Employee Grievances Impacts and Institution Performances: Case Study of Juba City Council, South Sudan

Atem Biar Lazaro
Lecturer, Department of Business Administration,
Upper Nile University, South Sudan

Abstract:
The overall objective of the study is to assess the Impact of employee grievances Impact and Institution performance in Juba City Council, Juba, Central Equatoria State. Data was collected from 50 respondents using Questionnaires. Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) and qualitative data was summarized and analyze manually using content analysis. The findings from the study showed that employee grievances exist in different forms with 84% of the respondents indicating that low and imbalance salary create grievances among employee, 88% of respondents indicated that lack of attractive work incentives create employee grievances and 74% indicated that ineffective communication between management and employees causes grievances among employee while 10% declined. 86% of respondents indicated that lack of supervision and management skills among supervisors and managers result to grievances among employee. Furthermore, 64.6% of respondents indicated that unfair treatment of employees by the management. In addition to that 86% of respondents indicated that management failure to pay attention to employee personal problems risk employee's grievances. 70% of respondents indicated that ineffective of delegation of authority to employees by the management causes employee grievances. The findings of the study showed that 92% of respondents indicated that grievances reduce the employee commitment in performance organization's task, 76% of respondents indicated that grievances lead to high turnover of employee in an organization, 88% of respondents indicated that grievances lead to poor quality of produce in an organization. 86% of respondents indicated that recruitment of professional HRM can helps in effective handling of grievances among employees, 86% of respondents indicated that review available remuneration schemes contribute in handling grievances, 78% of participants indicated that reduce bureaucratic procedures in managing employee grievances helps in quick resolution of employee grievances.

In conclusion, effective management of employee grievance help management understands the feelings and attitude of the workers concerning the organizations polices practices and rules. In addition, employee grievance management practice helps managers to identify questionable practices and areas of discontents in the organization and provides measures of correcting the questionable or faulty practices or policies. Since most grievances in workplaces are related to performance appraisal, rewards and incentives, salary, and general working conditions, the study recommended that management should ensure that it improves working conditions of her employees.

Keywords: Employee grievances, impacts, institution performances

1.Introduction

These chapters focus on the background, problem statement, objectives, research questions, scope of the study, significance of the study, and conceptual framework.

1.1. Background to the Study

Employee grievance: is as old as industrial societies, but in most recent time the question of management of employee grievance in Africa and specifically South Sudan deserves attention. This is because a prompt response that leads to quick resolution of a grievance will boost employee morale and productivity and can forestall costly legal action. The term grievance described the breakdown of mutual confidence between employer and employee (Nurse, 2006). At the start of working at a new place, there is a mutual expectation that form the basis of the forthcoming working relationships. Apart from what is written in the contract of employment, both parties will have expectations to what is to come. That working relationship is sometimes going to go wrong. If the employee is dissatisfied, then there is potentially a grievance. An aggrieved employee; who feels a grievance against a manager or the company as a whole is an unhappy employee and unhappy employee cannot do effective work. The employee becomes depressed, has low morale and as a result efficiency drops. Satisfaction at work in terms of all circumstances that surround the job is key to high morals. It does not matter how well paid and interesting a job may be, until the individual performing the job realizes satisfaction, the moral will be

adversely affected (Daud, 2010). The continuation of grievances in organization is inevitable because for an organization to have grievances free relationship means that they will have no relationship at all (Ohiri,2002). Improper handling of grievances leads to disruption of work in the form of demonstration, violence, strike and resignation which ultimately amount to labor turnover with its effect on the organizations.

Jones (2004) asserts that employee grievance in organizational or industrial relation context is a state of dissatisfaction or discontent on the part of either labor or management. The author also said that grievance is negative feeling which commonly finds expression in various forms ranging from complaint to strike action or destructive reactions. An organization will usually establish a grievance practice to give an opportunity to the employee to file his or her frustration. For an organization to have meaningful productivity and improved labor management relationship requires the design and adjustments of equitable grievance handling system. The establishment of grievance procedure is in line with the principle of 'due process' which guarantees the application of procedural justice and ethical decision making in an organization (Meija & Enid, 1991)

There are three essential things to manage in life and they include human resources, non- human resources and time (Ohiri, 2002). Organization effectiveness is defined as the efficiency with which an organization is able to meet its objectives (Jones& Heinz, 2004). This means an organization that produces a desired effect or an organization that is productive without waste. The most valuable resource of an organization is its employee. This is because, machines cannot operate themselves without human assistance. For workers to perform efficiently, they must have the motivation to perform, this means they must be satisfied. An unsatisfied worker usually has a grievance.

The employee relations; impact and institution performance has been identified by various scholars and authors to be very crucial to an organization and its effectiveness (Oluoch, 2013; Gupta, Bostrom, & Huber, 2010; Aguinis, & Kraiger, 2009). In the light of the above, organizations are therefore encouraged to build a strong and cordial relationships with their staff to the fullest advantage in order to enhance their effectiveness. Good relations are required for staff to enable them work towards taking the organization to its expected destination. It is against the backdrop of the relative importance of employee relations in relation to organizational performance that this study addresses.

Grievance handling procedures; serve as a system of communication between workers and managers. It provides an avenue for complaints, informs managers of trouble ahead, curbs absenteeism, strikes and other incidents that has the likelihood of affecting business operations negatively (Ivancevich, 2001). In other words, grievance procedures are the laid down mechanisms through which workers' grievances are dealt with or resolved. The type of grievance procedure applied varies from organization to organization, its management structure and resources availability. One of the effective ways of minimizing and eliminating the source of employee's grievance is by having an 'open door policy'. An 'open door policy' facilitates upward communication in the organization where employees can walk into superiors' office at any time and express their grievances (Peterson & Lewin, 2000).

This study is based on the premise that businesses and organization's growth is linked to development of the human resources. This is due to the fact that for a sustainable organization, there should be a breakthrough in satisfying demand in respect of clients and staff needs. In view of the above, this study research delves into the dynamics of employee relations of the employees of Juba City Council and the fact that the retention of quality employees plays a key role in helping organizations to achieve their objectives.

1.2. Statement of the Problem

Effective handling of employee grievance is a vital role of the personnel managers in organizations today. Danku, Apeteley, Aboagye and Benyebaar (2015) contend that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management-labor relationships and negatively affect the productivity of the organization, therefore, must be tackled with all seriousness. ACAS (2011) posit that managers try to reduce grievances and other challenges that do arise within an organization's workplace by utilizing laid down procedure. Management and immediate supervisors therefore have a serious role to play in effective management of employees' grievance.

Grievances are therefore indications of dissatisfaction on the part of individual members of an organization, and groups with members that have common interest. The suppression of grievances has far-reaching implications for the survival, growth and performance of industrial organizations. Suppressed workers grievances can give rise to informal strikes, sabotage, high degree of absenteeism, low morale, quarrels, suspicion, lack of commitment and accidents at the workplace with its serious consequences on productivity and improved performance. Meyer (1994) contends that a confirmed grievance showed that a manager's behavior breached a worker right. Noe, Hollenbeck, Gerhart and Wright (2003) contend that the presence of much grievances in an organization is a sign of much problem just as too few grievances. Therefore, little or no grievance rate may suggest a fear of filling a grievance, signifying lack of faith in it or that the grievance procedure is not effective. Thus, organizations desiring effectiveness and increase performance must have a well-structured employee grievance handling procedure. This paper seeks to utilize a theoretical approach to examine the impact of employee grievance management on organizational performance in workplaces. Some causes of workplace grievance will be identified and valuable recommendations will be offered, among others.

A grievance is any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1992). The use of grievance procedure is intended to serve the needs of both employers and employees (Jones, 2004). Despite Juba City Council being one of the oldest Municipal councils in the country charged with responsibility of developing competent human resource which would better manage what has been poorly managed by other institutions, the management of employee grievance in the city council has remained a challenge. This challenge has been evidenced by the fact that some employees have threatened to break their employment contract

with the municipal in order to work with other public institutions. By all accounts, this situation has been caused by employee dissatisfactions over how the supervisors manage their grievances. In support of this observation, Kamoche (1997) found that the unsatisfactory performance of most African private organizations is due to inappropriateness of management practice and weak inefficient decision making.

1.3. Purpose of Study
The purpose of this study is to examine employee grievance impacts and Institution performance.

1.4. Objectives of the study
- To examine the nature of employee grievances at Juba City Council.
- To assess the causes of employees' grievances?
- To determine grievance handling procedure and its influence employees and organization' performance.

1.5. Research Questions
- What is nature of employee grievances?
- What are the causes of employees' grievances in Juba City Council?
- What are grievance handling procedures and its influence on employees and institution' performance?

1.6. Scope of the Study

1.6.1. Content Scope
The study covered an impact of employees' grievances on organization performance.

1.6.2. Geographical Scope
The research was carried out in Juba City Council since it is the area selected for this study to assess employee grievance and it impacts on organization performance.

1.6.3. Time Scope
The time frame in which this study assessed is from different period. The study took more than 5 months due to COVID-19. The literature review is selected as from 2011-2019.

1.7. Significance of the Study
- Employee grievance is of great importance to the survival of any institution. This is because grievances when not addressed turned to have a major effect on the institution. The aim of this study was to investigate employee grievance impacts and institution performance. The research would not only add to works that have been done in this area, but also provoke further research into the grievance handling procedures and its resultant effect on the achievement of the object of the institution.
- It benefits the Juba City Council in its effort to handling grievances and increasing performance. It is assumed that this research was a guide to human resource managers as well as those who may have keen interest in handling grievances in institution.

1.8. Conceptual Framework
The conceptual framework consists of variables derive from the literature review which explain employee grievances and its impacts of institution performance. The relationship between independent, dependent and intervening variable is shown below:
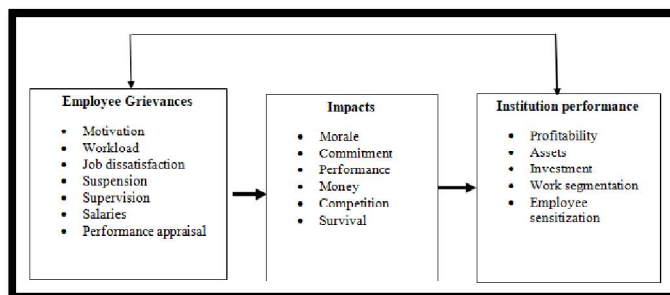

Figure 1
Source: Researcher, 2021

According to Kombo and Tromp (2006), a conceptual framework explains the relationship among independent and dependent variables. They also state that a conceptual framework explains the possible connection between variables and answers the why questions. This study is guided by the framework (see figure 1) above; the assumption being that, both work-related factors such as poor supervision, job conditions, and disciplinary actions can be the major causes of

employee grievance. In other words, they are the independent variables in the process of generating an employee's grievance.

2. Literature Review

2.1. Introduction

For a proper understanding of this study, the review of related literature and empirical was made in this chapter which in turn created a focus and better direction. In this light, the literature discussed the concept of organization performance, grievance and highlights expressed views concerning grievance handling procedures. Other segments of the literature such as causes of employee grievance and performance management was discussed. Lastly, a summary of the chapter is presented at the end of the chapter.

2.1.1. Employees Grievance

According to Britton (1992), grievance may be defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement. The validity of grievance depends upon whether or not there is 'just cause' or reason for such complaint. Grievance is more than likely a violation of an employee's rights on the job, a right that is usually but not always defined by the contract.

The management of employee grievances is not as simple as people could imagine because they need effective and constructive approaches. If not well managed, employee grievance can lead to loss of job morale among employees, poor performance, absenteeism, tardiness, loss of productivity and staff turnover. For example, cementing on this observation, Holt and Devore (2005) argued that approaches or styles used in managing employee's grievances greatly impact on the way they relate to one another in a particular organization.

2.1.1.1. Motivation

When employees have no motivation, they will do their minimal best, just so they can get through the workday. This person is content to let others take the bulk of the work, whereas this person becomes easily distracted by non-work activities, such as talking on the phone or surfing the internet. One of the key issues for business leaders who have an employee like this is the additional stress this puts on the other team members. It's one thing to take on additional responsibility when someone is sick or is otherwise unable to perform his job, but employees often resent an employee who simply refuses to do his job.

Ultimately, one person could have a negative effect on the entire team's productivity because the other team members are stressed or burned out from the additional work load, they've had to take on. An unmotivated employee is unable to overcome challenges. When he faces a challenge, he may react as if he has been confronted with a sign telling him to stop what he's doing and to go get a cup of coffee in the break room.

A motivated employee, however, views motivation as an intrinsic value. Accepting a challenge excites her. Motivated employees accept a challenge and stick with the problem until a solution is found. Employees who lack motivation lack the energy and enthusiasm to try different solutions that may not make sense, but they keep trying until they find a solution that makes sense and works. An unmotivated employee doesn't seem to care if he has a job or not. This employee doesn't apologize for being late and he doesn't seem to jump in to work with any level of positivism. He is there for his paycheck and expects his paycheck to arrive when it is due and in the correct amount, but he's unwilling to take on any additional responsibility. If he does take on additional responsibility, he often complains about having 'more work to do.'

Apathy and complaints can have a spiraling effect on the overall team, just as low productivity does. It's hard to work with someone who doesn't want to be there and who gets upset when asked to do his job or to contribute a little extra from time to time. If the employee doesn't care about being at work, he certainly doesn't care about the company vision or the success of the company. This person is not about to go the extra step to help a customer. This is common on sales floors where an unmotivated representative doesn't even approach a customer to ask if she needs help.

Lack of motivation also shows itself in customer service calls when a customer has a problem. The unmotivated employee is less likely to seek a happy resolution if doing so requires extra time or effort. Instead, the employee will be content to tell the customer, 'Sorry, that's just how it works,' and then the employee lets the customer hang up, still frustrated.

2.1.1.2. Workload

Job insecurity, financial problems and the competitive job market may force employees to take on heavy workloads and make compromises. Furthermore, working long hours is associated with loyalty and commitment in many organizations. It's not uncommon to see employers who require their staff to work until late at night or cancel their plans at the last minute. This leads to stress and burnout in the long run.

A stressed workforce can have detrimental effects on your organization as a whole. Your employees may lose their motivation, engage in conflicts and have a difficult time completing their tasks. Poor mental focus, sleep deprivation, fatigue and psychosomatic disorders are all common side effects of work-related stress. Studies conducted over the years indicate a direct link between workload and exhaustion. Job burnout contributes to diminished performance, high blood pressure and digestive disorders.

2.1.1.3. Job Dissatisfaction

Job dissatisfaction produces low morale among workers and low morale at work is highly undesirable. If employees have the feeling that their occupations are meaningless and boring, they will have a negative attitude which will definitely lead to a decline in productivity. The effects of low job satisfaction can be far-reaching and this issue is of concern for small business owners as well as large companies. If employees are not happy with their jobs, several areas of their work are affected and their behavior can also affect other employees. When employees are not happy with their jobs, they are much more likely to experience and report stress on the job. Workers who are satisfied or happy at work are much less likely to report feeling stressed out by their job. This is basic human nature if a person is not doing something he/she enjoys, chances are he/she is going to feel dissatisfied and even little things will make him/her feel stressed out and unhappy.

Low job satisfaction also creates high turnover rates with employees. Sooner or later, the employee is going to quit so that they can find a job they actually enjoy doing and low employee morale equals a lack of productivity in the workplace. Again, we have basic human nature at work. When someone is unhappy, they don't focus well and they don't pay attention to their tasks. They find hundreds of other things to do that do make them happy. When one member of a team displays low productivity, it is only natural for other members of the team to feel dissatisfied as a result, and their productivity will begin to decline as well.

The value of the product is based on customer perception. According to Guide Star Research, part of the perception of value by the clients is the satisfaction and dedication of the employees. If the employees are not satisfied with their jobs, then they cannot give a better service to the customers and it will lead to a lower level of profit to the organization. Therefore, we can say that job dissatisfaction affects both the organization and the employees negatively. If job dissatisfaction prevails, the organization is likely to be affected by poor customer service, quality production, and profitability.

2.1.1.4. Suspension

Suspension should never be an automatic approach for an employer when dealing with a potential disciplinary matter. Most disciplinary procedures will not require suspension. An employee will usually be able to continue doing their normal role while the matter is investigated.

Suspension should usually only be considered if there is a serious allegation of misconduct. An employer considering suspending an employee should think carefully and consider all other options. Even where there are reasons to consider suspension, in most situations a temporary adjustment to the employee's working arrangements can remove the need to suspend. For example, if tensions between two employees are high then a temporary transfer to a different team can stop them having to work together while an investigation is carried out. There should be no assumption of guilt associated with a suspension and suspension must not be used as a disciplinary sanction. However, a suspension can still have a damaging effect on the employee and organization performance. Therefore, if a suspension is necessary, the suspension and the reason for it should be kept confidential, where possible. If it is necessary to explain the employee's absence, an employer should discuss with the employee how they would like it to be explained to colleagues and/or customers

2.1.1.5. Lack of Supervision

Supervision is vital as it entails human resource management to ensure productivity and profitability of an entity. Lack of supervision on the other hand has different and diverse effects on an organization as well as its employees. Most of the effects of lack of supervision are Averse to the productivity of employees and thus the profitability of an organization. Lack of supervision has been identified as a leading cause to injuries at workplaces, low productivity, absenteeism, employee conflicts, low job morale, crime and embezzlement of funds and goods in an organization and low job satisfaction (Wiles & Bondi, 1986).

One of the major effects of lack of supervision in an organization is that it leads to low productivity by employees. As mentioned earlier, a supervisor has a role of guiding and overseeing the work of an employee. Employees require guidance while performing their tasks especially newly recruited persons. Effective supervision also shows an organizations commitment to the welfare and tasks performance of the employees which improves the morale of employees' thus increasing productivity.

When employees are faced with difficulties or problems while performing tasks, they need to be guided and helped out by supervisors to encourage them to do such tasks. Without supervision, employees usually leave out tasks they deem difficult and tedious thus reducing their productivity. Also, some people work well when they are guided and controlled than while left on their own. Such people require constant follow ups by the supervisor and lack of supervision would thus mean such people would have little being accomplished in terms of task performance and/ or completion.

Task evasion and procrastination would in turn lead to poor performance by employees thus the total productivity of an organization would fall. Lack of supervision is a contributor to poor performance by an organization hence overall decrease in profitability and growth (Dennis & Onion, 1990). Injuries in organizations are also associated with lack of or poor supervision. Workers require guidance from experienced personnel especially while dealing with machines and equipment which are harmful to their bodies or even other employees.

In a company that intends to maximize its performance and profits, a quality supervisory team should be employed and trained to ensure the very finest results from their individual employee groups. These supervisors should have their own support system, and their importance should be made very clear, to ensure the highest degree of productivity.

2.1.1.6. Salary

People are often motivated by money. The salary a worker is paid by his employer can have a great influence on his performance in the administration. A worker doesn't simply view his salary as a dollar amount, he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance.

A worker is more likely to perform to his potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high-status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards, are a fair trade-off. According to Zeynep Ton, a professor at the MIT Sloan School of Management, research has shown that an employee satisfied with his pay is more productive and motivated

A well-paid employee feels valued by his organization. He knows management isn't just paying him to get the job done, he's also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, an employee who doesn't feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher paying position of a comparable nature at another company. In the 2012 Society for Human Resource Management Employee Job Satisfaction and Engagement survey, employees rated compensation as the third most important aspect of job satisfaction.

2.1.1.7. Performance Appraisal

Lack of performance appraisal often yielded unsatisfactory results. This may be partly due to the manner which and partly as a result for failure to close a particular approach or method that most adequately suit the objectives. There are many techniques of appraisal some of these are simple while others are more complex there by, requiring well trained appraise who can effectively use them. Subordinate that participates in the setting of performance targets increases in the commitment to and success in establish objectives.

2.1.1.7.1. Types of Employee Grievances

There are three types of grievances, individual, groups and policy (Randolph & Blanchard, 2007). An individual grievance is a complaint brought forward by a single employee in which a decision made affects that specific employee. Such cases can deal with issues related to the collective agreement, discipline and human rights, as well as other matters affecting the employee concerned. For example, an employee who has been overlooked for promotion within an organization, may complain about this fact. The employee may feel that he/she has performed adequately and he is the most senior in the directorate, as per the rules. The onus will be on his immediate supervisor to present the facts (Peterson, 2000).

A group grievance is a complaint brought forward by more than one employee grieving the same alleged violation with the same facts. Therefore, a group grievance involves the 'effect of management action on two or more employees under same collective agreement or regulation. Grievances of this type are used in situations where a group of employees in the same department or agency face the same problem. The problem must relate to the interpretation or application of the collective agreement. A policy grievance is a dispute of general application or interpretation of any section or paragraph of the collective agreement or rule rather than the direct management action involving a particular employee. These types of grievances are normally, initiated at the final step of the procedure (Stessin, 1999).

2.1.2. Institution Performance

Institution performance can be seen as the actual output or results that an organization has achieved output (or goals and objectives). It is the extent to which an organization was able to perform when it compares it goals, targets, or propose with those of its competitor. According to Emenike (2016) organizational performance refers to how corporation performs on contain criteria as profitability, market share, return on asset, and return on investment. In other words, level of profitability, market share which the firm control in the industry, and the returns from their assets and investment defines an organizational performance. Darroch & Naughton (2005) define corporate performance as a firm's position in an industry in relation to competition and industry average'. Organizational performance thus is the outcome of the performance or individuals and the entire groups in the organization. Individual performance led to group (unit/department) performance and the performance of all the groups translate to the organization's performance.

Scholam, Rose and Krupp (2005) argued that 'institution performance can be operationalized in many ways which includes 'profitability, market share, return on assets or investment, changes in market share or profitability and new product success. They also identified customer's loyalty, sales growth and long-term survival. They contend that 'corporate performance can be satisfactory or unsatisfactory depending on if it is high or low respectively. Drucker (1994) posit that corporate performance is the balance between all factors of production (Human and Materials) that will give the greatest output for the smallest efforts'. In the words of Chen, et al (2006), organizational performance is the 'transformation of inputs into outputs for achieving certain outcomes. Madanchian, Hussein, Noordin and Teherdoost (2006) noted that the ability of an organization to achieve its goals is organizational performance. In his view, Daft (2000) defines organizational performance as 'the ability of an organization to attain its goals by using resources in an effective and efficient manner'.

2.1.2.1. Profitability

Profit making is important for every business organization. Obiekwe (2012) notes profitability is the primary goal

of every business venture. Without profit, it will be very difficult for any business to survive in the long term. The major reason why business organizations are adopting various business strategies in other to gain competitive advantages in the fact that they can acquire the financial resources to sustain human component which drive the organizational, and to continue to provide goods and services in the most expedient way that they want. Enekwe et al. (2013) posit that profit is the ability of an enterprise to get sufficient return on the capital and the employees used in the business operation. Obiekwe (2012) contend that 'profitability is measured with income and goals of all business ventures. Marianne (2013) notes that profitability is the primary arm of firms and also the most appropriate measures of efficiency in competitive business.

2.1.2.2. Assets

Return on assets is a financial ratio that shows the percentage of profit a company earns in relation to its overall resources. It is commonly defined as net income divided by total **assets.** Net income is derived from the income statement of the company and is the profit after taxes. This number tells you what the company can do with what it has, i.e., how many dollars of earnings they derive from each dollar of assets they control. Therefore, for effective asset return teamwork in an organization is the priority according to Marianne (2013).

2.1.2.3. Investment

Investment organization entails determining tactical allocations and rebalancing, mandate structure, a suitable combination of investment styles, and investment vehicles. As part of the investment processes, it ensures that decisions are made based on a structured process and are communicated and documented transparently. A highly talented investment team with broad experience in the investment field is necessary in order to provide good returns in the long term. Our investment teams consist of an organic integration of Portfolio managers and Analysts, Marianne (2013).

2.1.2.4. Work Segmentation

Workload to s single person leads to implications on employee and organization performance. It's however suggested that the 'first step for the organization whose aim is about organization growth divide work among worker within an organization, this helps in employee ability to do task at satisfactory rate. This means an organization should not put too much workload on an individual, when it moves into mature competitive stages.

2.1.2.5. Employee Sensitization

Sharpening employee awareness is a multi-faceted topic: As a first step, employees must become aware of the direction of different department in the organization and require behavior for effective or smooth functioning of organization.

It is also important that language is understood as a strategic instrument and is actively used as such in everyday interaction. This way, certain supportive terms and phrases establish themselves in the organization's language and thus in its culture. And lastly, the subconscious biases that often have a significant influence on our decisions have to be uncovered. Special training programs and coaching can help to achieve this goal Daft (2000).

Everyone has internalized certain subconscious role stereotypes or biases. Women are often discriminated against because of an alleged lack of characteristics considered to be typically male like decisiveness or assertiveness. Sensitization - in particular of managers with staff responsibility aims to uncover and overcome biases. This requires the unconditional commitment of an organization's top management.

Special trainings are very helpful and should be mandatory for managers with leadership or personnel responsibility, potentially as an integral element of other trainings. These sessions should be conducted by experienced internal or external coaches. When key messages and insights become a permanent ingredient in the internal communication mix, for instance in form of videos or written testimonials, they help to shape organizational perception. In many cases, some of the core HR processes need to be adapted, including for instance the optimization of hiring procedures or the agreement on defined assessment criteria for promotion. According to Gary Dessler (2004), fair evaluation criteria need to apply equally for every employee at all times, from the first job interview to periodic performance reviews to the promotion into a leadership position.

2.1.3. Causes of Grievance and Related Issues

In an institution, a grievance may be presented by an employee or group of employees, with respect to any measure or a situation that directly affects the individual or is likely to affect the conditions of employment of many workers. If such a grievance is transformed into a general claim, either by the union, or by a group of employees, then the claim falls outside the scope of grievance procedure as it is a collective grievance and therefore it falls under collective bargaining. There are rules, regulations and instructions which are archaic and aimed at shifting the work towards employees (Freeman, 2009). The factors that generate the grievances in an organization are slackness in admission which can be defined as being careless in doing something, moving slowly, lacking in activity, lacking firmness among others,

2.1.3.1. Misemployed People

Situation where people go to work and spend the day performing activities and being busy, but its light years away from tapping into their full capacity. Communication problems: where people do not dare to speak their minds because they know they would be punished for doing so.

British writer, Erwin once said, 'To hear nothing but what is pleasing is to make a pillow of the mind'. Sadly, many

firm partners and practice leaders are actually sleeping on this kind of pillow. They only hear the good news (Kellor, 1999).

Other factors are colleagues and partners not accessible for help: that is where partners and practice group leaders are good at demanding results from their people but are pathetically poor at supporting them to produce the demanded results. Lack of personal and professional growth in the firm: management should endeavor to develop the competence levels of staff and do away with obsolesce.

2.1.3.2. Performance Appraisal

Majority of performance appraisal systems not resulting in valid and reliable evaluations of employee performance which results in conflicts and grievances in the organizations.

2.1.3.3. Absence of Incentives

The factors that serve or induce or motivate employees. Participating employees must be presented with timely awards at a value commensurate with their efforts and contributions; the absence incentives create grievances in the organization and Lack of proper authority and accountability where delegation of authority is a prerequisite for the successful implementation of result-based management. Lack of proper authority and accountability contribute to grievances in the organizations (Freeman, 2009)

These factors need to be tackled properly through systematic changes. Prevention is better than cure. On these lines, the best method to redress a grievance is not to allow the grievance to arise at the first instance. Even the redress of a grievance, which arose on account of delay, is also delayed as is revealed by the analysis of grievances to which an average of six months is taken to redress a grievance (Britton, 1992)

2.1.4. Grievance Handling Procedures and Related Issues

Not all conflicts occur between parties who have no formal relationships; it is possible for intractable conflicts to develop even where parties have shared working relationship. But an intractable conflict is less likely to arise when parties have used their negotiation time wisely. In particular, parties who anticipate the likelihood of future conflicts and create procedures to deal with them when they occur are much less likely to find the tensions of subsequent conflicts destroying their ability to continue to work together. A key element in such planning is often the establishment of a formal grievance procedure, a standardized set of procedures to follow when someone has a complaint or a problem (Scarpello, Philip, &Adrian, 1995)

It is particularly important to have a grievance procedure when it is likely that people who were not direct signatories to the original negotiations will be affected by the implementation of an agreement. Employees whether represented by a union or not, are frequently in this position, and the classic grievance procedures are derived from workplaces with unions. Many decades of experience have resulted in fairly standard grievances procedures that might well be utilized by people in other situations as well.

There are two key factors in establishing a workable grievance procedure. The first is the concept of progression of levels at which a given complaint may be handheld. Typically, this begins with a step that provides for a rapid and informal addressing of a complaint by those immediately involved, with appeals to successively higher levels of management or other possible representatives possible in the event that lower-level resolution does not work.
The second factor is the availability of an alternative procedure to be used if several successive attempts at negotiation have failed. Typically, this will be mediation, arbitration or both (Scarpello, et. ah, 1995).
Many grievances can be resolved quickly by correcting a misunderstanding, or with a simple negotiation. In this case the grievance procedure saves time, money, and the relationship between the parties. Having the issue handled by those immediately involved is a benefit as well as those who know more about the problem at hand than the people at higher levels.

However, a given grievance may involve a more difficult issue, or one or more of the parties may refuse to settle with simple negotiation.

The availability of appeals to a higher level not only provides an end to what might otherwise become frustrating bickering, but often serves to remind a given representative at any levels that reasonableness at this stage will eliminate the need for review of his or her actions by someone higher up. Time limits at each step, so that no one can stall the process indefinitely are typical, and in the event that the parties have discussed the matter at all levels provided in the procedure and are still deadlocked, an arbitration provision generally provides for a final decision by a decision maker that both sides have had a say in choosing (Ichniowski, 1987).

2.2. Relationship between the Employee Grievance Impact and Institution Performance

People are important ingredient for the survival and productivity of organizations. The ability of managements to ensure that their grievances are handled in an unbiased, just and fair manner is a plus to any management team as proper management of employee grievance ensure a harmonious relationship between management and workers. When harmonious management workers' relations exist, employees become more committed and this makes them to put in more efforts, which helps to improve performance. Melchades (2013) say that 'employee performance is affected by any nature of grievance, and grievance management deal directly with workers and all that concern them, so can influence workers' performance and productivity of organizations'.

Suppressed workers' grievances are known to have given arise to accidents at the workplace, absenteeism, strike actions, and different forms of industrial sabotage, low morale and reduction in employee's commitment. Therefore, when

management of employee grievance is in place, workers' morale improves, commitment increases, and even organizational citizenship behavior develops, all of which are vital for improved organizational performance. According to Akanji (2005) a well-constructed and effective employee grievance management induces a positive performance, while poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony of the entire organization with attendant reduction in productivity and performance of organizations. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions (Longe, 2015). Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011).

2.2.1. Effects of Grievance Handling Procedure on Institution Performance

Employee complaints are part of the business life of any corporate entity as every business has to deal with situations in which things go wrong from the employee's point of view. As a growth-oriented organization, imparting good employee grievance handling and enhancing level of employee satisfaction should be the prime concern of any organization, if they are satisfied then only, they can satisfy the customers. Providing prompt and efficient grievance handling is essential not only to attract new talented employees, but also to retain existing ones (Daniels, 1989).

Inadequate job performance or a decline in productivity or changes resulting out of job disturbances requires some type of grievances handling procedures. As the job become more complex the importance of the employee development also increases. In a rapidly changing society, grievances handling of employees in the organization is not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain viable and knowledgeable workforce (Otley, 1999).

A grievance procedure provides a hierarchical structure for presenting and settling workplace disputes. The procedure typically defines the type of grievance it covers, the stages through which the parties proceed in attempting to resolve matters, individuals responsible at each stage, the documentation required, and the time limits by which the grievance must be presented and dealt with at each stage. Every organization follows different steps which are little bit similar to each to resolve the grievance among their employees (Singh, 2004).

Research studies show that when employees are asked to evaluate different dimensions of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job dimension (Judge& Church, 2000). Of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction, as well as other important outcomes like employee retention. Thus, to understand what causes people to be satisfied with their jobs is compensation, pay, job security, opportunity to use their own skills and ability and communication with management and supervisor.

Likert (1961) and Otley, (1999) were among the first researchers to theorize that employee satisfaction has important implications for organizational performance and effectiveness. They expressed that job satisfaction influences the extent to which one works to their fullest potential towards organizational goals and cooperates with colleagues. A number of studies have examined the relationship between job characteristics and job performance (Blegen, 1961; Brown & Peterson, 1993; & Daniels, 1989) and have shown that job satisfaction is related to job performance.

Inadequate job performance or a decline in productivity or changes resulting out of job disturbances requires some type of grievances handling procedures. As the job become more complex the importance of the employee development also increases. Every employee has certain expectations, which he thinks must be fulfilled by the organization he is working for. When the organization fails to do this, he develops a feeling of dissatisfaction. When an employee feels something is unfair in the organization, he is said to have a grievance. In their working life, employees do get dissatisfied with various aspects of working which may be with the attitude of the manager, policy of the company, working conditions, or behavior of colleagues. Grievance handling procedure is therefore a significant predictor for the employee satisfaction which further effect on performance of the employees (Rahim & Magner, 1995).

2.3. The Grievances Impact and Institution Performances

2.3.1. Employee Morale

Employee morale is a key element of any company's culture, and should be closely monitored with employee satisfaction surveys. Workplace morale refers to the attitudes and opinions employees have about their jobs, and is crucial to an organization's success. Low employee morale can hinder a business from achieving organization-wide goals, and it can also lead to low productivity, increased employee turnover, and loss of profitability. There are several low employee morale signs to be aware of. Any one of these signs can be a direct indicator that employee morale is low and needs work. Poor communication with management and team, Frequent absenteeism, Excessive complaining over small matters, Increased employee conflicts or fighting amongst staff, Poor work quality, Increased customer complaints.

When you identify the signs of low morale in your company, you can then begin to fix them. Recognizing low employee morale can be easily done with the help of regular employee satisfaction surveys. Employee satisfaction surveys can identify problem areas quickly and effectively.

2.3.2. Reduction in Employees' Commitment

Lack of collaboration and team work due to grievances, it's essential that all employer should realize the

importance of teamwork in order to leverage the expertise and all resources. Uncooperativeness from any employee may lead to develop grievances in other employees. And eventually failure of organization in delivery quality goods to its customers due to lack of team commitment.

2.3.3. Making Money

Some organization want to use their special position in the industry by selling product at a premium and make quick profit as much as possible. However, this cannot be achieved without customers satisfaction, effective services rendering to customers through employee commitment help in attracting customer therefore improving organization investment.

2.3.4. Preventing Competition

Unrestricted competition and lack of planning can result in wasteful duplication of resources in an organization. The grievance handling process requires manager to act positively in order to avoid losses in a competitive economy that does not reflect societies real needs.

2.3.5. Survival

In these days of severe competition and business uncertainties, the firm must set a motivating point of its employee in order to reduce of rate of employee turnover which would safeguard the welfare of the organization. An organization is always in its survival stage when it recognized it employee through performance appraisal. For the sake of its continued existence, it must tolerate all kinds of obstacles and challenges from the rivals.

2.3.6. Competition

Competition may increase productivity, it's true. Sometimes competition can help light a fire under a workforce. The idea of regularly being compared to your peers is a strong motivator to work harder and longer to keep your position. Along the same lines, competition can increase efficiency. In an effort to be more productive, employees find ways to be more efficient in their work processes. In all likelihood, this may lead to overall efficiency increases within the firm as employees' surface and help to fix issues negatively affecting their productivity.

2.3.6.1. Summary

In Summary, there is a strong chance that the productivity and efficiency boosts can create a bump in revenue. By incentivizing performance among employees and helping to focus promotional efforts on top producing employees, there is a probability that more contracts will get closed, more products will get designed, implemented, and shipped, and more customers will accumulate.

Inadequate job performance or a decline in productivity or changes resulting out of job disturbances requires some type of grievances handling procedures. As the job become more complex the importance of the employee development also increases. Every employee has certain expectations, which them thinks must be fulfilled by the organization they are working for. When the organization fails to do this, they develop feelings of dissatisfaction. When an employee feels something is unfair in the organization, he is said to have a grievance.

The above review of the literature has shown series of studies carried out on employee grievances. It has also shown the various approaches used in managing employee grievances in different organization. It can therefore be said that effective grievance handling plays a critical role in ensuring that employee's performances are improved thereby increasing productivity.

In this context, grievances and processing of handling them various base on different administrative procedure of various organizations. In light of this, the study aims to find out causes and ways of handling grievances at Juba City Council.

3. Methodology

3.1. Introduction

This section covers the methods that were used during data collection of the study and the basic contents in this section include; research design, target population, sample size, data sources and data collection instruments, data analysis techniques and the limitations that were faced during the study process.

3.2. Research Design

The study adopted research design descriptive and case study which was employed both approaches of qualitative and quantitative to ensure that data collected are critical for analysis and interpretation. This research design was used to collect snap shot data and analysis of relationship between study's variables (employee grievances and its impacts on organization) Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always was based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

3.3. Population

The target population at Juba City Council was 100 respondents (employees). This study was conducted at Juba

city Council, which consisted of Administrator officers, Human resource managers, finance Officers, and Office Assistants (others). Target population refers to the entire group of individuals from which the study seeks to generalize its findings (Source; Payroll of December, 2020).

3.4. Sample Size

The sampling design was50 respondents selected from different departments because of homogeneity within each department used Krejci and Mohegan table considering the time factor and other related constraints to give information needed. (Morgan and Krejci Table (1970)

Stratum	Study Population	Sample Size
Administration	10	5
Human Resource	10	5
Finance Department	10	5
Others	70	35
Total	100	50

Table 1: Here Is the Breakdown of Targeted Population
Source: Krejci and Morghan Table (1970)

3.5. Sampling Technique

The study employed simple random sampling technique to select the required number of participants from the target population. This is a technique in which participants are chosen randomly and entirely by chance, such that each individual has the same probability of being chosen during sampling process (Yates 2008). This is to avoid being bias in questionnaires distribution and data collection.

Purposive sampling method was used for elements which the researcher is interested in with vital information that has to be obtained from selected staff respondents. Simple random sampling method was used to ensure that each element in the study have equal chances to be included in the sample.

3.6. Data Sources

3.6.1. Primary Data

The primary data collection to explore the originality of the data through gathering information relevant to the study, Primary data obtained from respondents from Juba City Council in Juba, South Sudan. By the use of questionnaires and interview guide, the researcher gathered data from respondents which in fact are the primary concern of this survey design approach.

3.6.2. Secondary Data

Secondary data collection explored the supplementary to the above methods where data was obtained especially from Annual reports of Juba City Council in Juba, South Sudan, text books, journals and News Papers

3.7. Data Collection Tool

The main instrument in data collection was through semi-structured questionnaires targeting Administrator officers, Human resource managers, finance Officers, and Office Assistants (others). The questionnaires were administered to the respondents by the researcher. This was because of merits claim on behalf of the method which are as follows: large sample can be made use of and thus the results can be made more dependable and reliable; respondents, who are not easily approachable, can be reached conveniently; respondents have adequate time to give well thought answers; it is free of bias from the interviewer- answers are in respondents' own words; and there is low cost even when the universe is large and widely spread geographically.

3.8. Validity and Reliability of the Research Instrument

Validity is the extent to which differences found with a measuring tool reflect true differences among respondents being tested. The purpose of validity in the study was to seek relevant evidence that confirms the answers found with the measurement device which is the nature of the problem. The validity of the instruments ensured through constructive criticism from the project supervisor who has had an extensive experience and expertise in questionnaire. The items will be revised and improved according to the supervisors' advice and suggestions.

On the other hand, reliability is the accuracy and precision of a measurement procedure. The reliability of the instrument was improved through pre-testing. Pre-testing involves relying on colleagues, respondents' surrogates or actual respondents to refine measuring instrument reliability. It was done in order to limit the distorting effects of random efforts on the findings.

3.9. Data Processing and Analysis

Data from the field was compiled, sorted, edited and coded to have the required quality, accuracy and completeness. The data was then being put into computer using the statistical package for social sciences (SPSS version 20.0) for analysis. Cross tabulation was used to establish the relationship between the study variables. The regression analysis was used to establish the combine effect of study variables (impacts on institution) on the independent variables.

3.9.1. Ethical Consideration

People who participated in the research study voluntarily and the information was treated with outmost confidentiality and the findings from the questionnaires are aggregated without liking the findings to an individual.

3.10. Limitations of the Study

Failure to respond to certain questions and providing false information was a limitation to the study. This was due to fear by some respondents that the researcher was exposed their economic development challenges to the public as they are the engines of the economy.

However, the researcher used logical questions such that they were able to release information needed by the researcher.

- Inadequate finance as it was costly in terms of movement and buying of materials to use. Here, the researcher tried to mobilize for more funds by soliciting funds from sponsors.
- Failure to give out their views and also fill the questionnaires. Here, the researcher supplemented this information by carrying out face to face interviews.
- Limited time because there were a lot of activities that have to be done which at times may create a lot of fatigue for the researcher. Here, the researcher may need to hire research assistants to help him during the course of data collection. The researcher may also face the challenge of language barrier as many of the respondents may not speak the same language as he does. Here, the researcher acquired the services of interpreters to enable him communicate effectively with his respondents.

4. Data Analysis, Presentation and Interpretation

4. Introduction

This chapter presents the data analyzed in the Frequency Distribution table to satisfy the objectives of the study. The analysis was made on (50) respondents using Statistical Package for Social Science (SPSS) and Microsoft Excel.

And the data collected has been generalized through tabulation, pie chart and graphs to present the finding results of the study.
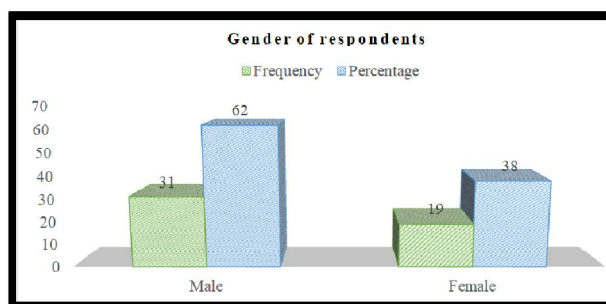
Table 2: Result of Gender
Source: Primary Data, 2021

This section of the questionnaire required the respondents to give information on their gender. From the study finding results majority 62% of the respondents were male while 38% of the respondents were female. Thus, all gender were significantly represented in this study.
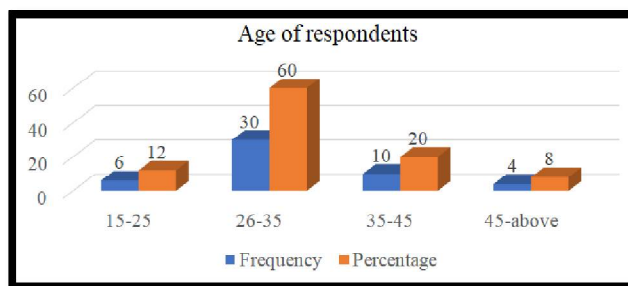
Table 3: Age of Respondents
Source: Primary Data, 2021

The respondents were asked to indicate their age and the findings are represented in the figure 4.2 above. From the study finding, majority over two-third 60% of the respondents were in the age group between 25-35 years while 20% of the respondents were in age range 35-45 years. Furthermore, 12% were age between 15 -25 and 45 -54 years were the least with 8%. This meant the results show that the findings majority of the respondents were youths, thus relevant and reliable information for the study was obtained.
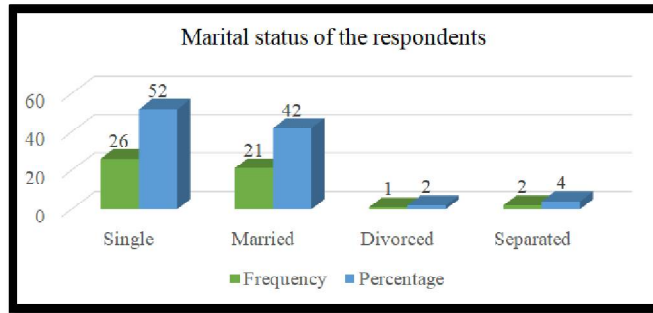
Table 4: Marital Status of Respondents
Source: Primary Data, 2021

Respondents were asked to indicate their marital status. From the study finding majority two-third 52% of the respondents were single, 42% were married, separated were 4% while 43% of the respondents were married, all out of 50 of the total questionnaires' samples distribution.
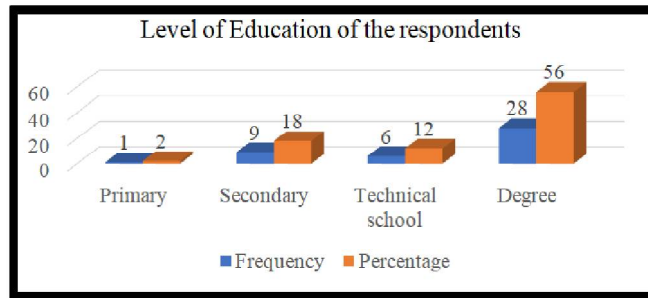

Table 5: Level of Education of Respondents
Source: Primary Data, 2021

The result on the level of education indicated that majority 56% of the respondents had Bachelor degree, secondary certificate constituted 18% while, 12% of the respondents had technical school certificates. On other hand a small group 2% of the respondents had post primary certificate. This result shows that majority of the respondents had relevant qualifications and were familiar enough to provide relevant information for the study.
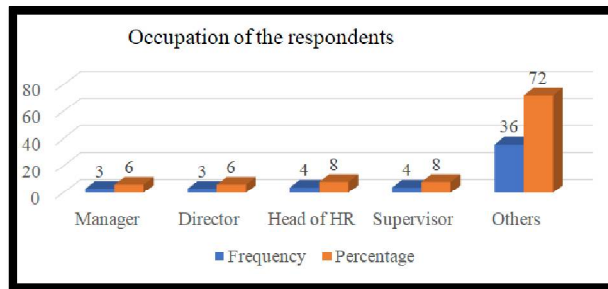
Table 6: Occupation of Respondents
Source: Primary Data, 2021

This section of the questionnaire required respondents to give information on the occupation. From the study finding results, majority 72% of the respondents were working in job categorized as others. While 8% of the respondents were head of human resource and supervisor. Furthermore, 6% of the questionnaire's participants work as managers and directors.
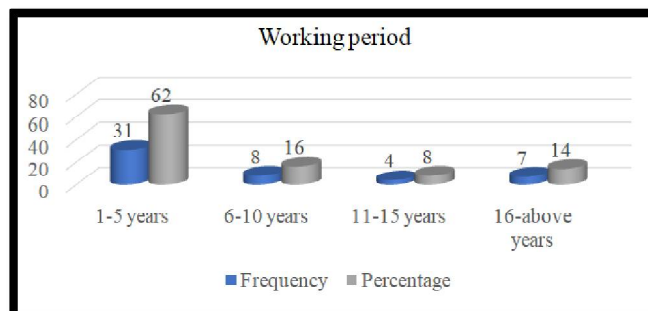
Table 7: How Long Have You Been In Service?
Source: Primary Data, 2021

According to years of experiences, majority 62% of the respondents have experience of 1 – 5 years, 16% of the respondents have experience of 6 – 10 years, 14% have experience of 16% years and above while 8 have experience of 11 – 15% years.
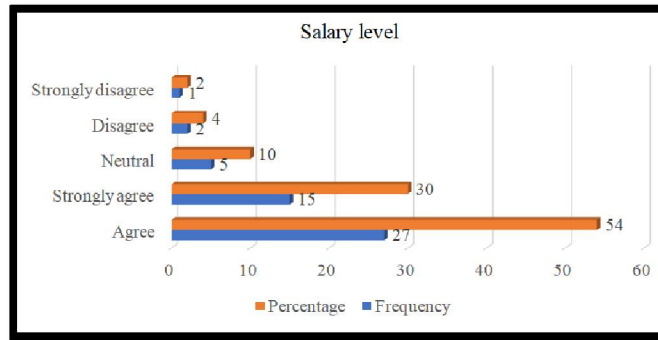
Table 4.7: Low and Imbalance Salary
Source: Primary Data, 2021

According to the results in figure 4.7 above, 54 percent agreed in addition to 30 percent others who also strongly agreed to the statement 'Low and imbalance salary create grievances among employee' this makes a sum 84 percent respondents in agreement which means they believed Low and imbalance salary create grievances among employee. As per their respondent's 4 percent disagree in addition to 2 percent who as well strongly disagree with the statement while 10 percent said they were not sure.
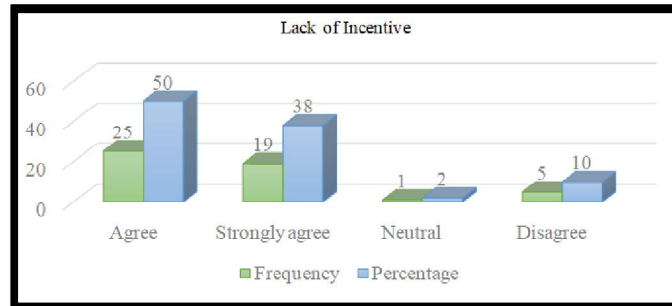
Table 8: Lack of Attractive Work Incentives
Source: Primary Data, 2021

The finding in Table 8 result has shown that 50% and 38% majority of the respondents have agreed and strongly agreed respectively that lack of attractive work incentives create employee grievances while 2% of participants were not sure with statement. However, 10% disagreed with the statement.
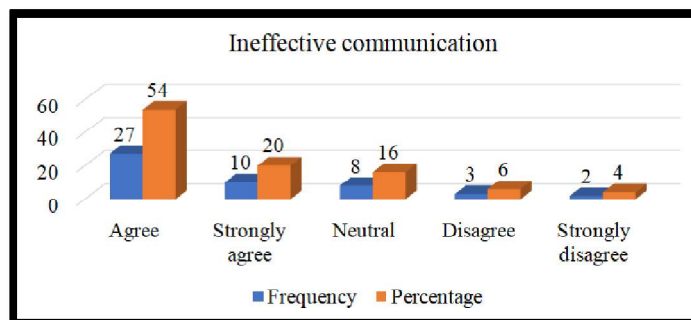
Table 9: Ineffective Communication between Management and Employees
Source: Primary Data, 2021

The finding in Table 9 result has indicated that 54% of the respondents have agreed that ineffective communication between management and employees causes grievances among employee and in the same statement 20% have also strongly agree. While 16% of participants were not sure, 6% have disagreed in addition to 4% who strongly disagree with the statement.
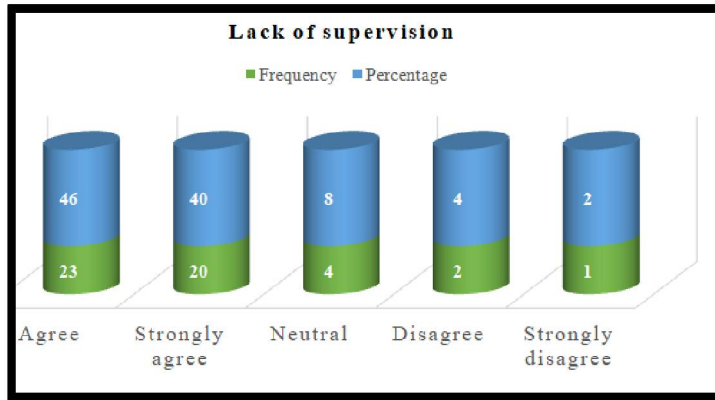
Table 10: Lack of Supervision and Management Skills among
Supervisors and Managers
Source: Primary Data, 2021

Table 10 above, 46% of respondents agreed Lack of supervision and management skills among supervisors and managers result to grievances among employee, 40% of respondents strongly agreed with the statement, 8% of respondents were neutral while 4 and 2 disagreed and strongly disagree respectively with the above statement.
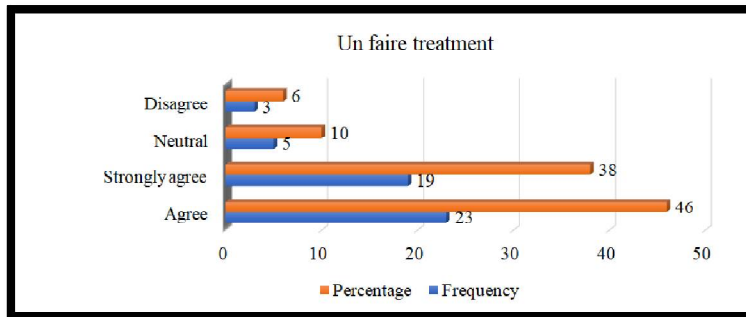
Table 11: Unfair Treatment of Employees by the Management
Source: Primary Data, 2021

Table 11 above, 26.3% of respondents agreed that grievances are caused by unfair treatment of employees by the management, 38% of respondents strongly agreed with the statement, 10% of respondents were neutral while 6 disagreed%.
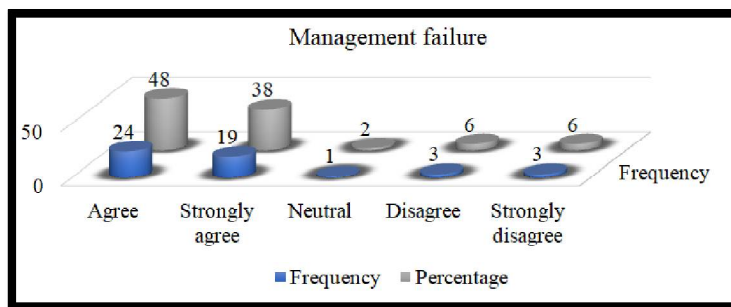
Table 12: Management Failure to Pay Attention to Employee
Personal Problems
Source: Primary Data, 2021

Table 12 above, 48% and 38% of respondents agreed and strongly agreed respectively that, management failure to pay attention to employee personal problems risk employee's grievances, 6% of respondents combined disagreed and strongly disagree that, management failure to pay attention to employee personal problems does not risk employees' grievances, 2% of respondents were neutral.
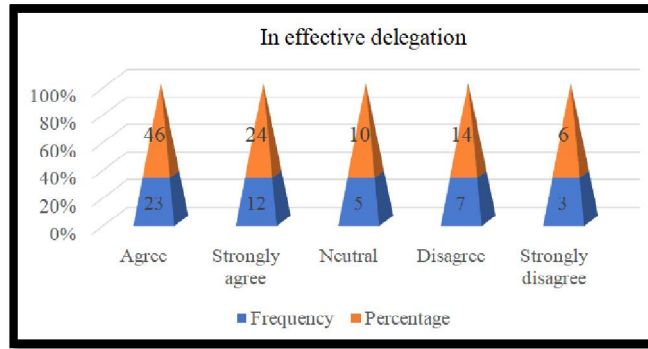
Table 13: Ineffective of Delegation of Authority to Employees by the Management
Source: Primary Data, 2021

Table 13 above, 46% of respondents accepted and agreed in addition to 24% others that ineffective of delegation of authority to employees by the management causes employee grievances, 14% and 6 others of respondents disagree and strongly disagree respectively with the statement. However, 10% of respondents were neutral.
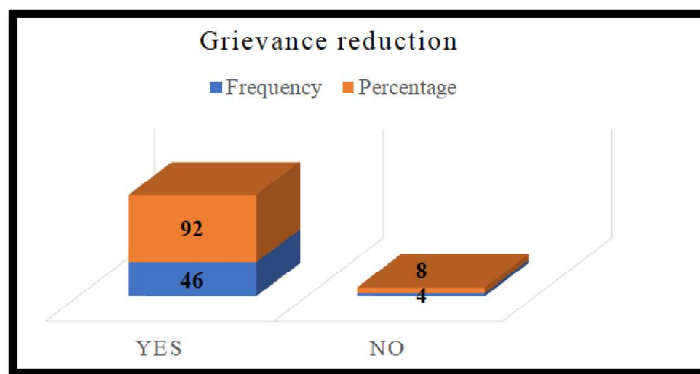
Figure 14: Grievances Reduce the Employee Commitment in
Performance Institution's Task
Source: Primary Data, 2021

Table 14 above, 92% of respondents accepted that grievances reduce the employee commitment in performance organization's task, 8% of respondents rejected the statement.
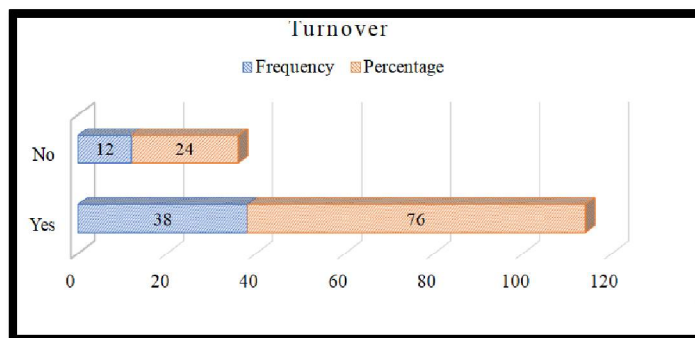
Table 15: Grievances Lead to High Turnover of Employee in an Organization
Source: Primary Data, 2021

According to the result, 76% agree with the stated that grievances lead to high turnover of employee in an organization while 24% disagree with the statement.
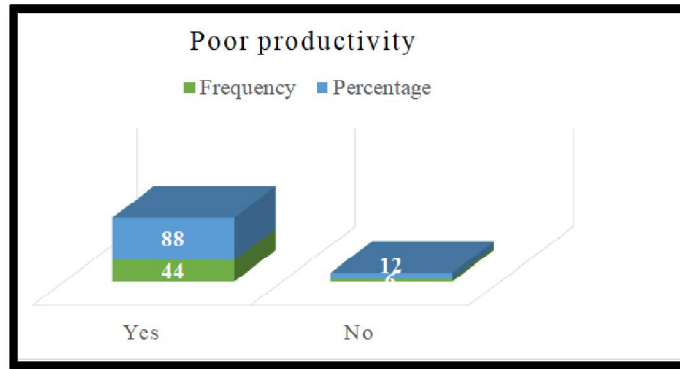
Table 16: Grievances Lead to Poor Quality of Produce in an
Organization
Source: Primary Data, 2021

According to the study majority 88 percent stated that grievances lead to poor quality of produce in an organization. However, 12 percent of respondents disagree with the statement.
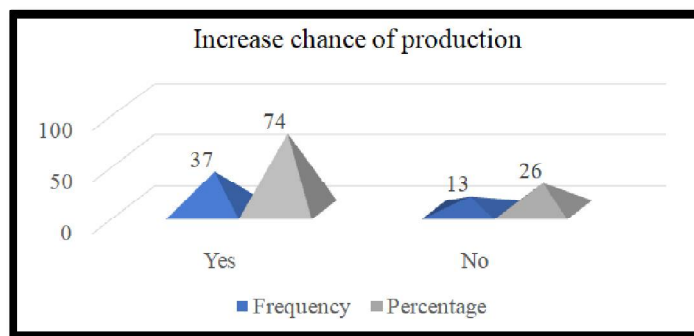
Table 17: Increase the Chances of Customers in Choosing Other
Institution with Quality Products
Source: Primary Data, 2021

Base on questionnaires survey with respondents, impact of grievance. The study used different criterion of Yes and No, as indicated in the result, 74 percent stated that increase the chances of customers in choosing other organization with quality products while 26 percent had disagreed with the statement.
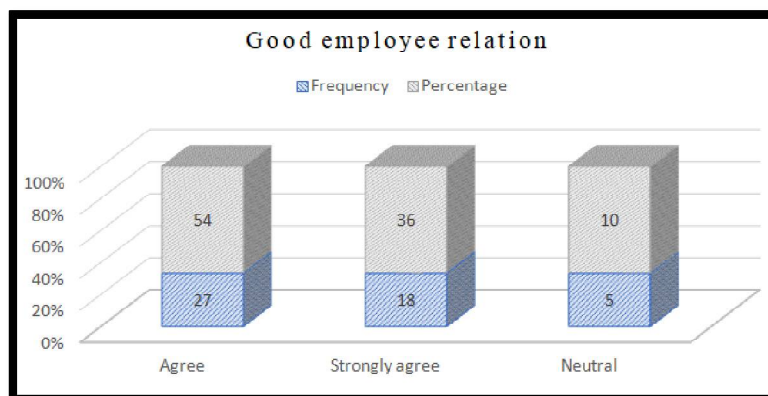
Table 18: Good Employee Relations Increase Employees' Working Moral
Source: Primary Data, 2021

The finding in Table 18 indicated that majority of 54% and 36% agreed and strongly agreed that good employee relations increase employees' working moral. While 10% were neutral.
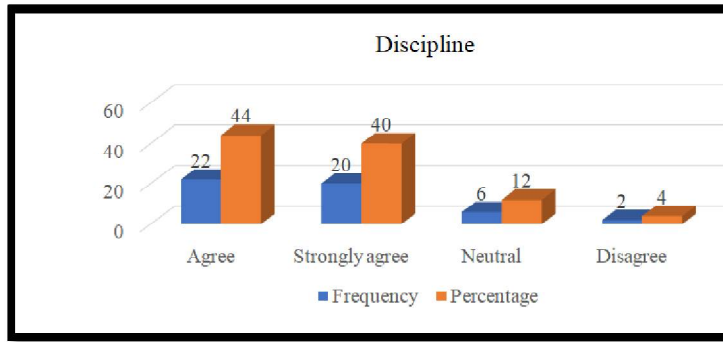
Table 19: Good Employee Relations Improve Discipline to Workers
Source: Primary Data, 2021

Table 19 results, 44% of the respondents agreed that good employee relations improve discipline to workers, 40% strongly agree and believed the statement while 4% and 12% disagree and not sure respectively with the statement.
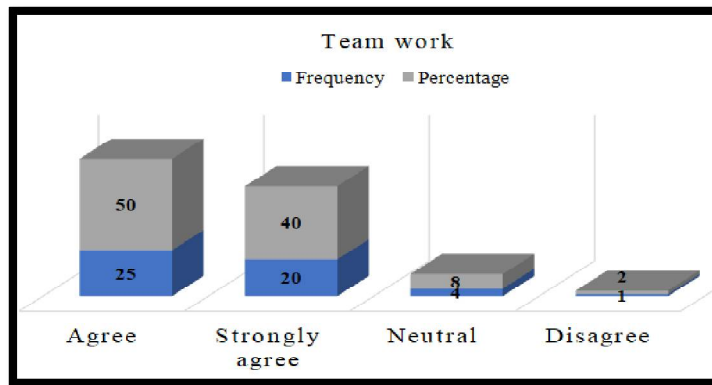

Table 20: Good Employee Relations Promote Teamwork in the Institution
Source: Primary Data, 2021

According to Table 20 results, it shows that 50% were agree that good employee relations promote teamwork in the organization, in spite of that, 40% others strongly agree with statement. On the other hand, 8% were neutral while 2% disagree with the above statement.
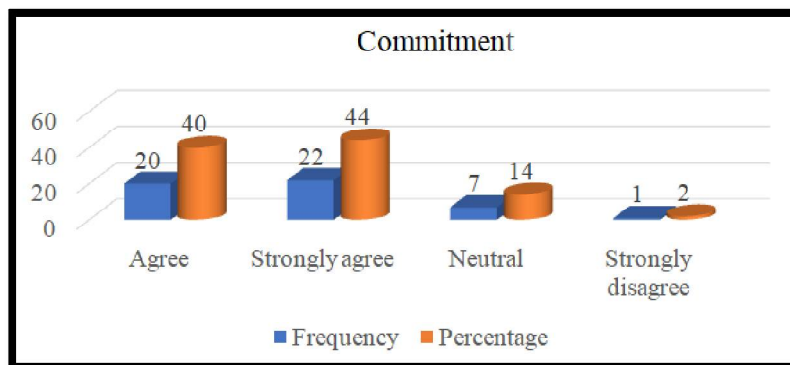
Table 21: Good Employee Relations Improve Employee Work Commitment
Source: Primary Data, 2021

The results in Table 21 indicated that 40% and 44% of the respondents have agreed and strongly agreed that good employee relations improve employee work commitment. However, 14% were neutral and 2% disagree with the statement.
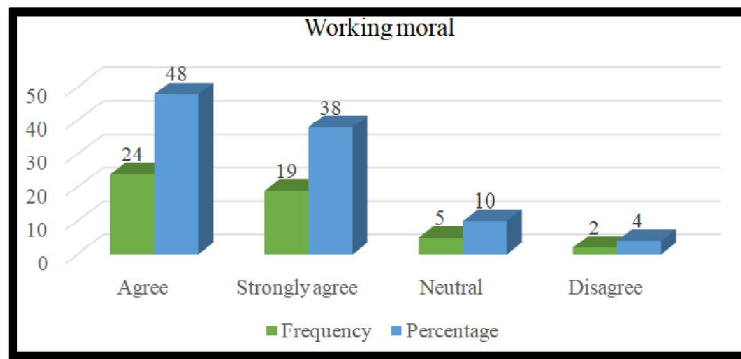
Table 22: Good Employee Relations Increase Employees' Working Moral
Source: Primary Data, 2021

The results in Table 22, shows that 48% and 38% have agreed and strongly agreed with statement that good employee relations increase employees' working moral. 10% were neutral while 4% of the respondents disagree with statement.
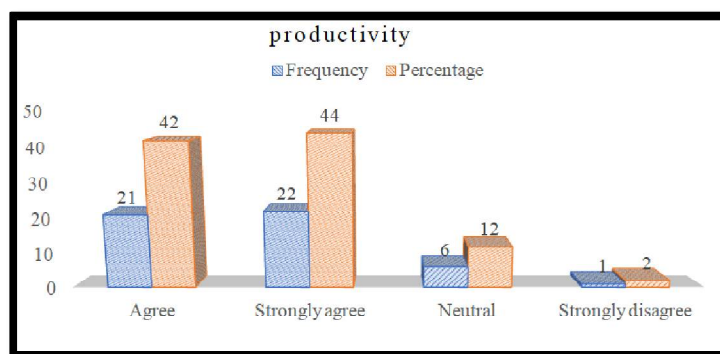

Table 23: Good Employee Relations Led to High Productivity in the Institution
Source: Primary Data, 2021

According to Table 23 results, it indicated that 42% and 44% agree and strongly agree that good employee relations led to high productivity in the organization. 12% were neutral while 2% of the respondents strongly disagree with the statement.
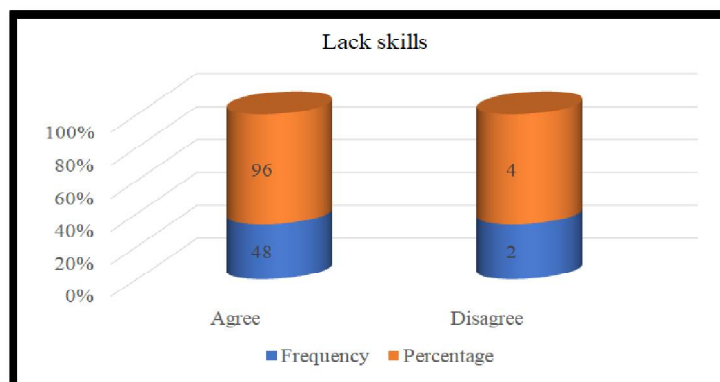

Table 24: Lack of Human Resources Management (HRM) Skills
Source: Primary Data, 2021

Based on results in Table24, 96% agreed with statement that lack of human resources management (HRM) skills hinder effective management of employees' grievances while 4% of the respondents disagree with statement.
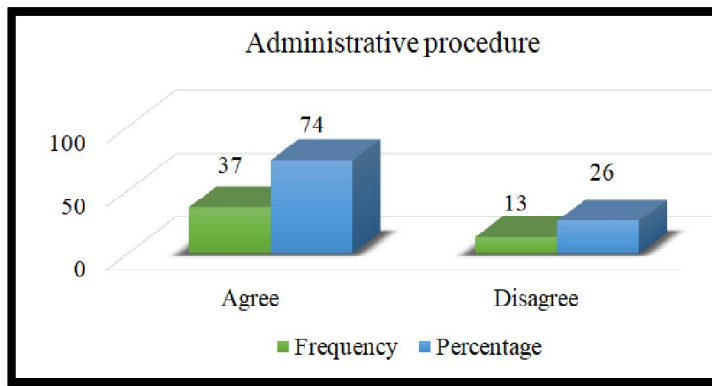
Table 25: Administrative Procedures
Source: Primary Data, 2021

According to response from respondents in Table 25, majority of respondents 74% agreed that administrative procedures affect effective grievances management while 26% of total respondents disagree with the statement.
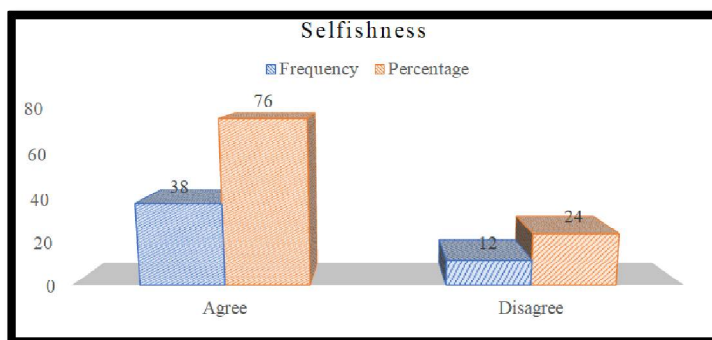

Table 26: Selfishness
Source: Primary Data, 2021

Table 26 indicated that, majority of respondents 76% agreed that selfishness hinder grievances management while 24% of total respondents disagree with the statement
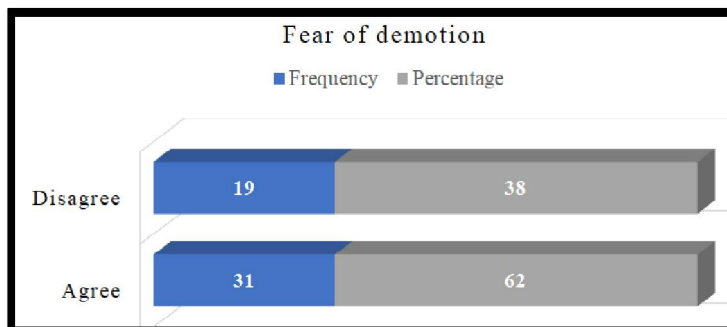

Table 27: Fear of Demotion and Terminated
Source: Primary Data, 2021

The result in Table 27 show that, fear of demotion and termination hinder effective grievances management as agreed by 62% of respondents while 38% disagree with the statement. This implies that fear of demotion and termination of contract affect management of grievances among employee.
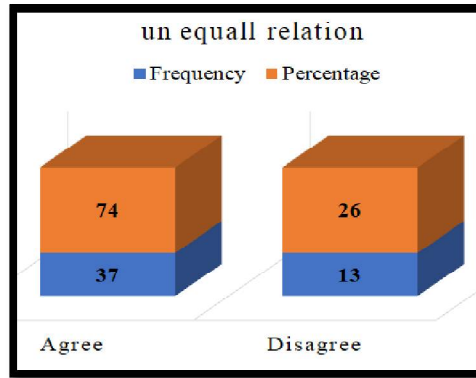
Table 28: Unequal Relationship between Supervisors and Employees
Source: Primary Data, 2021

Based on the result in Table 27 show that, 74% agreed that unequal relationship between supervisors and employees hinder effective grievances management However, 26% disagree with the statement. This implies that unequal relationship between supervisors and employees trigger risk to grievances.
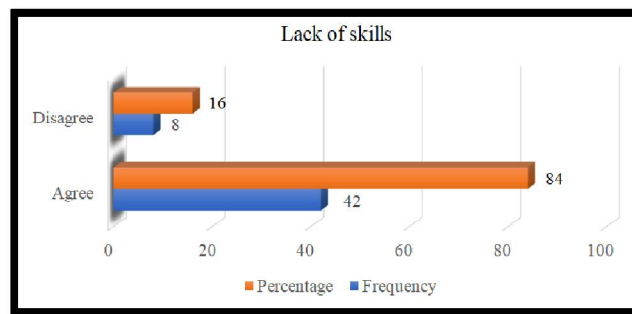

Table 29: Lack of Human Resources Management (HRM) Skills
Source: Primary Data, 2021

The finding in Table 29, 84% agreed accordingly with statement that lack of human resources management (HRM) skills affect grievances management while 16% of the respondents were not sure and disagree respectively. Base on the finding above in figure 4.29, it shows that lack of human resources management (HRM) skills affects grievances management.

Table 30: Recruitment of Professional HRM
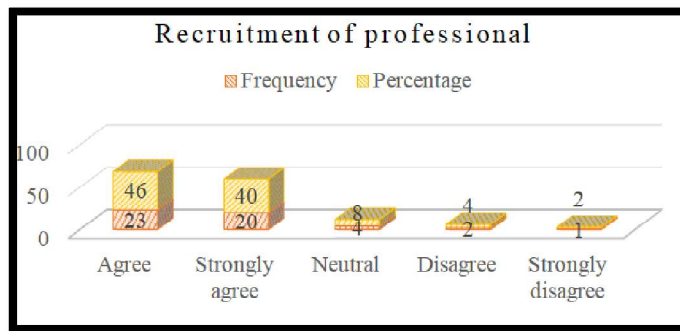*Source: Primary Data, 2021*

The results in Table 30 indicated that majority of 46% of the respondents have agree that Recruitment of professional HRM can helps in effective handling of grievances among employees furthermore, 40% others agreed with the statement. 8% were neutral with the above-mentioned statement while 3.3% and 2% disagree and strongly disagree respectively
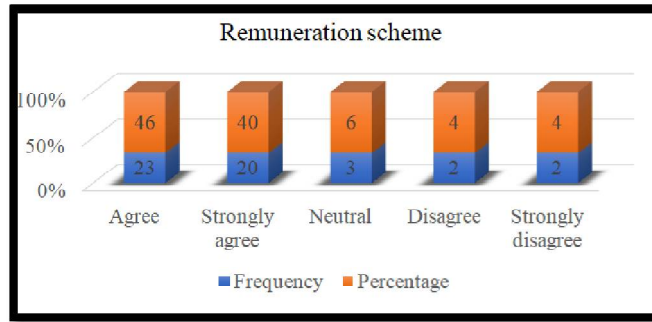
Table 31: Review Available Remuneration Schemes
Source: Primary Data, 2021

The results in Table 31 shows that 46% of the respondents have agree and 40% of the respondents have agreed that review available remuneration schemes contribute in handling grievances. 6% of the respondents were neutral. However, 4% have disagreed and strongly agree respectively.
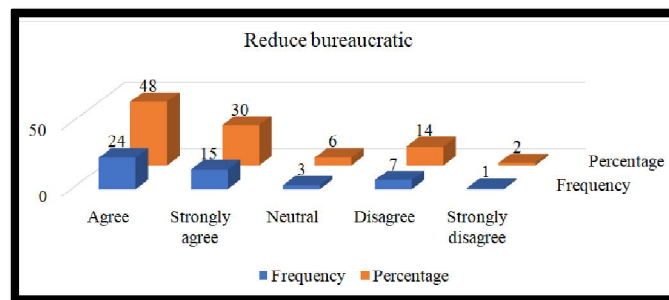

Table 32: Reduce Bureaucratic Procedures in
Managing Employee Grievances

The finding in Table 32 results, indicated that 48% and 30% of the respondents agreed and strongly agree respectively that Reduce bureaucratic procedures in managing employee grievances helps in quick resolution of employee grievances, 146% were disagree with statement above mentioned while 6% of the respondents were neutral and 2% were strongly disagree.
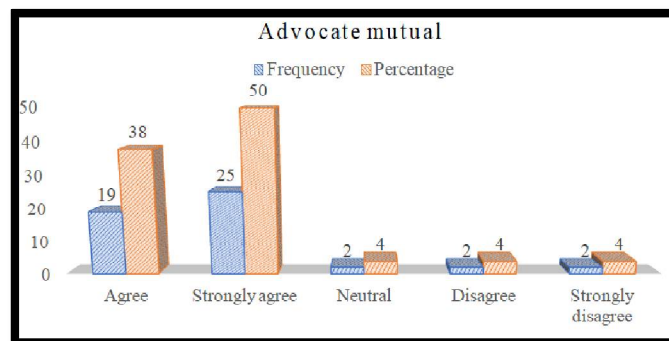
Table 33: Advocate Mutual Respect between
Supervisors and Subordinates

According to Table 33 results, 50% in addition to 30% of the respondents strongly agree and agree that advocate mutual respect between supervisors and subordinates can effectively help in handling grievances, 4% were neutral, disagree and strongly disagree respectively.

5. Summary of Findings, Recommendations, Conclusion and Areas for Further Research

5.1. Introduction
This chapter aimed to highlight findings of the analysis done in the previous chapter and recommend pragmatic policies to address the alarming effect of grievance on employee performance with.

5.2. Summary
From the discussions in the previous chapters, the following were identified and the main findings from the study are as follows:

5.2.1. Demographic Information

This section provides a summary of the findings as presented in chapter four of the study. In reference to demographic characteristic, the study sought to establish the respondents' employee grievances, impacts and organization performances. The findings indicated that 62% of the respondents were male and 38% were female which enabled the research to attain its objectives, among the key participants who were head of human resource, supervisor, managers and directors. The finding shows that 60% of the respondents were in the age group between 25-35 years while 20% of the respondents were in age range 35-45 years. Furthermore, 12% were age between 15 -25 and 45 -54 years were the least with 8%.

In regard to marital status of the respondents, majority two-third 52% of the respondents were single, 42% were married, separated were 4% while 43% of the respondents were married, all out of 50 of the total questionnaires' samples distribution. This result projected that the majority of the respondents were single and this could be due to various factors affecting youth in South Sudan such as conflict and economic hardship.

The leading educational level according to result, majority 56% of the respondents had Bachelor degree, secondary certificate constituted 18% while, 12% of the respondents had technical school certificates. On other hand a small group 2% of the respondents had post primary certificate. This result shows that majority of the respondents had relevant qualifications and were familiar enough to provide relevant information for the study.

It is shown that 72% of the respondents were working in job categorized as others. While 8% of the respondents were head of human resource and supervisor. Furthermore, 6% of the questionnaire's participants work as managers and directors. The other occupations according to the finding results constituted high average, meaning that majority of the respondents were working at different field apart from mentioned occupations. According to years of experiences, majority 62% of the respondents have experience of 1 – 5 years, 16% of the respondents have experience of 6 – 10 years, 14% have experience of 16% years and above while 8 have experience of 11 – 15% years.

5.2.2. Employee Grievances and Institution Performances

First objective look at nature and causes of employee grievances at Juba City Council and the findings from the study showed that employee grievances exist in different forms with 84% of the respondents indicating that low and imbalance salary create grievances among employee, 88% of respondents indicated that lack of attractive work incentives create employee grievances and 74% indicated that ineffective communication between management and employees causes grievances among employee while 10% declined. 86% of respondents indicated that lack of supervision and management skills among supervisors and managers result to grievances among employee. Furthermore, 64.6% of respondents indicated that unfair treatment of employees by the management. In addition to that 86% of respondents indicated that management failure to pay attention to employee personal problems risk employee's grievances. 70% of respondents indicated that ineffective of delegation of authority to employees by the management causes employee grievances.

Second objective give information on effect of employee grievances and the findings of the study showed that 92% of respondents indicated that grievances reduce the employee commitment in performance organization's task, 76% of respondents indicated that grievances lead to high turnover of employee in an organization, 88% of respondents indicated that grievances lead to poor quality of produce in an organization.

Objective three was to determine grievance handling procedure. 86% of respondents indicated that recruitment of professional HRM can helps in effective handling of grievances among employees, 86% of respondents indicated that review available remuneration schemes contribute in handling grievances, 78% of participants indicated that reduce bureaucratic procedures in managing employee grievances helps in quick resolution of employee grievances.

5.3. Recommendations

5.3.1. The Nature of Employee Grievances at Juba City Council

Based on our literature and conclusion drawn, the study recommend that grievances should be handle as quickly as possible as they are reported in order to ensure that the negative consequences of unresolved grievance do not manifest in the workplace.

5.3.2. Causes of Employee Grievances

Secondly, since most grievances in workplaces are related to performance appraisal, rewards and incentives, salary, and general working conditions, management should ensure that it improves working conditions of her employees.

5.3.3. Factors Determine the Employee Grievances and Institution Performance

Institution should ensure that those in-charges of employees' grievance management should be well trained to enable them acquire the requisite human relations skills, and knowledge of the country's labour and industrial laws to increase their capacity in grievance and conflict handling.

5.4. Conclusion

Effective management of employee grievance help management understands the feelings and attitude of the workers concerning the organizations polices practices and rules. It serves as a medium for upward communication to organization top management and provides the means of identifying the appropriate practices, procedures, and administrative policies that can cause the employee's complaints to be considered, and it serves as a tool for management

to maintain an open and harmonious relationship with the employees within the workplace, thereby reducing unnecessary crises which promotes organizational poor performances and inefficiency.

In addition, employee grievance management practice helps managers to identify questionable practices and areas of discontents in the organization and provides measures of correcting the questionable or faulty practices or policies. The study also reveals the importance of utilizing collective bargaining as vital grievance management tool for effective harmonious management-labour relationship which helps to promote profitability and increase in market share of organizations, hence lead to enhanced organizational performance, effectiveness and survival.

5.5. Areas of Further Research
- The role of human resource managers in resolve grievances in an organization.
- The impact of poor grievance management on organization productivity.
- The researcher observed that there is generally low level of grievance management among members of organization and for that matter. This is mainly dominant among non-beneficiaries of organization. It is therefore recommended that future researchers should research into the causes of this low level of grievances management and recommend relevant specific solutions to solve this problem.

5.6. Acknowledgement

6. References
i. Aboagye, P and Benyebar, K. (2010) Industrial Relations in Ghana: The Law and Practice, 3rd Edition, Accra: Ghana Universities Press, 66-85.
ii. ACAS (2011). Advisory handbook on discipline and grievances at work (UK). Retrieve from ACAS website: www.acas.org.uk/index.aspxpavt-icleid=890.
iii. Akanji, I. (2005). Perspectives in workplace conflict management and new approaches for the twenty first Century. In Albert 1.0 (Ed.), perspective on peace and conflict in Africa: essays in honour of Gen. Abdusalam Abubakar, Ibadan: John Arches Publishers.
iv. Bean, R. (1994). Corporative industrial relations: an introduction to cross-national perspectives, London: Routledge.
v. D'Cruz, M.N. (1999). A practical guide to grievance procedure, misconduct and domestic inquiry. Kuala Lumpur: Leeds Publication.
vi. Daniels, D. (1989). The Political Effects of Grievance Handling by Stewards in a Local Union. Journal of Labor Research. 15(1), 33-52.
vii. Danku & Apeletey (1999), A Practical Guide to Grievance Procedure, Misconduct and Domestic Inquiry, Leeds Publication, Kuala Lumpur.
viii. Danku, L. S., Apeletey, A.F., Aboagye, J. & Benyebaar, C. (2015). Assessing discipline handling and grievance management procedure in educational service in Ghana. International Journal of Academic Research in Progressive Education and Development, 4(l):79-87.
ix. Darroch, J. & McNaughton, (2005). Beyond market orientation: Knowledge management and the innovativeness of New Zealand firm.
x. Daud, H (2010), A Practical Guide to Grievance Procedure, Misconduct and Domestic Inquiry, Leeds Publication, Kuala Lumpur.
xi. Drucker, P. (1955). The practice of management. London: Heinemann
xii. Emenike, P. N. (2016). Organizational Innovation and corporate performance: A survey of manufacturing companies in Port Harcourt. Unpublished MBA thesis, Department of Management, University of Port Harcourt, Nigeria.
xiii. Enekwe, C. I., (Okwo, I. M., & Ordu, M.M, (2013). Financial ratio analysis as a determinant of profitability in Nigeria pharmaceutical industry. International Journal of Business Management. 8 No. 8.
xiv. Freeman, P. (2009). Introduction to Human Resource Management. Theory and practical Palgrave. New York
xv. Holt, J. L., and Devore, C. J. (2005), Culture, Gender, Organizational Role and Styles of Conflict Resolution: A Meta-Analysis. International Journal of Intercultural Relations, 29(2), 165-196.
xvi. Honneyman, C. J. (2003), Managers Handling Disputes: Third-Party Roles and Perceptions of Fairness, Academy of Management Journal, 32 (4), 687-704
xvii. Juneja, P. (2018). Employee grievance-effective ways of handling grievance. Retrieved from: https://www.managementstudyguide.com/employee-grievance.htm
xviii. Likert, M.A. (1961). A Measure of Styles of Handling Interpersonal Conflict. Academy of Management Journal, 26(2), 368-376.
xix. Longe, O. (2015). Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm. Journal of Management and Strategy, 6(2): 83-92
xx. Marianne, S. (2013). Profitability Development of Value-added services in the case company. A thesis presented to

        department of Business Administration. Lappeenranta Saimaa University of Applied Sciences.
xxi.   Melchades, V. (2013). The role of effective grievance management procedure in enhancing the work performance. An MBA dissertation submitted to Open University of Tanzania.
xxii.   Nurse, L. and Devonish, D., (2007), Grievance management and its links to workplace justice, Employee Relations, Vol: 29 No: 1, pp: 89-109.
xxiii. Obasan, K. (2011, August). Impact of conflict management on corporate productivity: an evaluative study. Australian Journal of Business and Management Research, 1(5), 44-49.
xxiv.   Obiekwe, O. (2012). Human capital development and organizational survival in Nigeria banking industry. MSC Thesis submitted to the Department of Management, Faculty of Management Sciences, University of Port Harcourt, Nigeria

Appendix

Questionnaires

Respondent Biodata
INSTRUCTION: Tick (√) in the box with your appropriate answer and that best describes the extent to which you agree with each of the statements afterward.

1. Gender
Male   ☐
Female   ☐

2. Age
18 – 25   ☐
26 – 35   ☐
35 – 45   ☐
45 – above   ☐

3. Marital Status
Single   ☐
Married   ☐
Divorced   ☐
Separated   ☐

4. Level of Education
Primary   ☐
Secondary   ☐
Technical school ☐
Degree   ☐
Masters   ☐

5. Occupation
Manager   ☐
Director   ☐
Head of HR   ☐
Supervisor   ☐
Other   ☐

6. How long have you been in service?
1-5   ☐
6-10   ☐
11-15   ☐
16 – above   ☐

Section (B)
Assessment of causes of employee grievances in the organization

1. According to your agreement and understanding, what are the causes of poor employee relations in the organization?

Statement	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Low and imbalance salary					
Lack of attractive work incentives					
Ineffective communication between management and employees					
Lack of supervision and management skills among supervisors and managers					
unfair treatment of employees by the management					
Management failure to pay attention to employee personal problems					
Ineffective of delegation of authority to employees by the management					

Table 2

Section (C)
Assessment of impacts of employee grievances on the institution performance

2. In your opinion, what are the impacts of employee grievances on the Institution performance?

	Statement	Yes	No
a)	Grievances reduce the employee commitment in performance institution's task		
b)	Grievances lead to high turnover of employee in an institution's		
c)	Grievances lead to poor quality of produce in an institution's		
d)	Increase the chances of customer in choosing other institutions with quality products.		

Table 3

3. At your personal point of view, what are the effects of employee relations on employee and institution performance?

Statement	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Good employee relations increase employees' working morale					
Good employee relations improve discipline to workers					
Good employee relations promote teamwork in the institution's					
Good employee relations improve employee work commitment					
Good employee relations increase employees' working morale					
Good employee relations led to high productivity in the institution's					

Table 4

Section (D)
4. Factors which Hinder Effective Management of Employees' Grievances

Statement	Agree	Disagree
Lack of Human Resources Management (HRM) skills		
Administrative procedures		
Selfishness		
Fear of demotion and terminated		
Unequal relationship between supervisors and		
Lack of Human Resources Management (HRM) skills		

Table 5

5. What should be done to effectively handle employee grievance?

what Should be Done to Effectively Handle Employee Grievance	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Recruitment of professional HRM					
Review available remuneration Schemes					
Reduce bureaucratic procedures in managing employee grievances					
Advocate mutual respect between supervisors and subordinates					

Table 6

To determine the impacts of employee grievances handling on the profitability level of an institution
1. In your own opinion and experiences, what are causes of employee grievances?
……
2. What is importance of effective grievances handling on an institution's performance?
……
3. At your personal point of view, what are the possible ways grievances can be handled in an institution?
……