

**THE ROLE OF GRIEVANCE HANDLING ON EMPLOYEE PERFORMANCE
IN PUBLIC HOSPITALS IN KENYA: A CASE OF LONGISA REFERRAL
HOSPITAL, BOMET COUNTY**

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DECLARATION

I hereby declare that this research project is entirely original with no submissions for awards or examinations to Maasai Mara University or any other entity.

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APPROVAL

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DEDICATION

This work is dedicated to my spouse and children.

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First and foremost, I would like to express my profound gratitude to the Almighty God for giving me strength, wisdom and good health to carry out this research work. I am also grateful to my supervisors; Dr. Robert Kinanga and Dr. Justus Wesonga for their professional commitment in guiding me through the research project writing process. Further, I am grateful to my beloved wife, children, parents and brothers for their moral and financial support during my academic journey. Finally, my special thanks go to my colleagues, friends and classmates.

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LIST OF ABBREVIATIONS AND ACRONYMS

HR:	Human Resource
HRM:	Human Resource Management
KMPDU:	Kenya Medical Practitioners Pharmacists and Dentists Union
KNUN:	Kenya National Union of Nurses
KNUT:	Kenya National Union of Teachers
KUCO:	Kenya Union of Clinical Officers
NACOSTI:	National Commission for Science and Technology
ROCI:	Rahim's Organizational Conflict Inventory
SPSS:	Statistical Package for Social Sciences
UHM:	Union of Health Workers
UNESCO:	United Nations Educational Scientific and Cultural Organization

OPERATIONAL DEFINITION OF TERMS

- Conflict:** Is a conflict or dispute between concepts, values, or individuals.
- Collective Bargaining:** is a state in which there is no intervention from the government and employees and employers are free to negotiate terms and working conditions.
- Employee:** is any anyone who has consented to work for compensation under the terms of a service contract.
- Employer:** Is a legal body that oversees the employment of a servant and is required to provide the servant's salary or wages as compensation.
- Grievance:** The erosion of trust between an employer and an employee.
- Grievance Procedure:** An upward communication system that is used by industrial companies to bring employee complaints to the forefront for resolution.
- Industrial Conflict:** Is the difficulty of employers and workers to come to a consensus on any matter pertaining to the interaction between the two parties
- Trade Union:** is a group of workers who come together to advance and defend their members' interests regarding work terms and conditions.

ABSTRACT

Organizations inevitably face grievances from dissatisfied employees or groups due to current working conditions or interactions with colleagues. Since Kenya's health sector underwent devolution following the 2010 constitution, addressing employee concerns has become more complex. This study aimed to assess how grievance handling impacts staff performance at Kenyan public hospitals, focusing on Longisa Referral Hospital in Bomet County. The objectives were to evaluate the influence of grievance handling procedures, styles, and prevention strategies on employee performance. Using a case study design, the study surveyed 307 employees at Longisa Referral Hospital, employing a census approach due to the accessible and manageable population size. Questionnaires were used to gather primary data, which was then analyzed using descriptive statistics to calculate percentages and frequencies, Pearson correlation to evaluate relationships, and Chi-square analysis to identify linkages. Frequency tables were used to present the data. The outcomes showed that employee performance at Longisa Referral Hospital and grievance management procedures had a high positive connection ($r = 0.820$, $P\text{-value} = 0.000$). In a similar vein, employee performance and grievance management techniques showed a strong positive association ($r = 0.547$, $P\text{-value} = 0.000$), and employee performance and grievance prevention strategies showed a noteworthy correlation ($r = 0.616$, $P\text{-value} = 0.000$). Chi-square analysis revealed that all three of the null hypotheses were rejected, indicating that respondents thought grievance management practices, approaches, and preventative measures were essential to worker performance. The study recommended that organizations implement effective grievance handling protocols, adopt proactive grievance management methods, and establish robust grievance prevention strategies to enhance employee performance. These findings are anticipated to improve grievance management practices across public health facilities in Kenya.

Key Words: Grievance handling, grievance handling procedure, grievance handling styles, grievance prevention strategies, employee's performance and referral hospital.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations are unable to avoid complaints from lone workers or groups of workers who are unhappy with their existing working conditions or their relationships with coworkers. Any real or perceived dissatisfaction or injustice regarding an employee's work and the nature of management rules and procedures that the employee communicates and brings to the attention of management and the organization is referred to as a grievance (Juneja, 2018). Moreover, Mubezi (2016) defines a grievance as any formal expression of dissatisfaction with one's job and workplace to one's immediate supervisor. She goes on to say that a grievance is a problem brought by an employee to express displeasure with management behaviour and an attempt to impact change. Furthermore, employee grievance is defined as the process by which an employee attempts to demonstrate that she or he has suffered or been harmed as a result of organizational management's actions or decisions. According to Daud (2020), the term grievance refers to a breakdown in mutual confidence between an employer and an employee.

Grievances are typically related with employee discontent with working procedures and amenities (Bean, 2014). Disgruntled workers in the US register grievances via the grievance system, and their immediate managers or supervisors are responsible for responding to the grievance within seven days of it being filed (Rose, 2014). Appropriate styles are used to resolve workers' grievance which improve the efficiency and effectiveness of grievance procedure (Rahim & Magner, 2015). Rahim's Organizational Conflict Inventory II (ROCI-II) in the United States identified styles of handling

grievances. According to Rahim and Magner (2015) the instrument combines two dimensions, that is, concern of self and concern of others. Combining these dimensions, they have introduced five styles of grievance handling namely avoiding, dominating, obliging, compromising and integrating. Gomez (2012) states that managers therefore need special training on how they should apply the styles and the Human Resource department should provide guidance wherever necessary.

Onyebuchi and Uchechi (2019) observed that in Nigeria, a positive work environment, increased employee engagement and loyalty, and enhanced organizational efficiency all depend on the efficient handling of employee grievances. Further, Danku, L. S., Apeletey, A.F., Aboagye, J. & Benyebaar, C. (2015). contends that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management-labour relationships and negatively affects the productivity of the organization, therefore, must be tackled with all seriousness. According to Christina and Aure (2021), they believed that an effective grievance procedure creates a harmonious work environment by addressing grievances in a way that satisfies both managers and employees. According to Juneja (2018) grievance lower employees morale and efficiency and when unattended to result in frustration, dissatisfaction, low productivity, lack of interest in work and absenteeism.

On the other hand, employee performance is at the center of attention of not only scholars but also practitioners who perceive it as the key to the success of any organization. According to Kasimu et al. (2018) the phenomenon of employee performance is a multidimensional construct and an extremely vital criterion for determining organizational

success or failure. Employees are the blood stream of any organization and are the most valuable assets of every organization as they can make or break the organization reputation and can adversely affect performance. Additionally, Iskandar et al. (2014) argue that performance at both the firm and individual levels hinge significantly on human resources, which are crucial for meeting organizational objectives. They emphasize that plentiful resources like infrastructure or physical facilities become ineffective without the support of skilled human resources, disrupting business operations. Thus, good employee performance, within a professional framework, reflects the capacity to contribute effectively to their work, aligning with the company's goals and achieving desired behaviors.

The role of grievances to employees and more so organization as a whole cannot be overlooked. According to Melchades (2016) 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. Further, Onyebuchi and Uchechi (2019) argue that suppressed workers grievances are known to have given rise to accidents at the workplace, absenteeism, strike actions and different forms of industrial sabotage, low morale and reduction in employee's commitment. Furthermore, Consolata (2021) asserts that complaints have a significant impact on bad customer relations, which in turn results in high, unsustainable ratings. This ultimately results in low organizational growth in terms of performance and competitiveness. On the issue of management of conflict and grievances. Howell (2014) notes that management of conflict is extremely important for the effective functioning of organizations and for the personal, cultural and social development of individuals.

The manner in which the conflict is managed can cause more tension in the situation rather than the conflict itself.

Njiraini (2015) found that inadequate handling protocols and grievance capture systems in Kenya had an effect on staff management, which in turn hindered institutional performance. Ngetich (2016) found that the processes for handling employee grievances already in place gave people a way to voice their concerns and offered legal protection. The results of the study showed that workers thought their grievances would be handled equally and fairly. Melchades (2016) conducted research to evaluate how grievance management policies, strategies, and practices enhance organizational performance. The study highlighted that grievances directly involve employees, exerting significant impacts—either positive or negative—on the organization.

1.1.1 Employee Performance at Longisa Referral Hospital

According to the Ministry of Health (2015) the devolution of health services in Kenya has been characterized with many challenges. These include strikes by health workers in different counties including Longisa Referral Hospital. In addition to the resignation of a few medical personnel. In addition, the health sector is faced with inequitable distribution of available health workers due to health workers leaving certain counties in favour of others that have better working conditions. According to Chelugui (2020) press statement commenting on 21 days' notice issued by the three unions representing the workers in the health sector the issue in dispute among others included long standing labour disputes in some counties which have resulted in poor health service delivery. Longisa Referral Hospital is a Ministry of Health primary care hospital located in Longisa (Longisa District

Hospital is located along Bomet -Mulot road) East, Bomet County. As of 2021, the facility was fully operational with a capacity of 144 beds and 6 cots. The facility also had 307 employees working at the facility. The hospital is regulated by Ministry of Health under registration number 15077 (Ministry of Health, 2021).

Employee performance is dependent on an organization's capacity to execute a cogent plan to handle competing goals in a sequential manner. Numerous external factors impact performance, and it is critical to understand this (Cyert & March, 2018). To achieve performance, a team or an individual must collaborate to produce legitimate results. Performance can be seen in a variety of settings, including seminars, classroom instruction, and organizational learning, which evaluates performance standards. Performance is, as they say, a "journey" rather than a "destination." According to Locke (2018), employees should develop their own goals as a kind of self-motivation because this will drive them to perform better as they work toward their own objectives. Goals can be changed to a more achievable level if they are not reached (Locke, 2019). Salaman et al. (2015) state that when performance increases, so do the goals of a performance management system.

The expectancy theory, first presented by Victor Vroom in 1964, postulates that people adjust their behavior at work in response to the expectation of achieving personally meaningful objectives. People modify their behavior in order to maximize the probability of achieving these goals. According to Salaman et al. (2015), this theory, which holds that performance is influenced by expected future occurrences, lends support to the idea of performance management. Employing deterrence tactics—which are based on the notion that incentives and consequences are the main elements influencing human behavior—

organizations use a variety of performance strategies. In regulatory contexts, vision typically involves a deterrence strategy by attaching consequences to violations of rules. Conversely, in organizational literature, performance improvement is often associated with incentives, where desirable outcomes are associated with the giving of incentives (Tyler & Blader, 2020).

1.2 Statement of the Problem

Since the decentralization of the health division to county governments under Kenya's new constitution in 2010, addressing employee grievances has posed growing challenges, often resulting in industrial actions and subsequently poor employee performance within the health sector. County administrations have frequently encountered disputes with healthcare staff. For example, in 2020, health workers in Bomet County staged a strike, causing disruptions at Longisa Referral Hospital. This led Bomet Governor Hillary Barchok to threaten the striking health workers with dismissal. However, the Union of Health Workers (UHW) asserted that the strike was lawful and vowed to continue until their demands were met. The purpose of the study is to assess how employee performance in Kenyan public hospitals is affected by the grievance processing system. Furthermore, studies on grievance management in Kenya and elsewhere have concentrated on various areas, but none have addressed the extent to which employee grievance handling can affect employee performance. Ngetich (2016) investigated the effect of the grievance handling system on representative execution at the Jomo Kenyatta Foundation, while Njiraini (2015) led an investigation into the impact of the grievance handling system on peace-making in Kenya: a case study of the Kenya National Union of Teachers (KNUT). However, while there have been many studies on the various elements influencing employee performance, none have

specifically addressed the impact that dispute resolution might have on worker performance, particularly in the healthcare industry. For instance, Bagyo (2013) discovered that leadership and employee engagement had a significant impact on worker performance. According to Lutwana (2011), there is a strong favorable correlation between health workers' employee performance and their performance reviews. The study therefore aimed at filling these gaps by undertaking an inquiry on the role of grievance handling on employee performance in public hospitals in Kenya with a focus to Longisa referral hospital.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to analyze the role of grievance handling on employee performance in Public Hospitals in Kenya: A case of Longisa Referral Hospital, Bomet County.

1.3.2 Specific Objectives

- i. To establish the role of grievance handling procedure on employee Performance in Longisa referral hospital.
- ii. To investigate the role of grievance handling styles on employee performance in Longisa referral hospital.
- iii. To establish the role of grievance prevention strategies on employee performance in Longisa referral hospital.

1.4 Research Hypotheses

H₀₁: There is no substantial correlation between the grievance handling procedure and employee performance at Longisa Referral Hospital.

H₀₂: There is no substantial correlation between grievance handling styles and employee performance at Longisa Referral Hospital.

H₀₃: There is no substantial relationship between grievance prevention strategies and employee performance at Longisa Referral Hospital.

1.5 Significance of the Study

The purpose of this study was to analyse the impact of grievance processing on employee performance in Kenyan public hospitals. This study would enable hospital administration to build effective rules and methods for managing grievances in Kenya's public hospitals. Additionally, it will support stakeholders and management in effectively putting grievance management procedures into practice. Additionally, the study will give management a strong basis on which to learn how to effectively resolve grievances in order to enhance positive employee performance at work. By providing fresh knowledge to the field of grievance management, the research will assist trade unions and other organizations in establishing grievance handling processes.

The study will also be of significance to organizations' Management in identifying and dealing with the nature and causes of grievances in organizations. The study will guide management on how to effectively avoid conflict and improve work performance of the employees.

The study will provide insight to researchers who intend to focus on employees and grievance handling practices. Lastly, policy makers will find the report beneficial, who focus on employee's performance and grievance handling procedure.

1.6 Scope of the Study

The research focused on the role of grievance handling on employee performance in public hospitals in Kenya. The study was carried out in Longisa referral hospital in Bomet county. Longisa referral hospital was selected because it experienced adverse effect resulting from frequent unrest by health workers at the county. Bomet county is located in the former Rift-valley province, it is bordered by four counties, namely: Kericho to the north, Nyamira to the west, Narok to the south and Nakuru to the north-east.

1.7 Limitations of the Study

The researcher encountered the following limitations: reluctance and delay of some respondents in answering questionnaires; time and financial limitation in data collection.

1.8 Delimitations of the Study

The researcher overcame the limitations by using data collection clerks who were trained on effective data collection skills before embarking on data collection. This helped to save time on data collection. The respondents were assured that the data was collected for academic purposes only and confidentiality was guaranteed. Proper financial planning was done before actual data collection to ensure funds available were adequate for data collection.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A review of the relevant literature is given in this chapter, covering the theoretical and conceptual frameworks, empirical investigations, and research gaps.

2.2 Theoretical Framework

This study was underpinned by the following three theories: Contingency Theory, Theory of Organizational Justice and Systems Theory.

2.2.1 Contingency Theory

Contingency theory originated from the work of Joan Woodward in 1958. The theory claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation (Melchades, 2016). According to Harney (2016), Contingency Theory is a conceptual instrument for addressing organisational conflicts. He argued that there are three broad techniques from which an intervener might create a strategy for settling issues against an organisation. These strategies include teamwork, negotiating, and power play. The right strategy depends on the organisational approach to dispute resolution and the understanding of the individual initiating the dispute (Iskandar et al., 2014).

According to Iskandar et al. (2014). People collaborate by uncovering their differences (bringing them to light) and then working on the challenges until they reach mutually satisfying solutions. This strategy implies that people will be motivated to devote time and energy to such problem-solving activities. Bargaining, on the other hand, implies that

neither party will emerge satisfied from the conflict, but that via negotiation, they can obtain what they did not have at the outset, or more of something they require, usually by giving up something less important. One party typically gains more than the other; by skillfully employing tactical transactions, he can extract the maximum possible from the other side. The third strategy, Power Play, differs from the other two approaches because its emphasis is on self-interest. Whereas in collaboration and negotiation, the two sides work together to solve their problems, when power is the dominating mode, actions are unilateral or taken by coalitions acting unilaterally.

The contingency theory lacks adequate literature in addressing different situation of management grievances and conflicts. The theory has not adequately spelled out various types of actions which can be taken under different situations. The approach should provide 'if this is the situation, this action can be taken.' Unless, this is done, the approach cannot offer much assistance to the practice of management. No doubt, researches have been conducted in this direction but, by and large, they have not satisfied the needs of managers. The contingency theory was employed in this study to determine the effects of grievance handling procedures, grievance handling styles, and grievance prevention efforts on employee performance at Longisa referral hospital.

2.2.2 Theory of Organizational Justice

Greenberg proposed the Theory of Organizational Justice in 1987. The idea aims to explain how an employee perceives the behavior of an organization, as well as the employee's subsequent attitude and behavior. According to Monizjr (2020), grievance procedures play an important role in promoting organizational fairness.

This is accomplished by settling disputes between management and employees by gathering information regarding employee relations, allowing employees to express their problems, and ensuring workplace equality and fairness. The notion of organisational justice includes three distinct perspectives: distributive, procedural, and interactional justices (Chetty, 2017).

Distributive justice, rooted in equity theory, focuses on the equitable allocation of outcomes. It concerns fairness in outcomes such as rewards, promotions, and compensation. Employees often compare their outcomes with those of their peers in similar roles to assess fairness (Mccardle, 2017). In contrast, procedural justice emphasizes the fairness of the processes through which outcomes are determined. When employees perceive that the procedures leading to their outcomes are unbiased and accurate, they perceive procedural justice (Mccardle, 2017). Employees are likely to be satisfied with their pay and positions when they believe that outcomes (e.g., compensation and promotions) are distributed fairly. Moreover, perceived fairness in formal rules and procedures governing decisions enhances employees' attitudes toward their organizations and supervisors. Interactional justice assesses how employees interact with each other in the workplace, encompassing relationships between supervisors and subordinates as well as peer interactions. Establishing clear standards of conduct is crucial for fostering a workplace environment characterized by respect and fairness, thereby enhancing the organization's reputation (Mccardle, 2017).

In this context, the emergence of grievances functions as a bonding agent, uniting individuals within an organization.

Conflict, in the form of grievances, is essential because it provides management with opportunities to address emerging issues in a constructive manner. Over time, effective management of grievances allows for the development of optimal approaches, leading to positive trends in employee performance within the organization (Whitfield, 2014). Functional conflict is beneficial as it fosters progress and achievement. Positive conflict, as described by Deutsch et al. (2012), involves a choice between two equally appealing options, which is not inherently problematic. Despite its various contributions, the contingency theory has not achieved recognition as a unified management theory due to challenges in empirical testing, which complicates validation of its hypotheses. The contingency theory is reactive and proactive, primarily offering reactive strategies for managers to implement in specific situations. Consequently, managers bear responsibility for shaping the organizational environment to mitigate negative outcomes. The theory of organizational justice guided this study in examining the impacts of grievance handling procedures, grievance handling styles, and grievance prevention strategies on employee performance at Longisa Referral Hospital.

2.2.3 Systems Theory

Olum (2014) emphasizes the significant influence of systems theory on management science and organizational understanding. He defines a system as a network of interconnected components that collaborate toward a shared objective. According to this perspective, altering any component of a system alters its overall character. A system is typically conceptualized as comprising several key elements. First are inputs, encompassing resources such as raw materials, finances, technology, and personnel. Second are processes such as planning, organizing, motivating, and controlling.

Third are outputs, which represent goods or services produced. Finally, outcomes are those achievements that enhance the quality of life for customers or productivity. Hence, systems theory emphasizes the continuous feedback loop that integrates all four components of a system. Despite its fundamental importance, decades of managerial training and workplace practices have often diverged from this theoretical framework.

Educators and managers have recently embraced a new way of thinking due to ongoing organizational changes and evolving work practices. Systems theory's strength in management lies in its ability to provide managers with a broader perspective of the organization. It enables them to understand workplace dynamics and phenomena by identifying various organizational components and their interconnections (McCardle, 2017). This theory is relevant to this study because it guides managers to recognize the diverse elements that constitute their organizations, including human resources, motivational factors, and operational processes. This understanding helps them efficiently address conflicts through effective grievance handling and achieve organizational objectives.

The organisational justice theory served as the study's framework. According to Monizjr (2020), grievance procedures play an important role in promoting organisational fairness. This is accomplished by settling disputes between management and employees by gathering information regarding employee relations, allowing employees to express their problems, and ensuring workplace equality and fairness. The notion of organisational justice includes three distinct perspectives: distributive, procedural, and interactional justices (Chetty, 2017).

Since the study intended to analyze the role of grievance handling on employee performance in public hospitals in Kenya with the view of recommending the best practices to achieve organization justice, the theory of Organizational Justice was used in this study to inform on the best practices in grievance handling procedure, grievance handling styles and grievance prevention strategies on employee Performance with a view of attaining organizational justice in public hospitals in Kenya.

2.3 Conceptual Framework

A conceptual framework provided guidance for the research. Three independent variables and one dependent variable made up the conceptual framework (Figure 2.1). The independent variables included grievance handling procedures, grievance dealing styles, and grievance prevention methods. The dependent variable is employee performance at the Longisa referral hospital.

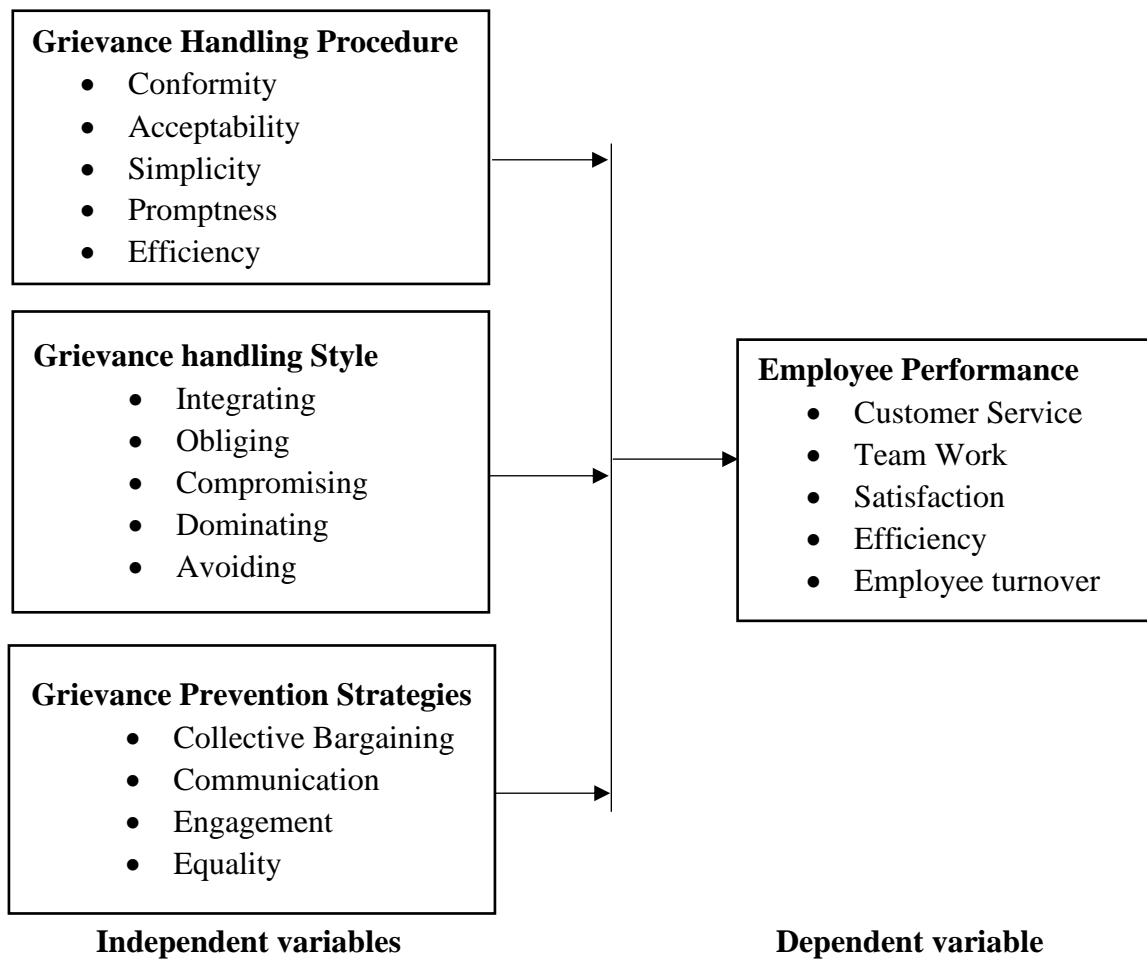


Figure 2.1 Conceptual Framework
Source (Author, 2022)

2.3.1 Grievance Handling Procedure and Employee Performance

Employee grievances are expressions of an employee's discontent with the organization and management in relation to their expectations. It arises from an official act or omission by the employer that adversely affects the employment relationship, excluding wrongful termination. Organizations employ grievance processes as a human resource management tool to govern the resolution of workplace issues and complaints. It is a formalized procedure for addressing specific concerns in the workplace. The grievance procedure plays a crucial role in ensuring compliance, both judicially and administratively, within an organization.

A well-designed grievance procedure should possess several key characteristics. Firstly, it should conform to the organization's culture, ensuring it is integrated and embraced by employees, thereby enhancing staff satisfaction and improving customer service. Secondly, the procedure should be acceptable to the majority of employees, fostering cohesion among them and promoting teamwork. Thirdly, the procedure should be simple and easily understandable for all personnel, facilitating swift initiation of grievances and thereby increasing productivity. Fourthly, it should be prompt, ensuring that grievances are addressed swiftly to minimize disruptions and maximize employee efficiency. Lastly, the grievance management system should be efficient, aiming to resolve grievances quickly to free up time for productive activities, ultimately enhancing overall organizational efficiency.

Various organizations implement diverse grievance handling procedures, with management bearing the responsibility of ensuring employees comprehend these protocols. Clear establishment and communication of these procedures are crucial to enable employees to navigate instances where working conditions adversely affect their well-being. The main goal of grievance procedures is to assist firms in reaching optimal levels of employee performance and service delivery, as noted by Bagraim (2017). Nevertheless, the majority of the time, the processes are management-focused, and workers might not be able to express their dissatisfaction with their workplace.

2.3.2 Grievance Handling Styles and Employee Performance

Styles of managing employee grievances may have an impact on industrial relations culture.

A more centralized unitary organization may use avoidance and dominant techniques to resolve issues. In contrast, a more decentralized bilateral organization may use compromising, integrating, or obliging strategies when dealing with employee complaints. Rose (2014) created distinct measures to evaluate the following five dispute resolution strategies: integrating, complying, compromising, dominating, and avoiding. According to Rose (2014), the sort of grievance handling technique chosen influences employee performance in an organization.

To accomplish this goal, Rose (2014) identified the styles utilised to handle employee concerns at Tanzanian higher education institutions. It was also investigated how employees perceive the handling of their grievances. According to the report, the majority of supervisors took an integrative approach to address their employees' problems. This made employees feel like they were a part of the grievance resolution process, which increased their satisfaction with the method and, as a result, enhanced employee performance, as seen by better customer service and teamwork between employees and management. The study also found few supervisors used dominating style of managing employee grievances. It was noted that this style of grievance handling was not well embraced by employees and hence employees were more demoralized at their workplace. This led to poor customer service and higher employees' turnover.

A study conducted in Romania addressed a single grievance handling style that was applied in particular Romanian organizations. It was noted that in majority of Romanian organizations, compromising was the main grievance handling style that was used. Compromise is an agreement or settlement of a dispute that is reached by each side making

concessions. Employees were not much motivated by this style and hence led to lower moral and higher employees' turnover.

In a study looking at how top executives' characteristics affected how they handled grievances at a Peninsula-based telecommunications center, managers tended to use an avoidance tactic when dealing concerns. In general, the study demonstrated that avoidance has a detrimental effect on an employee's productivity inside a company. The absence of cooperation between upper management and staff members made this clear. Additionally, there was a noticeable increase in personnel turnover within the telecom industry.

According to research done at Dharmapuri District Co-Operative Sugar Mills Limited, organizations are essentially made up of people who gather, arrange, and use resources like money, materials, equipment, and human capital in order to run efficiently. Collective efforts of individuals are crucial to the efficient use of financial and material resources, which leads to the accomplishment of shared objectives. Human collaboration is essential to the attainment of corporate objectives. As a result, a grievance management mechanism must encourage and preserve employee contentment with his or her working conditions in order to improve productivity. At the sugar mill company, it was noted that obliging was the main grievance handling style used. Employees embraced the style as it showed the willingness of the top management to handle employees' grievances. This led to higher moral among employees which was manifested through higher team work and customer service.

2.3.3 Grievance Prevention Strategies and Employee Performance

Preventing grievances is preferable to treating them, because when there are grievances, there is no productivity because workers refuse to work. And if there are no grievances in industries, then production in that industry will be high. The following measures should be used to prevent grievances: one is to adopt a collective bargaining policy. Collective bargaining is the process in which working people, through their unions, negotiate contracts with their employers to determine their terms of employment, including pay, grievances handling procedures and so on.

Through collective bargaining, employees will own the procedure and hence feel more motivated to work and hence higher customer service and teamwork. Two, establishment of freedom among workers, equality and decision making, so as everybody should know their role and responsibility. Equality among top management and employees in establishing grievance handling procedures helps employees feel more embraced by top management in decision making and thus improved employees' satisfaction and hence improved teamwork and customer service.

Third, Employer should aim to improve but not to punish, Meeting to discuss the situation, and establishment of communication. Proper communication and engagement channels between top management and employees ensure all matters are settled before they escalate to grievances. Proper communication and engagement in an organization ensures higher employees' satisfaction, improved efficiency and hence higher customer service. Due to this I argue the statement "Prevention of grievances in any industry is better than cure.

It's believed that proper grievance prevention strategies have positive impact on employee performance in an organization.

However, when grievances arise, responsible organizations should have robust procedures in place to ensure thorough investigation and resolution of employees' complaints. Addressing grievances effectively brings mutual benefits to both employees and the organization as a whole. Effective grievance handling practices should include registering grievances, evaluating them objectively, utilizing established methods to resolve similar issues from the past, maintaining clear communication throughout the process, and identifying any systemic issues within the grievance procedure. Grievances typically involve concerns or complaints raised by employees regarding various workplace issues such as job nature, workload, or interpersonal conflicts. Ideally, grievances should be addressed early and informally; however, organizations and their HR departments must always be prepared to handle them definitively through well-documented and formal Employee Grievance Practices.

Not only should workers know how to file grievances, but they should also feel free to do so. In order for employees to monitor and follow up on their concerns, it is imperative that they receive an acknowledgement of the submission of their grievances. Since everyone has the right to be heard, any impacted parties should be able to voice their concerns and present any supporting documentation through an organization's grievance procedure. Workers should be aware of the grievance registration procedure, and the company should make sure that the system's goal and workings are made clear. Employees should find the registration process user-friendly and quickly available anytime they need to file a

complaint. Employers have the responsibility to ensure that all employees understand how to use the registration mechanism effectively. A transparent receipt and registration system should facilitate dissatisfied employees in filing complaints and receiving confirmation of receipt from the appropriate HR personnel responsible for handling grievances. This system also allows employers to monitor the progress of addressing employee issues and provide updates as necessary.

After receiving a grievance, the recipient ought to compile the complaint's details, consult with other pertinent parties, and devise a strategy to resolve the problems brought up. Only authorized workers managing the grievances and the party who was wronged should have access to information gathered for the purpose of resolving complaints. Information should also be treated with confidentiality and used only for that purpose. Through its peer appraisal services, the World Bank deprives its employees of their right to an unbiased hearing. Whichever way the bank decides to proceed, it has an obligation to guarantee its workers a just legal system that satisfies the obligations outlined in human rights laws. Setting a good example is crucial since failing to do so could harm the bank's credibility in its objective to improve fair national judicial systems in borrowing countries through administrative measures. Grievances directly affect employees, which means they have a big influence on the company, either way.

According to the study, efficient grievance handling improves worker satisfaction and productivity while creating a peaceful work atmosphere, all of which improve job performance within firms.

2.3.4 Employee Performance

Most new hires are generally passionate about their work, but after the first few months on the job, employee morale usually declines and stays low in most firms. It is noteworthy that most individuals (between 70 and 90 percent) say they are happy with their jobs when asked directly. Regardless of the task at hand, this happens, often in the face of strongly held frustrations. Both the rules that management uses to direct their workforce and the relationships that specific managers have with their staff members are the responsibility of management. The ability of managers and supervisors to identify, assess, and resolve possible employee unhappiness before it manifests as a formal grievance is crucial for constructive grievance handling. The manner in which grievances are handled has an impact on employee satisfaction. Both public and private hospitals deal with management concerns related to grievance processing, just like other enterprises do. A motivated and well-managed staff might help public hospitals solve most, if not all, of their issues. To give their all for patients, medical professionals such as doctors, nurses, and other staff members need to feel appreciated and content in their roles. A physician's or nurse's performance frequently declines when they feel underappreciated or dissatisfied with their work, which can lead to a high turnover rate.

The following factors must be considered when evaluating performance in the service industry, such as hospitals. One, Customer Service; Poor customer service can result in lost sales and money, whilst excellent customer service can grow the business. Employees can monitor customer service in a variety of methods, including analysing client retention, average response time, and customer satisfaction scores. Employers can use key performance indicators to provide real measurements that demonstrate how each employee

performs in front of the public. Two, communication is a vital component in the success of organizations across industries. Customer service includes communication with the general population. Internal communication, on the other hand, belongs to a separate category. Strong internal communication abilities keep staff interested and driven to succeed. Which, in turn, can improve everything from efficiency to loyalty within the workplace.

Fortunately, there are key performance indicators (KPIs) available for accurately assessing communication skills. These metrics may include engagement on social media and apps, employee feedback, and logins on the intranet or company app. These are just a few examples of how organizations can ensure effective communication among their employees. Next, teamwork—Effective collaboration fosters both employee and organizational success. There are various KPIs that assess teamwork, starting with attendance and punctuality, as a team cannot function properly if members are absent or late. KPIs also measure helpfulness and efficiency to gauge teamwork. Overtime hours can also indicate potential teamwork issues, suggesting tasks aren't completed within regular working hours. Furthermore, overall satisfaction—Employers often focus on how satisfied they are with their employees, but it's equally important to assess employee satisfaction with their employers. By using KPIs to measure employee satisfaction, employers can reduce turnover.

Metrics like employee capability and engagement are indicators of job satisfaction, helping businesses identify if employees are becoming burnt out, which can be addressed during

performance reviews. Employers and employees can collaborate on strategies to improve engagement, such as setting new goals or taking on new responsibilities.

Participants favored participatory dispute resolution strategies. Nonetheless, the study discovered that managers and supervisors occasionally turned to authoritarian methods when they felt that their authority was in jeopardy, acting on their own and then providing an explanation for their choices.

2.4 Empirical Review

The study's guiding empirical investigations are reviewed in this section. It is made up of research done on the subject of addressing grievances.

2.4.1 Grievance Handling Procedure and Employee Performance

A study of managers' and supervisors' methods for resolving complaints at a telecom business was done by Hook et al. in 1996. Their research showed that respondents favored more collaborative methods for addressing grievances. However, when faced with situations perceived as direct challenges to their authority, supervisors and managers tended to adopt a more autocratic approach. In this style, they first inform their subordinates of decisions and then seek to persuade them of their correctness. This shift in approach could potentially undermine employee performance.

Based on Deutsch's (1949) theory of conflict resolution, this study posited that individuals who perceive their goals as positively interrelated are more adept at managing conflicts compared to those with competitive goals. In addressing interpersonal conflicts, the study employed cooperative and competitive strategies to manage employee issues. The research

findings indicated that adopting a cooperative approach to handling employee grievances instilled confidence among respondents, fostering successful engagement and constructive discussions about grievance concerns.

Additionally, successful outcomes, effective solutions, and the production of original, superior solutions were all associated with the cooperative style. On the other hand, taking a competitive stance lowered expectations for productive and cooperative participation. The competitive style was found to have adverse effects on emotions, efficiency, and the quality of resolutions. Tjosvold and Morishima (2009) concluded that employing a cooperative approach in grievance handling yielded positive sentiments and satisfaction among both the union and management, consequently enhancing employee performance. In contrast, the competitive style engendered feelings of dissatisfaction and hostility towards management, thereby negatively impacting employee performance. However, it is important to note that this analysis was confined to Kenya's county governments.

A study by Karambayya and Brett (2018) looked at the way managers handle employee conflicts. The study revealed four distinct roles that managers adopt while managing disagreements using a Varimax-rotated seven-component solution. The authoritarian role was the first to be recognized; in this role, managers enforce their will, make snap judgments, and make assertions of their own. The second function was that of mediator, which gave managers the opportunity to find out how workers felt about disputes, ask them for suggestions, and try to incorporate their thoughts into the solutions that were put forth. The third position was the procedural one, in which managers set up the protocols for resolving conflicts and sternly implement these rules. The motivational role, where

managers employ incentives and threats to change behavior, was the fourth function that was identified. It is significant to remember that this study was carried out only inside Nairobi County-based institutions.

Njiraini (2015) studied the effect of Kenya's grievance resolution system on peacebuilding at the Kenya National Union of Teachers. The study discovered that poor grievance handling practices and inefficient grievance capturing systems had an influence on personnel management, which in turn had an impact on organizational performance. In a same vein, Ngetich (2016) investigated how the Jomo Kenyatta Foundation's grievance resolution procedure was regarded to affect organizational performance. According to the study, the current grievance management procedures guaranteed procedural fairness and gave workers a way to voice their complaints. Workers' motivation and output were positively impacted by their perceptions of fairness and justice in the way their complaints were handled.

However, the Jomo Kenyatta Foundation and the Kenya National Union of Teachers served as the particular settings in which both investigations were carried out. Labour National Commission recommends the grievance procedural model. It contributes to the timely resolution of employee issues within the organisation. According to Harter and Sharma (2016), the grievance procedure model consists of about five steps. First and foremost, employees must file complaints with the corporation. Unsatisfied personnel must communicate their grievances in writing and verbally to the appropriate officer (Harter & Sharma, 2016). The officer assigned by the organisation to handle grievances is required to react to complaints within a defined time frame.

Initially, the officer is expected to acknowledge that employees' grievances have been heard. Officers are supposed to analyse issues and gather all necessary and appropriate information.

Following that, they should determine the most appropriate solution to the situation and act quickly (Janani 2013). If the chosen officer fails to deliver satisfactory results within a reasonable time frame, the unhappy employee may file a grievance with the company's departmental head. According to Kent (2014), if employees are dissatisfied with the results provided by the assigned person, they can approach the department head. If the head of the department fails to meet the results, the staff might file a grievance with the committee. However, the protracted grievance process had a negative influence on staff performance.

2.4.2 Grievance Handling Styles and Employee Performance

Hook et al. (2016) investigated supervisor and manager styles for handling grievances within private organizations in Kisumu County. These included "tell," "tell and sell," "tell and listen," "ask and tell," "problem solving," and "ask and listen." They implemented the grievance handling strategies outlined by Wright and Taylor. The study, primarily descriptive in nature, revealed a preference among respondents for more participative techniques in grievance resolution. However, when confronted with situations perceived as direct challenges to their authority, supervisors and managers tended to adopt a more autocratic approach. This involved initially informing subordinates of decisions and then convincing them of their validity, potentially impacting employee performance negatively. It's important to note that the study's findings are limited to private organizations and may not be directly applicable to public institutions.

According to Yahya et al. (2011), supervisors use integrating, compromising, and controlling techniques while resolving complaints. Their research revealed that conscientiousness considerably predicts the dominating style, emotional stability positively influences the choice of the compromise approach, and extraversion adversely and significantly influences the preference for the integrating style. In Kenyan telecom companies, supervisors' views regarding grievance procedures and their overall attitudes were found to be strongly correlated by Clark (2008). According to Labig and Greer (2007), a high number of grievances inside a unit or subunit may be a sign of several issues, including both good and bad supervisory techniques that affect worker morale and output. It's important to note that these studies were specifically conducted within the context of telecommunications companies in Kenya.

Tjosvold and Morishima (2009) discovered that when a cooperative approach was used to address employee grievances, respondents felt confident in engaging constructively and discussing their concerns openly. On the other hand, a competitive strategy lowered the bar for productive and transparent participation. Poor staff performance was found to result from the competitive style's detrimental effects on morale, productivity, and overall quality. Morishima (2009) conducted a study to investigate individuals' behaviors and perceptions regarding outcomes from grievance settlements.

Mubezi (2016) conducted a study examining the management of employee grievances in Tanzania, focusing on two prominent higher education institutions: the University of Dar es Salaam (UDSM) and Muhimbili University of Health and Allied Sciences (MUHAS). The study aimed to identify grievance handling styles employed by these institutions,

assess employees' perceptions of the handling of their grievances, identify obstacles to effective grievance management, and propose strategies for improvement. The research utilized an exploratory approach with data gathered through interviews, questionnaires, and review of relevant documents. The study involved 68 participants, consisting of 22 administrative staff and 46 teaching staff. Specifically, ten administrative staff were from UDSM and twelve from MUHAS, while 27 teaching staff were from MUHAS and 19 from UDSM. Data collection, processing, and analysis were conducted using the Statistical Package for the Social Sciences (SPSS) software. The survey discovered that the majority of supervisors used an integrative method to resolve their employees' problems, while only a few supervisors employed an intimidating style of addressing employee grievances. This study discovered that lack of human resources management skills, bureaucratic procedures, selfishness, and unequal connection between supervisors and employees were the key hindrances to successful handling of employee grievances at UDSM and MUHAS., techniques. The study concluded that the majority of supervisors at both the UDSM and MUHAS adopt an integrating style in managing employee grievances, whereas few use a dominating style, resulting in increased employee performance.

In their study on workplace discipline and grievance handling, Saundry et al. (2018) made a distinction between formal and informal methods. They note that informal practices rely on trust between employees and their supervisors, requiring no formal representation, whereas formal procedures involve representation for the aggrieved party during grievance hearings. In their research on employer management of employee grievances, Cristina and Aure (2021) highlight the significance of procedures in establishing codes and rules that govern employment relations.

They emphasize that these procedures serve as operational tools for individuals to address daily challenges effectively.

Big businesses usually have special protocols in place to deal with a variety of issues, such as union recognition, particular representation, methods for negotiation and problem-solving, processes for consulting, procedures for resolving grievances, procedures for dismissals, procedures for corrective action, and procedures for performance reviews. There are laws in several nations that mandate the application of particular protocols. This study focuses on a single method used in particular Romanian organizations to develop and resolve worker concerns.

In their investigation of grievance management and its connections to issues like workplace justice, Lawrence and Dwayne (2017) looked into the influence of employees' demographic characteristics on their views and opinions regarding various complaint management strategies. The third objective was to ascertain if views toward distributive justice are influenced by perceptions of procedural justice. In Walker et al.'s study on employee-employer grievances, 2021, it was mentioned that organizational focus has switched from collective conflicts to disagreements between supervisors and individual employees. The four main phases of employer-employee grievances—the occurrence of the grievance, the employees' reactions, the efficiency of the grievance management process, and the results—are examined in the literature. Since many grievances are settled amicably without a formal investigation or record-keeping process, they are frequently unpredictable.

2.4.3 Grievance Prevention Strategies and Employee Performance

According to a 2010 study by Gordon and Miller on the variables influencing the treatment of grievances in private institutions in Nairobi County, inadequate grievance handling is a significant cause of labor conflicts and, consequently, subpar employee performance in a company. The report makes the case that procedures for handling employee complaints at work must be established. The significance of grievance handling on job satisfaction in profit-oriented firms in Kenya is highlighted by Gupta et al. (2004). He claims that how management handles employee complaints determines whether or not employees are satisfied with their jobs. The studies were constrained, though, in that one focused only on private organizations and the other only on profit-oriented ones.

Mensah (2018) discovered management talent to be a crucial success factor in a company while doing research on the effects of grievance processing on employee morale at Kenya Power and Lighting Company. According to Isaac et al. (2017), workers overwhelmingly concur that using the internet at work has improved their ability to complete tasks, acquire new skills, and communicate effectively, all of which have improved both individual and organizational performance. The study, however, was restricted to the use of technology and staff morale.

According to Chiwambo (2014), in an industry, preventing grievances is preferable to treating them, because when there are grievances, there is no production because workers refuse to engage in production. And if there are no grievances in industries, then production in that industry will be high. The following techniques should be used to prevent grievances: policies on collective bargaining, worker freedom, equality, and decision-

making. Establishment of laws so that everyone knows their position and responsibilities, employers should try to improve rather than punish, Meeting to discuss the situation and create lines of communication. As a result, I contend the sentence "Prevention of grievances in any" industry is better than cure.

Kelly (2016) emphasized that ethical businesses use good procedures to guarantee that employee concerns and grievances are thoroughly investigated and resolved. Resolving grievances effectively benefits the organization as a whole as well as the employees, which raises employee performance. Effective grievance handling practices should include grievance registration, evaluation and application of previous grievance handling practices, efficient communication, and identification of systemic flaws within the grievance procedure, as stated by the Public Service Commission (PSC) of South Africa (2011). Employee complaints, concerns, or issues about work-related difficulties like workloads, job duties, and interpersonal disputes are referred to as grievances (Randolph & Edjeta, 2021). Even though some of these concerns may be settled amicably, it is advantageous to handle them as soon as possible, ideally through formal, established procedures that are recorded within the company (Kelly, 2016).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Study designs, target demographics, sampling strategies, sample sizes, research instruments, validity and reliability of the instruments, data collection methods, and data analysis are all covered in this chapter.

3.2. Research Design

The study used case study design. Case study research design is a qualitative research method that involves an in-depth examination of a single instance or a small number of instances within a specific context. It focuses on understanding the dynamics, complexities, and nuances of a particular case, whether it's an individual, group, organization, event, or phenomenon (Kasomo, 2016). The study used case study design because it aimed to achieve an in-depth understanding of the situation about grievance handling and employee performance in Longisa referral hospital.

3.3 Target Population

The whole group of people or things that satisfy certain requirements is referred to as the population (Mugenda & Mugenda, 2012). It is the primary topic of the research issue and includes a sizable group with comparable attributes (Castillo et al., 2009). The target demographic for this study was the 307 employees of Longisa Referral Hospital.

Table 3.1 Target Population

No.	Department	Population
1.	Administrators	76
2.	Doctors	20
3.	Nurses	98
4.	Subordinate Staff	113
	Total	307

Source: Longisa Referral Hospital HRM Record (2022)

3.4 Sample and Sampling Procedures

This study utilized a census, which is a sampling method involving the entire population of interest (Creswell & Miller, 2017). This approach was chosen due to the small size of the target group, enabling the researcher to accurately describe values, beliefs, attitudes, and behaviors and provide precise reasons for the responses. This allowed the researcher to analyze data with minimal bias and errors (Kothari, 2004; Ritchie & Lewis, 2013).

3.5 Data and Research Instrument

The basic data used in this investigation were gathered via questionnaires. A questionnaire is made up of several items or questions that require written responses from respondents (Oso & Onen, 2015). Respondents to the survey used a five-point Likert scale to rate various questions. "Strongly Agree" and "Strongly Disagree" were the two possible responses. Using questionnaires has the benefits of lowering interviewer bias and giving respondents the time to go through and reply to the questions (Kothari, 2004).

3.6 Pilot Study

Prior to being used in the hospital's data collection, the study instruments underwent pre-testing. Bomet Hospital conducted pilot testing on the instruments. The purpose of the pilot study is to evaluate the instruments' validity and reliability. One week before the data was actually collected for this study, piloting was conducted. For the pilot study, 30 respondents were used, which was consistent with Mugenda & Mugenda's (2012) findings that, depending on sample size, a pre-test sample should range from 1% to 10%. The questionnaires were modified based on the piloting findings and then duplicated for the real data collection.

3.6.1 Validity of the Instruments

Content validity, criterion-related validity, and construct validity are the three main categories of validity testing. To make sure the test items appropriately reflect the topic meant to be measured, content validity was used in this study. It confirms if the sampled items fairly represent the important study components (Kasomo, 2016). Through collaboration with university supervisors who assessed the items' representativeness and relevance based on their competence, the content validity of the research instruments was established. This method is predicated on the idea that every study variable has a large number of content items, of which a representative subset is provided by legitimate instruments.

In order to evaluate and validate the instruments' content validity, the researcher also spoke with their supervisor about them. In order to evaluate the validity of the instruments, the study also used the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy from factor

analysis. Every item's KMO value was more than 0.4, indicating satisfactory validity (Kasomo, 2016). Table 3.2 provides a summary of these findings.

Table 3.2: Validity of the Instrument

Items/Scale	Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	Sig.
Grievance Handling Procedure	.754	.000
Grievance Handling Styles	.493	.000
Grievance Prevention Strategies	.592	.000
Employees Performance	.787	.000

Source (Field Data, 2023)

Table 3.2's findings demonstrate the validity of the instrument because every KMO value was more than 0.4.

3.6.2. Reliability of the Research Instruments

The degree to which a research instrument produces or delivers consistent results when used frequently is known as its reliability (Mugenda & Mugenda, 2012). Depending on how the questionnaire items were arranged numerically, the Cronbach's coefficient alpha was used to determine the study instrument's reliability for even or uneven items. It is generally advised that a suggested psychometric instrument be used only if it obtains a reliability coefficient of 0.70 or above on a considerable sample size, according to Fraenkel and Wallen (2015). Table 3.3 presents the results of the reliability assessment conducted in this study, which was conducted using SPSS.

Table 3.3 Reliability Statistics

Items	Cronbach's Alpha	No. of Items
Each item on the questionnaire	.866	24
Grievance Handling Procedure	.711	6
Grievance Handling Styles	.702	7
Grievance Prevention Strategies	.726	5
Employee Performance	.761	6

Source (Field Data, 2023)

The findings in Table 3.3 indicate that the questionnaire demonstrated reliability, as all items yielded a Cronbach's alpha reliability coefficient exceeding 0.7.

3.7 Data Analysis Procedure

Following the acquisition of the data, it was arranged by response coding, data tabulation, and statistical analysis. To summarize and classify the data, descriptive statistics (percentages, frequencies) were used in the analysis process. The study utilized inferential statistics, such as Pearson Correlation and Chi-Square tests, to investigate the correlations between variables, evaluate the distribution of variables, and extrapolate the results to other public referral hospitals within Kenya. These techniques were routinely used to guarantee thorough data analysis across all study objectives.

3.8 Parametric Tests

In order to estimate population parameters, parametric tests were used in this study, provided that certain assumptions were met. These tests are suitable when the population data are normally distributed, the observations are independent, and the variances between

groups are similar. The following techniques were included in the parametric tests used in this study:

3.8.1 Pearson Correlation Analysis

Correlation analysis was conducted to assess the relationships between variables. Pearson's Correlation Coefficient was utilized to quantify the strength and direction of the linear relationship between the variables. The Product Moment Coefficient (r) provides a measure of how closely two variables are related in terms of their linear association.

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{n \sum x^2 - (\sum x)^2} \times \sqrt{n \sum y^2 - (\sum y)^2}}$$

3.9 Non-Parametric Tests

This method made use of distribution-free statistics, which do not require that the data be normal and place less restrictions on the distribution of the data. This is especially useful because it can be applied to both ordinal and categorical data. In this research, the Chi-square test of independence was used to ascertain whether there is a significant difference between the expected and observed frequencies in one or more categories. The degree of association between the variables was evaluated using Pearson's correlation coefficient, and the strength of the association was measured using Phi and Cramer's V. In order to derive inferences about the hypothesis and generate a 95% confidence level, the Chi-square statistic's significance level, or p-value, needs to be less than 0.05. A statistical relationship between categorical variables can be demonstrated if the p-value is less than 0.05 and the critical Chi-square value is smaller than the computed value. This implies that the variables are dependent in the population.

Chi – square formula

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where O = observed frequency

$$E = \frac{\text{Column total} \times \text{Row total}}{\text{Sample Size}} = \text{expected frequency}$$

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The research on how employee performance is affected by grievance management in Kenyan public hospitals—with a particular emphasis on Longisa Referral Hospital in Bomet County—is presented in this chapter. The outcomes are arranged in accordance with the particular goals of the research. The chapter is divided into the following sections: introduction, response rate, impact of grievance handling procedures on Longisa Referral Hospital employee performance, impact of grievance handling styles on Longisa Referral Hospital employee performance, and impact of grievance prevention strategies on Longisa Referral Hospital employee performance.

4.2 Response Rate

240 of the 307 questionnaires that the researcher distributed were returned and utilized in the study's analysis. For the analysis, a response rate of 78% was deemed sufficient. Marton (2016) states that a descriptive study should aim for a response rate of greater than 70%. Table 4.1 provides a summary of the response rate results.

Table 4.1: Response Rate

Responses	Frequency	Response Rate (%)
Responded	240	78%
Not Responded	67	22%
Total	307	100%

Source (Field Data, 2023)

4.3 Demographic Profile

Tables 4.2 and 4.3 present the breakdown of respondents based on their job designations and years of work experience, respectively.

Table 4.2: Designations

		Frequency	Percent
Valid	Administrator	68	28.33
	Doctor	14	5.83
	Nurse	67	27.92
	Subordinate	91	37.92
	Total	240	100

Source (Field Data, 2023)

The outcome in Table 4.2 reveals that the highest percentage of respondents were subordinates at 91(37.92%) followed by administrators at 68(28.33%), followed by nurses at 67(27.92%) and finally doctors at 14(5.83%).

Table 4.3: Years of Work Experience

		Frequency	Percent
Valid	Below 5 Years	84	35
	6 – 10 Years	136	56.7
	11 – 15 Years	16	6.7
	Above 15 Years	4	1.7
	Total	240	100.0

Source (Field Data, 2023)

According to Table 4.3, the majority of respondents (136, or 56.7%) had between six and ten years of experience working at the hospital. These respondents were followed by those who had less than five years of experience (84, or 35%), those who had between eleven

and fifteen years of experience (16, or 6.7%), and those who had more than fifteen years of experience (4, or 1.7%).

4.4 Impact of Grievance Handling Procedures on Employee Performance at Longisa Referral Hospital

The main objective of this study was to evaluate how grievance handling procedures affect employee performance at Longisa Referral Hospital. Participants assessed their views on grievance management procedures using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The results of these assessments, along with descriptive statistical analyses, are detailed in Table 4.4.

Table 4.4: Descriptive Statistics for Grievance Handling Procedures

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)	Mean	Std. dev.
The organization has implemented timely and effective grievance procedures.	36(15)	104(43.3)	60(25)	24(10)	16(6.7)	240(100)	3.50	1.075
Employees find the organization's grievance procedure easy and understandable.	36(15)	108(45)	76(31.7)	4(1.7)	16(6.7)	240(100)	3.60	.989
Employees generally approve of the grievance processing procedure.	44(18.3)	84(35)	64(26.7)	28(11.7)	20(8.3)	240(100)	3.53	1.162
The grievance procedure of the business has made it possible for management and staff to resolve conflicts in a timely, peaceful, and organized manner.	36(15)	80(33.3)	68(28.3)	32(13.3)	24(10)	240(100)	3.50	1.176
Employees and management have benefited from the organizational grievance system's assistance in handling complaints in a cool, collected, and timely manner.	32(13.3)	120(50)	60(25)	20(8.3)	8(3.3)	240(100)	3.62	.935
Grievance handling methods follow international norms.	44(18.3)	52(21.7)	84(35)	40(16.7)	20(8.3)	240(100)	3.25	1.180

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree; SD=Strongly Disagree
Source (Field Data, 2023)

Based on the data from Table 4.4, a majority of Longisa Referral Hospital employees expressed agreement with the organization's grievance procedures. Specifically, 36 employees (15%) strongly agreed, 104 (43.3%) agreed, 60 (25%) were neutral, 24 (10%) disagreed, and 16 (6.7%) strongly disagreed that the procedures were timely and effective. This indicates a consensus among respondents (mean = 3.5, SD = 1.075) regarding the effectiveness of the grievance management procedures. Regarding the clarity and understanding of the grievance procedures, 36 employees (15%) strongly agreed, 108 (45%) agreed, 76 (31.7%) were neutral, 4 (1.7%) disagreed, and 16 (6.7%) strongly disagreed. This suggests that most respondents (mean = 3.6, SD = 0.989) perceived the procedures as straightforward and well-understood by employees. These findings are consistent with Njiraini's (2015) observations on the impact of grievance capture systems and ineffective handling procedures on organizational performance. They also support Tjosvold and Morishima's (2009) conclusions that cooperative grievance resolution approaches enhance employee satisfaction and performance by fostering positive interactions between unions and management.

Based on the data presented in Table 4.4, 44 employees at Longisa Referral Hospital, constituting 18.3% of the sample, strongly agreed, while 84 (35%) agreed, 64 (26.7%) were neutral, 28 (11.7%) disagreed, and 20 (8.3%) strongly disagreed that the grievance management procedure is well accepted by employees. This indicates that a majority of respondents (mean = 3.53, standard deviation = 1.162) perceived widespread acceptance of the grievance management system within the organization. Regarding whether the organization's grievance procedure facilitated the peaceful, orderly, and expeditious resolution of grievances between employees and management, 36 (15%) strongly agreed,

80 (33.3%) agreed, 68 (28.3%) were neutral, 32 (13.3%) disagreed, and 24 (10%) strongly disagreed with this statement. This suggests that most respondents (mean = 3.5, standard deviation = 1.176) believed that the organization's grievance system allowed for issues to be handled in a peaceful, orderly, and timely manner. These findings align with Hook et al.'s (1996) research, which indicated a preference among participants for more participative grievance procedures.

Regarding whether the grievance procedure effectively alleviates employee pressures and resolves workplace disputes without resorting to work stoppages, 32 employees at Longisa Referral Hospital (13.3%) strongly agreed, while 120 (50%) agreed, 60 (25%) were neutral, 20 (8.3%) disagreed, and 8 (3.3%) strongly disagreed with this statement. This indicates that a significant majority of respondents (mean = 3.28, standard deviation = 1.143) perceived that the grievance management procedure effectively reduces tensions and resolves conflicts within the workplace without the need for work stoppages. Finally, when asked if the grievance management procedure meets international standards, 44 employees (18.3%) strongly agreed, 52 (21.7%) agreed, 84 (35%) were neutral, 40 (16.7%) disagreed, and 20 (8.3%) strongly disagreed with this statement. This suggests that most respondents (mean = 3.25, standard deviation = 1.180) were uncertain whether the grievance management procedures at Longisa Referral Hospital meet international norms. The results were consistent with Harter and Sharma (2016), who outlined approximately five steps in the international grievance procedural model, which may not be fully understood by many employees. Similarly, the findings supported Tjosvold and Morishima (2009), who showed that cooperative approaches to grievance handling promote positive emotions and satisfaction among both union members and management.

Pearson's Correlation was utilized to analyze the data and assess the relationship between grievance management procedures and staff performance at Longisa Referral Hospital.

The results of this analysis are presented in Table 4.5.

Table 4.5: Pearson's Correlation Analysis Between Grievance Handling Procedure and Employee Performance

		Employee Performance
Grievance Handling	Pearson Correlation	.820**
Procedure	Sig. (2-tailed)	.000
	N	240

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

Source (Field Data, 2023)

The findings shown in Table 4.5 show a strong positive association between Longisa Referral Hospital staff performance and grievance management procedures that is statistically significant ($r = 0.820$, $P\text{-value} = 0.000$). This shows that hospital staff performance is highly impacted by the grievance management process. This result is consistent with Njiraini's (2015) study, which showed that inefficient grievance processes and systems have a detrimental influence on people management and the overall performance of the institution. Similarly, Tjosvold and Morishima (2009) found that cooperative approaches to handling grievances fostered positive emotions and satisfaction among both employees and management, thereby enhancing employee performance.

Additional investigation was conducted to ascertain the degree of correlation between grievance handling protocols and worker productivity at Longisa Referral Hospital. The following was the initial null hypothesis that guided this investigation:

H₀₁: There is no statistically significant association between the grievance handling procedures and employee performance at Longisa Referral Hospital.

Table 4.6 provides a thorough breakdown of the results of the analysis that employed the test of independence.

Table 4.6: Chi-square Analysis of Independence for Grievance Handling Procedure and Employee Performance

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1121.794 ^a	240	.000
Likelihood Ratio	658.184	240	.000
Linear-by-Linear Association	160.550	1	.000
N of Valid Cases	240		

Source (Field Data, 2023)

The findings presented in Table 4.6 demonstrate a significant association between grievance handling procedures and employee performance at Longisa Referral Hospital. The Chi-square value of 1121.794 exceeds the critical Chi-square value, and the P-value of 0.000, which is less than 0.05, leads to the rejection of the null hypothesis that there is no significant relationship between grievance handling procedures and employee performance at Longisa Referral Hospital. This indicates that grievance handling procedures play a crucial role in influencing employee performance in this setting. These findings align with Ngetich (2016), who similarly identified the impact of effective grievance handling procedures on institutional performance. Additionally, they support the conclusions of Tjosvold and Morishima (2009), who highlighted that cooperative

approaches to grievance resolution foster positive sentiments and satisfaction among both union members and management, thereby enhancing employee performance.

4.5 Role of Grievance Handling Styles on Employees Performance in Longisa Referral Hospital

Examining the impact of grievance handling strategies on staff performance at Longisa Referral Hospital was the study's secondary goal. With reference to grievance handling styles, participants were asked to rate their agreement with certain statements on a five-point scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The results of the computations for descriptive statistics are shown in Table 4.7.

Table 4.7: Descriptive Statistics for Grievance Handling Styles

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)	Mean	Std. dev.
To make decisions that are agreeable to everyone, management incorporates the opinions of both themselves and their subordinates.	44(18.3)	92(38.3)	32(13.3)	44(18.3)	28(11.7)	240(100)	3.53	1.289
Management dominates in grievance handling decisions.	56(23.3)	44(18.3)	52(21.7)	68(28.3)	20(8.3)	240(100)	2.40	1.257
Management uses their power to win a competitive situation.	52(21.7)	44(18.3)	32(13.3)	84(35)	28(11.7)	240(100)	2.37	1.319

Management tries to find a middle course to resolve an impasse.	32(13.3)	80(33.3)	48(20)	60(25)	20(8.3)	240(100)	3.58	1.193
Management usually proposes a middle ground for breaking deadlocks.	20(8.3)	48(20)	92(38.3)	48(20)	32(13.3)	240(100)	2.90	1.123
Management avoids unpleasant exchanges with the subordinates.	56(23.3)	76(31.7)	40(16.7)	40(16.7)	28(11.7)	240(100)	3.58	1.320
Management gives in to the wishes of the subordinates.	32(13.3)	40(16.7)	68(28.3)	60(25)	40(16.7)	240(100)	2.85	1.265

**Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree; SD=Strongly Disagree
Source (Field Data, 2023)**

The findings in Table 4.7 reveal that a significant portion of Longisa referral hospital employees expressed agreement with management integrating their ideas in decision-making processes, with 18.3% strongly agreeing, 38.3% agreeing, 13.3% being neutral, 18.3% disagreeing, and 11.7% strongly disagreeing (mean = 3.53, standard deviation = 1.259). Regarding management dominance in grievance handling decisions, 56.3% strongly agreed, 44.3% agreed, 52.7% were neutral, 68.3% disagreed, and 20.3% strongly disagreed with this assertion.

The most of the respondents (mean = 2.40, standard deviation = 1.257) disagreed with the statement. This finding supports Hook et al. (2016)'s conclusion that respondents generally prefer more interactive techniques in grievance handling. Similarly, the results are consistent with Tjosvold and Morishima (2009), who observed that cooperative approaches in managing employee grievances fostered confidence among respondents in engaging openly and constructively to discuss their concerns.

When asked if management exploits their power to gain a competitive advantage, 52 (21.7%) of Longisa referral hospital employees strongly agreed, 44 (18.3%) agreed, 32 (13.3%) were neutral, 84 (35%) disagreed, and 28 (11.7%) strongly disagreed with the statement. This indicates that the majority of respondents (mean = 2.37, standard deviation = 1.319) disagreed with the statement. Regarding whether management attempts to find a middle ground to resolve disputes, 32 (13.3%) of Longisa referral hospital employees strongly agreed, 80 (33.3%) agreed, 48 (20%) were neutral, 60 (25%) disagreed, and 20 (8.3%) strongly disagreed with the statement. This indicates that the majority of respondents (mean = 3.58, standard deviation = 1.193) agreed with the statement. These findings are consistent with Hook et al. (2016), who found that respondents preferred more participative techniques when addressing grievances.

The survey revealed that regarding whether management often proposes compromises to resolve deadlocks, 20 (8.3%) of Longisa referral hospital employees strongly agreed, 48 (20%) agreed, 92 (38.3%) were neutral, 48 (20%) disagreed, and 32 (13.3%) strongly disagreed with the statement. This indicates that the majority of respondents (mean = 2.90, standard deviation = 1.123) were neutral on this issue, suggesting a lack of clear consensus among employees. Regarding whether management avoids unpleasant interactions with subordinates, 56 (23.3%) strongly disagreed, 76 (31.7%) agreed, 40 (16.7%) were neutral, 40 (16.7%) disagreed, and 28 (11.7%) strongly disagreed with the statement. This implies that the majority of respondents agreed (mean = 3.58, standard deviation = 1.320) with the statement. This finding is consistent with Cristina and Aure (2021), who emphasized the importance of procedures in establishing guidelines and rules that govern employment

relations and serve as practical tools for resolving daily challenges. It also supports Tjosvold and Morishima's (2009) findings that cooperative grievance management fosters confidence among employees in addressing grievances constructively and openly.

The data from Longisa referral hospital employees indicated that regarding whether management listens to subordinates, 32 (13.3%) strongly agreed, 40 (16.7%) agreed, 68 (28.3%) were neutral, 60 (25%) disagreed, and 40 (16.7%) strongly disagreed with the statement. This suggests that the majority of respondents (mean = 2.85, standard deviation = 1.265) were neutral on this statement, possibly indicating a lack of clear understanding among staff regarding grievance handling styles.

The data from Longisa referral hospital employees indicated that regarding whether management listens to subordinates, 32 (13.3%) strongly agreed, 40 (16.7%) agreed, 68 (28.3%) were neutral, 60 (25%) disagreed, and 40 (16.7%) strongly disagreed with the statement. This suggests that the majority of respondents (mean = 2.85, standard deviation = 1.265) were neutral on this statement, possibly indicating a lack of clear understanding among staff regarding grievance handling styles.

Following this, Pearson's Correlation was employed to analyze the relationship between grievance handling styles and staff performance at Longisa Referral Hospital. The findings can be seen in Table 4.8.

Table 4.8: Pearson’s Correlation Analysis between Grievance Handling Styles and Employees Performance

		Employees Performance
Grievance Handling Styles	Pearson Correlation	.547**
	Sig. (2-tailed)	.000
	N	240

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

Source (Field Data, 2023)

The findings in Table 4.8 reveal a favourable and statistically significant association ($r = 0.547$, $P\text{-value} = 0.000$) between grievance handling styles and staff performance at Longisa referral hospital. This implies that grievance handling approaches have a significant impact on employee performance. The findings agreed with Hook et al. (2016), who discovered that sensible grievance handling techniques lead to improved employee performance. The findings also coincided with Mubezi (2016), who indicated that the majority of supervisors adopt an integrating style when dealing with employee grievances, while just a minority utilise a dominating style, which improves employee performance. Additional investigation was conducted to ascertain the extent of the association between grievance handling practices and worker performance at Longisa Referral Hospital. The second null hypothesis, which was stated as follows, served as the basis for this analysis:

H₀₂: There is no statistically significant correlation between grievance handling styles and employee performance at Longisa Referral Hospital.

The results of the analysis, which was done using the test of independence, are shown in Table 4.9.

Table 4.9 Chi-square Test of Independence for Grievance Handling Styles and Employees Performance

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1399.540 ^a	272	.000
Likelihood Ratio	794.982	272	.000
Linear-by-Linear Association	71.604	1	.000
N of Valid Cases	240		

Source (Field Data, 2023)

Staff performance at Longisa Referral Hospital and grievance handling techniques have a substantial link, as indicated by the results displayed in Table 4.9. This relationship is supported by the Chi-square value of 1399.540, which surpasses the critical Chi-square value, and the P-value of 0.000, indicating statistical significance at a level below 0.05. Therefore, the null hypothesis, which suggests no significant relationship between grievance handling styles and employee performance at Longisa Referral Hospital, was rejected. These results underscore the importance of grievance handling approaches as influential factors affecting employee performance in the hospital. The study was congruent with Walker et al., (2021), who discovered that sensible grievance handling techniques resulted in improved employee performance. The findings further coincided with Mubezi (2016), who stated that the majority of supervisors use an integrating approach in dealing with employee grievances, whereas few use a dominating style, which improves employee performance.

4.6 Role of Grievance Prevention Strategies on Employees Performance in Longisa Referral Hospital

Evaluating the impact of grievance prevention techniques on staff performance at Longisa Referral Hospital was the main goal of the study. Using a five-point rating system that went from 1 (strongly disagree) to 5 (strongly agree), participants indicated how much they agreed or disagreed with particular statements about grievance prevention strategies. The results of the calculations for descriptive statistics are displayed in Table 4.10.

Table 4.10: Descriptive Statistics for Grievance Prevention Strategies

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)	Mean	Std. dev.
Management uses collective bargaining in finding solutions that satisfies all staffs expectations.	48(20)	80(33.3)	40(16.7)	28(11.7)	44(18.3)	240(100)	3.55	1.389
Management communicates with subordinates to find solutions to a problem.	48(20)	112(46.7)	40(16.7)	28(11.7)	12(5)	240(100)	3.65	1.080
The manager/supervisor and the person who feels wronged have a direct conversation.	44(18.3)	96(40)	48(20)	28(11.7)	24(10)	240(100)	3.55	1.206
There is equality between management and subordinates in grievance handling.	36(15)	64(26.7)	60(25)	40(16.7)	40(16.7)	240(100)	3.51	1.305
There is equal representation of staffs in finding solutions to a problem.	72(30)	72(30)	44(18.3)	28(11.7)	24(10)	240(100)	3.58	1.297

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree; SD=Strongly Disagree
Source (Field Data, 2023)

According to the results in Table 4.10, 48 (20%) of Longisa referral hospital employees highly agreed, 80 (33.3%) agreed, 40 (16.7%) were neutral, 28 (11.7%) disagreed, and 44

(18.3%) strongly disagreed that management employs collective bargaining to create solutions that meet the expectations of all personnel. This demonstrated that the majority of respondents (mean = 3.55, standard deviation = 1.389) agreed with the proposition. When asked if management talks with subordinates to solve problems, 48 (20%) of Longisa referral hospital employees highly agreed, 112 (46.7%) agreed, 40 (21.7%) were indifferent, 28 (11.7%) disagreed, and 12 (5%) severely disagreed with the statement. This shows that the majority of respondents (mean = 3.65, standard deviation = 1.080) agreed with the statement. The study agreed with Chiwambo (2014), who discovered that preventing grievances is preferable to treating them, because when there are grievances, there is no production owing to workers' refusal to engage in production. The findings were also consistent with Gordon and Miller (2010), who determined that systems must be put in place to address worker issues in the workplace.

On whether the offended party and the manager/supervisor engage in direct discussion, 44 (18.3%) of Longisa referral hospital employees highly agreed, 96 (40%) agreed, 48 (20%) were neutral, 28 (11.7%) disagreed, and 24 (10%) strongly disagreed with the statement. This shows that the majority of respondents (mean = 3.55, standard deviation = 1.206) agreed with the statement. On whether there is equality between management and subordinates in grievance treatment, 36 (15%) of Longisa referral hospital employees highly agreed, 64(26.7%) agreed, 60(25%) were neutral, 40(16.7%) disagreed, and 40(16.7%) severely disagreed with the statement. This means that the majority of respondents (mean = 3.51; standard deviation = 1.305) agreed with the statement. According to Gupta et al. (2004), grievance handling has a significant impact on job satisfaction in profit-oriented organizations in Kenya. The results aligned with the findings

of Gordon and Miller (2010), who concluded that workplace challenges must be addressed through the implementation of systems.

Finally, when asked if there is equitable representation of staffs in finding solutions to a problem, 72 (30%) of Longisa referral hospital strongly agreed, 44 (18.3%) were indifferent, 28 (11.7%) disagreed, and 24 (10%) severely disagreed with the response. This means that the majority of respondents agreed with the statement (mean = 3.58, standard deviation = 1.296). This is in line with Kelly's (2016) assertion that ethical companies have robust grievance and complaint procedures in place to ensure that complaints from employees are looked into in-depth and dealt with appropriately. The results further corroborated those of Gordon and Miller (2010), who concluded that workplace worker difficulties require the implementation of systems.

To find the relationship between employee performance at Longisa Referral Hospital and grievance prevention techniques, the data underwent further analysis using Pearson's Correlation. Table 4.11 provides a full summary of the analysis's findings.

Table 4.11: Pearson’s Correlation Analysis between Grievance Prevention Strategies and Employees Performance

		Employees Performance	
Grievance	Prevention	Pearson Correlation	.616**
Strategies		Sig. (2-tailed)	.000
		N	240

****.** Correlation is significant at the 0.01 level (2-tailed).
Source (Field Data, 2023)

Employee performance at Longisa Referral Hospital and grievance prevention techniques have a positive and statistically significant association ($r = 0.616$, $P\text{-value} = 0.000$), according to Table 4.11's data. This suggests that employee performance is significantly impacted by grievance prevention techniques. The study supported the findings of Hook et al. (2016), who discovered that careful grievance prevention techniques enhanced workers' performance. The findings were further in agreement with Chiwambo (2014) who found that prevention of grievances is better than cure, because where there are grievances there is no production due to workers refusal engaging in production.

Further examination aimed to determine the extent of the relationship between grievance prevention strategies and the performance of employees at Longisa referral hospital. This investigation was guided by the third null hypothesis, formulated as:

H_{03} : There is no statistically significant association between grievance prevention strategies and employee performance at Longisa referral hospital.

The results of the analysis, which was done using the test of independence, are displayed in Table 4.12.

Table 4.12: Chi-square Test of Independence for Grievance Prevention Strategies and Employees Performance

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1027.552 ^a	224	.000
Likelihood Ratio	654.231	224	.000
Linear-by-Linear Association	90.745	1	.000
N of Valid Cases	240		

Source (Field Data, 2023)

The results shown in Table 4.12 show a strong correlation between employee performance at Longisa Referral Hospital and grievance prevention techniques. The Chi-square value of 1027.552, which is higher than the crucial Chi-square value, supports this relationship. Furthermore, the null hypothesis—that there is no meaningful correlation between grievance prevention techniques and employee performance at Longisa referral hospital—is rejected since the P-value (0.000) is less than 0.05. Thus, it suggests that grievance prevention strategies play a crucial role in influencing employee performance in this hospital. The study was consistent with (Kelly, 2016) who found that prudent grievance prevention strategies led to improved employees’ performance. The findings were further in agreement with Chiwambo (2014) who found that prevention of grievances is better than cure, because where there are grievances there is no production due to workers refusal engaging in production.

4.7 Employee Performance in Longisa Referral Hospital

The goal of the study was to determine the relationship between the three variables under discussion and staff performance at the Longisa referral hospital. Table 4.13 presents the findings.

Table 4.13: Descriptive Statistics for Employees Performance at Longisa Referral**Hospital**

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)	Mean	Std. dev.
Grievance handling procedures have promoted and maintained employee satisfaction at work.	84(35)	52(21.7)	72(30)	20(8.3)	12(5)	240(100)	4.53	1.170
The grievance procedures have improved employees team work at the hospital.	48(20)	104(43.3)	48(20)	28(11.7)	12(5)	240(100)	3.62	1.084
Grievance handling styles have enhanced employee's customer service at the hospital.	44(18.3)	120(50)	40(16.7)	16(6.7)	20(8.3)	240(100)	3.63	1.112
Grievance handling styles have facilitated to the reduction of employee's turnover and absenteeism at the hospital.	56(23.3)	60(25)	60(25)	32(13.3)	32(13.3)	240(100)	3.32	1.326
Grievance handling strategies have resulted in increased service delivery at the hospital.	76(31.7)	80(33.3%)	56(23.3%)	12(5%)	16(6.7%)	240(100)	3.78	1.144
Grievance handling strategies have enhanced team work between management and subordinates at the hospital.	64(26.7)	104(43.3)	36(15)	16(6.7)	20(8.3)	240(100)	3.73	1.170

**Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree; SD=Strongly Disagree
Source (Field Data, 2023)**

According to the findings in Table 4.13, 8(35%) of Longisa referral hospital employees highly agreed, 52(21.7%) agreed, 72(30%) were neutral, 20(8.3%) disagreed, and 12(5%) severely disagreed that grievance resolution processes had fostered and sustained workplace satisfaction. This demonstrated that the majority of respondents (mean = 4.53, standard deviation = 1.170) highly agreed with the statement. When asked if the grievance procedures had increased employee teamwork at the hospital, 48 (20%) of Longisa referral hospital employees highly agreed, 104 (43.3%) agreed, 48 (20%) were neutral, 28 (11.7%) disagreed, and 12 (5%) severely disagreed with the response. This shows that the majority of respondents (mean = 3.62, standard deviation = 1.084) agreed with the statement. This is consistent with Njiraini (2015), who discovered that grievance capture systems and positive handling procedures had a good impact on employee management, which in turn improved institutional performance. The findings were also consistent with Gordon and Miller (2010), who found that processes must be put in place to address employee concerns in the workplace in order to improve organizational performance.

When asked if grievance handling techniques improved staff customer service at the hospital, 44 (18.3%) of Longisa referral hospital employees highly agreed, 120 (50%) agreed, 40 (16.7%) were neutral, 16 (6.7%) disagreed, and 20 (8.3%) severely disagreed with the statement. This shows that the majority of respondents (mean = 3.63, standard deviation = 1.112) agreed with the statement. In terms of whether grievance handling styles have helped to reduce employee turnover and absenteeism at the hospital, 56(23.3%) of Longisa referral hospital employees strongly agreed, 60(25%) agreed, 60(25%) were neutral, 32(13.3%) disagreed, and 32(13.3%) strongly disagreed with the statement. This suggests that there was a tie (mean = 3.3.2, standard deviation = 1.326) between those who

agreed and those who were neutral. The study was congruent with Hook et al. (2016), who discovered that respondents favoured more participative techniques when dealing with grievances, resulting in improved performance. The results aligned with those of Walker et al. (2021), who found that effective grievance resolution strategies enhanced worker performance.

On whether grievance handling procedures have resulted in increased service delivery at the hospital, 76 (31.7%) of Longisa referral hospital highly agreed, 80 (33.3%) agreed, 56 (23.3%) were neutral, 12 (5%) disagreed, and 16 (6.7%) severely disagreed with the statement. This means that the majority of respondents agreed with the statement (mean = 3.78, standard deviation = 1.144). On whether grievance handling procedures improved teamwork between management and subordinates at the hospital, 64 (26.7%) strongly disagreed, 104 (43.3%) agreed, 36 (15%) were neutral, 16 (6.7%) disagreed, and 20 (8.3%) extremely disagreed with the statement. This means that the majority of respondents agreed with the statement (mean = 3.73, standard deviation = 1.170). The study supported Chiwambo's (2014) findings that grievance resolution procedures improved teamwork between management and subordinates. Walker et al. (2021) found that effective grievance resolution strategies enhanced worker performance, and these results corroborated their findings.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study sought to ascertain the impact of addressing grievances on staff performance in Kenyan public hospitals, using Longisa Referral Hospital in Bomet County as a case study. The respondents were Longisa referral hospital staff members. Three null hypotheses were tested using a Chi-square test with a sample size of 307 and a case study research method. The findings summary, conclusion, suggestions, and topics for additional research are all included in this chapter.

5.2 Summary of Findings

This study's main goal was to evaluate how Longisa referral hospital staff performance is affected by grievance management procedures. The statement was found to be significantly supported by the majority of respondents, which adds to our understanding of how grievance handling practices affect worker performance at Longisa Referral Hospital. According to the survey, the hospital has put in place efficient and fast grievance handling procedures, and its staff are aware of and understand the organization's grievance procedure. Additionally, the study found that employees generally expressed satisfaction with the grievance management approach. The hospital's grievance system has facilitated the resolution of issues in a calm, organized, and prompt manner by both employees and management. Ultimately, the study highlighted that the hospital's grievance system has enabled the peaceful and efficient resolution of grievances between employees and management.

The investigation of the impact of grievance handling approaches on staff performance at Longisa Referral Hospital was the study's second goal. The study found that in order to make judgments that are acceptable to everyone, management incorporates the opinions of both themselves and their subordinates. The study found that management stays out of the way when making decisions on how to handle grievances. The study also found that managers refrain from abusing their position of authority to prevail in a competitive setting. Further the study established that management tries to find a middle course to resolve an impasse. Finally, the study established that management avoids unpleasant exchanges with the subordinates.

The final goal of the research was to determine how staff performance at Longisa Referral Hospital was affected by techniques for preventing grievances. The findings indicated that the majority of respondents agreed with the statement that contributed to the conceptualization of how employee performance at Longisa Referral Hospital is impacted by grievance prevention techniques. According to the report, management uses collective bargaining to identify solutions that meet the needs of every employee. In order to solve an issue, management talks with employees. The study also showed that direct communication occurs between the manager/supervisor and the person who feels wronged. The survey also proved that when it comes to managing grievances, managers and subordinates are on an equal footing. Ultimately, the research demonstrated that staff members are equally represented when it comes to problem-solving.

5.3 Conclusion

Along with the goals of the investigation, conclusions were reached. The study first came to the conclusion that employee performance is impacted by grievance handling methods. In order to ensure that employees perform well in an organization, careful grievance handling protocols need to be implemented. The study also found that employees' performance at Longisa Referral Hospital is impacted by the manner in which grievances are handled. Sound grievance management practices should be taken into account for optimal employee performance. Thirdly, the research found that staff performance at Longisa Referral Hospital is impacted by grievance prevention tactics. Implementing sound grievance prevention measures is crucial for optimizing employee performance.

5.4 Recommendations

Based on the findings, the study suggests that human resource managers use cautious grievance management methods to ensure optimal employee performance in organizations. This guarantees that reasonable methods are in place to deal with any grievances that may arise inside the organization. Effective handling of grievances adds to enhanced employee satisfaction and thus productivity. Further the study recommends that for effective employees' performance sound grievance handling styles should be considered by human resource managers. Sound grievance handling styles ensures that grievances are handled in a more amicable way that promotes employee's morale and hence improved employees' performance. Prevention is better than cure and hence having sound grievance prevention strategies in organizations is more important in ensuring that grievance is prevented and maintained at the lowest level possible. The study therefore recommends that for effective

employee's performance, human resource managers should adopt sound grievance prevention strategies.

5.5 Areas for Further Study

Since this study was restricted to Kenyan public hospitals, its conclusions should not be extrapolated to other industries or demographics. Therefore, to ascertain the relationship between them, a comparable study encompassing other sectors, such private hospitals, should be conducted. The report also recommends that other stakeholders participate in a similar investigation. This could contribute fresh information to the literature that isn't found in the viewpoints of most employees.

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APPENDIX I: RESEARCH QUESTIONNAIRE

The researcher is carrying out a study focused on the role of grievance handling on employee performance in public hospitals in Kenya: a case of Longisa referral hospital, Bomet county as a partial fulfillment for the award of a master’s degree. This study is purely for academic purpose and all correspondence will be treated with utmost confidentiality. In this questionnaire various value scales have been indicated for you to select. Please respond to the questions by marking what you consider to be the appropriate answer, or filing the blanks where necessary. Choose only one answer to each question. Thank you very much for your cooperation.

SECTION A: Demographic Characteristics

Please answer all the questions correctly.

1. What is your position in the Organization?

- | | |
|--|--------------------------------------|
| Administrator <input type="checkbox"/> | Doctor <input type="checkbox"/> |
| Nurse <input type="checkbox"/> | Subordinate <input type="checkbox"/> |

2. What is your highest level of education?

- | | | |
|------------------------------------|----------------------------------|-------------------------------------|
| Secondary <input type="checkbox"/> | College <input type="checkbox"/> | University <input type="checkbox"/> |
|------------------------------------|----------------------------------|-------------------------------------|

3. For how long have you served at the Hospital?

- | | |
|--|--|
| Below 5 years <input type="checkbox"/> | 6 - 10 years <input type="checkbox"/> |
| 11 - 15 years <input type="checkbox"/> | Over 15 years <input type="checkbox"/> |

SECTION B: Grievance Handling Procedures and Employee Performance

Please indicate the extent to which you agree with the following statements relating to grievance handling procedures using a scale of 1 – 5, where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree.

Statements	5	4	3	2	1
Grievance Handling Procedures					
The organization has established a prompt and effective grievance handling procedures.					
The organization grievance procedure is simple and well understood my employees.					
The grievance handling procedure is well accepted my employees.					

The organization grievance procedure has enabled employees and management to resolve grievances in peaceful, orderly and in an expeditious manner.					
Grievance procedure has provided a peaceful means to reduce the pressures and fears of employees and to settle workplace disputes without stoppage of work.					
Grievance handling procedure conforms to the international standards on grievance handling procedures.					

SECTION C: Grievance Handling Style and Employee Performance

Please indicate the extent to which you agree with the following statements relating to grievance handling style using a scale of 1 – 5, where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree.

Grievance Handling Style	5	4	3	2	1
Management integrates their ideas with those of their subordinates to come up with decisions acceptable by all.					
Management dominates in grievance handling decisions.					
Management uses their power to win a competitive situation.					
Management tries to find a middle course to resolve an impasse.					
Management usually proposes a middle ground for breaking deadlocks.					
Management avoids unpleasant exchanges with the subordinates.					
Management gives in to the wishes of the subordinates.					

SECTION D: Grievance Prevention Strategies and Employee Performance

Please indicate the extent to which you agree with the following statements relating to grievance prevention strategies using a scale of 1 – 5, where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree.

Grievance Prevention Strategies	5	4	3	2	1
Management uses collective bargaining in finding solutions that satisfies all staffs expectations.					
Management communicates with subordinates to find solutions to a problem.					

Both aggrieved and the manager/supervisor engage in direct dialogue.					
There is equality between management and subordinates in grievance handling.					
There is equal representation of staffs in finding solutions to a problem.					

SECTION E: Employee Performance

Please indicate the extent to which you agree with the following statements relating to employee performance using a scale of 1 – 5, where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree.

	5	4	3	2	1
Employee Performance					
Grievance handling procedures have promoted and maintained employee satisfaction at work.					
The grievance procedures have improved employees team work at the hospital.					
Grievance handling styles have enhanced employee’s customer service at the hospital.					
Grievance handling styles have facilitated to the reduction of employee’s turnover and absenteeism at the hospital.					
Grievance handling strategies have resulted in increased service delivery at the hospital.					
Grievance handling strategies have enhanced team work between management and subordinates at the hospital.					

APPENDIX II: INTRODUCTORY LETTER FROM THE UNIVERSITY



Maasai Mara University
BOARD OF POSTGRADUATE STUDIES
OFFICE OF THE DIRECTOR

P.O. BOX 861 – 20500
Narok, Kenya www.mmarau.ac.ke

Tel: +254 – 20 -2066042
+254 – 20 - 8081874

13th February, 2023

**RESEARCH PERMITS SECTION
NACOSTI
UTALII HOUSE**

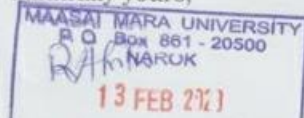
REF: KENNEDY SAITOTI SENO (REG. NO. BM02/JP/MN/3929/2017)

We wish to confirm that the above named is a bona fide Masters student at Maasai Mara University pursuing Masters of Business Administration (Human Resource Management Option) in the School of Business and Economics. His proposed research is *'The Role of Grievance Handling on Employee Performance in Public Hospitals In Kenya. A Case Study of Longisa Referral Hospital, Bomet County.* He would like to apply for a research permit from NACOSTI before he can proceed for field work and data collection.

We further confirm that the candidate has adhered to all research protocol requirements of Maasai Mara University and the proposed research has been rated as having no known adverse impacts on the environment and does not pose any ethical concerns.

This is therefore to request your office to issue him with a research permit.

Faithfully yours,





Prof. Romulus Abila, PhD.
Director, Board of Postgraduate Studies

abila@mmarau.ac.ke, <https://orcid.org/0000-0001-8762-7153>

20:14


APPENDIX III: RESEARCH PERMIT FROM NACOSTI


REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **296374** Date of Issue: **02/March/2023**

RESEARCH LICENSE




This is to Certify that Mr. Kennedy Saitoti Seno of Maasai Mara University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Bomet on the topic: THE ROLE OF GRIEVANCE HANDLING ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN KENYA: A CASE OF LONGISA REFERRAL HOSPITAL, BOMET COUNTY for the period ending : 02/March/2024:

License No: **NACOSTI/P/23/24098**

296374
Applicant Identification Number

W. Wambui
Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions