

UNIVERSITY OF EDUCATION, WINNEBA

**STRATEGIES OF HANDLING EMPLOYEE GRIEVANCE AND THEIR
IMPACT ON JOB SATISFACTION: EVIDENCE FROM SELECTED
HOTELS IN GHANA**



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(202140201)**



**A dissertation in the Department of Management Sciences,
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Graduate Studies, in partial fulfillment
of the requirements for the award of the degree of
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DECLARATION

Student's Declaration

I, Benjamin Kofi Essiaw, declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

Signature

Date

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of the dissertation laid down by the University of Education, Winneba.

Dr. Aaron Makafui Ametorwo (Supervisor)

Signature

Date

DEDICATION

This academic research project is dedicated to my family and friends who in diverse ways made it a success through their prayers and support.



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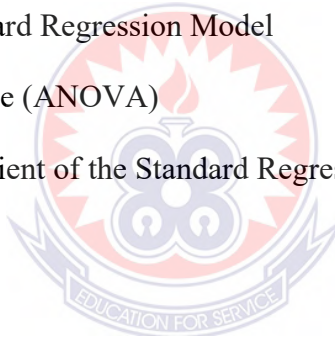
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ABSTRACT

This study aims to fill the gap to find out the causes of grievances and effect of handling grievances strategies including open door policy and confidence enjoyment on job satisfaction. The study employed a cross-sectional research design with a quantitative approach to analysing data. A survey questionnaire was the instrument used to collect data from the selected employees. The population for this study was made up of employee in selected hospitality industry in Ghana. However, the accessible population was employees in the Central Region of Ghana. The purposive sampling technique was used to select three hundred and forty-four (344) participants for the study. Statistical Package for the Social Sciences (SPSS) was employed for linear regression analysis to answer the research questions. The findings from the quantitative data analysis revealed that low wages and salary paid, unattainable and impossible set target, poor working conditions, lack of protective gadgets for preventing workplace accidents and poor working relationships among employees are the causes of employee grievance at the selected hotels in the Central Region, Ghana. Among the handling grievance strategies, integrating and confidence enjoyment have no influence on job satisfaction among employees in the hospitality industries. Handling grievance strategies such as dominating, integrating, obliging, avoiding, and compromising influence job satisfaction. Obliging strategy is the most important strategy to deal with employee grievance in the hospitality industry in Ghana. Therefore, stakeholders in hospitality industries should improve work environment by way of giving employees space and privacy to do their work, making the office more comfortable, and improving communication. Furthermore, they should keep the employee productivity and morale high and further increase the pay of employees. To further foster a positive work environment, the industry should practice open communication to encourage an unhindered flow of ideas among employees and management with no fear of tough criticism. Second, handling grievance strategies such as dominating, integrating, obliging, avoiding, and compromising influence job satisfaction. From these findings, it is significant to indicate that the several handling strategies are paired and no single selection is best. More so, employees and managers should have the ability to master the various handling strategies when managing grievance as a key skill to be developed to satisfy employee job satisfaction. The employees or the supervisors should be able to identify and apply the optimal mix of strategies in conformity with the situation being handled.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In every business organization, many factors influence the work performance of employees positively and negatively. These factors may include business competition, availability of raw materials, wages or salary and environmental conditions (Bruyneel et al., 2023; Sharma et al., 2023). However, to handle these factors, there is a need to employ the knowledge, skill, and common sense of the employees. Today, there is a need to maintain a harmonious relationship in the workplace to boost employee morale, enhance organisational effectiveness, and improve organisational productivity (Liu et al., 2023). The inability to address these factors could result in employee grievances. An employee grievance is an expression of dissatisfaction that is raised towards an employer within an organization. More so, is the discontentment as a result of the gap between the expectation and what to them. There are several causes of grievance including employment discrimination, promotion, working conditions and the breach of contract.

The employee grievance could bring about an opportunity for conflict management strategies resulting in fairness and equity at its forefront. During the management of the grievances, the employees can have their opinion known or express their dissatisfaction leading to the grievances. More so, the processes of grievance regularly buy up to specify employers and employee contract and generate vibrant prospects for them and fair resolution. Enables the management to know the pulse of its employees by learning about their feelings and opinions and about the policies and

practices of the organization. Provides clues about the behavior and attitude of the managers and supervisors towards their subordinates.

1.2 Statement of the Problem

There are some advantages of employees' grievances as discussed in the background of this study. Some of the grievances may be justified or unjustified but still needs to be carefully attended to. That is if grievances are not resolved on time, it could decrease the morale of the employee, give rise to absenteeism and lower competency (Juneja, 2018). In sum, the organization's ability or inability to handle the grievances of employees can positively or negatively influence overall productivity at work (Danku et al., 2015). A substantial length of time must be invested by the organization to understand and resolve employees' grievances.

Research addressing employee grievance has been broadly admitted to produced positive organisational outcomes, including the relationship between employees' voice and handling of grievances (Elbaz et al., 2022), grievances and non-strike action (Noh & Hebdon, 2022) and handling of grievances of hotels and travel agencies (Elbaz et al., 2019). Also, the procedure of sexual harassment grievance (Marshall, 2019) and grievances and rate of turnover (Dunford et al., 2020) have previously been investigated. Yet, the empirical studies on employee grievance in literature have produced conflicting, inconsistent and inconclusive results (Elbaz et al., 2019). There is a scarcity of studies integrating open door policy and confidence enjoyment as two core factors or latent variables in vigorous important models examining the grievances in an organization. More so, there are limited studies that have focused merely on integrating, obliging, compromising and dominating as factors for handling employee grievances in an organization. More so, it appears none of the studies have

examined the causes and effect of open-door policy and confidence enjoyment as strategies to handle employee grievances. In addition, Ghana is the context of this study. Even though, some study (Labrague et al., 2018) call for consideration of comprehensive understanding of handling grievance through cross-cultural investigation into perspective of multiple culture, empirical studies from Ghana in literature are significantly fewer than those conducted in developed countries. To this end and enhance the empirical literature, this research provides evidence from Ghana.

1.3 Aim of the Study

From the above research gap, this research aims to find out the causes of grievances and effect of handling grievances strategies including open-door policy and confidence enjoyment on job satisfaction.

1.4 Objective of the Study

The following research objectives were formulated to examine the:

1. causes of grievances among employees at work places.
2. grievance handling strategies (Integrating, Obliging, Compromising, Dominating and Avoiding) effects on job performance.
3. effects of open-door policy and confidence enjoyment as a handling grievance strategy on job satisfaction.

1.5 Research Questions

In fulfilment of the objectives stated above, this study seeks answers to these three main research questions.

1. What are the perceptions of employees about the causes of workplace grievances?

2. What are the effects of handling grievance strategies (integrating, obliging, compromising, dominating and avoiding) on job performance?
3. What are the effects of open-door policy and confidence enjoyment as handling grievance strategies on job satisfaction?

1.6 Significance of the Study

The findings of the study have several policy implications and recommendations for policymakers in an organisation. The findings enable policymakers to improve the strategies of handling grievances at workplaces. The findings further help policymakers to introduce new policies and regulations for an effective handling of grievances.

1.7 Scope of the Study

The study covers the grievance handling procedure and how it relates directly to handling employee issues that are misunderstanding or misinformation in enhancing organizational performance in the hospitality industry in central region, Ghana.

1.8 Limitation of the Study

In the hospitality industry, the survival of the business dwells on the information gathered with regards to the service they provide and once the study is about getting certain information from them, it becomes very difficult for them to provide you with the right or detailed information in their work environment. For that matter, there is the need to assure the staff who would be involved in the study, of the level of confidentiality to the information which would be provided to you in aid of the research study. The unwillingness of some of the participants to provide needed information with particular regard to the study affected the findings of the study. Getting clearance from authorities to carry out the study, some participant not being

available to answer the questionnaires administered due to workload, and some participants not able to provide answers to all research questions.

1.9 Rest of the Study Organization

The rest of the study consist of three chapters, chapter two, three, four and five. The Chapter two outlines the previous studies conducted by other researchers (literature review) on the subject matter. Chapter three addresses the research methodology. Chapter four is on discusses the finding's analysis, interpretations, and presentations while Chapter five gives the findings based on the research objectives, conclusions, and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review includes one framework, namely the Rahim Model of five styles of handling grievance. The chapter on research hypothesis development as well proposes a research conceptual framework based on the theoretical frameworks.

2.1 Theoretical Framework: Rahim Model of five styles of handling grievance

The Rahim Model of five styles of handling grievance was introduction in 1983. Conflict, according to Rahim (2001), is a dynamic process characterized by incompatibility, disagreement, or dissonance within or between social entities (individuals, groups, or organizations). The first researchers to propose a grid for categorizing interpersonal conflict resolution strategies into five categories based on two dimensions were Blake and Mouton (1964). concern for people as well as production Using a similar conceptualization, Rahim (1983) developed five conflict management styles based on two dimensions concern for oneself and concern for others—that depict an individual's motivational orientation during conflict. A dualistic model of harmony was recently proposed by Leung, Koch, and Lu (2002) to study conflict management with a focus on interpersonal relationship harmony based on instrumental and value harmony perspectives. Rahim's model serves as the foundation for this study because it focuses on the individual conflict management styles of supervisors. The first dimension of Rahim's model concern for one's own well-being describes the extent to which an individual tries to address one's own concerns. According to Rahim, M. A. (2017), the second dimension concern for others describes the extent to which an individual tries to address the concerns of

others. Five conflict management styles are derived when the Managers' conflict management styles and employee attitudes are combined across two dimensions: incorporating, complying, making concessions, dominating, and avoiding in a nutshell, "integrating" means acting in a way that benefits both oneself and others. Obligation is a lose-lose situation in which one has both a low regard for oneself and a high regard for others. Compromise is a middle ground between self- and other-centered concern and a zero-sum game. Dominating is a win-lose situation in which one places a high value on oneself and a low value on others. Last but not least, "avoiding" is not caring about oneself or others and has a negative outcome (Noermijati, et al., 2019). Among the five conflict management styles, "cooperative conflict management styles" are those that demonstrate a moderate to high level of concern for the other party, such as integrating, obliging, and comprising; While "uncooperative conflict management styles" are those in which there is little concern for the other party, such as avoidance and dominance (Putturaj, et al., 2022; Rahim, Magner, & Shapiro, 2000; Dyer, Xie & Song, 2000). According to Erkutlu, H., & Chafra, J. (2015), previous research has found that cooperative conflict resolution methods typically result in positive workplace outcomes. According to Elbaz et al., (2019), uncooperative styles typically result in negative outcomes.

2.3 Development of Hypothesis

2.3.1 Effect of Grievance Handling Strategy on Job Satisfaction

Integrating approach is an integrated approach represents not only your own interests, but those of others with whom you are in conflict. The focus is on employees' willingness to collaborate through sharing knowledge, developing contingency plans, and being open in solving problems together. A resolution acceptable to both parties (Noermijati, et al., 2019). The approach provides opportunities for opposing sides to

see things differently (Daud et al., 2013). Messara et al. (2016) considers this approach as a win-win affair where both parties resolve conflict through maximization of mutual benefit.

Obliging Approach is also known as the flexible style (Messarra et al., 2016), the basis of the committed approach is low self-concern satisfies the interests of the parties in the process (Gunkel et al., 2016). An advantage of the authoritative style is that it reduces the distance between opinions by revealing similarities between one's own opinions and those of others (Yuan, 2010). However, commitment is appropriate only in situations where one party is not cautious about the subject and the other party has underlying concerns that need to be addressed (Yuan, 2010). To this end, it is important that individuals minimize their differences from other parties in order to adopt an authoritative style. Therefore, this style can be viewed as a profit-loss interaction (Messarra et al., 2016).

Compromise style requires a certain amount of self-interest and concessions to the opponent. It calls for compromise and moderation in concerns expressed by oneself and others (Noermijati, et al., 2019). The advantage of compromise is that parties have the opportunity to understand, give, receive and compare opinions in order to arrive at a mutually satisfactory decision (Elbaz, 2019). Unlike the integrative style, the compromise approach is not a complete win-win. Rather, it requires some degree of concession from all parties so that the dispute can be resolved without gain or loss (Messarra et al., 2016). This approach is desirable for matching goals in complex problems involving two dominant parties (Harms, 2017).

Avoiding strategy is a key feature of the avoidant style is the individual's low concern for themselves and others in conflict (Elbaz, 2019). Their indicator is withdrawal from

tense situations, such as when an employee refuses to complete a task requested by a boss. Hikikomori does not always take the form of outright non-compliance, but can be subtly designed to circumvent potential problems or delay resolution (Harms, 2017). Avoidance is most often observed when the opposing opinion is trivial or when the individual anticipates a negative reaction from the other (Lee, Riley, & Hampton, 2010).

In the dominant approach, entities are less concerned with others, but more concerned with themselves when they impose their opinions on others (Elbaz et al., 2019). This style is usually seen as a win-lose interaction in which only one winner appears, her (Messarra et al., 2016). Signs of this approach are authoritarianism and competitive thinking. The advantage of domination is to accelerate decision-making by those in power (Noermijati, et al., 2019). This approach reflects less concern for others and greater concern for self, manifested in imposing one's point of view on others (Elbaz et al., 2019). Harms (2017) therefore describe the dominant method as an authority-based approach or a competition-based style. However, in scenarios where managers need to make urgent decisions, dominance bodes well (Elbaz et al., 2019). From the above, the following hypotheses were proposed:

H1: Grievances handling integrating strategy has influence on job satisfaction

H2: Grievances handling obliging strategy has influence on job satisfaction

H3: Grievances handling compromising strategy has influence on job satisfaction

H4: Grievances handling dominating strategy has influence on job satisfaction

H5: Grievances handling avoiding strategy has influence on job satisfaction

2.3.2 Effect of Open Door Policy and Confident Enjoyment on Job Satisfaction

In the perspective of this study, an open-door policy indicates to employees that a supervisor or manager is open to an employee's questions, complaints, suggestions, and challenges. This strategy may encourage open communication, feedback, and discussion about any concerns employees (Selee & Bolter, 2022; Tinivata & Lim, 2022). Confident Enjoyment is explained in this study is the level of trust the employees have in management in solving their grievance at work places. Confident of employee has the potential to resolve or calm down situation in an organization (Mubashar et al., 2022). Therefore, the following were suggested:

H6: Grievances handling open-door policy strategy has influence on job satisfaction

H7: Grievances handling confident enjoyment strategy has influence on job satisfaction

2.4 Proposed Research Conceptual Framework

Rahim Model of five styles of handling grievance have been one of the most influential models in handling grievance and conflict at workplace. Rahim suggested five strategies such as integrating, obliging, compromising, domination, and avoiding to resolve employee grievances. However, effect of these strategies has yielded some conflicting results. The research suggests that from the theory these strategies could be applied in hospitality industries, to check its effect on their job satisfaction. The research also believes that the strategies such as open-door policies and confidence enjoyments can be introduced as another strategies in handling employee grievance. Therefore, the research conceptualized that integrating, obliging, compromising, dominating, and avoiding and the new strategies, open door policies and confidence

enjoyments could be used to handle employee grievance to bring about job satisfaction as summarized in Figure 2.1

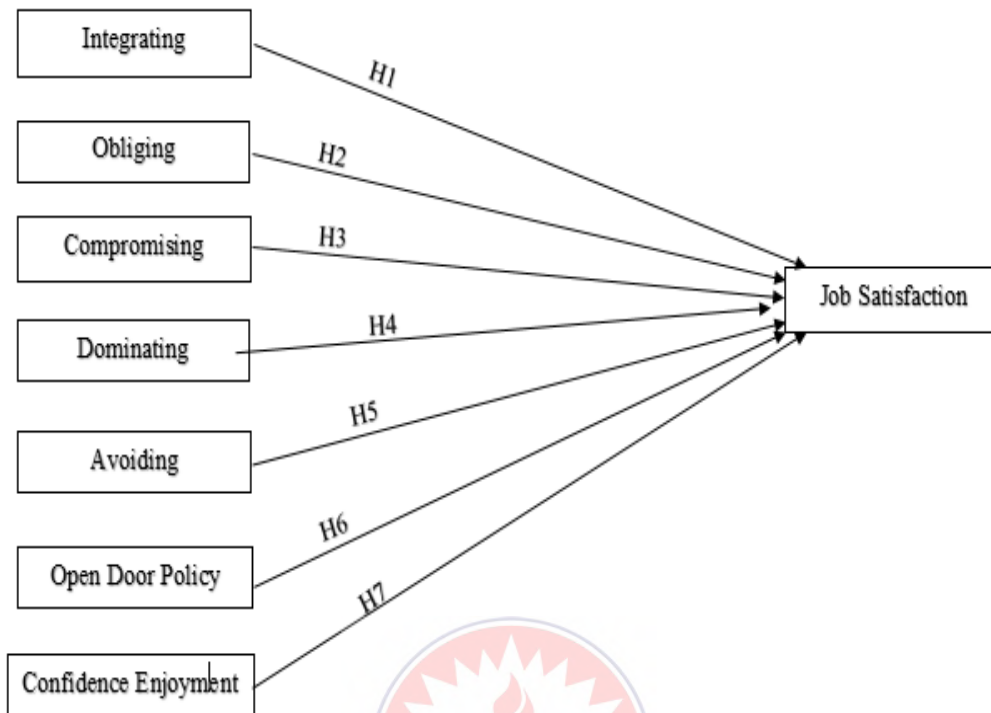


Figure 2.1: Proposed Conceptual Framework

2.5 Concepts of Grievances

A grievance is an expression of an employee's dissatisfaction with his or her employment or connection with co-workers. In most cases, workplace disputes stem from day-to-day interactions. An employee or a group of employees may file a grievance in an organization about any measure or event that directly affects or is likely to affect the working conditions of many people.

Grievance refers to any genuine or imaginary feeling of dissatisfaction or injustice that an employee experiences about his job and its nature, about the management policies and procedures which are expressed by the employee and brought to the notice of the management and the organization (Juneja, 2018). It is any discontent dissatisfaction, expressed or not, and whether valid or not, arising out of anything

connected with the organization that the employee thinks, believed, or even feels is unfair, unjust, or inequitable that he has suffered (Dwivedi, 2009).

There are likely to be complaints and disagreements at work as a result of numerous changes taking place in organizations, as well as variances in how people behave and interpret things. Employees' expectations are not met by the company, resulting in feelings of discontent and dissatisfaction. An employee typically files a grievance when he or she believes that his or her rights have been violated or that a part of the work agreement that he or she signed with an organization, either personally or through a collective bargaining agreement with a union or other relevant agencies, has been changed.

Displeased employees may be a source of danger not only to the organization but also to the other employees in the organization. Such employees can also cause nuisance value to the company. Therefore, grievances should be addressed and resolved at the earliest opportunity. Although having grievance procedures in place is important in both unionized and non-unionized settings, companies must support their written policies with consistent actions if they hope to maintain good employee relations. To make the grievance procedure work, management and the union have to approach it with the attitude that it serves the mutual interests of management, employees, and the union (Thompson, 2005).

Studies by Gupta (2006) indicate that analysis of these definitions reveals the following features of a grievance:

- i. A grievance reflects discontent or dissatisfaction or a feeling of injustice.
- ii. The dissatisfaction must arise out of employment and not from personal or family problems.

- iii. The dissatisfaction may be expressed or implied. A grievance may be expressed verbally or in writing. Gossiping, jealousy, argumentation, careless use of materials, poor workmanship, untidy housekeeping, etc. are verbal grievances. Written grievances are often called complaints. Daydreaming, absenteeism, tardiness, indifference to work, labour turnover, etc. indicate implied grievances.
- iv. The dissatisfaction may be valid and legitimate or irrational and ridiculous or false.
- v. A grievance arises only when an employee feels that injustice has been done to him.
- vi. Grievances if not addressed on time tend to lower the morale and work performance of employees.

This suggests that some employees may retaliate against other employees who raise complaints. A company's grievance procedures must include steps to prevent a backlash against those who choose to use them.

2.6 Types of Employee Grievances

There are three types of grievances, individual, group, and policy (Randolph, et al., 2017). An individual grievance is a complaint brought forward by a single employee in which a decision made affects that specific employee. Such cases can deal with issues related to the collective agreement, discipline, and human rights, as well as other matters affecting the employee concerned. For example, an employee who has been overlooked for promotion within an organization may complain about this fact. The employee may feel that he/she has performed adequately and he is the most

senior in the directorate, as per the rules. The onus will be on his immediate supervisor to present the facts (Kowalski, et al., 2011).

A group grievance is a complaint brought forward by more than one employee grieving the same alleged violation with the same facts. Therefore, a group grievance involves the “effect of management activities on two or more employees under the same collective agreement or regulation. Grievances of this type are used in situations where a group of employees in the same department or agency faces the same problem. The problem must relate to the interpretation or application of the collective agreement. A policy grievance is a dispute of general application or interpretation of any section or paragraph of the collective agreement or rule rather than the direct management action involving a particular employee. These types of grievances are normally, initiated at the final step of the procedure (Lazaro, 2022).

2.7 Causes of Grievance in a Workplace

In an organization, a grievance may be presented by an employee or group of employees, concerning any measure or a situation that directly affects the individual or is likely to affect the conditions of employment of many workers. If such a grievance is transformed into a general claim, either by the union or by a group of employees, then the claim falls outside the scope of the grievance procedure as it is a collective grievance and therefore it falls under collective bargaining. There are rules, regulations, and instructions which are archaic and aimed at shifting the work towards employees (Freeman, 2009). The grievance would include any discontent or dissatisfaction experienced by employee and when the dissatisfaction of the employee or system persists, it can affect employee’s performance (Ratnam & Srivastava, 2008).

The factors that generate the grievances in an organization are Slackness in admission which can be defined as being careless in doing something, moving slowly, lacking in activity, lacking firmness among others, and Misemployed people: a situation where people go to work and spend the day performing activities and being busy, but it's light years away from tapping into their full capacity. Communication problems: where people do not dare to speak their minds because they know they would be punished for doing so. British writer, Erwin once said, "To hear nothing but what is pleasing is to make a pillow of the mind" (Lazaro, 2022). Sadly, many firm partners and practice leaders are sleeping on this kind of pillow. They only hear the good news (Gabrielle, 2003).

Other factors are colleagues and partners not accessible for help: that is where partners and practice group leaders are good at demanding results from their people but are pathetically poor at supporting them to produce the demanded results. Lack of personal and professional growth in the firm: management should endeavor to develop the competence levels of staff and do away with obsolescence. Bad performance appraisal: The majority of performance appraisal systems do not result in valid and reliable evaluations of employee performance which results in conflicts and grievances in the organizations. Absence of incentives: the factors that serve or induce or motivate employees. Participating employees must be presented with timely awards at a value commensurate with their efforts and contributions; the absence of incentives creates grievances in the organization and a Lack of proper authority and accountability where a delegation of authority is a prerequisite for the successful implementation of result-based management. Lack of proper authority and accountability contribute to grievances in the organizations (Lazaro, 2022).

These factors need to be tackled properly through systematic changes. Prevention is better than cure. Along these lines, the best method to redress a grievance is not to allow the grievance to arise in the first instance. Even the redress of a grievance, which arose on account of the delay, is also delayed as is revealed by the analysis of grievances in which an average of six months is taken to redress a grievance (Lazaro, 2022).

2.8 Grievance Procedures

At work, the opportunity for a grievance is usually present. There is sort of no organization that may run without a few types of complaints. The technique and pace with which those grievances are dealt with, on the opposite hand, speaks volumes approximately the organization's harmony, productiveness, and performance. As a result, well-processing grievances through suitable processes are essential in resolving management's mistakes and flaws. If grievances are dealt with in the right situation and consideration, they'll provoke tremendous modifications within the organization, thereby improving organizational productiveness and worker satisfaction. The significance of getting a compliant manner in the region in an organization is if a worker does now no longer have the possibility to explicit his or her complaint, it'll create a few poor organizational effects which might also additionally consist of decreased productiveness, absenteeism problem, disobeying of orders, indiscipline conduct and decreased fine of work, amongst others.

The rationale for grievance procedures is to help individual organizations attain their best in terms of employee performance and service delivery (Ngetich, 2016). He however pointed out that in most cases the procedures are management-centered and may not allow employees to initiate expression of their dissatisfaction with their work

situations. A good grievance procedure helps to settle grievance issues at the earliest possible stage and helps that such disputes are resolved as close as possible to their source (Obiekwe et al., 2019).

Chances are that morale may go down, commitment reduces, and the worker may engage in some act of sabotage as a payback to the supervisor or management. To ensure workplace stability, management-workers cooperation, and industrial peace, an effective grievance procedure should be instituted in place in an organization. This is because suppressed workers' grievances are known to have given rise to accidents at the workplace, absenteeism, strike actions, different forms of industrial sabotage, low morale, and reduction in employee commitment.

The grievance procedural model is recommended by the labor national commission. It helps in ensuring the fast settlement of employees' grievances in the company. As Harter, Schmidt and Hayes (2010) mention that there are around five steps related to the grievance procedural model. Firstly, the staff has to offer complaints in the company. The unsatisfied employees are required to convey their grievance issues in both written and verbal form to the designated officer (Harter, Schmidt, and Hayes 2010). The officer who is appointed by the organization for handling the grievances requires to respond to the complaints within a specific time. In starting, the officer is expected to acknowledge to employees that their complaints are heard. It is expected that officers should analyze the issues and collect all needed and appropriate information related to the grievance. Afterward, they should decide on a relevant solution to the problem and act accordingly in no time (Janani 2011).

If the appointed officer fails in offering the suitable results within the set period, then the aggrieved staff can present the grievance to the company's departmental head.

Kent (2014) argues that, if the staff is not satisfied with the results given by the appointed officer, then staff can move towards the head of the department (Kent 2014). If the head of the department fails in satisfying the results, the staff can move towards the grievance committee. Knox (2010) mentions that the grievance committee has to offer suggestions over seven (7) days. They require providing the report associated with grievances of the management. Within the time of three (3) days management is required to offer the decisions to the grievant (Knox 2010). Even though after the grievance, the grievant is not satisfied with the grievance committee decision, then in that case employee can appeal to the management and asks for revision. According to Lee and Ok (2015), the stage is highly applicable if the grievance committee fails in offering suitable suggestions within the period. From the above reviews on the grievance procedural model by different authors, it is observed that a good grievance procedure helps management understand the feelings and attitudes, of the workers concerning the organization's policies, practices, and rules, thereby helping them to make necessary improvements in policies and rules. It also serves as a medium for upward communication to the organization's top management and makes them more aware of employees' frustration, problems, and general expectation.

CHAPTER THREE

RESEARCH METHODS

3.0 Introduction

Chapter three reports the research methodology which includes the research design, the rationale for selecting the design, the study population, and the sample and sampling procedure. This chapter also presents the determination of sample size, research instrument for data collection, reliability and validity of the research instrument and data. It further discusses the data analysis procedure.

3.1 Research Design

The research design involves the general procedure or structure of building research which involves the collection of data, reliability, validity, and data analysis to find a solution to research questions or research problems (Carter et al., 2022). For the purpose of this study, cross sectional survey was employed as a research design with quantitative collection approach to analyse the responded data.

3.1.1 Rational for the Design

The present study aimed at factors that influences employee grievance and its impact on organisational performance. To investigate this study, it is important to use a suitable research design. The cross-sectional survey design was selected because it can be applied in quantitative approach. More so, the design uses a certain approach which focuses on the same population and frequently selects different research survey samples from the same population.

3.2 Population of the Study

The current study uses employees in selected hospitality industry in the central region, Ghana as the target population. The choice of the region was necessary because the

researcher found it appropriate and accessible to obtain information need to conduct the study as much as cost of transportation and the administering of questionnaires is concerned.

3.3 Sample and Sampling procedure

Sampling is the procedure of selecting a portion or subset of the entire population of interest to the study. This subset of the population is used to represent the population of the study (Hair, 2022). Therefore, this present study employed a purposive sampling approach to select the participants for the study. The purposive sampling procedure is non-probability sampling used for both quantitative and qualitative research studies (Campbell et al., 2020). In purposive sampling, the participants are selected based on the characteristics the researchers need for their study. Thus, the units of the study are selected based on "purpose" or "purposive". Therefore, seven human resource personnel were purposively selected for the first part of the study.

3.3.1 Determinant of Sample Size for Factor Analysis

The right representation of the population is very significant in the research study. Therefore, it is important to justify the sample used in a particular study. In justification, Shaukat et al., (2016) reported that it is suitable to use a minimum sample size of 250 in research involving factor analysis. In another view, Gunawan et al., (2021) suggested that 200 participant of sample size is acceptable. Also, Rahi, et al., (2019) indicated that between 250 to 1,000 participants is recommended sample size to use in a population of 10000 and above. In addition, Kyriazos (2018) supported at least 100 participants as a sample size. From this basis, the present study employed three hundred and forty-four (344) employees in hospitality industry for the study.

3.4 Instrument for Collecting Data

The present study employed semi-structured interviews and survey questionnaires to collect data from the participants of the study.

3.4.1 Development of Semi-structured Interviews

The Semi-structured Interview questions were adopted from previous studies. The question items were two. The first part requested a general opinion on the causes of employees' perception about workplace grievance. The second as expected was to find out from the grievance handling styles and job satisfaction.

3.4.2 Reliability of Semi-structured Interviews

Reliability of the semi-structured interview of the qualitative part of this study explained the responses stability to multiple coders of collected data (Creswell & Poth, 2013). To enhance the reliability of the responses the detail of the field notes was done using recording devices and was transcribed by digital files. Also, for the purpose of trustworthiness, there was long engagement in the field.

3.4.3 Development of Survey Questionnaire

The survey questionnaire involves two parts to investigate the formulated research question. The first part of the survey questionnaire focuses on the participants' demographic, including gender, age, educational background and years of service. The other part involves four (4) latent variables and eighteen (37) observed variables which were adopted from previous empirical studies (Bhattacharjee, 2001b, Jin et al. (2013; Román, 2010; Shiau et al., 2020; Román, 2010; García, Galindo & Suárez, 2018).

3.4.4 Scoring for Survey Questionnaire

The study used a five-Likert scale with a rating range from Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4) and Strongly Agree (SA=5). The five Likert provides five possible answers to a question and allows the participants to indicate their preference. The study employed the five-Likert scale because it is simple to understand, takes less time and less effort to complete.

3.4.5 Reliability of the Survey Questionnaire

Research reliability is significant in measuring research instruments for predicting the same results multiple times. Thus, it focuses on the consistency of the results or whether the results are not influenced by external factors (Hogan et al., 2000; Hensan, 2001). The research reliability is further to assess the internal consistency of observed variables in a particular study and describe the extent that the result of the instruments gives the same result in repeated or replicated studies under the same condition (Nimon, Zientek & Hensan, 2012).

The study first tested the survey questionnaire by using a piloting study. This was done to find out if only the internal consistency of the study but further to check errors in the statement of observed variables such as spelling mistakes, and omission of letters or words. The study employed Cronbach's alpha to check the internal consistency of data collected using the instrument. Cronbach's alpha is explained as the most significant and extensive statistics employed in research studies to test the construction and use of instruments (Ursachi et al., 2015). The present study piloted the instrument with thirty-five employees in a hotel of different participants. The Cronbach Alpha was 0.796 which indicates good internal consistency.

The reliability of the data collected from the participants was tested using Cronbach's alpha. For good internal consistency, Henseler et al. (2013) suggested Cronbach's Alpha of 0.80, Taber, (2018) recommended 0.70 or more and Hair et al. (2010) and Schweizer, (2011). reported 0.90 or above being the excellent value. Therefore, from Table 3.1 the value of Cronbach's Alpha ranges from 0.860 to 0.941, suggesting an excellent internal consistency of the collected data from the participants.

Table 3.1: Result of Reliability Analysis of survey Questionnaire

Construct	Number of items	Cronbach alpha (α)	Recommendation
Causes of grievance at workplace	5	0.936	Excellent
Handling Grievance strategies	28	0.941	Excellent
Effects of Grievance on Job Satisfaction	5	0.916	Excellent

3.4.6 Validity of the Research Instrument

The research validity of the instrument is the degree to which observed variables of instruments measured are intended to measure in a particular study. It is also the foundation of confirming the genuineness, truthfulness as well as quality of the instruments selected for the study as suggested by Chetwynd, (2022) and Souza et al (2017) in their study. Despite the survey questionnaire instrument being adapted from existing empirical studies with confirmed validity tests, the study continued to check face validity and content validity as recommended by Mostert (2022) and Souza et al. (2017). The research instruments were given to experts in the field of study to check the face validity as well as content validity. More so, construct validity was tested based on the recommendation threshold from a theory. Construct validity is the "extent to which its observed associations with measures of other variables match theoretical predictions about how it should be associated with those variables"

(Westen & Rosenthal, 2003, p. 609). Construct validity is more of the data collected with the instrument but not specifically for the research instrument. The study considered the two types of construct validity, thus, convergent and discriminant validity.

3.5 Data Collection Procedure

The survey questionnaire was purposively distributed to the participants (employees) in person. The participants were asked to use any specific time of their choice to complete the questionnaire. Three hundred and sixty-two (362) were distributed to the participants, out of that, three hundred and forty-four (344) representing 95% were returned. Only 338 (93%) were fully completed. More so the seven (7) human resources personnel working as hotel managers were purposively selected to answer semi-structures interviews.

3.6 Ethical Issues

Ethical consideration is extremely significant in research methodology. It is a general guide or set of rules and practices that guide research design. This set of rules involves informed consent, anonymity and confidentiality to enhance the integrity and validity of the research. Therefore, this study, the aim and objective of the study were explained to each of the participants. The participants were asked to participate free or could opt out or choose not to participate in the study. Moreover, to ensure anonymity in the research, the collection of data from the participants was free from identifying information of the individual participants such as (name, email address, postal address, etc.). The participants were given assurance of confidentiality of data collected from them.

3.7 Data Analysis Procedure

3.7.1 Data analysis of the Semi-structured interview

During the semi-structured interview, tape recording was used to record the interview conversation. The recorded data was transcript according to the individual responses. NVivo software for qualitative data was employed to analyse the transcripts into codes and consequently into themes. the NVivo helps to discover more from your qualitative data

3.7.2 Data analysis of the Survey questionnaire

This study employed the strategy of the two-step approach introduced by Anderson and Gerbing (1988). The study used two significant statistical stools, thus a statistical package for the social sciences (SPSS) version 23.0 and Linear Structural Relation (LISREL) 9.30 version. The SPSS was used for the exploratory factor analysis. It is one of the statistical tools that has been frequently used for data management, multivariable analysis, and factor analysis, among others. On the other hand, LISREL is a statistical software package mostly used for structural equation modelling (SEM) to examine the relationship of factors and test for the fitness of the proposed research model in particular research.

3.8 Measurement of Model of Good Fit

In the examination of the proposed model, Kline (2015) indicated that at least the chi-square, the RMSEA, the CFI and the SRMR of the model should be measured. However, this present study reported additional fit indexes such as P-value, Normed Fit Index (NFI), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Incremental Fit Index (IFI) and Root Mean Square Error of Approximation (RMSEA). The fit index (p -value = 0.005, chi-square = 59.35, df = 28, GFI = 0.960,

AGFI = 0.921, IFI = 0.905, RMSEA = 0.065, CFI = 0.900, RMR = 0.634 and standardized RMR = 0.0626) fall within the threshold as presented in table 3.5. Therefore, the proposed model is a good model fit as suggested by some studies (Lomax, 1982; Steiger, 2007; Tabachnik and Fidell, 2007; Kline, 2005; Hu & Bentler, 1999).

Table 3.2: Structural Equation Model Indices of Goodness of Fit

Fit indices	Criteria	Research model
P-value	< 0.05	0.005
Df	-	28
Chi-square	-	59.35
Chi-square/degree of freedom ($\chi^2/d.f.$)	≤ 3.00	2.120
Normed Fit Index (NFI)	≥ 0.90	0.994
Goodness of Fit Index (GFI)	> 0.90	0.960
Adjusted Goodness of Fit Index (AGFI)	≥ 0.90	0.921
Incremental Fit Index (IFI)	≥ 0.90	0.905
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.065
Comparative Fit Index (CFI)	≥ 0.90	0.900
Root Mean Square Residual (RMR)	< 0.08	0.0634
Standardized RMR	< 0.08	0.0626

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter reports the results of the study and discusses in relation to the research questions. The results of the study are discussed in three sections:

1. Participant demographic information
2. Results associated with the research question
3. Discussion associated with the research question

4.1 Demographic Information of Respondents

Table 4.1 reveals that out of 344 participants, 45.3% (n = 156) were males while 54.7% (n = 188) were females. This shows that majority of the respondents in the study were female followed by male respondents. Table 4.1 reveals that respondent age ranging from 21–30years was 42.2% (n = 145), whereas those who fall in the category of 31-40years were 45.3% (n = 156), respondent age ranging from 41–50years was 9.0% (n = 31), and respondent age ranging from 51years and above was 3.5% (n = 12). Table 4.1 below indicates that out of the total 344 respondent, 59.9% (n = 206) of the respondent were single, while 28.5% (n = 98) of the respondent were married, and 11.6% (n = 40) were divorced. Hence, it was analyzed that the majority of employees are mainly singles and married in the hospitality industry in Central Region, Ghana. Table 4.1 revealed that out of the total 344 respondent, 32.0% (n = 110) of the respondents hold a certificate, and 37.8% (n = 130) holds diploma in various field of study from different institutions respectively, whereas 27.9% (n = 96) of the respondent holds a degree and 2.3% (n = 8) of the respondent holds a postgraduate certificate. This shows that the majority of employees in the hospitality

industry had a high level of academic achievement which could enable them to be aware of the way workplace grievances are handled in hotels.

Table 4.1: Demographic Information of Respondents

Selected dimensions	Frequency	Percentage (%)
<i>Gender</i>		
Male	156	45.3
Female	188	54.7
<i>Age</i>		
21-30	145	42.2
31-30	156	45.3
41-50	31	9.0
51 & above	12	3.5
<i>Marital Status</i>		
Single	206	59.9
Married	98	28.5
Divorced	40	11.6
<i>Academic Qualification</i>		
Certificate	110	32.0
Diploma	130	37.8
Degree	96	27.9
Postgraduate	8	2.3
<i>Number of years worked</i>		
0 – 4	50	14.5
5 – 9	83	24.1
10 – 14	78	22.7
15 – 19	96	27.9
20 and above	37	10.8

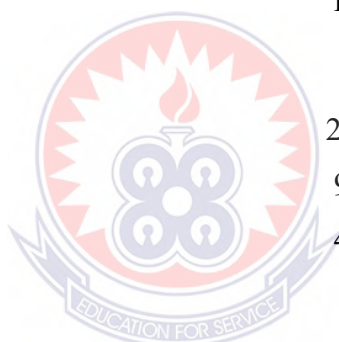


Table 4.1 above indicates that out of the total 344 respondents 14.5% (n = 50) have worked in the hospitality industry from 0 to 4 years, 24.1% (n = 83) of the respondents have worked between 5 to 9 years, 22.7% (n = 78) of the respondents have worked between 10 to 14 years. Besides from the above table 4.1 out of 344 respondent, 27.9% (n = 96) have worked from 15 to 19 years in hotel business, and 10.8% (n = 37) 20 years and above. Thus, it could be observed from the above data that the majority of the employees with a total number of 96 out of the 344 respondents have had a long serving period in the hotel business. This shows that respondents had a sufficient experience that enabled them to make a critical assessment about the way their supervisors handle their grievances.

4.2 Results Associated with the Research Question

4.2.1 Results Related to Research Question One

What are the perceptions of employees about the causes of workplace grievances?

The overall mean scores of the employers' perceptions of about workplace grievances ranged from 3.90 (SD = 1.15) to 4.18 (SD = 1.07) as indicated in Table 4. Similarly, the minimum and maximum frequencies of the employees' scores ranged from 8 to 300. In general, this suggests that the employees in the hospitality industry had a positive perception about the causes of workplace grievance. The mean score for the employees' perceptions on low payment of wages and salaries as a cause of workplace grievance (item 1) was 3.393 (SD = 1.400). Majority of the employees in the hospitality industry 263(76.4%) agreed that payment of low wages and salaries are causes of workplace grievance while only 68(19.7%) of the employees in the hotel disagreed (item 1).

Again, the mean score for the employees' perceptions on unattainable and impossible set target as a cause of workplace grievance was 3.196 (SD = 1.119) with 260 (78.4%) of the employees agreed that unattainable and impossible set target is a major cause of workplace grievance while 54 (15.7%) of the employees in the hotel business disagreed (item 2). The mean score for the employees' perceptions on poor working conditions as a cause of workplace grievance was 3.554 (SD = 1.235) with 271 (78.4%) of the employees agreed that poor working condition is a major cause of workplace grievance while 53 (15.4%) of the employees in the hotel business disagreed (Item 3). When the employees were asked to respond to a questionnaire that indicated that lack of protective gadgets for preventing workplace accidents is a cause of workplace grievance (Item 4), 284 (82.6%) agreed while 43(12.5%) of the employees in the various hotels disagreed to the (item 4). Thus, it indicates that lack of preventive gadgets for preventing workplace accidents is necessarily a cause of workplace grievance in the hospitality industry. Furthermore, the mean score for the employees' perceptions on poor working relationships among employees as a cause of workplace grievance (item 6) was 3.321 (SD = 1.267) with majority of the employees 283(82.3%) agreed to the (Item 6) while only 43(12.5%) of the employees disagreed.

Table 4.2: Distribution of frequencies, percentage, mean score and standard deviations of employers' perception about the causes of workplace grievances

Statement	Responses			MS	SD
	D	N	A		
Low wages and salaries are paid	68 (19.7)	13 (3.8)	263 (76.4)	3.393	1.400
It is unattainable and impossible to set a target	54 (15.7)	20 (5.8)	260 (78.4)	3.196	1.119
Poor working conditions	53 (15.4)	20 (5.8)	271 (78.4)	3.554	1.235
Lack of protective gadgets for preventing workplace accidents	43 (12.5)	17 (4.9)	284 (82.6)	3.429	1.158
Poor working relationships among employees	43 (12.5)	18 (5.2)	283 (82.3)	3.321	1.267

Note: D = Disagree, N = Neutral, A = Agree where Strongly disagree and disagree were put as Disagree and Strongly agree and agree were put as Agree (A)

4.2.2 Results Related to Research Question Two

What are the effects of handling grievance strategies (integrating, obliging, compromising, dominating and avoiding) on job performance?

As shown in Table 4.3. The summary of the standard regression model with the value of the multiple correlation ($R = 0.485$). This suggested that independent variable (dominating, integrating, obliging, avoiding, and compromising) relate with the dependent variable (Job satisfaction). Moreover, the Adjusted $R^2 = 0.219$ suggested that, dominating, integrating, obliging, avoiding, and compromising contributed to 21.9% of the variances in the job satisfaction (dependent variable).

Table 4.3: Summary of Standard Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	0.485 ^a	0.235	0.219	0.81157	0.235	14.772	7	336	0.000	1.992

Dependent Variable: Job Satisfaction

Predictors: (Constant), Dominating, Integrating, Obliging, Avoiding, Compromising

Table 4.4 indicates the summary of ANOVA (Analysis of Variance) test of statistical significance of regression model. $F = 14.772$ and $p = 0.000 (< 0.05)$ which suggests that the model test was statistically significant. Therefore, the independent variables (Dominating, Integrating, Obliging, Avoiding, Compromising) significantly relate to job satisfaction (dependent variable).

Table 4.4: Analysis of variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.197	7	11.742	14.772	0.000 ^a
	Residual	267.087	336	0.795		
	Total	349.283	343			

Dependent Variable: Job Satisfaction

Predictors: (Constant), Dominating, Integrating, Obliging, Avoiding, Compromising

From Table 4.5, the H1 was not statistically significant ($\beta = 0.-0.70$, $t = -1.224$; $p = 0.222 (> 0.05)$). Therefore, integrating strategy has a no significant influence on job satisfactions. However, H2, H3, H4, H5, H6 and H7 were supported. Thus, obliging ($\beta = 0.503$, $t = 9.323$; $p = 0.000 (< 0.05)$), compromising ($\beta = 0.208$, $t = 2.768$; $p = 0.006 (< 0.05)$), dominating ($\beta = 0.130$, $t = 2.440$; $p = 0.0015 (< 0.05)$), avoiding ($\beta = 0.147$, $t = 2.063$; $p = 0.040 (< 0.05)$), confidence enjoyment ($\beta = 0.105$,

$t = 2.153$; $p = 0.0032$ (< 0.05)) and open door policy ($\beta = 0.137$, $t = 2.762$; $p = 0.006$ (< 0.05)) strategies are significant predictors of job satisfaction.

Table 4.5: Regression Coefficient of the Standard Regression Model

Model		Unstandardized		Standardized		T	Sig.
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	2.485	0.386			6.432	.000
	Integrating	-0.070	0.057	-.070		-1.224	0.222
	Obliging	0.597	0.064	0.503		9.323	0.000
	Compromising	0.207	0.075	0.208		2.768	0.006
	Dominating	0.121	0.050	0.130		2.440	0.015
	Avoiding	0.136	0.066	0.147		2.063	0.040

a. Dependent Variable: Job Satisfaction, * $p < .05$

4.2.3 Results Related to Research Question Three

What are the effects of handling grievance strategies (open door policy and confidence) on job performance?

As shown in Table 4.3. The summary of the standard regression model with the value of the multiple correlation ($R = 0.366$). This suggested that independent variable (Open door policy, and confidence enjoyment) relate with the dependent variable (Job satisfaction). Moreover, the Adjusted $R^2 = 0.222$ suggested that Open door policy, and confidence enjoyment contributed to 22.2% of the variances in the job satisfaction (dependent variable).

Table 4.6: Summary of Standard Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.366 ^a	0.228	0.222	0.99806	0.228	4.822	2	341	0.000	1.967

Dependent Variable: Job Satisfaction

Predictors: (Constant), Open-door-policy and Confidence Enjoyment,

Table 4.4 indicates the summary of ANOVA (Analysis of Variance) test of statistical significance of regression model. $F = 4.822$ and $p = 0.000 (< 0.05)$ which suggests that the model test was statistically significant. Therefore, the independent variables (Open-door-policy and Confidence Enjoyment) significantly relate to job satisfaction (dependent variable).

Table 4.7: Analysis of variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.606	2	4.803	4.822	0.009 ^a
	Residual	339.677	341	0.996		
	Total	349.283	343			

Dependent Variable: Job Satisfaction

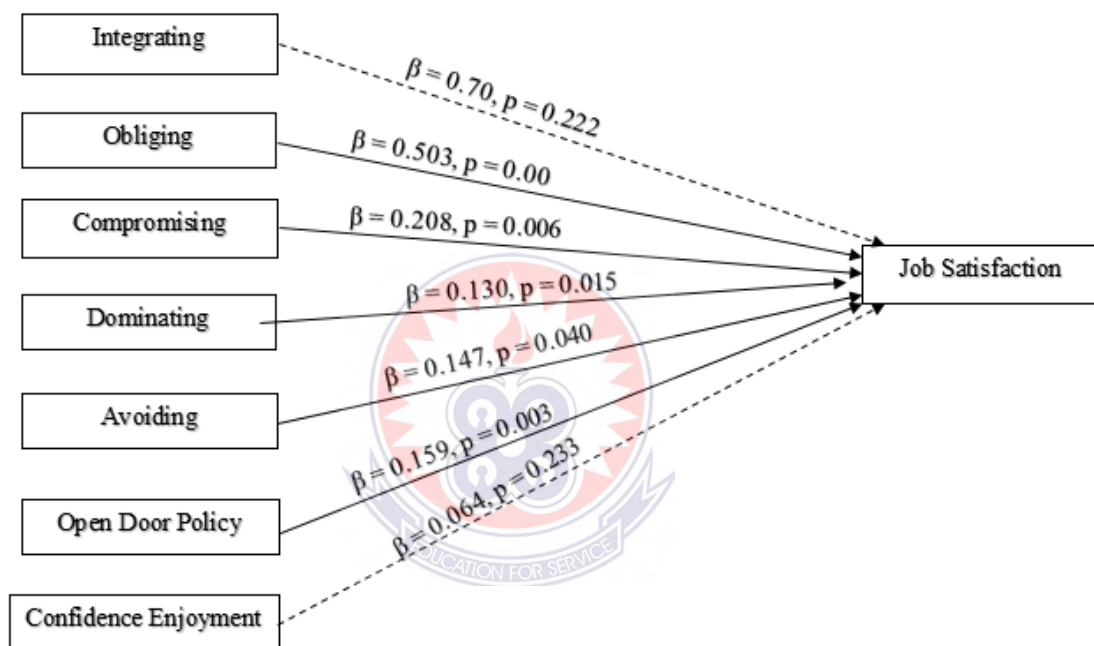
Predictors: (Constant), Open-door-policy, and Confidence Enjoyment

From Table 4.7, H6 and H7 were supported. Thus, confidence enjoyment ($\beta = 0.105$, $t = 2.153$; $p = 0.0032 (< 0.05)$) and open-door policy ($\beta = 0.137$, $t = 2.762$; $p = 0.006 (< 0.05)$) strategies are significant predictors of job satisfaction.

Table 4.8: Regression Coefficient of the Standard Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.665	0.308		11.899	.000
	Open door policy	0.166	0.056	0.159	2.958	0.003
	Confidence enjoyment	0.064	0.053	0.064	1.195	0.233

a. Dependent Variable: Job Satisfaction, * $p < .05$



NB: Dotted lines show non-significant relationship; straight line denotes significant relationship

Figure 4.1 Comparative importance of significant factors in the regression model

4.3 Discussion of Results

The findings indicated that low wages and salary paid, unattainable and impossible set target, poor working conditions, lack of protective gadgets for preventing workplace accidents and poor working relationships among employee are the causes of employee grievance in some selected hotels in Central Region, Ghana. However, other study suggested that lack of unambiguous policies, lack of amenities, lack of respect for

individual, lack of collaboration and team work, and supervisors not using authority. More so, the findings indicated that among the handling grievance strategies, integrating strategy and confidence enjoyment have no influence on job satisfaction among employees in hospitality industries. This finding was in consistent with other studies which suggested that effective conflict handling strategies yield collective action and promote employees' willingness to participate in daily operations (Rahim, 1983; Trudel & Reio, 2011; Lee et al., 2009). Other studies seem also suggest that integrating style can only be effective when combined either with a dominating or obliging style (Stevahn, 2004; Daud et al., 2013).



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Overview

This chapter reports the summary of the study and the major findings. It presents the conclusion of the study, recommendations for future studies and research implications for practice. It also discusses some theoretical and policy implications.

5.1 Summary of the Study

This research aims to find out the causes of grievances and effect of handling grievances strategies including open door policy and confidence enjoyment on job satisfaction.

The study was guided by the following research questions:

1. What are the perceptions of employers about the causes of workplace grievances?
2. What are the effects of handling grievance strategies (integrating, obliging, compromising, dominating and avoiding) on job performance?
3. What are the effects of open-door policy and confidence enjoyment as a handling grievance strategy on job satisfaction?

The study employed a cross-sectional research design with a quantitative approach to analysing data. A survey questionnaire was the instrument used to collect data from the selected employees. The population for this study was made up of employee in selected hospitality industries in Ghana. However, the accessible population was employees in the Central Region of Ghana. The purposive sampling technique was used to select three hundred and forty-four (344) participants for the study. Statistical Package for the Social Sciences (SPSS) was employed for linear regression analysis

5.2 Major findings of the Study

1. Low wages and salary paid, unattainable and impossible set get, poor working conditions, lack of protective gadgets for preventing workplace accidents and poor working relationships among employees are the causes of employee grievance at hospitality industries in Ghana
2. Among the handling grievance strategies, integrating and confidence enjoyment have no influence on job satisfaction among employee's hospitality industries
3. Handling grievance strategies such as dominating, integrating, obliging, avoiding, and compromising influence job satisfaction
4. Obliging strategy is the most important strategy to deal with employee grievance in hospitality industries in Ghana

5.3 Conclusions

The main objective of the study was to examine find out the causes of grievances and effect of handling grievances strategies including open door policy and confidence enjoyment on job satisfaction. To the best of the researcher's knowledge, this is the confidence enjoyment and open-door policy have been introduced as handling grievances strategies variables to find their effects on job satisfaction among employees in hospitality industries.

5.3.1 Practice and Policy Implication

The findings from the results offer several practical and policy implications for the hospitality industry. First, the finding of this study reveals that low wages and salary paid, unattainable and impossible set target, poor working conditions, lack of protective gadgets for preventing workplace accidents and poor working relationships

among employees are the causes of employee grievance in hotels in Ghana. Therefore, stakeholders in hospitality industries should improve work environment by way of giving employees space and privacy to do their work, making the office more comfortable, and improving communication. Furthermore, they should keep the employee productivity and morale high and further increase the pay of employees. To further foster a positive work environment, the industry should practice open communication to encourage an unhindered flow of ideas among employees and management with no fear of tough criticism.

Second, handling grievance strategies such as dominating, integrating, obliging, avoiding, and compromising influence job satisfaction. This means that hospitality industries should consider. From these findings, it is significant to indicate that the several handling strategies are paired and no single selection is best. However, it is important for management to focus more on obliging strategy since it has the most important strategy to deal with employee grievance in hospitality industries in Ghana. More so, employees and managers should have the ability to master the various handling strategies when managing grievance as a key skill to be developed to satisfy employee job satisfaction. The employees or the supervisors should be able to identify and apply the optimal mix of strategies in conformity with the situation being handled.

5.4 Limitations and Suggestions for Further Studies

The study focused only on hospitality industries in Ghana. Therefore, the results may not be able to apply to other industries. To overcome these limitations, the study recommends that future research could be replicated in other industries for a more generalization of the findings.

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APPENDICES

APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT SCIENCES
**SURVEY QUESTIONNAIRE FOR EMPLOYEES OF THE
SELECTED HOTEL IN GHANA**

Dear Respondent,

I thank you for volunteering to participate in this exercise. The study aims to find out the causes of grievances and effect of handling grievances strategies including open-door policy and confidence enjoyment on job satisfaction. Your full input will help make informed decisions about the topic. It would therefore be appreciated if you could provide responses to all items on the questionnaire, and do it honestly. You are assured of complete confidentiality and anonymity of all information provided. Nothing will ever be published or reported that will associate your name and department with your responses to the survey questions. Your name is therefore not required on any part of the instrument. Your participation in this study is completely voluntary. You hereby consent to voluntarily participate in this study by providing responses to items of the various sections of this instrument.

Thank You.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please tick [] where appropriate.

1. Gender

Male []

Female []

2. Age Range:

21 – 30 []

31 – 40 []

41 – 50 []

51 and above []

3. Academic Qualification

- Certificate []
 Diploma []
 Degree []
 Post-graduate []
 Other (please specify).....

4. Marital Status

- Married []
 Single []
 Divorced []

5. How long have you worked in the hotel?

- 0 – 4 []
 5 – 9 []
 10 – 14 []
 15 – 19 []
 20 and above []



SECTION B:

Instruction: for each of the following, kindly respond to the statement, by ticking [√] to indicate the level of agreement to each of the items as sincerely as possible.

(1=Strongly Disagree, 2 = Disagree. 3 = Undecided, 4 = Agree, 5 = Strongly Agree).

Please all sections follow the same instruction.

S/N	Statement	1	2	3	4	5
Causes of workplace grievance.						
1.	Low wages and salaries paid to employees					
2.	Unattainable and impossible set target					
3.	Poor working conditions					
4.	Lack of protective gadgets for preventing workplace accidents					
5.	poor working relationships among employees					
Grievance Handling Strategies						

Integrating Grievance Strategy						
6.	I try to investigate an issue with my supervisor to find a solution acceptable to us					
7.	I try to integrate my ideas with those of my supervisor to come up with a decision jointly					
8.	I try to work with my supervisor to find solutions to a problem, which satisfy our expectations					
9.	I exchange accurate information with my supervisor to solve a problem together					
10.	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way					
11.	I collaborate with my supervisor to come up with decisions acceptable to us					
12.	I try to work with my supervisor for a proper understanding of a problem					
Obliging Grievance Strategy						
13.	I generally try to satisfy the needs of my supervisor					
14.	I usually accommodate the wishes of my supervisor					
15.	I usually allow concessions to my supervisors					
16.	I often go along with the suggestions of my supervisors					
17.	I try to satisfy the expectations of my supervisor					
Dominating Grievance Strategy						
18.	I use my influence to get my ideas accepted					
19.	I use my authority to make a decision in my favour					

20.	I use my expertise to make a decision in my favour					
21.	I am generally firm in pursuing my side of the issue					
22.	I sometimes use my power to win a competitive situation					
Avoiding Grievance Strategy						
23.	I attempt to avoid being “put on the spot” and try to keep my conflict with my supervisor to myself					
24.	I usually avoid open discussion of my differences with my supervisor					
25.	I try to stay away from disagreement with my supervisor					
26.	I avoid an encounter with my supervisor					
27.	I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings					
28.	I try to avoid unpleasant exchanges with my supervisor					
Compromising Grievance Strategy						
29.	I try to find a middle course to resolve an impasse					
30.	I usually propose a middle ground for breaking deadlocks					
31.	I negotiate with my supervisor so that a compromise can be reached					
32.	I use “give and take” so that a compromise can be made					
Job Satisfaction						
33.	At this very moment, I am enthusiastic about					

	my work					
34.	Right now, I feel fairly satisfied with my present job					
35.	At present, I am enjoying every minute at work					
36.	At this moment, I am finding real enjoyment in my work					
37.	Right now, I consider my job rather pleasant					

