evaluates and improves its performance management system

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	64	61%
Agree	24	23%
Undecided	14	13%
Disagree	4	3%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 61% of the respondents strongly agree that the bank regularly evaluates and improves its performance management system, 23% agree, 13% are undecided, 3% disagree, and 0% strongly disagree

**Table 19:** The Bank values and recognizes employee contributions to its overall performance

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	65	61%
Agree	38	36%
Undecided	3	3%
Disagree	0	0%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 61% of the respondents strongly agree that the bank values and recognizes employee contributions to its overall performance, 36% agree, 3% are undecided, 0% disagree, while 0% strongly disagree

**Table 20:** The Bank provides adequate resources and support to help employees achieve their goals

<b>Option</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	78	74%
Agree	26	25%
Undecided	2	2%
Disagree	0	0%
Strongly Disagree	0	0%
Total	106	100%

The table above shows that 74% of the respondents strongly agree that the bank provides adequate resources and support to help employees achieve their goals, 25% agree, 2% are undecided, 0% disagree, and 0% strongly disagree

### **4.3 Discussion of Findings**

**Findings 1:** To analyze the relationship between employee grievances and organizational performance.

It was discovered from the analysis of the respondents' responses from the questionnaires that a higher percentage of the respondents indicated that grievances reduce employee commitment to the organization's tasks.

Grievances take the form of collective disputes when they are not resolved. Also, they will lower the morale and efficiency of the employees. Unattended grievances result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, etc.

It was discovered that grievances exist amongst employees of Zenith Bank, ranging from relationship, union, group, and work condition grievances. These grievances have been discovered to have a negative effect on the bank's performance as they have decreased employee morale and productivity.

For enterprises to thrive and be productive, people are a crucial component. Any management team would benefit from management's capacity to ensure that employee grievances are handled impartially, justly, and fairly as good handling of employee grievance ensures a cordial connection between management and employees. Employees become more dedicated and this leads to them making more efforts, which helps to increase performance, when management and employee relations are amicable. Any type of complaint has an impact on employee performance, and as

grievance management deals directly with employees and everything that affects them, it can have an impact on both employee productivity and the productivity of businesses.

High levels of unresolved grievances have been associated with increased turnover rates. Employees who feel their concerns are not being addressed are more likely to seek employment elsewhere, leading to increased recruitment and training costs for the organization. Employee grievances especially when left unattended, can tarnish an organization's reputation both internally and externally. Negative word-of-mouth from dissatisfied employees can impact the organization's ability to attract top talent and retain clients or customers. Grievances left unaddressed can foster a negative work culture characterized by distrust, resentment, and animosity among employees. This can further perpetuate a cycle of grievances and negatively impact collaboration and cooperation.

Employee grievances can lead to reduced morale, job dissatisfaction, and decreased commitment, ultimately affecting individuals and team productivity. Negative emotions stemming from unresolved grievances can hinder creativity, innovation and overall task performance.

#### Factors influencing the Relationship

- **Grievance Handling:** The effectiveness and fairness of the grievance handling process play a crucial role. Organizations that prioritize timely and equitable resolution can mitigate the negative impact of grievances.
- **Communication:** Open communication channels between employees and management enables grievances to be aired and addressed promptly. Transparent communication helps prevent issues from escalating into larger problems.

- **Leader styles:** Leadership styles that promote employees involvement, empowerment, and respect can reduce the likelihood of grievances arising in the first place. Supportive leaders can also foster an environment where grievances are addressed constructively.
- **Organizational policies:** Well-defined policies regarding grievances and their resolution set clear expectations for employees and provide a framework for fair treatment.

Conclusively, employee grievances have a significant impact on the performance of any organization. It distracts and reduces productivity, as well as the zeal to work. Every organization needs to find a way to control employee grievances to achieve improved organizational performance.

**Findings 2:** To Assess the level of employee grievances within the organization

It was ascertained from the analysis of the respondents' responses from the questionnaires that 98% of the respondents agree that grievances occur in the bank. The management must act right away because this is a sizable and significant percentage of the respondents.

There are a lot of grievances going on within the bank. Almost everyone is grieving about something. This will ultimately affect their attitude toward work and their team, which will in turn affect the overall performance of the bank.

In a company, grievances are unavoidable and also significant. They are an integral aspect of the administrative framework of every organization. Employees may be upset with one another, their superiors, or even customers. A grievance redressal procedure is crucial for measuring the quantity

and frequency of grievances, which reflect an organization's effectiveness. The lower that number, the better it will run. When a complaint is successfully and quickly resolved, customers are confident in the business, and employees feel heard. Grievances can be categorized into different types such as interpersonal conflicts, workload-related issues, compensation and benefits, job dissatisfaction, harassment, discrimination, policy violations and more. Categorizing grievances helps identify patterns and prioritize areas that need attention.

Understanding the underlying causes of grievances is vital to address them effectively. Sometimes, grievances might be symptoms of deeper organizational issues, such as poor management, unclear policies, lack of communication or inadequate training.

Developing action plans to address specific grievances is a critical step. These plans should outline concrete steps, responsible parties, timelines, and expected outcomes. Clear communication of these plans to employees is vital.

Regularly reviewing and updating organizational policies and procedures can help prevent future grievances. This includes ensuring that policies are fair, clear, and easily accessible to all employees. Providing training to employees and managers on conflict resolution, communication skills, and diversity and inclusion can help reduce the occurrence of grievances related to misunderstanding, bias and discrimination. Establishing a feedback loop allows employees to provide ongoing input about the effectiveness of grievance resolution efforts. This helps the organization refine its strategies overtime.

#### Benefits of Assessing Employee Grievances

- **Employee Engagement:** Addressing grievances shows that the organization values its employees, leading to higher levels of engagement and job satisfaction.

- **Organizational Reputation:** Handling grievances well can enhance the organization's reputation as well as an employer of choice
- **Legal Compliance:** Addressing grievances promptly and appropriately can help organizations stay compliant with labor laws and regulations
- **Innovation:** Employees who feel their concerns are heard are more likely to contribute innovative ideas and solutions.
- **Retention:** A proactive approach to grievances can prevent employees from leaving the organization due to unresolved issues.

**Findings 3:** To identify the types and causes of employee grievances within the organization

It was further ascertained from the analysis of the respondents' responses from the questionnaires that the types of grievances going on within Zenith Bank range from relationship, group, union, bullying, and working condition grievances.

Also, it was found out that 38% of the respondents indicated that the bank is experiencing relationship grievances, 9% of the respondents indicated that the bank is experiencing group grievances, 10% of the respondents indicated that the bank is experiencing union grievances, 17% of the respondents indicated that the bank is experiencing bullying grievances, and 25% of the respondents indicated that the bank is experiencing working condition grievances.

Any true or imagined sense of injustice or dissatisfaction that an employee feels toward his or her employment, the nature of the job, or the management's rules and processes is considered a grievance. Any unhappiness or dissatisfaction with something about the company that an employee feels is unfair, unjust, or inequitable constitutes a grievance, regardless of whether it has been aired or not and regardless of whether it is justified.



It was discovered that the major causes of employee grievances at Zenith Bank are, in that order, the work environment, economic reasons, lay-offs and retrenchments, and strained relationships amongst the employees.

Additionally, more often than not, supervisors, managers, and other top management professionals can also cause grievances for employees. Biased performance ratings, berating, subtle insulting, and harassment of any sort, all constitute supervision related grievances. Sometimes, when there are policy changes or actual shifts of workplaces, employees may find themselves unaligned with the changes and that can be a cause of grievance too.

Employees often raise concerns related to wages, bonuses, raises and benefits. Grievances in this category could involve perceived inequities in pay, unequal distribution of bonuses, or discrepancies in benefit provision. Grievances stemming from harassment, bullying and discrimination are of significant concern. These could involve instances of verbal, physical or emotional abuse, as well as discriminatory practices based on factors such as gender, race, age or sexual orientation. Poor communication within an organization can lead to misunderstandings, misinformation, and grievances. Employees may feel excluded from decision Making processes, leading to frustration and dissatisfaction. Balancing work responsibilities with personal life is essential for employee well-being. Grievances in this category may pertain to inflexible working hours, unrealistic expectations, and limited support for managing personal commitments.

#### Causes of These Grievances

- Lack of Transparent communication: When organizations fail to communicate policies, decisions, and changes effectively employees can feel left in the dark. This lack of transparency can lead to misunderstandings and mistrust.

- **Unfair Treatment:** Instances of favoritism, nepotism and bias in promotions, rewards, and recognition can breed resentment among employees, leading to grievances.
- **Inadequate conflict Resolution Mechanisms:** The absence of effective mechanisms for addressing conflicts can exacerbate grievances. Employees need channels to express their concerns and receive timely resolutions.
- **Mismatched Expectations:** When employees expectations about their job roles, responsibilities, and career paths do not align with reality, they can develop grievances due to disappointment or a sense of betrayal.
- **Lack of Training and Development:** Organizations that do not invest in employees' professional growth can lead to dissatisfaction, especially among those who seek continuous learning and skill enhancement.

**Findings 4: How does employee grievances influence various aspects of organization.**

It was discovered from the analysis of the respondents' responses from the questionnaires that the employee grievances influence various aspects of Zenith Bank. The grievances of the employees affect the organization's performance. When grievances go unresolved, they manifest as group disputes. Additionally, they will undermine the workers' productivity and morale. Unresolved complaints lead to frustration, discontentment, poor performance, a loss of interest in the job, absenteeism, etc. Employee performance is heavily influenced by employee happiness since contented workers are more likely to be involved, effective, and dedicated to their jobs.

A well-designed and successful employee grievance management process encourages positive performance, whereas a poorly designed employee grievance management process is destructive

because it heats up the workplace and causes disarray and chaos throughout the entire organization, which in turn lowers productivity and performance. Effective conflict management techniques can reveal flaws in corporate decision-making, forcing the establishment to make changes and look for answers. Therefore, management has a responsibility to resolve conflicts effectively in order to improve organizational performance because doing so will lead to improved collaboration, communication, and time management, which will all boost business productivity. Unaddressed grievances can lead to low morale and decreased engagement among employees. When employees feel that their concerns are not being heard or resolved, they might become disheartened and disengaged from their work. This can result in reduced productivity, creativity, and collaboration, as employees may lack the motivation to contribute their best to the organization.

Employee grievances can disrupt the workflow and hinder productivity. Conflicts arising from grievances might lead to decreased efficiency, as time and effort that could have been spent on productive tasks are instead directed towards resolving issues. Additionally grievances can cause distraction and emotional distress, further affecting employees' ability to focus on their tasks.

A high number of unresolved grievances can lead to employee dissatisfaction and turnover. Employees who feel that their concerns are not being addressed are more likely to seek opportunities elsewhere, leading to a higher turnover rate. This turnover incurs costs related to recruitment, training and lost institutional knowledge, which can impact the organization's financial health. How an organization handles employee grievances can impact its reputation in the industry and among potential employees. An organization that is known for not addressing employee concerns may be viewed as an unfavorable place to work. Word of mouth, online reviews, and social media can spread the word about the organization's handling of grievances, affecting its ability to attract top talents. s

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This is the concluding chapter, which summarizes the research findings, the conclusions reached as a result of those findings, and finally, the suggested course of action.

#### **5.2 Summary**

According to the findings of this study, morale is an elusive characteristic that includes attitudes, feelings, and emotions toward the organization and its members. Low morale can be attributed to many factors such as job insecurity, lack of fair compensation policy, uncertain business conditions, and excessive outsourcing practices. Low morale affects company income, productivity, financial competitiveness and organizational objectives.

There are several factors affecting employee's morale, amongst others are the organization itself; the business world, the organization itself is the key and most important factor impacting employee morale. The organization refers to the whole goodwill and public perception of the business among its rivals, it's one of the primary elements because the majority one's day is spent as an employee. His time spent in the organization's office and facilities. He should be proud of his job and the company he works for because he contributes to it in exchange for money known as wages or

salary. Another factor is the nature of the work. Also, is the level of supervision, workers' perception of reward system, etc.

Employee productivity is the result of a combined employee ability, motivation and workplace environment. Productivity among employees is crucial to an organization's performance. It is the quantity or quality of work produced by employees over a specific time period, and it has a direct bearing on the organization's general effectiveness and efficiency.

Employee productivity has a role in the development and success of a company. An organization can save money by having more productive employees. Organizations that have productive workers are more responsive, nimble, and market-change adaptive. Employee productivity includes more than just finishing work; it also involves coming up with fresh concepts, ingenuity, and problem-solving. Productive workers have more time and mental energy to think critically, spot possibilities, and develop original solutions.

This study found a substantial relationship between employee grievances and overall performance. It was also discovered that there are grievances among the employees of Zenith bank ranging from relationship, group, union, bullying, and working condition grievances.

### **5.3 Conclusions**

It is concluded that employee grievance lowers the morale of employees which affects organizations' performance. This is evident in Zenith Bank according to the findings of this study.

Employee grievance is the discontentment caused by the gap between what employees expect and what they fail to get. It may or may not be justified but needs to be tackled very carefully.

Grievances are inevitable in an organization, and important too. They are a part and parcel of any organization's administrative machinery. Employees can have grievances with each other, with their managers or even clients. A grievance redressal mechanism is important for tracking the number and frequency of grievances which signify the efficiency of an organization. The better it is run, the lesser will be that number. Redressing a grievance effectively and swiftly ensures a high level of trust towards the company and employees feel heard.

Although there are grievances, zenith bank has a well-defined procedure of handling these grievances to not escalate and the resolutions are very timely according to findings. The bank also ensures fairness and impartiality in the resolution of grievances.

Zenith bank encourages and recognizes high performance so it regularly evaluates and improves its performance management system. To achieve this, the bank values and recognizes employee contributions to its overall performance. As a form of motivation, the bank provides adequate resources and support to help employees achieve their goals.

The results of this study, which involved 106 respondents, seem to indicate that the grievances have effect of organization's performance. Grievances occur almost on a daily basis in different forms and needs to be quickly addressed before they escalate or affects the organization's performance.

## **5.4 Recommendations**

Based on the findings, the following recommendations are suggested;

- Organizations should set up the grievance redressal system to help your employees lodge complaints and grievances so that they can be resolved.
- The place of receiving the complaints must be within reach to all. That is, it should be located centrally. If a grievance box is used, it should be in the area of common accessibility.
- As it might involve personal matters, it is essential for organizations to focus on confidentiality while dealing with employees' grievances
- The complaints put forwards must be followed up timely
- A competent and intelligent HR department must be employed to redress employee grievances.
- Lastly, organizations must retrospect and gather insights about different issues and plan to prevent the same problems in the future.

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## **APPENDIX 1**

Department of Business Administration

College of Humanities, Management

Social Sciences,

Mountain Top University,

Prayer City, Ogun State,

Nigeria.

July 2023.

Dear Respondent,

As a Mountain Top University Student in my final year of study in the Department of Business Administration, I am researching on Employee Grievances in Corporate Organizations with a focus on Zenith Bank PLC.

Please complete this questionnaire on my behalf. This information has an academic goal. Therefore, we won't utilise the Data you give us in any other way,

I appreciate your cooperation.

Yours faithfully,

Chukwukadibia. C. Victoria

## APPENDIX 1

### QUESTIONNAIRE

#### SECTION A

#### DEMOGRAPHIC DATA

**Instruction; Please, tick ( ) in the box that depicts your response.**

1. Sex: (a) Males ( ) (b) Female ( )
2. Age: .....
3. Marital Status (a) Single ( ) (b) Married ( ) (c) Divorced ( ) (d) Widowed ( )  
(e) Separated ( )
4. Highest Educational Qualification: (a) WASSCE/GCE/SSCE ( ) (b) OND/NCE ( ) (c) HND/BSC ( ) (d) Higher Degree ( )
5. For how long have you worked for Zenith Bank, PLC?  
(a) Less than 5 years ( ) (b) 5-10 years ( ) (c) 10 -15 years ( ) (d) 15-20 years ( ) (e) 20- Above ( )

6. Do Grievance occur in this bank? (a) Yes ( ) (b) ( )
7. If "Yes," What Type of Grievance do the Bank experience?
- (a) Relationship Grievances ( )
  - (b) Group Grievances ( )
  - (c) Union Grievances ( )
  - (d) Bullying Grievances ( )
  - (e) Working Conditions Grievances ( )
8. What are the underlying causes of these Grievances
- (a) Work Environment ( )
  - (b) Lay-offs and Retrenchments ( )
  - (c) Economic ( )
  - (d) Strained Relationships Amongst the Employees ( )
  - (e) S/nAll of the above ( )
- Others (specify) .....

**SECTION B**

**Please indicate your level of agreement with the following statements**

**Use the following scale in answering A=1 for Agree, SA=2 A for Strongly Agree, U=3 for Undecided, D= 4 for Disagree, SD= 5 for Strongly Disagree.**

	A	SA	U	D	SD
	1	2	3	4	5
1.Employee Grievance have a negative effect on this Bank performance					
2. Resolving employee grievances positively affects organizational performance					
3.Employee grievances lead to decreased employee morale and productivity					
4. The Bank has a well- defined handling procedure					
5.The Bank provides timely resolutions to grievances					
6. The Bank ensures fairness and impartiality in the resolution of grievances					
7. The Bank treats grievances seriously and takes appropriate actions					

8. The Bank sets clear goals and objectives for its employees					
9. The Bank encourages and recognizes high performance					
10. The Bank regularly evaluates and improve its performance management system					
11. The Bank values and recognizes employee contributions to its overall performance					
12. The Bank provides adequate resources and support to help employees achieve their goals					







