

**THE ROLE OF EFFECTIVE GRIEVANCE MANAGEMENT PROCEDURES  
IN ENHANCING THE WORK PERFORMANCE**

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REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
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**2013**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled **“The Role of Effective Grievance Management Procedures in Enhancing the Work Performance”** in partial fulfillment of the requirements for the award of degree of Masters of Business Administration of The Open University of Tanzania.



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.....

Victor Melchades

.....

Date

**DEDICATION**

To my dear wife Tamali William, my daughters Esther and Eunice Joanna, my mother Domitila Babiligi and my young brothers Delphin Melchades and Denis Melchades to them I dedicate this work. May God bless them mightily, Amen.

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## **ABSTRACT**

The purpose of this study was to assess the ways in which the grievance management policy, strategies and practices enhance work performance in organizations. In order to meet the objectives of the study, both primary and secondary data have been collected from TPA- Mtwara Port and OLAM (T) LTD - Mtwara Branch. The primary data have been collected through three methods which were questionnaires, observation method and interview method. These include descriptive statistics which has been further analyzed and presented in tables forms. The study findings revealed that, grievances has been occurred to the two selected organizations but in different level, but it happened more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port. Many respondents from two selected organizations have been not satisfied with the grievance policy and strategies, but the level of dissatisfaction at OLAM (T) LTD- Mtwara Branch is higher than at TPA- Mtwara Port. Many grievance solutions at TPA-Mtwara Port base on rule and Laws which include Employment and Labour relation Act. of 2004 and TPA Staff regulations while at OLAM (T) LTD- Mtwara Branch, many grievances decision base on Management demand. Thus made 78% of the respondents from TPA-Mtwara Port to be satisfied with action and existing grievance handling procedure while at OLAM (T) LTD- Mtwara Branch, only 36% of the respondents have been satisfied with action and existing grievance handling procedure. Thus could make the working performance and productivity at OLAM (T) LTD –Mtwara Branch to decrease compared with the productivity at TPA-Mtwara Port. Therefore, it has been recommend to all organizations to be given priority to grievance management systems for the good health of the organizations.

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**ABBREVIATIONS**

DOWUTA	-	Dock Workers Union of Tanzania
FIP	-	Factory Improvement Programme
GRT	-	Gross Registered Tonnage
HR	-	Human Resource
HRM	-	Human Resource Management
TPA	-	Tanzania Port Authority
TPAWU	-	Tanzania Plantation and Agricultural Workers Union

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background to the Problem

There are many factors (internals and externals) that can influence work performance of the organization. Some of them are Business competition, availability of raw material and etc. These factors can be solved and handled by using knowledge, skill and common sense of the employees. Grievance is one of the factor deal direct with employees and all concern their working environment (Gupta, 2006). Therefore effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace. Grievances are natural in any organization. These should be solved as early as possible otherwise they can create serious problems for the organization, the industry and society.

Numbers of organization have set up grievance machinery at their working places. Trade union movements have being working hand in hand with their respective institutions. A systematic procedure should, therefore, be developed to settle all grievances. Such a procedure provides the following benefits (Singh, 1990):

- (i) It brings grievances into the open so that management can know them and take necessary action to settle them.
  
- (ii) It helps in preventing grievances from assuming dangerous proportions. Management can solve a grievance before it becomes a dispute. It is an orderly and expeditious means for redressal of grievances.



- (iii) It enables the management to know the attitudes and feelings of employee concerning the policies, rules and practices of the organization. With such knowledge necessary improvements in policies and rules can be made.
- (iv) It provides the workers a formal opportunity for expressing their fears, anxiety and dissatisfaction. Such release of emotions helps to improve the morale and productivity of employees.
- (v) It helps to maintain cordial relations in the industry. It brings uniformity in the handling of grievances. It also stimulates confidence in employees and builds a sense of security among them. It enables both the parties to settle the grievances to their mutual satisfaction.
- (vi) It serves as check upon arbitrary and biased action on the part of management. Managers know that their actions can be reviewed and challenged and, therefore, become more careful.

Despite the number of efforts in resolving grievances, but the problem still continues. These problems like strikes, go slows, poor conditions of services and demonstrations which reduced the work performance and productive of the of industry/ organization still happen in many organizations. For instance, the strikes and demonstrations of the OLAM (T) LTD-Mtwara branch, Tanzania Railway Ltd (TRL) and Tanzania Zambia Railways Authority (TAZARA) due to unmet multiple demands including low pay, poor workers' welfare, corruption and theft conducted by managers in year 2012. Therefore, this study aims to assess the grievance policy, strategies and practices of the role of grievance management in enhancing work performance in organizations.

## **1.2 Statement of the Problem**

This study has been tried to analysis the way the organizations can handle the grievances in order to prevent strikes, go slows, lock out and demonstrations to continue in some organizations in Tanzania. Employee' grievance reflects discontent or dissatisfaction or a feeling of injustice experienced by employee which can affects work performance and productivity of the organization. The grievance occur natural in any organization. Although there are many factors which can influences the work performance and productivity in organizations, but grievance deal direct with workers and all concern their working environment. Therefore the effective grievance management can help to reduce the discontent or dissatisfaction experienced by employee and improve work performance of the organization. Also, the effective grievance handling management can help to increase the level of satisfaction of the employees and also to remove or reduce the absenteeism, alcoholism, accident, late coming, lack of cooperation, insubordination, withdrawal attitude of employees in place of work, etc. Some scholars (Gamage et al., 2010) did the research on the area of grievance, but they explained the grievance procedures by using companies in Europe's where they have different culture, policies, practices, etc comparing with Tanzania. Thus the reasoning for this study to asses and recommend the effective of grievance in aspect of culture, policies, laws and rules management in enhance work performance in our organizations. Tanzania has quit different environment, culture, policies, laws and rules to compare with other countries.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

The major objective of this study is to assess ways in which the grievance management policy, strategies and practices enhance work performance in organizations.

#### **1.3.2 Specific Objectives**

- (i) Identify the nature and causes of grievances in selected organizations.
- (ii) Determine the grievance management policy and strategies in organizations.
- (iii) Determine the grievance management practices and channel of receiving complaining in selected organizations
- (iv) Examine the effect of grievances on work performance.

### **1.4 Hypothesis**

- (i) Improving the working environment, performance appraisal process, workers' salary, rewards and incentives as the causes of grievances could not reducing grievances in organizations.
- (ii) The effective grievance management policy and strategies could neither guide nor direct the organization to take the right and correct decision concern the grievance.
- (iii) The effective grievance management practices and different channels of receiving complaining could not raise the level of satisfaction of working environment, workers' motivation, and commitment.
- (iv) The grievances in the organization has no effect on its work performance.

### **1.5 Significance of the Study**

This study intends to assess ways in which the grievance management policy, strategies and practices enhance work performance in organizations. Through that assessment, it will help management and policy maker to make and facilitate good policy and developing good strategic concerning grievance management in organizations. Also, it will help Management and others workers to make and utilize effectively grievance management practices in their organizations.

Furthermore the study will provide a solid basis for management to know the way and how the grievance can affect work performance and the way to handle them in their organizations. The research will help Trade unions and other set up grievance machinery to have a new knowledge in the discipline of grievance management. The study also will be significance to organizations' Management to identify and dealing with the nature and causes of grievances in organizations. Lastly, it will help the management and other set up grievance machinery to make wide and good channel of receiving complaining in their organizations.

### **1.6 Limitation of the Study**

The study has been met the following constraints but researcher made effort to overcome them in order to make this study valid.

1. Reluctance of some officials to provide data and delaying in answering questionnaire were problems of some of workers at Tanzania Port Authority (TPA)- Mtwara and OLAM- Mtwara. But the researcher spent a considerable amount of time visiting the selected respondents to follow up the collection of

the questionnaires and conducted interview with few who did not respond to questionnaires. However despite of all these drawbacks, an adequate number of questionnaires were returned to make the study valid.

2. Lack of essential HR and union officials records, poor and ineffective information concern grievances management system. But the researcher spent a considerable amount of time visiting the selected organizations to collect questionnaires, made observation and interviews with the respondents, thus helped to get quality and valid information for the study.
3. Although the time constraints for collecting information, data collections, data analysis, report writing and compilation, but the researcher spent time effectively day and night in order to made the quality of the study.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Definitions of the Key Concepts

A grievance is a sign of an employee's discontentment with his job or his relationship with colleagues. Grievances generally arise out of day-to-day working relations in an organization. In an organization a grievance may be presented by an employee or group of employees, with respect to any measure or situation that directly affects the individual or is likely to affect, the conditions of employment of many workers.

##### 2.1.1 Grievance

A grievance is specific, formal dissatisfaction expressed through an identified procedure (Gupta, 2006). Also grievance can be defined as any discontent or dissatisfaction, whether expressed or not and whether valid or not, arising out of anything connected with the organization which an employee thinks, believes, or even feels is unfair, unjust or inequitable (Dwivedi, 2009). The International Labour Organization also defines that a grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service (Singh, 1990). An analysis of these definitions reveals the following features of a grievance (Gupta, 2006):

- (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, jealous, argumentation, careless use of materials, poor workmanship, untidy housekeeping, etc. are verbal grievances. Written grievances are often called complaints. Day dreaming, 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 redressed in time tend to lower morale and work performance of employees.

### **2.1.2 Grievance Procedure**

Grievance procedures are procedures by which worker's grievance are dealt with or solved. They also serve as the system of communications between workers and managers, inform managers of potential trouble, provide an outlet for complaints, and avoid slowdowns, absenteeism, strikes and damage (FIP guide). The grievance procedures vary from industry to industry and from trade union to trade union because of the variations in the size of organizations, in trade union strength, in the management philosophy in the company traditions, in the industrial practices and in the cost factor. The procedure may have as few as two steps or as many as ten, depending on the size of an organization. In small organization, it may involve no more than three steps. In medium and large organizations there may be five or six steps, with minor variations (Mamoria, 1991: 833).

### 2.1.3 Other Operational Definitions Related to Study

According to Mupukwa (2009) other operation terms can be defined as:

- **Enhancing** is to increase or further improve the good quality, value or status of fulfilling employee job expectation in terms of good work environment conditions of service, good salaries and grievance management or handling.
- **Performance** can be defined as the rate of output achieved by a worker, how well the job is done by an employee.
- **Role** is a particular function done in an organization to achieve the organization objectives.
- **Work** is a set of tasks or responsibilities grouped together under a particular title.

## 2.2 Nature and Causes of Grievance

In an organization a grievance may be presented by an employee or group employees, with respect to any measure or a situation that directly affects the individual or is likely to affect, the conditions of employment of many workers. If such a grievance is transformed into a general claim, either by the union, or by a group of employees, then the claim falls outside the scope of grievance procedure as it is a collective grievance and therefore it falls under collective bargaining.

### 2.2.1 Causes of Grievance in a Workplace

According to Gupta (2006) and Opatha (2001), the reasons of arise of employee grievances can classify in to four groups:



### **2.2.1.1 Grievances arising out of working conditions**

They include; Poor physical conditions of work place; Very tight production standards; Non-availability of proper tools and machines; Unplanned changes in schedules and procedures; Failure to maintain proper discipline; Mismatch of the worker with the job; and Poor relationship with the supervisor.

### **2.2.1.2 Grievances arising from Management Policy**

They include; Wage rates and method of wage payment; Overtime and incentive schemes; Seniority; Transfers; Promotion, demotion and discharge; Lack of opportunities for career growth; Penalties imposed for misconduct; Leave; and Hostility towards trade union.

### **2.2.1.3 Grievances arising from Alleged Violation of agreement like**

The collective bargaining agreement; Company rules and regulations; Past practice; Central and state laws; and Responsibilities of management.

### **2.2.1.4 Grievances arising out of Personal Maladjustment**

They include; Over-ambition, excessive self-esteem, and impractical attitude to life.

## **2.2.2 Forms of Grievance**

According to Ichniowski (1984), a grievance can be any discontent or dissatisfaction, whether expressed or not, whether valid or not, and arising out of anything connected with the company that an employee thinks, believes, or even feels as unfair, unjust, or inequitable. A grievance may take any of the following forms:

### **2.2.2.1 Factual**

When an employee is dissatisfied with his job, for genuine or factual reasons like a breach of terms of employment or any other reasons that are clearly attributed to the management, he is said to have a factual grievance. Thus, factual grievances arise when the legitimate needs are unfulfilled. The problem that he has is real and not virtual.

### **2.2.2.2 Imaginary**

When an employee's grievance or dissatisfaction is not because of any factual or valid reason but because of wrong perception, wrong attitude or wrong information he has. A grievance is called an imaginary grievance. Though it is not the fault of management, the responsibility of dealing with it still rests with the management. So the problem is not real, it is in the mind or just a feeling towards someone or something.

### **2.2.2.3 Disguised**

An employee may have dissatisfaction for reasons that are unknown to himself. This may be because of pressures and frustrations that an employee is feeling from other sources like his personal life. For instance you can reflect your day mood at home to your working place. We are all humans and are sensitive to the environment that we operate in.

## **2.3 The Theoretical Framework and Theories analysis of Grievances Management**

The concept of grievance management has been defined and explained by various scholars, like Gamage and Hewagama (2010) have conducted research of Grievance

Settlement and Labour Management Relationship of Apparel Industry in Sri Lanka. The research was conducted in order to identify the effectiveness of the grievance settlement procedure of executive level employees of apparel industry in Sri Lanka, to examine the perceived degree of labour management relationship of executive level employees of apparel industry in Sri Lanka and also to identify the relationship between the grievance settlement procedure and dimensions of Labour Management Relationship namely: union & management co-operation, understanding between parties, participative decisions making & dispute settlement of executive level employees of apparel industry in Sri Lanka. The study was not link direct the effect of grievance management with the worker's performance. Doyle (1999) wrote the importance of the grievance process. In his study explained the strong and weakness of grievances. Also the scholar did not emphasises on the importance of grievance management in organization by comparing with work performance. Peterson, 1992; Feuille & [Delaney](#), 1992) wrote the reviews of Grievance procedure research. The focus of their review is limited to the usage and operation of grievance procedures, and excludes the subsequent impact of grievances on organizational performance and the behavior of individuals. We also exclude non union grievance procedures which have been recently reviewed elsewhere.

Sloan (2008) also conducted the research to establish the relationship between the grievance and Productivity. The study was unique looking at micro-level data suggests that significant links exist between economic and industrial relations performance by documenting a significant inverse relationship between plant production and grievance rates. This direct effect of grievance filing on productivity

may account for some of the observed relationship, and a rough estimate of its potential magnitude can be obtained. It is argued in the theoretical model of this paper that this significant inverse relationship reflects greater discrepancies between reported and effective labour hours as grievance rates increase.

The knowledge gap in this study compared with other study were, the scholar explain the relationship with the grievance and productivity like many scholars, but he formulate with the relation by using companies in Europe's where they have different culture, policies, practices, etc comparing with Tanzania. This study try to investigate the effective of grievance in aspect of culture, policies, laws and rules management in enhancing work performance in our organizations. Tanzania has quit different environment, culture, policies, laws and rules to compare with other countries.

There are different theories which try to explain Grievance and Conflict Management in organizations. However, for the purpose of this study the three supporting theories namely, power-based methods, rights-based methods and interest-based methods which are based on different assumptions about dispute resolution in organizations as discussed below.

### **2.3.1 Overview of Theory**

A theory is the set of ideas or opinion which explains the way things are and or why they exit. These ideas and opinions have to be explained systematically and scientifically, basing on facts and rules related to the phenomena in question (Directorate of research, 2010).

### **2.3.2 Theory of Dispute Resolution**

The Theory of Grievance and Conflict Management proposed a theory of 'dispute systems design'. There are three primary methods of dispute resolution. First, disputes might be handled and ultimately resolved through 'power-based methods', such as strikes, lockouts or other coercive sanctions. Second, they might be handled through 'rights-based methods', where the parties seek a resolution on the basis of rules or principles, such as those set down in collective agreements or in legislation concerning employment rights. Examples of this are provided by the operation of grievance procedures, mediation and arbitration. Finally, disputes could be addressed on the basis of 'interest-based methods', where the parties seek to identify and accommodate their needs or 'interests' through joint problem solving and associated techniques (Goldberg, 1988).

Therefore, from those three theory, this study has been preferred the rights-based method which involves the practices as mediation, facilitation and joint problem solving initiatives. The advantages of rights-based over other methods of managing workplace conflict on the grounds that right-based methods are less costly and more satisfactory or versatile by being capable of addressing more of the concerns of disputants than other methods (Ury *et al.*, 1988). It is also recognized that rights-based methods may not always be optimal or effective and that dispute resolution systems needed to be designed to provide low-cost rights-based methods as a backup to rights-based methods (Costantino *et al.*, 1996). The theory of rights-based method base the resolution procedure to base in the rules and principles. Thus can help the selected organizations to solve their grievance and conflict base on their laws and

regulations. This also can guide and direct the organizations in our country to follow policies, laws and rules of Tanzania. The theory can help the organizations to make grievance management policy, strategies and practices to accompany with Tanzania' laws and rules. The effectively grievance management can harmonize the working environment in order to motivate and encourage working performance and productivity of the organizations.

#### **2.4 Symptoms of Grievances**

In a broader perspective, grievance would include any discontent or dissatisfaction experienced by employee which affects the performance of the organization. An employee can be aggrieved at the treatment meted out to him by his superiors or the management, on his conditions of service, the nature of job and a host of other organizational factors. But the feeling of dissatisfaction sometimes may be verbally shared or kept within or it may be expressed in written or oral forms. Nevertheless as long as the dissatisfaction with the system persists, an employee's performance may be adversely affected (Ratnam & Srivastava, 2008).

There are some employees do not want to express their dissatisfaction before any one in any form but discontent exists. It may be because of their personality characteristics, childhood experiences, position in the family and social- economic and cultural background. Other employees also are reluctant to complain for a number of reasons including, to avoid tension, do not like to be called 'chronic complainers' or have a greater tolerance. This type of discontent among employees is very dangerous because it is not known when they may erupt. There are symptoms

which can be observe from the behaviour and actions of the individual employee. These symptoms include absenteeism, alcoholism, accident, late coming, lack of cooperation and withdrawal attitude of an employee in the place of work than his/her previous behaviour. Other visible symptoms could be bad tempered behaviour and appearance, moodiness, worry and tension, insubordination, frequent request for transfer, increase in wastage and decline in productivity of the worker. A grievant also faces recurring health problems, indulges in self –criticism, develops negativism and in extreme cases tries to destroys the valuable property of the organization. If adequate and appropriate attention is not given, the employee in extreme cases may submit a resignation from the organization (Dwivedi, 2009).

## **2.5 Form of Grievance Procedure**

Grievance procedure can be put in place in any kind of factor. However the type of grievance procedures applied will vary from factory to factory according to the size of the organization, its management structure and resources available. Normal the Human Resources Department implements this practice. Whenever possible, a worker's grievance should be dealt with as rapidly as possible and at the lowest possible level within the organization. Such grievances may be resolved informally in a discussion between the worker and the line manager or supervisor. If the grievance cannot be dealt with by informal discussion, it should go to a more formal procedure. A grievance procedure should provide a formal framework, setting limits on the arbitrary exercise of management authority and power. Grievance handling requires skills of advocacy and can be considered to be semi-judicial in nature. The grievance handler should try to set time limits for the resolution of grievances, should ensure

that the person to make the decision on the grievance is competent to decide and free of bias, and should develop a menu of solutions- a variety of options to decide on the outcome.

The grievance procedure model from “Good Practice Guide of the Factory Improvement Programme (FIP)”, prepared by International Labour Organization (ILO) will taken as the real model for an Effective grievance management procedure.

The form of grievance procedure model from FIP is as shown below:

- (i) The person aggrieved raises the issue with the immediate supervisor;
- (ii) Failing settlement, the matter is referred to a manager;
- (iii) Failing settlement, the aggrieved workers can refer the issue to the shop steward;
- (iv) The shop steward or delegate can enter the case and request a meeting with the manager or someone from the personnel or human resource department;
- (v) Failing the above, a senior trade union official can intervene;
- (vi) Failure at the domestic level can lead to a third party intervention e.g. an employers’ federation (in some countries e.g. Trinidad and Tobago, Antigua and Barbuda and Jamaica, there are industrial courts or industrial tribunals);
- (vii) The final stage is conciliation or arbitration.

### **2.5.1 Role of the Grievance Procedure in Organization**

Lewin & Peterson (1988: 25-26) Thomson (1974:30-32), and Doyle (1999:1-2) identifies four primary roles of the grievance procedure:

- (i) The compliance role ensures that parties adhere to and respect the collective agreements.



- (ii) The judicial and adjudicative role for organizations interpret the collective agreements and rules of behaviour and serve as dispute resolution procedure for disagreements which arise during the life of the collective agreements.
- (iii) The administrative role applies the rules of contract and offers guidance in the administration.
- (iv) It may serve as a forum for traditional bargaining where one party attempts to secure concessions it could not obtain at the bargaining table or regain what it has lost at the bargaining table.

The authors also maintain that the grievance procedure fulfils: constitutional, legislative, executive, due process, power distribution, communication and voice functions. The above role help the organization to:

- Channel conflict into an institutionalized mechanism for peaceful resolution.
- Facilitate communication between labour and management regarding problems that arise in a collective bargaining relationship.
- Enable employees to complain with dignity knowing that there is a system of appeals leading to an impartial decision-maker.
- Enforce compliance with the terms and conditions negotiated by the parties.

## **2.6 Essential Characterizes for Strength of Sound Grievance Procedure**

The strength of effective grievance procedure should contain the following characteristics (Gupta *et al.*, 2006):

### **2.6.1 Legal Sanctity**

The procedure should be in conformity with the existing law. It should be designed to supplement the statutory provisions. Wherever possible, the procedure should make

use of machinery provided under legislation. The procedure may be incorporated in the standing orders or code of ethics or collective bargaining agreement of the organization.

### **2.6.2 Acceptability**

The grievance procedure must be acceptable to all and should, therefore, be developed with mutual consultation among management, workers and the union. In order to be generally acceptable, the procedure must ensure:

- (a) A sense of fair play and justice to workers;
- (b) Reasonable exercise of authority to managers; and
- (c) Reasonable participation to the union.

### **2.6.3 Promptness**

The grievance procedure must aim at speedy redressal of grievances. This can be ensured in the following ways:

- (a) As far as possible the grievance should be settled at the lowest level;
- (b) There should be only one appeal;
- (c) Time limits should be prescribed and rigidly enforced at each level; and
- (d) Different types of grievances may be referred to appropriate authorities.

### **2.6.4 Simplicity**

The procedure should consist of as few steps as possible. Channels for handling grievances should be carefully developed. Employees must know the officers to be contacted at each level. Information about the procedure should be communicated to the employees.

### **2.6.5 Training**

Supervisors and union representatives should be given training in grievance handling. This will help to ensure effective working of the grievance procedure.

### **2.6.6 Follow up**

The working of the grievance procedure should be reviewed at periodical intervals. Necessary improvements should be made to make the procedure more effective.

## **2.7 The Grievance Management Policy, Strategies and Practices**

### **2.7.1 Grievance Management Policy**

Policy is a principle or rule to guide decisions and achieve rational outcomes. Policy is a statement of intent, and is implemented as a procedure or protocol. Policies are generally adopted by the Board of senior governance or management body within an organization whereas procedures or protocols would be developed and adopted by senior executive officers. Policies can assist in both subjective and objective decision making. Policies to assist in subjective decision making would usually assist senior management with decisions that must consider the relative merits of a number of factors before making decisions and as a result are often hard to objectively test (Bemmels,2006). Policy also refer to the process of making important organizational decisions, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have.

The Policy is typically promulgated through official written documents. Policy documents often come with the endorsement or signature of the executive powers

within an organization to legitimize the policy and demonstrate that it is considered in force. Also other organizations enforce the policies by stating in organizations' regulations. Normally it writes together with strategies and code of conduct in the regulations. Organization' regulation has been taken as the part of the terms of agreement in the working contract where the employee signed before to start the work. The workers' contract are enforce in section 14 of the Employment and Labour Relations Act, 2004. The policy documents often have standard formats that are particular to the organization issuing the policy. While such formats differ in form, policy documents usually contain certain standard components including (Zulkiflee,2009):

- A purpose statement; outlining why the organization is issuing the policy, and what its desired effect or outcome of the policy should be.
- An applicability and scope statement; describing who the policy affects and which actions are impacted by the policy. The applicability and scope may expressly exclude certain people, organizations, or actions from the policy requirements. Applicability and scope is used to focus the policy on only the desired targets, and avoid unintended consequences where possible.
- An effective date which indicates when the policy comes into force.
- A responsibilities section; indicating which parties and organizations are responsible for carrying out individual policy statements. Many policies may require the establishment of some ongoing function or action. For example, a grievance management policy might specify that a purchasing office be created to process purchase requests, and that this office would be responsible for

ongoing actions. Responsibilities often include identification of any relevant oversight and/or governance structures.

- Policy statements indicating the specific regulations, requirements, or modifications to organizational behavior that the policy is creating. Policy statements are extremely diverse depending on the organization and intent, and may take almost any form.

Some policies may contain additional sections, including:

- Background; indicating any reasons, history, and intent that led to the creation of the policy, which may be listed as motivating factors. This information is often quite valuable when policies must be evaluated or used in ambiguous situations, just as the intent of a law can be useful to a court when deciding a case that involves that law.
- Definitions; providing clear and unambiguous definitions for terms and concepts found in the policy document.

The grievance policy is like others policies, thus it has the objective and scope to direct and guide the management of the organization to take right and correct decisions for the benefit of the organization in terms of work performance and productive. The grievance management policy must clearly spell out what it means by grievance and the nature and kinds of grievances that could occur in the organization. It should also explain in no uncertain terms the consequences of grievances that go against the beliefs and values of the organization.

The aim of the grievance management policy is to resolve grievances relating to employment as rapidly and effectively as possible and as near as possible to the point of origin. Grievance policy can help organization to maintain a harmonious working environment which is free from intimidation and harassment and which affords equality of opportunity. Policy can encourage staff to express concern about work-related issues and to raise concerns with their colleagues and Executive Officer on an informal basis in the first instance and if not resolved, to seek recourse to more formal grievance and dispute procedures (Casey, 1984).

Managers should ensure that staffs have easy access to the grievance policy and that translation in alternative formats are available where appropriate. The policy should more clearly identify the support available for staffs in the process and the right to be protected from potential victimization.

### **2.7.2 The Grievance Management Strategies**

Strategy is the direction and scope of an organisation over the long-term. Strategy grievance handling is a thoughtful approach to labour relations. It involves identifying workplace-wide issues. Strategies can help the organizations by directing the effective handling grievance management. So, if there is no strategies in the organizations that means no direction and workplace scope. Organization can arrange orders in dealing grievance of their staffs, as shown below (Dwivedi, 2009):

- (a) The person(s) making the grievance has a power to control of the grievance process. At any time you may seek advice from outside agencies including Trade Unions and Boards.

- (b) The first point of contact to in organization, and when you feel uncomfortable lodging the grievance to first point, then to direct the place to render the matter.
- (c) Wherever possible, the resolution of grievances to be determined in a way that is satisfactory to those involved, and most importantly to the person(s) who lodged the grievance. A grievance should only be regarded as satisfactorily resolved where the outcome is fair having regard to; any damage and suffering; the anticipated long-term outcome; and the improvement of the immediate circumstances which gave rise to the grievance. The resolution must not be contrary to any relevant legislation, award, agreement, policy or procedure.
- (d) Resolution of grievances should be handled as simply as possible. Notation is not to be placed on any files. Any notes made while working through a grievance are to be put on an unregistered file and destroyed when/if: a resolution is assured; the grievance is withdrawn; or the grievance is found to be unsubstantiated.
- (e) The confidentiality and integrity of every person involved will be maintained. All staff involved in the resolution of grievances should ensure that information regarding the grievance is treated confidentially. Staff in the grievance should not discuss the matter with any other person. Details of unresolved grievances, grievances involving physical danger, criminal investigation, disciplinary action or employer liability should be passed to the Executive Officer as soon as possible.
- (f) Both complaint and the respondent must protected against any action for defamation by the defence of qualified privilege; provided the grievance is

reported and dealt with in accordance with these procedures and does not intentionally make a malicious or substantially frivolous complaint. Any staff member who carries out a grievance resolution in accordance with established procedures, or is required to prepare a report concerning another member of staff is protected against any action for defamation by the defence of qualified privilege provided that he or she acts in accordance with these procedures, is not actuated by malice and/or does not publish or make information about the grievance available to persons who have no legitimate interest in receiving it.

- (g) Grievances should be reported and resolved promptly. However reasonable time limits must be allowed for discussion at all levels of authority. A grievance should not remain with the starting point for more than 48 hours before action towards resolution or referral has commenced.

### **2.7.3 The Grievance Management Practices**

The primary purpose of management is to contribute to the profitability and survival of an organization by effective management of its total resources. Management's role is to ensure the procedure of settling grievance is clear and adhered to at all cost. Lack of consideration to this will bring discontent. The management can minimize or cut down on grievances and help to improve employee performance. This can be done for management to accept certain responsibilities, which may include the following (Cole, 2000:98):

- (a) The management will be responsible for monitoring and administering the procedure and policy which will be reviewed regularly in light of any legislative or case law changes.



- (b) To define clearly the handling procedures in the organization, responsibility and authority must be clearly defined among various supervisory levels.
- (c) Simple clear cut and concise grievance procedure must be communicated to all levels of personnel. Most important, the supervisor must understand his/her proper role, personnel policies and labour contracts.
- (d) Strong responsible and consistent management leadership to handle personnel problems. Consultation is very important aspect to consider in arriving at the right judgments.
- (e) Supervisors must know how to get employees to accept rules and abide by decisions.
- (f) Placement is cardinal. The new employees should be oriented properly and indoctrinated, an unproductive worker is a liability to the organization.
- (g) Right attitude towards aggrieved party. Management should always open its office doors to employees with problems.
- (h) Fairness in the settlement of grievance is essential and also, appeal channels to top management should be kept open.
- (i) Employee counseling, this is a vital aspect which is rather neglected by most management, on the job problems can hinder employee to perform well.

The management should be checked and necessary steps should be taken immediately.

## **2.8 Perceptive of Laws, Policy and Organizations' Regulations on Grievance Management**

### **2.8.1 Employment and Labour Relations Act, 2004**

The Employment and Labour relations Act, 2004 used to guide and direct the activities in organizations. This Act has Ten part and 103 sections. Part six of this Act explained the procedure of collective bargaining in organizations. That included the procedure of the registered trade union to notify the employer or employers' association in the prescribed form to launch the grievances or conflicts. The law provide the thirty days of the notice to make the employer to meet and conclude a collective agreement recognising with the trade union. When there is no agreement or the employer fails to meet with the trade union within the thirty days, the union may refer the dispute to the Commission for mediation. The period of thirty days may be extended by agreement. If the mediation fails to resolve the dispute, the trade union or the employer may refer the dispute to the Labour Court for decision. The Labour Court may decide any dispute over the representativeness of the trade union by arranging any appropriate person to conduct a ballot of the affected employees.

The law also provide the provision for employee not to be compelled to the member of trade union by introducing the procedure of Agency Shop agreements. The law explained the way agency fee deducted from the remuneration of an employee, who is not a member of the trade union which must be is equivalent to, or less than, the union dues deducted by the employer from the remuneration of a member. The law instruct that the amount deducted from both members and non-members shall be paid into a separate account administered by the trade union.

Part seven of the Act explained the procedure of strikes and lockouts in the organizations. This included, the right to strike and lockout, restrictions on the right to strike and lockout, minimum services doing during a strike or lockout, procedure for engaging in a lawful strike, procedure for engaging in a lawful secondary strike, procedure for engaging in a lawful lockout, and nature of protection for a lawful strike or lockout.

Part eight of the Act explained the procedure of Dispute resolution which include Mediation, Arbitration, Adjudication and Dispute procedure in collective agreements. In mediation and other stage the law explained the procedures to solve all grievance and conflict, that means to decide the time, date, place of hearing and the way to appoint a mediator to mediate the dispute. Also explained the duration for every stage to solve the dispute and for mediation is within thirty days of the referral or any longer period to which the parties agreed in writing. When the mediator fails to resolve a dispute within the given period, a party to the dispute can decide to give notice of its intention to commence a strike or a lockout in accordance with sections 80 or 82 of this Act if the dispute is a dispute of interest, and if the dispute is a complaint, they can refer the complaint to arbitration or the Labour Court.

### **2.8.2 The National Employment Policy**

The National Employment policy of Tanzania has been not focus on solving grievance or conflict in working place than to emphasized on harmony and conducive working enviroment. In the growing economies of the third world particulariy Tanzania employment is a core problem. If this state of affairs is left

unchecked it could have severe consequences in the society. These include lack of harmony, peace and a state of social insecurity. The problem of lack of employment opportunities or unemployment made the development of Tanzania economy has been far from satisfactory. Such development has led to the reduction of employment opportunities and a growing state of not only poverty but misery especially in rural areas. The National Employment Policy made to direct the effective ways and means of utilizing resources with an ultimate objective of combating poverty and to be a venue for inculcating people into the culture of self reliance through diligent and hard work. The policy has been made the provision to provide conducive environment for investment including implementing projects efficiently in order to increase and expand employment and facilitation of application of simple and appropriate technology in order to increase labour productivity for private sector like OLAM(T) LTD, and other Government Parastatal organizations like Tanzania Port Authority (TPA).

### **2.8.3 TPA Staffs Regulations 2012**

The staffs regulations has twelve (12) sections from section A to L. The section G state the Obedience and ethics of labours. The TPA has five steps to deal with the misconduct at TPA. The steps to deal with misconducts are, Counselling, verbal warning, written warning, working suspensions and final dismissal. But there are few misconducts which has only punishment, thus is final dismissal. That misconducts are like stealing, corruptions, etc.

Section H. 15 of the TPA staffs regulations 2012 explained the procedure to deal with the individual complaint. The first step is for employee to explain his /her complaint

to immediate supervisors, second step for employee to launch his/her complainant for another supervision. Third step is for employee to render his/her complainant to Trade Union. The Trade Union will decide the procedure which will be used to solve the problem. The four step, if the it ill be decided to use Council of Agreement from Head Quarter. If the complainant will no satisfy with the decision from the steps above, the employee' complain will be render to the Commission for Mediation and Arbitration in order to get solution.

## **2.9 Employee Performance**

Performance is defined as the ability to carry out and accomplish acceptable standards of work. These standards are set and can be measured against what is achieved. Performance defined as the ability to discharge skills, acceptable work or task. It is an action behaviour or an outcome that an employee should be able to demonstrate after acquiring knowledge, skills, attitude etc, from training (Mamoria, 1991). Employee performance cannot be isolated from grievance administration. This is because performance is affected regardless of any nature of grievance.

Also according to (<http://www.eeo.nsw.gov.au/employee/grievance.htm>), the employee work-related concerns and grievances which are not promptly and effectively resolved can cause the result in:

- Lost productivity and lower quality work, products and customer services;
- distraction from corporate goals and loss of confidence and communication between employees, managers and supervisors;
- Low morale and job satisfaction which can lead to industrial problems, increased absenteeism and increased staff turnover; and

- Loss of reputation to the employee and lost working time of everyone involved.

Aggrieved people are not provided with the kind of leadership that matches their needs – they are under or over supervised. Whereas over- supervised employees can get very stressed at the work place the under supervised ones may not be optimally utilized. There are also numerous other potential causes: lack of feedback, lack of recognition, lack of clear performances expectation, unfair standards, being shouted at or blamed, renegeing on commitments, being overworked or stressed out (Randolph & Blanchard, 2007:134).

Although employee performance depends on some combination of ability, effort, and opportunity, it can be measured in terms of outcomes or results produced. Performance also can be defined as the record of outcomes produced on specified job functions or activities during a specified time period (Bernardin, 2007). From the above we can deduce that performance is something we can easily measure and determine. However, in order to know the impact of performance, it has to be measured.

It is well-established in practice as well as in theory that the level of business performance of an organization is just equivalent to cumulative performance level of its employees. This may not be true with other resources like capital, infrastructure and technology. Organizations with best of these can still lose to competitors. This is due to under utilization of these physical resources. It happens because human resource may be incapable of rightly exploiting them to the strategic advantage of the company (Kandula, 2010).

Some of the aspects of work performance which will be concern in this study are :

- (i) The workers' understanding of the Performance' policy of the organization.
- (ii) Mechanism of measuring employee performance.
- (iii) Teamwork between supervisor and subordinates (employees) in improving performance.
- (iv) The Workers' understanding of the link between their jobs and organization's goals.
- (v) Mechanism of monitoring worker's performance on daily basis.
- (vi) The communication between the management and workers.
- (vii) The level of job satisfaction, motivation and commitment of the workers of the selected organization.

In case of an organization Performance of employee leaves much to be desired because they feel their efforts are not appreciated by the employer frustrations they settle them.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research is the scientific process of identify an issue or problem, systematic collecting information and interpretation of information with clear purpose and reporting the findings. Methodology is the theory of how research should be undertaken, including the theoretical and philosophical assumptions upon which is based and implications of these for the method (Saunders, 2006). Thus, Research methodology is a way systematically solve the research problem (Kothari, 2004). So Research methodology of this study explained how research problem was answered and each specific objective was achieved. It combined research design and research methods.

The case strategy was employed while conducting this research. This strategy was chosen in preference to other field research methods because it allows for an intensive and integrated investigation of a define unit, such as a specific social institution, workplace or a department (Good, 1966). Through a case study, a researcher can obtain a real and enlightened record of personal experiences which would reveal the effective of grievance in aspect of culture, policies, laws and rules management in enhancing work performance in our organizations.

#### **3.2 Research Design**

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in



procedure (Kothari, 2004). Thus, the function of research design in this study has provided for the collection of relevant evidence with minimal expenditure of effort, time and money. It shows the structure of the study. Research design has been used as the plan that shows the approach and strategy of investigation aim at obtaining relevant data which fulfill the research objectives.

Furthermore, the research design of the study showed the sample instruments, procedures and data analysis. In this study two methods of data collection have been used namely quantitative methods and qualitative methods. In qualitative method of data collection, data that are collected tend to be descriptive using words while in quantitative method usually use structured tools and is done deductively in data analysis and information is numerical.

### **3.2.1 Location of Study Area**

The study was conducted in Mtwara District of which is one of the five districts in Mtwara Region, the southern part of Tanzania. The area was selected based on time limitation and financial constrains in conducting the study as a researcher is working as a public servant in the study district. Therefore it enabled the researcher to conduct this study in a more successfully manner.

### **3.2.2 Study Population**

Population is the number of total units out of which a sample of a study is selected (Kothari, 2004). Population is possible people from whom information can be obtained (Enon, 1998). Therefore, the population from which the sample is selected

first must be defined prior to sample selection for research, and ideally researchers would generalize results to the absolute population.

The population of this study comprised workers, management members, Human Resource personnel and union officials of Tanzania Port Authority (TPA) - Mtwara and OLAM- Mtwara. During the study, the total population of permanent workers of two selected organizations were 263. According to HRM of Tanzania Port Authority (TPA)- Mtwara were 184 permanent employees and OLAM- Mtwara were 79 permanent employees and 1909 casual labors. But, the researcher consider only permanent employees for those selected organizations.

### **3.2.2.1 Description of the Organizations**

The study has been selected two organizations as the area of data collection. The two organizations selected where Tanzania Port Authority (TPA) – Port Mtwara and OLAM- Mtwara branch. The selection of those two selected organizations based on time limitation, financial constrains and accessibility of the researcher to conducting this study successfully.

#### **(i) Historical Background of Tanzania Port Authority (TPA)**

Tanzania Ports Authority (TPA) is a parastatal organization acting under the aegis of the Ministry of Transportation established on 15th April 2005 following the repeal of Tanzania Harbours Authority (THA) Act No. 12/77 and enactment of TPA Act No. 17/2004. The main responsibility of Tanzania Ports Authority (TPA) were:

- To establish and coordinate system of Harbours.

- To provide facilities relating to Harbours and provide harbour services.
- With the approval of the Minister, to construct and operate new Harbours.
- To construct, operate and maintain beacons and other navigational aids.
- To carry on the business of stevedore, wharf age or lighter man.
- To act as a warehouseman to store goods, whether or not the goods have been or are to be, handled as cargo or carried by the Authority.
- To consign goods on behalf of the other persons to any place either within or outside the United Republic.
- With the approval of the Minister, to act as carriers of goods or passengers by land or sea, and
- To provide amenities or facilities that the Authority considers necessary or desirable for persons making use of the facilities or services.

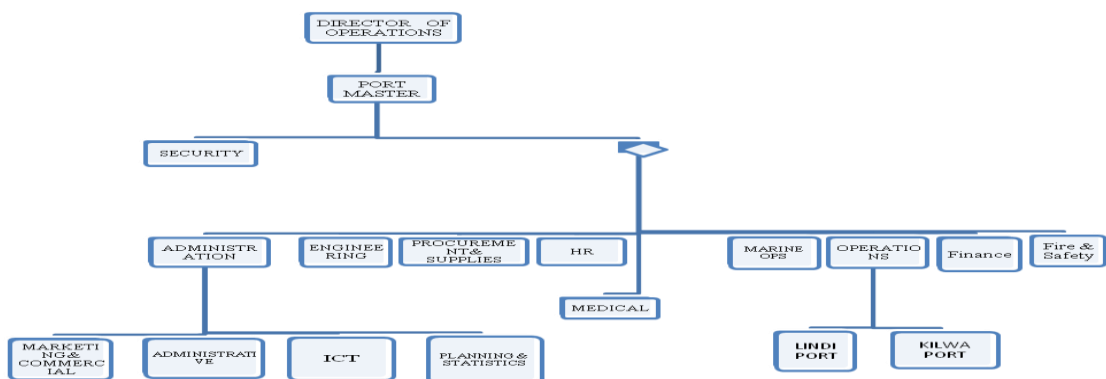
The Tanzania Ports Authority (TPA) presently owns the following ports: Three main sea ports (i.e. Dar es Salaam, Tanga and Mtwara Ports), Three small sea ports (i.e. Kilwa, Lindi and Mafia) and All lake ports: Lake Victoria port (Mwanza, Bukoba, Musoma, Kemono Bay and Nansio ports), Lake Tanganyika port (Kigoma and Kasanga ports), Lake Nyasa (Itungi, Mbamba Bay, Liuli and Manda ports).

**(a) Mtwara Port**

Mtwara port is one of the three major ports managed by Tanzania Ports Authority. Others are Dar es Salaam and Tanga. The deep water port at Mtwara was built between 1948 and 1954. Development of the deep water port was accompanied by railway construction from Mtwara and Nachingwea. With the failure of the groundnut

scheme, the railway line fell into disuse and is now defunct. The port however, continues to function but is underutilized.

Mtwara port has ten departments and four sections. The departments are Administration, Human Resources, Finance, Engineering, Operations, Medical, Procurement and Supplies, Marine, Security and Fire and Safety. The sections are Administrative, ICT, Planning and Statistics, and marketing. Those sections are under Administration departments, as shown in Figure 3.1.



**Figure 3.1: Organization Chart of TPA- Mtwara Port**

### 1. Port Characteristics

The deep water quay (berth) is dredged to -9.8 metres chart datum (at low tide). There are no tidal restrictions for vessels entering and leaving the harbour, but there is an enforcement length restriction of 175 metres due to the shape of the channel, particularly the MSEMOSpit area.

A sheltered anchorage exists in the inner bay (basin) with good holding ground of – 20 metres. The basin can accommodate six vessels of 175 metres. The number of vessels can be increased if numerous shoal patches are removed.

## **2. Port Facilities**

### **➤ Quay Wall**

The port has a quay wall of 385 metres which can accommodate two ships and one coastal vessel at a time. The draught is 9.85 metres and with the introduction of new and more reliable solar powered navigational aids, the port will be accessible to ships during 24 hours.

### **➤ Equipment**

Cargo handling equipment include three (3) mobile cranes of 25 tonnes, 15 tonnes and 4 tonnes; four (4) tractors, 18 trailers, 8 forklifts and 1 front loader of 7.5 tonnes which can be upgraded to 15 tonnes. Marine crafts available at the port are 1 pilot boat and 1 mooring boat. The port does not have specialized equipment for handling container traffic because the volume at present does not justify such investment.

### **➤ Storage**

There are four (4) transit sheds with a total storage capacity of about 15,000 tons.

### **➤ Present Capacity**

Mtwara port can handle 400,000 metric tonnes of imports and exports per annum.

The port is mainly designed to handle conventional cargo.

➤ **Upgraded Capacity:**

The port of Mtwara can handle up to 750,000 metric tonnes (MT) with the same number of berths if additional equipment are put in place for handling containerized traffic.

➤ **Staff**

Mtwara port has total of workers 184, among them male 141 and female 43. There are distribution in ten departments and four sections are shown in Table 3.1.

**(ii) Historical Background of Olam (T) Ltd – Mtwara Branch**

OLAM (T) LTD was found in 1994 and started its operation the same year based in Mwanza. The first business conducted by OLAM (T) LTD was buying cotton in Mwanza and Mara regions. It expanded its operations by opening other branches in Kagera for coffee processing, Mbeya for cocoa processing, Lindi and Mtwara for processing cashew nuts, sesame and pigeon peas. Apart from all these activities, the company invested much in cashew nut in Lindi and Mtwara mainly for export as raw cashew nuts.

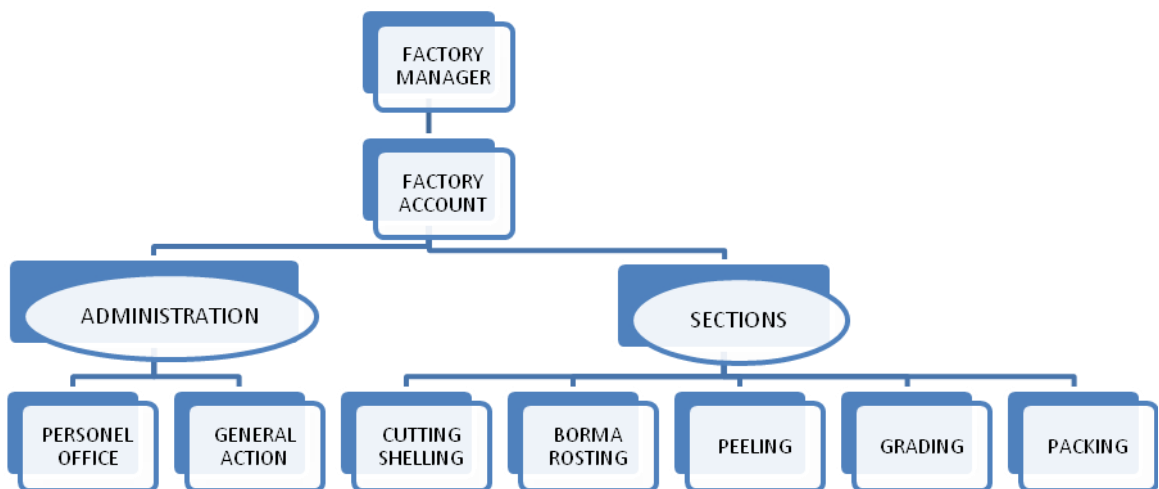
After opening Mtwara cashew processing factory, the company established some satellites units to maximize production such: Newala (2006), Mikindani (2007), Nachingwea (2009), Masasi and Lindi (2010). Up now OLAM has around five (5) operating zones which are dealing with different cash crops as mentions above. OLAM Ltd-Mtwara Branch is the major cashew nut processing plant and exporting company in Tanzania. The head office of OLAM (T) LTD is at Upanga UN Road in Dar es Salaam.

**(a) Staff**

In 2003 OLAM established a cashew processing plant in Mtwara town with fifty (50) workers include permanent and temporary workers. It gradually expanded and reached to the maximum number of two thousands (2000) workers in different lines of operations. Among them 79 are permanent workers and short term contract workers and others 1921 are casual labours. All workers and casual labours are distribution in three departments and five sections are shown in Table 3.1 and Figure 3.2.

**(b) Present Capacity**

OLAM Tanzania Ltd, the major processor of cashew nut in Tanzania, has plans to expand its capacity from the current 15,000 tons to 25,000 tons as one of the efforts to reduce exports of raw cashews. The move could also double jobs for locals here from the current 2,000 to 4,000 at Likombe Factory in Mtwara Municipality and majority to be women.



**Figure 3.2: Organization Chart of OLAM (T) LTD – Mtwara branch**

**Table 3.1: Categories of Permanent Workers for Selected Organizations**

<b>TANZANIA PORT AUTHORITY (TPA) - MTWARA</b>		
<b>S/N</b>	<b>Departments</b>	<b>Number</b>
1.	Management: Sections: Administrative; ICT; Planning & Statistics; and Marketing & Commercial	12
2.	Human Resource	6
3.	Finance	9
4.	Procurement and Supplies	5
5,	Engineering	36
6.	Operations	58
7.	Marine	12
8.	Security	24
9.	Fire and Safety	19
10.	Medical	3
	<b>Total</b>	<b>184</b>
<b>OLAM- MTWARA</b>		
	<b>Departments</b>	<b>Number</b>
	Factory Manager	1
	Factory Account (Cashiers, Data entry and Store)	9
	Administration Sections: Personnel and General Actions	12
	<b>Section Units</b>	
	Cutting (Shelling)	15
	Borma (Rosting)	9
	Peeling	12
	Grading (19 Grades)	14
	Packing	7
	<b>Total</b>	<b>79</b>
	<b>Grand Total</b>	<b>263</b>

**Source: Field data at TPA- Mtwara Port and OLAM- Mtwara Branch (2013)**



### **3.3 Sample Size and Sampling Procedures**

#### **3.3.1 Sample Size**

Sampling is a process of selecting the participants and people selected are called samples or subjects (Enon,1998). Therefore, Sampling is the process of obtaining information about the all population by examining only part of it. The researcher of this study selected only a few sample on the assumption that the sample data would represent all population parameters.

Researcher has decided to work with a sample than whole population to avoid sampling errors, time constraints and high cost associated with whole population. Working with a sample saves the time because researcher would not need to interview the whole population instead sample from the same population have been selected to represent the whole population. Not only that but also, researcher has decided to use sample because of budget constraints. Conduct a research to large population needed to have enough funds because you have to meet with every individual in the surveyed area which cost a lot of money. Simplification of data collection and easy report writing is among of the reasons which have motivated the researcher to use sample instead of the whole population. This is due to the fact that collecting data from large population is very difficult and complicated than collecting data from the sample size which enable the researcher to write this report easier. Therefore, through the above reasons, the researcher decided to select 55 employees from Tanzania Port Authority (TPA) - Mtwara and 45 employees from OLAM – Mtwara instead of Tanzania Port Authority (TPA) and OLAM in all country of Tanzania.

The criteria of sampling based on number of year of working, experiences, ability to read and writing and participation in conflict and resolution. The total sample size of one hundred(100) respondents were targeted for the study. Among them, 55 respondents were from Tanzania Port Authority (TPA) - Mtwara and 45 respondents from OLAM – Mtwara, as shown in Table 3.2 of categories of respondents distribution. That respondents were comprised of 8 respondents from Management members, 4 from Human Resource officers and Managers, 4 from Union Officials, and 84 Workers (Employees), as the summary shown in Table 3.3. Thus means from TPA- Mtwara port were 5 Management members, 2 Human Resource officers, 3 Union Officials, and 45 Workers (Employees) and from OLAM (T) LTD- Mtwara branch were 3 Management members, 2 Human Resource officers, 1 Union Official, and 39 Workers (Employees).

**Table 3.2: Respondents Organization Distribution**

<b>Organization</b>	<b>Target Population</b>	<b>Selected Sample</b>	<b>Percentage of Sample to Population</b>
Tanzania Port Authority (TPA) - Mtwara	184	55	30
OLAM-Mtwara	79	45	57
<b>TOTAL</b>	<b>263</b>	<b>100</b>	

**Source: Field data at TPA- Mtwara Port and OLAM- Mtwara Branch (2013)**

### 3.3.2 Sampling Techniques

The researcher of this study has been used two sampling techniques that were Simple random sampling and purposive sampling.

### 3.3.2.1 Simple Random Sampling

Simple random sampling, sometimes called chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible sample. This sampling method has been used to obtain 84 respondents from Tanzania Port Authority (TPA) - Mtwara Port and OLAM – Mtwara Branch. All the workers were having equal chance to be selected as a sample and this has been done to avoid any bias and helps the researcher to obtain correct information for the study, as the summary shown in Table 3.3.

### 3.3.2.2 Purposive Sampling

Purposive sampling used in order to select some participants based on certain purpose and to increase utility of findings (Enon, 1998). In that type of sampling, the items for sample were selected deliberately by the researcher. The researcher could select the participants who have knowledge or experience of the area being investigated.

**Table 3.3: Categories of Respondents in the Sample**

S/N	Categories of respondents	Number of respondents	Sampling Technique
1.	Management members (Head of Departments)	6	Purposive
		2	Purposive
2.	Human Resource officers	2	Purposive
		2	Purposive
3.	Union officials	3	Purposive
		1	Purposive
4.	Workers	84	Simple random sampling
	<b>Total</b>	<b>100</b>	

**Source: Field data at TPA- Mtwara Port and OLAM- Mtwara Branch (2013)**

This technique has been used to select 16 respondents from Tanzania Port Authority (TPA) - Mtwara and OLAM- Mtwara such as Management members, Human Resource Managers, Union officials who have experiences and participation in conflict and resolution, as the summary shown in Table 3.3. Therefore, the respondents were responsible and knowledgeable with the grievance management policy, strategies and practices in selected organizations.

### **3.4 Data Collection Methods**

Data collection is the process of gathering of information aimed at proving or refuting some facts. This is important section of the study process as the validity of results of analysis which clearly depends on reliability and accuracy of the used. In fact the reliability and accuracy of the data depend on the method of collection. Data of this study were collected between 4<sup>th</sup> February 2013 and 3<sup>rd</sup> May 2013 in two selected organizations that were Tanzania Port Authority (TPA) - Mtwara and OLAM- Mtwara.

#### **3.4.1 Data Types**

Both primary and secondary data have been collected in this study.

##### **3.4.1.1 Primary data**

These are data that has been collected from first-hand-experience of the researcher, thus happen to be original in character (Kothari, 2008). Primary data has not been published yet and is more reliable, authentic and objective. Therefore, it is like the eyewitness testimony at a trial. In this study primary data have been collected through structured questionnaires to collect information from workers (employees), Trade

unions, Management members and Human Resource officers of Tanzania Port Authority (TPA) - Mtwara and OLAM- Mtwara . Interview guide and observation methods have been also used to collect information from Management members and Human Resource officers and trade unions officers of the selected organizations.

#### **3.4.1.2 Secondary Data**

Secondary data are those which have already been collected by someone else and had passed through the statistical process, thus data are already available. Secondary data can be either published data or unpublished data. It involves the collection and analysis of information from a diverse source of documents and published materials, and information from internet sources. Secondary data could save time and cost for the researcher and provide an insight on outcome from similar researches. Additionally secondary data permit examination of trends over time (Kothari, 2008). For the case of this study, the secondary data that have been collected from written materials, few consecutive annual reports of Tanzania Port Authority (TPA) - Mtwara and OLAM- Mtwara and other circulars related to journal articles, books and other records relevant to this research. However, the researcher has been checked on the reliability, suitability and adequacy of the data during the data collection.

#### **3.4.2 Data Collection Techniques**

There are several methods used for collecting data. Each method has its own uses and none is superior to all situations. Selection of appropriate method (s) for data collection is influenced by (Kothari, 2009):

- (i) The nature, scope and object of enquiry,
- (ii) Availability of resources,

- (iii) Time factor and
- (iv) Precision required.

The researcher of this study have been collected both primary and secondary data. All relevant published data and unpublished data have been collected as the secondary data and the data direct obtained from the respondents were collected as primary data. Three methods which have been used for collection of primary data were questionnaires, observation method and interview method.

#### **3.4.2.1 Questionnaires**

The researcher used questionnaire (see appendix A and B) in data collection. Questionnaire is an instrument of data collection that consists of set of predetermined and structured questions given to respondents to respond in writing. This method is quite popular, particularly in case of big enquiries. It consist of number of well planned and focus questions which typed and printed in a definite order on a form, or set of forms. This method has been used by the researcher as main tool of collecting primary data although it is more expensive and some questionnaires got lost and other arrived late. The researcher used this method to collect data from 6 Management members, 4 Human Resource officers, 3 Union Officials, and 84 Workers (Employees) from Tanzania Port Authority (TPA) - Mtwara and OLAM- Mtwara. That make the total of 97 respondents through questionnaires.

#### **3.4.2.2 Observation Method**

Observation is an important method of data collection. Observation can describes data that are collected, regardless of the technique used in the study. Observation

relies on the researcher seeing, hearing, testing and smelling things. It does not depend on getting information through someone else. The method, therefore depends on personal intuition (Enon 1998). This method allows the researcher to come closer to the people and make them feel comfortable enough within the presence of the researcher so as to observe and record about their practices. It also allows the researcher not only to collect data but also analyze them through practical experience. It gives a researcher an intuitive understanding of what is happening in selected organizations. This method helped the researcher to avoid biases and prejudice by subjects, overcome language barrier and researcher used it in different occasion during visiting the selected organizations even for other activities. However, it could be time consuming and misinterpretation of what is observed and some aspects of the study were not easy to observe.

In this study, the researcher observed the procedure of handling grievance by looked the availability of suggestion or complain box, forms used to fill during the complains, trade unions and others issues which causes grievances like working environments etc (see Observation schedules in appendix C).

#### **3.4.2.3 Interview Method**

Interview method of collecting data involves verbal presentation and responses done through either personal contact or if possible through telephone and under this respect the researcher used semi structured interview. Semi-structured interviews are used for the collection of qualitative data allow respondents to talk about their perspectives on a particular subject (Saunders *et al.*, 2007). Interviews were conducted in a face- to-

face encounter with the interviewees by using interview semi structured. Questions were asked orally and respondents' answers recorded in a notebook. This method was preferred because of its flexibility, it made it possible for the interviewer to ask supplementary or additional questions, as well as to clarify or rephrase some questions which were not clearly understood by respondents. Primary data as well as qualitative information were gathered. These interviews were administered to one leader of trade union and two Management members (Head of departments) and two Human Resource officers were administered by interviews and questionnaires. Interview method was used to collect more information from Human Resource officers who also were answered questionnaires and one (1) leader of trade union and two (2) Management members (Head of departments) who were very slow to respond to the provided questionnaires (see interview schedules in appendix D).

### **3.5 Data Analysis**

Data analysis is an important stage of the research process. The main activities in data analysis are editing, coding, classification and tabulation of collected raw data (Adam and Kamuzora, 2008). Data collected in the field of study has been analyzed and presented in a way that enables to verify formulated hypotheses that refer to the present situation in order to elucidate it and also to meet the main and specific objectives of this study. The study to meet this criteria the data collected has been analyzed both qualitatively and quantitatively in order to show relationships between variables investigated under the study. The quantitative method have been used to analyse the collected quantitative data and the descriptive procedure has been used to describe, organise and summarize the main characteristics of sample data. For



qualitatively data the content analysis has been used to ordering and coding the collected data. All Data generated mostly from interviews and questionnaire source have been tabulated, frequented and respective percentages calculated and thereafter interpreted accordingly within the context of the study.

The researcher used spreadsheets program to analyze information by frequencies and in percentages. Therefore, the researcher applied a hand calculator in calculation activities during data analysis. Further to that the Microsoft Excel has been used in construction of charts and tables in data presentation.

### **3.6 Research Ethics**

This study careful observed and considered all major research ethics in all research procedures from literature review, data collection, data analysis and reporting findings. Those academic scandals including scientific misconduct like fraud fabrication of data and plagiarism have not been implemented in this study. All codes, rules and policies of all participants were careful observed. Ethics principles like honesty, confidentiality, objectivity, integrity, carefulness, openness, legality and respect for intellectual property have been careful considered. To ensure that respondents are confident with the principles of confidentiality, the data collection tools have been designed in such way that the names of respondents were not placed to fill.

## **CHAPTER FOUR**

### **4.0 FINDINGS AND DISCUSSIONS**

#### **4.1 Introduction**

This chapter analyses the findings of the study and discuss the collected data. The chapter has three main sections. The first section is the introduction section and second section is the findings which has others four parts which deals the results from Tanzania Port Authority (TPA) – Mtwara Port and OLAM (T) LTD - Mtwara Branch. The last section is the discussion of the findings.

#### **4.2 Findings**

Secondary and primary data have been collected from different sources. The data have been collected base on the major objective of the study. The major objective was to assess ways in which the grievance management policy, strategies and practices enhance work performance in organizations. The four specific objectives of the study were used as the guide in data collection. Thus were focused on; to identify the nature and causes of grievances at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch, to determine the grievance management policy and strategies in selected organizations, to determine the grievance management practices and channel of receiving complaining in selected organizations and lastly to examine the effect of grievances on work performance.

The researcher has been collected data from total sample size of one hundred (100) respondents. Among them, 55 respondents were from Tanzania Port Authority (TPA) – Mtwara Port and 45 respondents from OLAM – Mtwara branch. The data has been collected base on specific objectives and analyzed as follows.

#### 4.2.1 The Nature and Causes of Grievances in the Selected Organizations

This is the first of the specific objective. This part goes deeply in the research results concentrating on the respondent concerning the incidences, causes and nature of grievances in TPA- Mtwara Port and OLAM (T) LTD -Mtwara Branch as expresses below.

##### 4.2.1.1 The Incidences of Grievances in the Selected Organizations

The incidences of workers of two selected organizations faced grievances have been collected. Out of 55 respondents from Tanzania Port Authority (TPA)- Mtwara Port, 4 (7%) respondents did not face grievances at all, but the rest face grievance in different level like 16 (29%) were face mostly, 22 (40%) were rarely face grievance and 4 (7%) were sometime face grievance. While from OLAM (T) LTD- Mtwara branch, out of 45 respondents, 18 (40%) respondents have been face grievance mostly, 16 (36%) respondents faced grievance rarely, 8 (18%) respondents faced grievance once, 2 (4%) respondents faced grievance sometimes and 1 (2%) respondent that not faced grievance at all, as shown in Table 4.1.

**Table 4.1: Incidences of Grievance at TPA- Mtwara Port and OLAM-Mtwara Branch**

How often face Grievance	Respondents from TPA- Mtwara Port		Respondents from OLAM- Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Mostly	16	29	18	40
Rarely	22	40	16	36
Once	9	17	8	18
Sometimes	4	7	2	4
Not at all	4	7	1	2
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

Source: Field data from TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)

#### 4.2.1.2 The Causes of Grievances in the Selected Organizations

The data of causes of grievances from two selected organizations have been collected and analysed. Out of 55 respondents from Tanzania Port Authority (TPA)- Mtwara Port, 25 (46%) respondents have been mentioned the causes of grievance were work Environment, 21 (38%) respondents were Economic in term of salary, reward and incentives, 5 (9%) respondents were supervision and 4 (7%) respondents were Performance Appraisal process. While, out of 45 respondents from OLAM-Mtwara Branch, 24 (53%) respondents have been mentioned that the causes of grievance in their organization were Work Environment, 13 (29%) respondents have been mentioned Economic that include salary, reward and incentives, 4 (9%) workers responded in Performance Appraisal process and 4 (9%) workers responded in supervision, as shown on Table 4.2.

**Table 4.2: Causes of Grievance at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Causes of Grievances	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Work Environment	25	46	24	53
Economic (salary, reward and incentives)	21	38	13	29
Performance Appraisal process	4	7	4	9
Supervision.	5	9	4	9
Work group	0	0	0	0
Social Injustice	0	0	0	0
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch (2013)**

#### 4.2.1.3 The Nature of Grievances in the Selected Organizations

Some of the respondents from two selected organizations mentioned the nature of grievances at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch. The only 31 (56%) workers out of 55 targeted from TPA-Mtwara Port have been respond as follows, 11 (20%) Bad working environment, 8 (14%) the big different of salaries and allowances, 7 (13%) performance appraisal process, 5 (9%) giving incentives and bonus and other 24 (44%) did not respond. While at OLAM (T) LTD- Mtwara Branch, only 28 (62%) workers out of 45 (100%) were mentioned that, 9 (20%) the big gap of salaries and other allowance between the top management and other workers, 8 (18%) Bad working environment, 6 (13%) the process of promotion and 5 (11%) giving incentives and bonus and other 17 (38%) did not respond at all, as shown in Table 4.3.

**Table 4.3: The Nature of Grievance at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Nature of Grievances	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Big different of salaries and allowances	8	14	9	20
Bad Work Environment	11	20	8	18
Incentives and Bonus	5	9	5	11
Performance Appraisal process	7	13	–	–
Process of Promotion	–	–	6	13
Did not respond	24	44	17	38
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch (2013)**

## **4.2.2 The Grievance Management Policy and Strategies in the Selected Organizations**

This part explain the knowledge and understanding of workers concerning the policy and strategies of grievance management in TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch. Also explain the application of grievance management policy and strategies in the selected organizations.

### **4.2.2.1 The Grievance Management Policy in the Selected Organizations**

All 55 respondents from TPA- Mtwara Port that including workers and management, they did not know the policy used at TPA- Mtwara Port. This situation was the same to OLAM (T) LTD- Mtwara Branch where also all 45 respondents they did not know the policy used at OLAM (T) LTD- Mtwara Branch.

However, many the respondents from two selected organizations have been not satisfy with the grievance policy even though they did not know them. Out of 55 respondents from TPA- Mtwara Port have been mentioned they are level of satisfaction of policy applied in their organization as follows, 11 (20%) satisfy much with the exist situation, 16 (29%) average satisfaction, 15 (27%) satisfy little, and 13 (24%) did not satisfy at all. While, Out of 45 respondents from OLAM (T) LTD- Mtwara Branch, only 6 (13%) that include 3 Management members, 2 Human Resource officers, 1 Union Official were satisfy much with the exist situation. Other workers 10 (22%) average satisfaction, 17 (38%) satisfy little, and 12 (27%) did not satisfy at all, as shown in Table 4.4.

**Table 4.4: The Level of Satisfaction of Grievance Management policy at TPA-Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Level of Satisfaction of Grievance Management policy	Respondents from TPA-Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Much	11	20	6	13
Average	16	29	10	22
Little	15	27	17	38
Not at all	13	24	12	27
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch (2013)**

Also according to 55 respondents from TPA- Mtwara Port and 45 respondents from OLAM (T) LTD- Mtwara Branch, the procedure of grievance management did not reflect the grievance management policy of the selected organizations. But at TPA-Port Mtwara, the procedure of grievance management reflect the Employment and Labour relation Act. of 2004 and TPA Staff regulations in conflict resolution. While at OLAM (T) LTD- Mtwara Branch, the procedure of grievance management reflect the Employment and Labour relation Act. of 2004 only.

#### **4.2.2.2 The Grievance Management Strategies in the Selected Organizations**

According to 55 respondents from TPA- Mtwara Port and 45 respondents from OLAM (T) LTD-Mtwara Branch, they did not know the strategies used in those two selected organizations. All respondents knew their organizations used Employment and Labour relation Act. of 2004 and TPA Staff regulations in all activities of conflict resolution.

Also many the respondents from two selected organizations have been not satisfy with the grievance management strategies even the way the grievances dealt with. Out of 55 respondents from TPA- Mtwara Port have been mentioned they are level of satisfaction of strategies applied in their organization as follows, 8 (15%) satisfy much with the exist situation, 13 (24%) average satisfaction, 19 (34%) satisfy little, and 15 (27%) did not satisfy at all. While, Out of 45 respondents from OLAM (T) LTD- Mtwara Branch, only 6 (13%) were satisfy much with the exist situation. Other workers 13 (29%) average satisfaction, 12 (27%) satisfy little, and 14 (31%) did not satisfy at all, as shown in Table 4.5.

**Table 4.5: The Level of Satisfaction of Grievance Management Strategies at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Level of Satisfaction of Grievance Management Strategies	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Much	8	15	6	13
Average	13	24	13	29
Little	19	34	12	27
Not at all	15	27	14	31
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch (2013)**

However, according to 55 respondents from TPA- Mtwara Port and 39 respondents from OLAM (T) LTD- Mtwara Branch, the procedure of grievance management did not reflect the grievance management strategies of the selected organizations and other 6 targeted from OLAM (T) LTD- Mtwara Branch did not respond on that issue.



But at TPA- Port Mtwara, the procedure of grievance management guided by the Employment and Labour relation Act. of 2004 and TPA Staff regulations in conflict resolution. While at OLAM (T) LTD- Mtwara Branch, the procedure of grievance management guided only by the Employment and Labour relation Act. of 2004.

#### **4.2.3 The Grievance Management Practices and Channel of Receiving Complaining in Selected Organizations**

This part goes deeply in the research results to explain the knowledge, understanding and activities of workers concerning the grievance management practices and channel of receiving complaining in TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch.

##### **4.2.3.1 The Grievance Management Practices**

This part concentrated on the grievances management activities in the selected organizations. The researcher has been concentrated in finding and analyzed the procedures, structure and activities of the existed the grievance management practices in the selected organizations. The researcher also has been analyzed the effectiveness and satisfaction of the existing grievance management practices conducted in the selected organizations.

According to respondent from two selected organizations, out of 55 respondents from TPA- Mtwara Port, 38 (69%) respondents knew the grievance redressal procedure of organization and 17 (31%) respondents did not know the grievance redressal procedure of organization. While, out of 45 workers selected from OLAM (T) LTD-

Mtwara Branch, only 21(47%) respondents knew the grievance redressal procedure of organization and 24 (53%) respondents did not know the grievance redressal procedure of organization, as shown in Table 4.6.

**Table 4.6: Workers Knowledge on the Grievance Redressal Procedure at TPA-Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Respondents	Respondents from TPA-Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Knowing the grievance redressal procedure	38	69	21	47
Un knowing the grievance redressal procedure	17	31	24	53
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)**

Therefore, it means more than half respondents from OLAM (T) LTD-Mtwara Branch did not know the grievance redressal procedure of their organization compared to the respondents from TPA-Mtwara Port, as shown in Table 4.6.

The responding from management of TPA- Mtwara Port explained, the grievance handling structure of their organization base in two channel which were individual complains and majority or group complains. For individual complains structure were from down to top which include head of section/ department and trade union. For majority/ group complains structure were staffs and management meetings. While at OLAM (T) LTD Mtwara Branch, the structure of grievance handling has one channel

that through workers' supervisor and workers' representative of the Tanzania Plantation and Agricultural Workers Union (TPAWU)- OLAM (T) LTD Mtwara Branch.

Also out of 55 respondents from TPA- Mtwara port and 45 respondents from OLAM (T) LTD Mtwara Branch, only two workers at TPA-Mtwara Port have been got training concern Grievance Management. Those were leader of Dock Workers Union of Tanzania (DOWUTA)- Trade Union TPA-Mtwara Port. That show no commitment concerned the grievance management handling at OLAM (T) LTD Mtwara Branch compared to TPA- Mtwara Port. Thus why many grievances decisions at OLAM (T) LTD Mtwara Branch depend on the management demand as shown in Table 4.13.

Many of the grievances of 55 respondents from TPA-Mtwara Port were reported to immediate supervisor, Function Head and few Head of HR department as mentioned. 29 (53%) respondents have been reported to immediate supervisor, 19 (34%) respondents have been reported to Function Head and 7 (13%) respondents have been reported to Head of Human Resource department, as shown in Table 4.7. While the grievances of 45 respondents from OLAM (T) LTD Mtwara branch were reported to immediate supervisor, colleagues who were workers' representative at TPAWU – OLAM Branch and Head of Human Resource department as mentioned. 18 (40%) respondents have been reported to immediate supervisor, 16 (36%) respondents have been reported to colleagues who were workers' representative at TPAWU – OLAM

Branch and 11 (24%) respondents have been reported to Head of Human Resource department, as shown in Table 4.8.

**Table 4.7: Workers Reporting / Sharing of the Grievance at Different Level of Leadership at TPA- Mtwara Port**

Level of Leadership	Respondents from TPA- Mtwara Port	
	Number	Percentage (%)
Immediate Supervisor	29	53
Function Head	19	34
Head of Human Resource department	7	13
Superior	0	0
Colleagues	0	0
<b>Total</b>	<b>55</b>	<b>100</b>

Source: Field data at TPA- Mtwara Port (2013)

**Table 4.8: Workers Reporting / Sharing of the Grievance at Different Level of Leadership at OLAM (T) LTD- Mtwara Branch**

Level of Leadership	Respondents from OLAM (T) LTD- Mtwara Branch	
	Number	Percentage (%)
Immediate supervisor	18	40
Colleagues who were workers' representative at TPAWU – OLAM Branch	16	36
Head of Human Resource department	11	24
Superior	0	0
Function Head	0	0
<b>Total</b>	<b>45</b>	<b>100</b>

Source: Field data at OLAM (T) LTD- Mtwara Branch (2013)

As mentioned above, more grievances at TPA- Mtwara Port were reported in level of immediate supervisor, Function Head and the amount decrease to Head of Human Resource department, as shown in the Table 4.7. It approximately the same at OLAM (T) LTD- Mtwara Branch were also the grievances have been reported in the level of immediate supervisor, Trade Union and Head of Human Resource department, as shown in the Table 4.8. So as soon the grievance are reported and attended quickly, thus reduce serious problems for the organization, the industry and society in general.

Out of 55 respondents from TPA-Mtwara Port, 26 (47%) respondents have been explained the times the superior took to attend on complaint depended upon the level, 13 (24%) respondents have been explained the superior took indefinite time on complaint, 9 (16%) respondents have been explained the superior took six weeks on complaint and 7 (13%) respondents have been explained the superior took two weeks to deal with complaint. While, out of 45 respondents from OLAM (T) LTD Mtwara Branch, 15 (33%) respondents have been explained the times the superior took on complaint depended upon the level, 21 (47%) respondents have been explained the superior took indefinite time on complaint and 9 (20%) respondents have been explained the superior took two week to deal with complaint as shown in Table 4.9.

However, according to views of 55 respondents from TPA- Mtwara Port and 45 respondents from OLAM (T) LTD- Mtwara Branch. The most of grievances at TPA- Mtwara Port are settle in level of immediate supervisor 28 (51%), those settle in level

of Head of sections were 13 (24%) , settle in level of Trade Union were 10 (18%) and settle in level of Top management were 4 (7%), as shown in the Table 4.10 .

**Table 4.9: The Time Taken by the Superior To Attend on A Complaint at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Time Taken	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Two weeks	7	13	9	20
Six weeks	9	16	0	0
Depends upon the	26	47	15	33
Indefinite	13	24	21	47
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)**

While, the most of grievances at OLAM (T) LTD- Mtwara Branch have been settled in level of Trade Union were 14 (31%), those settled in level of immediate supervisor were 17 (38%), settled in level of Head of Sections were 10 (22%) and settled in level of Top management were 4 (9%) , as shown in the Table 4.11.

**Table 4. 10: The Level of Grievances Settlement at TPA- Mtwara Port**

Level of Leadership	Number of Respondents	Percentage (%) of Respondents
Immediate supervisor	28	51
Head of sections	13	24
Dock Workers Union of Tanzania (DOWUTA) -Trade Union TPA Mtwara Port	10	18
Top Management level	4	7
Middle Management level	0	0
<b>Total</b>	<b>55</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port (2013)**

**Table 4.11: The Level of Grievances Settlement at OLAM (T) LTD Mtwara Branch**

<b>Level of Leadership</b>	<b>Number of Respondents</b>	<b>Percentage (%) of Respondents</b>
Immediate supervisor	17	38
Trade Union (TPAWU)- OLAM (T) LTD Mtwara Branch	14	31
Head of sections	10	22
Middle Management level	0	0
Top Management level	4	9
<b>Total</b>	<b>45</b>	<b>100</b>

**Source: Field data at OLAM (T) LTD- Mtwara Branch (2013)**

As explained above, more grievances at TPA- Mtwara Port are settle in level of immediate supervisor, Head of sections, (DOWUTA) -Trade Union TPA Mtwara Port, and the amount decrease to Top Management level, as shown in the Table 4.10. It happen the same at OLAM (T) LTD- Mtwara Branch were also the grievances have been settled in the level of immediate supervisor, Trade Union (TPAWU)-OLAM (T) LTD Mtwara Branch, Head of sections and Top Management, as shown in the Table 4.11. So as soon the grievance solved like to the level of immediate supervisor, thus reduce serious problems for the organization, the industry and society in general.

The respondents from TPA- Mtwara Port who have been got information for action taken in view of grievance 48 (87%) and those had not got information 7 (13%). While the views from OLAM (T) LTD- Mtwara Branch, only 16 (36%) respondents have been got information for action taken in view of grievances and those have been not got information 29 (64%), as shown in Table 4.12.

**Table 4.12: Workers View on Information (Feedback) for Action Taken in Case of Grievances at TPA- Mtwara Port and OLAM (T) LTD –Mtwara Branch**

Respondents	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Got information for action taken in view of grievances	48	87	16	36
Not got information for action taken in view of grievances	7	13	29	64
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)**

More respondents from TPA- Mtwara Port have been got information (feedback) for action taken in case of grievances compared to respondents from OLAM (T) LTD- Mtwara Branch. Many organizations include OLAM (T) LTD- Mtwara Branch have been committed to give feedback to external customer even by documented in organizations' standard charter but not for organizations' workers. As information is the power, so feedback can encourage and motivate employees to do better in their working performance.

The most of respondents from TPA-Mtwara Port, explained the resolution of grievances in the organization have been base on Rule and laws 51 (93%) and few have been base on workers desires 4 (7%). While, the respondents from OLAM (T) LTD- Mtwara Branch, explained the resolution of grievances in their organization have been base on Management demands 32 (71%) and few have been base on Rule and laws 8 (18%) and supervisor' ambition 5 (11%), as shown in Table 4.13 .



**Table 4.13: The Bases of Resolution of Grievances at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Level of Leadership	Respondents from TPA- Mtwara Port		Respondents from OLAM- Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Rules and Laws	51	93	8	18
Workers desires	4	7	0	0
Management demands	0	0	32	71
Supervisor' ambition	0	0	5	11
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)**

Through the above workers' views, the respondents from TPA- Mtwara Port have been explained the satisfaction with the decision taken by the management with related to grievance in their organization as follows, 22 (40%) most satisfied with the decision, 13 (24%) rarely satisfied, 8 (15%) once satisfied, 9 (16%) sometime satisfied and 3 (5%) did not satisfy at all. While, Out of 45 respondents from OLAM (T) LTD- Mtwara Branch, only, 9 (20%) most satisfied with the decision, 16 (36%) rarely satisfied, 2 (4%) once satisfied, 11 (24%) sometime satisfied and 7 (16%) did not satisfy at all, as shown in Table 4.14.

Also the data of satisfaction of the current grievance handling procedures from two selected organizations has been collected and analyzed as follows, the respondents from TPA- Mtwara Port who have been satisfied with action and existing grievance handling procedure were 43 ( 78%) and not satisfied were 12 (22%). While, Out of 45 respondents from OLAM (T) LTD- Mtwara Branch, only 16 (36%) respondents

have been satisfied with action and existing grievance handling procedure and 29 (64%) have been not satisfied with action and existing grievance handling procedure, as shown in Table 4.15.

**Table 4.14: The Satisfaction for Decision Taken by the Management Related to Grievance at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

The Satisfaction for decision taken by the Management related to Grievance	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Mostly	22	40	9	20
Rarely	13	24	16	36
Once	8	15	2	4
Sometime	9	16	11	24
Not at all	3	5	7	16
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

Source: Field data at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch (2013).

**Table 4. 15: The Satisfaction of Respondents on Action and Existing Grievance Handling Procedure at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Respondents Who	Respondents from TPA- Mtwara Port		Respondents from OLAM-Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Satisfaction of action and existing grievance handling procedure	43	78	16	36
Un satisfaction of action and existing grievance handling procedure	12	22	29	64
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

Source: Field data at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)

#### **4.2.3.2 Channel of Receiving Complains in Selected Organizations**

The channels of receiving workers' complains at TPA-Mtwara Port were; Suggestion box, Department meeting/ Staff Meeting, Dock Workers Union of Tanzania (DOWUTA)- Trade Union and Management Meeting. While the channels of receiving workers' complains at OLAM (T) LTD- Mtwara Branch were through workers' supervisor and workers' representative of the Tanzania Plantation and Agricultural Workers Union (TPAWU)- OLAM Branch. Therefore there were four channels of receiving workers' complains at TPA-Mtwara Port while at OLAM (T) LTD- Mtwara Branch there were only two channels of receiving workers' complains. That means the scope of collecting complains at TPA- Mtwara Port was very wide to compare with the OLAM (T) LTD- Mtwara Branch.

#### **4.2.4 Examining the Effect of Grievances on Work Performance in Selected Organizations**

The performance of workers at TPA- Mtwara Port were measured through the Open of Performance Appraisal. The performance and productivity of this organization were increasing for five year due to increase of crops and other goods exportation and also due to increase the activities of investors of oil and gas exploration within the port. For instance, the Productivity at TPA- Mtwara Port for general cargo has been improved since 2006 to 2012. The Productivity in the port was on average of 154.6 tons per gang per shift in 2006/2007. The productivity has been increased from 204.0 tons per gang recorded during the year 2007/08 to an average of 495 tons per gang in 2011/2012, as shown in Table 4.16. While at OLAM (T) LTD Mtwara Branch, the performance of workers have been measured through the balance scorecard (sheet)

where all track of execution of activities were monitored and controlled by supervisors. There is no Open of performance Appraisal method. The performance and productivity of OLAM (T) LTD Mtwara Branch were decreasing speedily for three years due to grievances have been happen in organization and instability of cashew nut price in world marketing. Also the speedily increment of the development activities like gas exploration, building process of companies like Dangote Cement at Mtwara, have been encouraged other skills OLAM (T) LTD' workers to move from OLAM (T) LTD - Mtwara Branch to another companies. For instance, the Productivity of OLAM (T) LTD - Mtwara Branch have been analysis from 2006 to 2012, as shown in Table 4.17.

**Table 4.16: Productivity at TPA- Mtwara Port**

S/N	Period	Production (tons/gang)
1.	2006/2007	154.6
2.	2007/2008	204.0
3.	2008/2009	290.20
4.	2009/2010	315.0
5.	2010/2011	445.10
6.	2011/2012	495.0

**Source: Operation Department of TPA – Mtwara Port (2013)**

**Table 4.17: Productivity at OLAM- Mtwara Branch**

S/N	Period	Production (tons)
1.	2006/2007	13,720
2.	2007/2008	14,200
3.	2008/2009	14,900
4.	2009/2010	15,876
5.	2010/2011	15,350
6.	2011/2012	15,145

**Source: Head of Sections at OLAM- Mtwara Branch (2013)**

The working performance of workers and productivity for general cargo at TPA-Mtwara Port has been improved since 2006 to 2012. The Productivity in the TPA-Mtwara Port was increase gradual, as shown in Table 4.16. While the Productivity at OLAM- Mtwara branch have been increased from 2006/2007 to 2009/2010 and then started to decrease to 2011/2012, as shown in Table 4.17. Although there are many internal and external factors which can hinders or influences the work performance and productivity in organizations. But grievances occur natural in any organization and it can happen for individual or group of employees, also can influences working performance and productivity of the organizations.

The workers also have been responded on how the grievance affect the working performance in two selected organization. The views from workers of TPA – Mtwara Port explained level of grievance affect the working performance as follows, affect much were 26 (47%), average were 17 (31%), little 6 (11%), sometimes 3 (5.5%) and no effect 3 (5.5%). While, the respondents from OLAM (T) LTD- Mtwara Branch, have been responded on how the grievance affect the working performance of their organization, those explained much were 23 (51%), average were 16 (36%), little 4 (9%), sometimes 0 (0%) and no effect 2 (4%) , as shown in Table 4.18.

According to the views from 55 workers of TPA- Mtwara Port, the level of commitment, satisfaction, motivation were very high and the level of staff turnover and staff absenteeism were very low in their organization, as shown in Table 4.19.

**Table 4.18: Workers Views on how the Grievance Affect the Working Performance of the Organization at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch**

Level of Respondents	Respondents from TPA- Mtwara Port		Respondents from OLAM- Mtwara Branch	
	Number	Percentage (%)	Number	Percentage (%)
Much	26	47	23	51
Average	17	31	16	36
Little	6	11	4	9
Sometimes	3	5.5	0	0
Not at all	3	5.5	2	4
<b>Total</b>	<b>55</b>	<b>100</b>	<b>45</b>	<b>100</b>

**Source: Field data at TPA-Mtwara Port and OLAM (T) LTD- Mtwara Branch (2013)**

While, the views from 45 workers of OLAM (T) LTD -Mtwara, the level of commitment, satisfaction, motivation were in average and the level of staff turnover and staff absenteeism were very high in their organization as shown in Table 4.20. Thus could make the working performance and productivity at OLAM (T) LTD Mtwara Branch to decrease compared with the productivity at TPA- Mtwara Port, as shown in Tables 4.16 and Table 4.17.

**Table 4.19: Workers Views on the Level of Commitment, Satisfaction, Motivation, Staff Turnover and Staff Absenteeism at TPA- Mtwara Port**

The Respondents on How the Effects on Work Performance	Level Of Workers'									
	Commitment		Satisfaction		Motivation		Staff Turnover		Staff Absenteeism	
	No. of respondents	%	No. of respondents	%	No. of respondents	%	No. of respondents	%	No. of respondents	%
Respondents much/many	34	62	26	47	20	36	1	2	2	4
Respondents average	13	24	15	27	21	38	2	4	1	2
Respondents little	8	14	9	16	9	17	11	20	6	11
Respondents sometimes	0	0	2	4	5	9	2	4	11	20
Respondents not at all	0	0	3	6	0	0	39	70	35	63
<b>Total</b>	<b>55</b>	<b>100</b>	<b>55</b>	<b>100</b>	<b>55</b>	<b>100</b>	<b>55</b>	<b>100</b>	<b>55</b>	<b>100</b>

Source: Field data at TPA-Mtwara Port (2013)

**Table 4.20: Respondents on How the Level of Commitment, Satisfaction, Motivation, Staff Turnover and Staff Absenteeism at OLAM (T) LTD- Mtwara Branch**

The Respondents on How the Effects on Work Performance	Level of Workers'									
	Commitment		Satisfaction		Motivation		Staff Turnover		Staff Absenteeism	
	No. of respondents	%	No. of respondents	%	No. of respondents	%	No. of respondents	%	No. of respondents	%
Respondents much/many	9	20	11	25	7	16	31	69	8	18
Respondents average	14	31	10	22	14	31	8	18	25	55
Respondents little	19	42	21	47	17	38	2	4	4	9
Respondents sometimes	0	0	1	2	6	13	4	9	8	18
Respondents not at all	3	7	2	4	1	2	0	0	0	0
<b>Total</b>	<b>45</b>	<b>100</b>	<b>45</b>	<b>100</b>	<b>45</b>	<b>100</b>	<b>45</b>	<b>100</b>	<b>45</b>	<b>100</b>

Source: Field data at OLAM (T) LTD -Mtwara Branch (2013)



#### 4.2.4 .1 Other Performance of the Selected Organizations

Apart from TPA-Mtwara Port productivity which analysed above in order to compare with the productivity of OLAM (T) LTD -Mtwara Branch. The performance of TPA-Mtwara Branch was also analysed in term of Cargo Traffic, Imports and Exports, Containerized Cargo and Shipping Traffic. Performance of TPA- Mtwara Port was analysed from 2006 to 2012 and also for some operation analysis from 2006-2009 due to availability of data.

The port has a rated capacity of 400,000 tons per annum. During 2006/07, it handled a total of 143,072 tons of cargo equivalent to 35.8% level of capacity utilization. During the year 2008/09, it handled a total of 153,235 tons and recorded a 38.3% of capacity utilization. Compared to 119,986 tons handled during 2007/08 recorded a 29.9 % of capacity utilization.

##### (i) Imports and Exports at TPA-Mtwara Port

The decrease in cargo traffic handled at Mtwara port was depicted in both imports and exports. Imports decreased to 46,685 tons in 2008/09 from 62,941 tons in 2006/07 and 46,736 tons in 2007/08. Exports decreased to 75,384 tons in 2008/09 from 84,027tons in 2007/08 and 80,131tons in 2006/07 as shown in Table 4.21.

**Table 4.21: Cargo Traffic for imports and exports at TPA-Mtwara Port**

	Imports			Exports		
	2006/07	2007/08	2008/09	2006/07	2007/08	2008/09
Bulk Liquid	5,436	7,777	2,613	–	–	–
Break Bulk	57,505	38,959	44,072	80,131	84,027	75,384
<b>Total</b>	<b>62,941</b>	<b>46,736</b>	<b>46,685</b>	<b>80,131</b>	<b>84,027</b>	<b>75,384</b>

**Source: Annual reports TPA – Mtwara from 2006-2009**

**(ii) Containerized Cargo at TPA-Mtwara Port**

Containerised traffic totaled 8,418 Twenty Equivalent Units (TEUs) were handled at the port carrying 92,552 tons which was equivalent to 60 percent of the total dry cargo handled in 2008 /09. During 2007/08, 103,248 tons were containerized in 9,274 TEUs which was 86 percent penetration into the total dry cargo and in 2006/07 Containerised traffic 7,975 TEUs carrying 142,916 tons which was equivalent to 99 percent of the total dry cargo handled, as shown in Table 4.22.

**(iii) Shipping Traffic at TPA-Mtwara Port**

The port registered 125 ship calls with a total carrying capacity of 356,000 Gross registered Tonnage (GRT). Deep – sea calls were 29 with capacity of 303,000 GRT and 96 coasters calls with a size of 148 GRT during 2006/07.

Dry general cargo ships also made a total of 17 calls with 212,000 GRT at the port in 2008/09, compared to 26 calls with 274,000 GRT received during 2007/08. Coastal plying vessels made a total of 27 calls which was comprised of 13 calls of dry cargo vessels with 13,000 GRT and 1 call of tanker vessel with 4,000 GRT in 2008/2009. During 2007/08, dry cargo vessels made 45 calls with 116,000 GRT while tanker vessels made 4 calls with 8,000 GRT. The trend of ship calls registered 96 with carrying capacity of 412,000 GRT. Dry general cargo ships made the total calls 27 with 283,000 GRT and Coastal ships plying vessels made a total of 64 calls with 123,000 GRT in 2011/2012, as shown in Table 4.23.

**Table 4.22: Containerized Cargo**

	2006/07				2007/08				2008/09			
		Containerized				Containerized				Containerized		
	Dry Cargo	TEU's	Tons	%	Dry Cargo	TEU's	Tons	%	Dry Cargo	TEU's	Tons	%
Imports	62,941	4,170	10,290	7.2	38,959	4,589	10,550	27.1	53,050	4,283	9,852	18.6
Exports	80,131	3,805	132,626	92.8	81,027	4,685	92,698	114.4	100,185	4,135	82,700	82.5
<b>TOTAL</b>	<b>143,072</b>	<b>7,975</b>	<b>142,916</b>	<b>99</b>	<b>119,986</b>	<b>9,274</b>	<b>103,248</b>	<b>86</b>	<b>153,235</b>	<b>8,418</b>	<b>92,552</b>	<b>60</b>

Source: Annual reports TPA – Mtwara from 2006-2009

**Table 4.23: Shipping Traffic at TPA Mtwara Port**

	2006/07	2007/08	2008/09	2009/10	2010/2011	2011/2012
<b>1. DEEP SEA SHIPS</b>						
<b>(a). Dry General Cargo Vessels</b>						
Number of Calls	29	26	17	31	25	27
GRT	303,000	274,000	212,000	326,000	261,000	283,000
<b>2. COASTAL SHIPS</b>						
<b>(a). Dry Cargo</b>						
Number of Calls	96	45	27	52	47	64
GRT	53,000	116,000	13,000	45,000	64,000	123,000
<b>(b). Tankers</b>						
Number of Calls	–	4	1	2	–	5
GRT	–	8,000	4,000	–	2,000	6,000
Sub-Total -ship call	96	49	28	54	47	69
GRT	53,000	124,000	17,000	45,000	66,000	129,000
<b>Grand- Total –ship calls</b>	<b>125</b>	<b>75</b>	<b>45</b>	<b>85</b>	<b>72</b>	<b>96</b>
<b>GRT</b>	<b>356,000</b>	<b>398,000</b>	<b>229,000</b>	<b>371,000</b>	<b>327,000</b>	<b>412,000</b>

**Source: Marine department TPA – Mtwara (2013)**

Although the performance at TPA-Mtwara Port look to be more conducive to compare with OLAM (T) LTD- Mtwara Branch. But the position is not good enough to be satisfied. For instance the present capacity of TPA-Mtwara Port is to handle 400,000 metric tones of imports and exports per annum while the present capacity of OLAM (T) LTD -Mtwara Branch is to process cashew nut of 15,000 tons and the company have total workers 2,000 which including permanent workers and casual labours. According to the data mentioned on the description of organizations, the current capacity of TPA-Mtwara Port is to handle up to 750,000 metric tones (MT) while OLAM (T) LTD-Mtwara Branch has the current capacity to process up to 25,000 tons and to employee total permanent workers and casual labours up to 4,000.

There are many factors internal and external of the organizations which can hinder to reach they are peak quickly but for the organizations to grow and to sustain their growth, the place for grievance management must be emphasize clear in selected organizations.

### **4.3 Discussion of Findings**

This section discussed the collected and analysed of findings which have been express above. The data have been collected and analysed based in the four specific objectives of the study. Thus were, to identify the nature and causes of grievances at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch, to determine the grievance management policy and strategies in selected organizations, to determine the grievance management practices and channel of receiving complaining in selected organizations and to examine the effect of grievances on work performance.

#### **4.3.1 The Nature and Causes of Grievances at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch**

According to respondents from two selected organizations mention above, many workers at OLAM LTD (T)-Mtwara Branch were faced grievances to compare with TPA- Mtwara Port, as shown in Table 4.1. The Work Environment; economic factors like salary, reward and incentives; performance appraisal process and supervision were mentioned to cause grievances to all selected organization, as shown in Table 4.2. The big gap of salary and other allowance between the top management and other workers also was mentioned to cause more grievance at OLAM (T) LTD- Mtwara Branch than at TPA- Mtwara Port, as shown in Table 4.3. Therefore, from

the above it prove that grievances has been occurred to the two selected organizations but in different level, that it happened more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port. As discussed in literature review, The grievance would include any discontent or dissatisfaction experienced by employee and when the dissatisfaction of the employee or system persists, it can affects employee's performance (Ratnam & Srivastava, 2008). There are symptoms which can be observe from the aggrieved employee if not solved quickly. Thus include absenteeism, alcoholism, accident, late coming, lack of cooperation and withdrawal attitude of an employee in the place of work than his/her previous behaviour. Other visible symptoms could be bad tempered behaviour and appearance, moodiness, worry and tension, insubordination, frequent request for transfer, increase in wastage and decline in productivity of the worker. A grievant also faces recurring health problems, indulges in self –criticism, develops negativism and in extreme cases tries to destroys the valuable property of the organization. If adequate and appropriate attention is not given, the employee in extreme cases may submit a resignation from the organization (Dwivedi, 2009).

Therefore the nature and causes of grievances in two selected organization have been identified which included working environment, performance appraisal process, workers' salary, rewards, incentives and big gap of salaries. Grievances happen more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port because at OLAM (T) LTD- Mtwara Branch there is no indication of reducing or preventing the causes of grievance comparing to TPA- Mtwara Port. Thus, disagree the null hypothesis which stated that, “improving the working environment, performance appraisal process,

workers' salary, rewards and incentives as the causes of grievances could not reducing grievances in organizations". So, the activities conducted at TPA-Mtwara Port in order to improving the working environment, performance appraisal process, and workers' salary scales, that help them to reduce the frequency of grievance occurring like happen at OLAM (T) LTD- Mtwara Branch.

#### **4.3.2 Determine the Grievance Management Policy and Strategies in Selected Organizations**

The study was to determine the grievance management policy and strategies in selected organizations. According to the workers' views from two selected organizations, many the respondents from two selected organizations have been not satisfied with the grievance policy and strategies even though they did not know them, but the level of dissatisfaction at OLAM (T) LTD- Mtwara Branch is higher than at TPA- Mtwara Port as shown in Table 4.4 and Table 4.5. Although there were no grievance management policy and strategies at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch, but the procedure of grievance management at TPA- Mtwara Port reflected and guided by Employment and Labour relation Act. of 2004 and TPA Staff regulations in conflict resolution while at OLAM (T) LTD- Mtwara Branch reflected and guided by Employment and Labour relation Act. of 2004 only.

But according to literature review, Policy is a principle or rule to guide decisions and achieve rational outcomes. Policy is a statement of intent, and is implemented as a procedure or protocol. Policy can assist in both subjective and objective decision

making (Bemmels, 2006). The grievance policy is like others policies, thus it has the objective and scope to direct and guide the management of the organization to take right and correct decisions for the benefit of the organization in terms of work performance and productive. The aim of the grievance management policy is to resolve grievances relating to employment as rapidly and effectively as possible and as near as possible to the point of origin. Grievance policy can help organization to maintain a harmonious working environment which is free from intimidation and harassment and which affords equality of opportunity (Casey, 1984). Also Strategy is the direction and scope of an organisation over the long-term. Strategy grievance handling is a thoughtful approach to labour relations. It involves identifying workplace-wide issues (Dwivedi, 2009).

Therefore, if there were no policy and strategies that means no principal, rule and direction to bind and compel the grievance management procedures of all selected organizations to follow any Laws and regulations including Employment and Labour relation Act. of 2004 and TPA Staff regulations in made decision concern grievances. Thus made the loop hole for some decision concern grievance not followed the Law and regulation as happen to OLAM (T) LTD- Mtwara Branch where their decision concern grievances base on Management demand and not Rule and Laws. That could cause more conflict at OLAM (T) LTD- Mtwara Branch instead of solving them. While at TPA-Mtwara Port, did not have policy and strategies but management have not play with that loop hole by tried to make their grievances solution to base on rule and Laws which include Employment and Labour relation Act. of 2004 and TPA Staff regulations. That could help to harmonize



working environment, as shown in Table 4.13. So, there were no guide, principle and direction for both selected organization to follow in order to make them to take the right and correct decisions concern grievances. It has been according to management to decide the way to follow. Thus, disagree the null hypothesis which stated that, “the effective grievance management policy and strategies could neither guide nor direct the organization to take the right and correct decision concern the grievance.

#### **4.3.3 Determine the Grievance Management Practices and Channel of Receiving Complaining in Selected Organizations**

As explained above, because there were no policy and strategies to guide and direct the grievance decision making in selected organizations, that means OLAM (T) LTD-Mtwara Branch decided to guide many grievances decision to base on Management demand and not Rule and Laws, as shown in Table 4.13. Also more than half respondents from OLAM (T) LTD-Mtwara Branch did not know the grievance redressal procedure of their organization compared to the respondents from TPA-Mtwara Port, as shown in Table 4.6. This is more dangerous for organizations like OLAM (T) LTD-Mtwara Branch to maintain harmony in the working environment while there are 79 permanent workers and 1921 are casual labours so grievances can occur natural. Thus, made only 36% of the respondents from OLAM (T) LTD-Mtwara Branch have been satisfied with action and existing grievance handling procedure in their organizations, while 78% of the respondents from at TPA-Mtwara Port have been satisfied with action and existing grievance handling procedure as shown in Table 4.15. So, immediate action can be taken to rescue the situation at OLAM (T) LTD- Mtwara Branch.

Also there were four channels of receiving workers' complains at TPA-Mtwara Port while at OLAM (T) LTD- Mtwara Branch there were only two channels of receiving workers' complains. That means the scope of collecting complains at TPA- Mtwara Port was very wide to compare with the OLAM (T) LTD- Mtwara Branch. That could encouraged workers at TPA-Port Mtwara to render their grievances than at OLAM (T) LTD- Mtwara Branch were the channels were very narrow. That made more workers at OLAM (T) LTD –Mtwara Branch to take final decision like staff absenteeism, termination or retention. Thus could made the level of commitment, satisfaction, motivation were in average and the level of staff turnover and staff absenteeism were very high at OLAM (T) LTD -Mtwara as shown in Table 4.20. While, the level of commitment, satisfaction, motivation were very high and the level of staff turnover and staff absenteeism were very low at TPA- Mtwara Port as shown in Table 4.19. Thus could make the working performance and productivity at OLAM (T) LTD Mtwara Branch to decrease compared with the productivity at TPA- Mtwara Port, as shown in Tables 4.16 and Table 4.17. Thus, disagree the null hypothesis which stated that, "The effective grievance management practices and different channels of receiving complaining could not raise the level of satisfaction of working environment, workers' motivation, and commitment. Therefore The effective grievance management practices and different channels of receiving complaining could raise the level of satisfaction of working environment, workers' motivation, and commitment, and also to reducing the level of staffs absenteeism, termination or retention.

#### **4.3.4 Examine the Effect of Grievances on Work Performance**

As explained in literature review, Performance has been defined as the ability to carry out and accomplish acceptable standards of work. The work performance has been measured through employee performance by measured what is achieved against the standards were set. The work performance can have many indication but this study took the organizations' productivity as the major indication. The selected organizations' productivity has been taken as the results or products of the work performance. Employee performance cannot be isolated from grievance administration. This is because performance is affected regardless of any nature of grievance and the grievance management deal direct with workers and all concern them so can influences working performance and productivity of the organizations.

According to the data collected and analyzed in Table 4.18, they have been agreed with the Literature review that, the grievance could affect the working performance of the selected organizations, because grievance deal direct with workers and their interested. This disagree the null hypothesis which stated that, "The grievances in the organization has no effect on its work performance". Therefore grievance can affect on its work performance as shown in Table 4.16 and Table 4.17.

## **CHAPTER FIVE**

### **5.0 CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter has seven sections. The first section is the introduction section and other sections are summary of findings, Implications of the results, conclusions, recommendations and the last section is the areas for further research.

#### **5.2 Summary of Findings**

The findings explain the influence and impacts of grievance in working performance and even productivity of the organizations as early discussed in previous chapters. The study has four specific objectives. Thus were, to identify the nature and causes of grievances at TPA- Mtwara Port and OLAM(T) LTD- Mtwara Branch, to determine the grievance management policy and strategies in selected organizations, to determine the grievance management practices and channel of receiving complaining in selected organizations and to examine the effect of grievances on work performance.

According to the findings, the nature and causes of grievances in two selected organization have been identified which included working environment, performance appraisal process, workers' salary, rewards, incentives and big gap of salaries between the management and other employees. Also grievances have been happen more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port because at OLAM

(T) LTD- Mtwara Branch there is no indication of reducing or preventing the causes of grievance comparing to TPA- Mtwara Port.

However, there were no grievance management policy and strategies to guide and direct the grievance handling procedure at TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch, but more resolution of grievances at TPA-Mtwara Port have been base on Employment and Labour relation Act. of 2004 and TPA Staff regulations in conflict resolution. While the resolution of grievances at OLAM (T) LTD- Mtwara Branch have been base on Management demands, as shown in Table 4.13. Thus made 78% of the respondents from TPA-Mtwara Port to be satisfied with action and existing grievance handling procedure while at OLAM (T) LTD- Mtwara Branch, only 36% of the respondents have been satisfied with action and existing grievance handling procedure. Also there were four channels of receiving workers' complains at TPA-Mtwara Port, while at OLAM (T) LTD- Mtwara Branch there were only two channels of receiving workers' complains. That means the scope of collecting complains at TPA- Mtwara Port was very wide to compare with the OLAM (T) LTD- Mtwara Branch. That could encouraged workers at TPA-Port Mtwara to render their grievances than at OLAM (T) LTD- Mtwara Branch. Therefore according to findings, the working performance of the selected organizations have been affected with the grievance as analyzed in Table 4.18.

### **5.3 Implications of the Results**

The study will help policy makers to make and facilitate good policy and developing good strategic concerning grievance management for the country. Also, it

will help Management and others workers to make and utilize effectively grievance management practices in their organizations.

Furthermore the study will provide a solid basis for management to know the way and how the grievance can affect work performance and the way to handle them in their organizations. The research will help Trade unions and other set up grievance machinery to have a new knowledge in the discipline of grievance management. The study also will be significance to organizations' Management to identify and dealing with the nature and causes of grievances in organizations and it will help the management and other set up grievance machinery to make wide and good channel of receiving complaining in their organizations. Lastly, the study will help academics to develop more theory in conflict resolution.

#### **5.4 Conclusion**

The study has been proved that, the grievances occurred in two selected organizations in different level, that it happened more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port as shown in Table 4.1. Thus made more discontent or dissatisfaction to the workers at OLAM(T) LTD- Mtwara Branch than TPA-Mtwara Port and it has been affected more the employee's performance and productivity at OLAM LTD (T)-Mtwara Branch than at TPA-Mtwara Port as shown in Table 4.16 and Table 4.17. The grievance can affects employee's performance in any organization (Ratnam & Srivastava, 2008).

Although there were no grievance management policy and strategies to guide and direct the grievance handling procedure at TPA- Mtwara Port and OLAM (T) LTD-

Mtwara Branch, but more resolution of grievances at TPA-Mtwara Port have been base on Employment and Labour relation Act. of 2004 and TPA Staff regulations in conflict resolution. While the resolution of grievances at OLAM (T) LTD- Mtwara Branch have been base on Management demands, as shown in Table 4.13. Thus made 78% of the respondents from TPA-Mtwara Port to be satisfied with action and existing grievance handling procedure while at OLAM (T) LTD- Mtwara Branch, only 36% of the respondents have been satisfied with action and existing grievance handling procedure in their organizations, as shown in Table 4.15. Therefore, more improvement is needed for OLAM (T) LTD- Mtwara Branch, in order to rescue the situation.

The performance of workers at TPA- Mtwara Port were measured through the Open of Performance Appraisal. The performance and productivity of this organization were increasing for five year due to increase of crops and other goods exportation and also due to increase the activities of investors of oil and gas exploration within the port, as shown in Table 4.16. While at OLAM (T) LTD Mtwara Branch, the performance of workers have been measured through the balance scorecard (sheet) instead of Open of performance Appraisal method, where all track of execution of activities were monitored and controlled by supervisors. The performance and productivity of OLAM (T) LTD Mtwara Branch were decreasing speedily for three years due to grievances have been happen in organization and instability of cashew nut price in world marketing, as shown in Table 4.17. The speedily increment of the development activities like gas exploration, building process of companies like

Dangote Cement at Mtwara, have been encouraged other skills OLAM(T) LTD' workers to move from OLAM (T) LTD - Mtwara Branch to another companies.

Also according to workers views from TPA- Mtwara Port and OLAM (T) LTD- Mtwara Branch, which explained the grievance affected the working performance of the organizations, as shown in Table 4.18. That agreed with the Literature review that, the grievance could affect the working performance of the organization, because grievance deal direct with workers and their interested.

However, the level of commitment, satisfaction, motivation were very high and the level of staff turnover and staff absenteeism were very low at TPA- Mtwara Port, as shown in Table 4.19. While, at OLAM (T) LTD –Mtwara Branch, the level of commitment, satisfaction, motivation were in average and the level of staff turnover and staff absenteeism were very high in their organization as shown in Table .4.20. Thus could cause the working performance and productivity at OLAM (T) LTD – Mtwara Branch to decrease compared with the productivity at TPA- Mtwara Port, as shown in Table 4.16 and Table 4.17. Therefore, through the data analysed as shown in Table 4.16, Table 4.17, Table 4.19 and Table 4.20, it can explain that satisfaction working environment, workers' motivation, and commitment have relation with employees working performance.

Also, apart from other factors which can influences work performance and productivity of the organization, but grievances deal direct with workers thus can bring more and direct effect to the organization. The findings disagree all the null hypothesis of the study. Therefore, through the specific objections, literature review,



hypothesis, finding and analysis of the study, it concluded that the work performance at any organization facilitated by the effective grievance management which harmonize the working environment thus increasing working satisfaction of employees. The satisfaction working environment can motivate the employees to improve their working performance. Thus means the working performance at TPA-Mtwara has been improve gradual as the continuation of the improving the activities of the grievance management. While at OLAM-Mtwara branch has been gone vice versa.

### **5.5 Recommendations**

However, this work has made some recommendations in order to bring light of the study of results (findings). These recommendations could be applicable to any organization. With reference to the results of the study, the following recommendations have been drawn up.

- Every organization should improve working environment, Performance appraisal process, workers' salary, rewards and incentives which have been mentioned as the causes of the grievances in the selected organizations. Thus will prevent or reducing grievances in many organizations.
  
- Policy is a principle or rule which can guide decisions and achieve rational outcomes and strategies is the direction and scope of an organization over the long-term. Therefore, every organization should develop and publicizes good policy and strategies of the grievance management procedures according to

structure and working environment of the organization in order to guide and direct the grievance management procedure for correct and right decision.

- Every organization should have proper structure of grievances management procedure which will be known to all employees. That structure must be short and explain clear every step and duration for every step. The FIP (as discussed in 4.2) may help to construct the good procedure, but must accompany with the structure, nature and culture of the particular organizations.
- HR and Trade Unions Officials should be trained how to treat and dealing with the grievances and conflicts fairly and quickly.
- Every organization should create more channels of receiving workers' complains which will encourage workers to render their grievances peaceful and harmony.

The grievance management are very crucial in every organization to perform well, because grievance deal direct to the workers and all concern them. Therefore, this should given priority in every organization.

## **5.6 Limitations of the Study**

The study has been met the following constraints, but the researcher made effort to overcome them as explained below:

- The main problem experienced by the researcher was the reluctance of some officials at Tanzania Port Authority (TPA)- Mtwara and OLAM- Mtwara to provide data and delaying to complete the questionnaire. Some respondents were

not willing to cooperate even after they were shown a letter that gave permission to the researcher to conduct the study. The process of collecting the questionnaire proved to be challenging because some respondents failed to complete the questionnaire on time and the researcher spent a considerable amount of time visiting the selected respondents to follow up the collection of the questionnaires and conducted interview with few who did not respond to questionnaires. However despite of all these drawbacks, an adequate number of questionnaires were returned to make the study valid.

- Lack of essential HR and union officials records, poor and ineffective information management system especial in grievance management and resolution of conflicts. But the researcher spent a considerable amount of time visiting the selected organizations to collect questionnaires, made observation and interviews with the respondents, thus helped to get quality and valid information for the study.

### **5.7 Area for Further Research**

This study covered only two organizations at Mtwara Municipal and it is a broader study. Therefore it may conduct in future to include other organizations in different place in Tanzania so as to have a wider understanding of the role of effective grievance management procedures in enhancing the work performance across the country. Also it will help to discover how the contribution of grievance affect the work performance and production comparing with other factors. Then through analysis of the role of the grievance management which would help in drawing up

good strategies and policies that could be used for many organizations across the country in order to improve working environment for performance and productivity for global competition.

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**APPENDICES**

**Appendix I: Questionnaire for Management**

**Title: The Role of Effective Grievance Management Procedures in Enhancing The Work Performance**

**General Objective of the Study**

The major objective of this study is to assess the grievance management policy, strategies and practices of the role of grievance management in enhancing work performance in organizations.

**Section I: The organization/Company:**

1. The organization/Company Name:\_\_\_\_\_
2. Title of employee:\_\_\_\_\_
3. Contact Person:\_\_\_\_\_

**Section II: (put tick  $\surd$  for your correct opinion):**

**1. Identify the nature and causes of grievance in selected organization.**

- (i) How often you face grievance in your organization?
  - (a) Mostly.....
  - (b) Rarely.....
  - (c) Once.....
  - (d) Sometimes.....
  - (e) Not at all.....
  
- (ii) What causes of grievances in your organization?
  - (a) Work Environment.....
  - (b) Supervision.....
  - (c) Workgroup.....
  - (d) Economic (Salary, Reward, Incentives).....
  - (e) Performance Appraisal Process.....
  - (f) Social Injustice.....
  - (g) Other causes (Mention).....



(iii) What is the nature of grievances in your organization? (Mention)

.....  
.....  
.....

**2. Determine the grievance management policy and strategies in selected organization**

(i) What is the grievance management policy applied in your organisation? (Explain)

.....  
.....  
.....

(ii) How do workers in your organization satisfy with grievance management policy applied in your organisation?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Not at all.....

(iii) How do procedure of grievance management in your organization reflect the grievance management policy applied in your organisation?

- (a) Mostly.....
- (b) Rarely.....
- (c) Once.....
- (d) Sometimes.....
- (e) Not at all.....

(iv) What are the grievance management strategies applied in your organization? (Explain)

.....  
.....  
.....

(v) How do workers in your organization satisfy with grievance management strategies applied in organization?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Not at all.....

(vi) How do procedure of grievance management in your organization follow the grievance management strategies applied in organization?

- (a) Mostly.....
- (b) Rarely.....
- (c) Once.....
- (d) Sometime.....
- (e) No at all.....

**3. Determine the grievance management practices and channel of receiving complains in selected organization**

(i) What are the channels (ways) of receiving workers' complains in your organisation? (Mention)

.....  
.....  
.....

(ii) Do you know the grievance redressal procedure followed in your organization?

- (a) Y ES .....
- (b) NO.....

(iii) Describe the grievance handling structure of your organization/ industry

.....  
.....  
.....

(iv) Whom does you report / share if you have any grievances

- (a) Immediate supervisor.....
- (b) Superior.....
- (c) Colleagues (discussion) .....
- (d) Function Head.....
- (e) Head of HR department.....

(v) How much times your superior takes on a complaint (duration of handling process)?

- (a) 2 Weeks.....
- (b) 6 Weeks.....
- (c) Indefinite.....
- (d) Depends upon level.....

(vi) Did you get training concern Grievance management?

- (a) Mostly.....
- (b) Rarely.....
- (c) Once.....
- (d) Sometimes.....
- (d) Not at all.....

(vii) Most of grievances in your organization are settle in level:

- (a) Immediate supervisor.....
- (b) Heads of sections.....
- (c) Middle Management level.....
- (d) Top management level.....

- (e) Trade Union.....
- (f) Not at all.....
  
- (viii) Have you informed about the action taken in view of your grievance?
  - (a) Yes .....
  - (b) No .....
  
- (ix) The workers satisfy with the decision taken by the management related to their grievance:
  - (a) Mostly.....
  - (b) Rarely.....
  - (c) Once.....
  - (d) Sometimes.....
  - (e) Not at all.....
  
- (x) Are the decision taken by the top management related to grievance are satisfactory?
  - (a) Mostly.....
  - (b) Rarely.....
  - (c) Once .....
  - (d) Sometimes .....
  - (e) Not at all.....
  
- (xi) The resolution of grievances in the organization base on?
  - (a) Rules and Laws.....
  - (b) Management demands.....
  - (c) Workers desires.....
  - (d) Supervisor' ambition.....
  - (e) None of the above.....
  - (f) Explain your vision.....  
.....  
.....

**4. Examine the effects of grievances on work performance**

(i) How do you measure performance in your organization? (Explain)

.....  
.....  
.....  
.....

(ii) What is the trend of performance for five consecutive years? (Explain)

.....  
.....  
.....  
.....  
.....

(iii) What is the trend of productivity for five consecutive years? (Explain)

.....  
.....  
.....  
.....  
.....

(iv) How grievance affect your working performance in your organization?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Sometimes.....
- (e) Not at all.....

(v) What were the performance in your organization during grievance in your organization? (Explain)

.....  
.....  
.....

(vi) What were the performance in your organization without grievance in your organization? (Explain)

.....  
.....  
.....  
.....  
.....

(vii) How is the level of workers' commitment in your organization?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Somehow.....
- (e) Badly.....

(viii) How is the level of workers' satisfaction in your organization?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Somehow.....
- (e) Badly.....

(ix) How is the level of workers' motivation in your organization?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Somehow.....
- (e) Badly.....

(x) How is the level of staff turnover in your organization?

- (a) Much.....
- (b) Average.....

(c) Few.....

(d) Not at all.....

(xi) How is the level of staff absenteeism in your organization?

(a) Much.....

(b) Average.....

(c) Few.....

(d) Not at all.....

## Appendix II: Questionnaire for Workers

### Title: The Role of Effective Grievance Management Procedures in Enhancing the Work Performance

#### General Objective of the Study

The major objective of this study is to assess the grievance management policy, strategies and practices of the role of grievance management in enhancing work performance in organizations.

#### Section I: The organization/Company

1. The organization/Company Name:.....
2. Title of employee:.....
3. Contact Person:.....

#### Section II: (put tick $\checkmark$ for your correct opinion)

##### 1. Identify the nature and causes of grievance in selected organization

- (i) How often you face grievance in your organization?
  - (a) Mostly.....
  - (b) Rarely.....
  - (c) Once.....
  - (d) Sometimes.....
  - (e) Not at al.....
- (ii) What causes of grievances in your organization?
  - (a) Work Environment.....
  - (b) Supervision.....
  - (c) Workgroup.....
  - (d) Economic (Salary, Reward, Incentives).....
  - (e) Performance Appraisal Process.....
  - (f) Social Injustice.....
  - (g) Other causes (Mention).....



(iii) What is the nature of grievances in your organization?(Mention)

.....  
.....  
.....  
.....  
.....

**2. Determine the grievance management policy and strategies in selected organization**

(i) Do you know the grievance management policy applied in your organisation?

(a) If Yes Explain:.....

.....  
.....

(b) No.....

(ii) Are you satisfy with grievance management policy applied in your organisation?

(a) Much.....

(b) Average.....

(c) Little.....

(d) Not at all.....

.....

(iii) How do procedure of grievance management in your organization reflect the grievance management policy applied in your organisation?

(a) Mostly.....

(b) Rarely.....

(c) Once .....

(d) Sometimes .....

(e) Not at all.....

.....

(iv) Do you know the grievance management strategies applied in your organization?

- (a) If Yes Explain:.....  
.....  
.....
- (b) No.....

(v) Are you satisfy with grievance management strategies applied in your organization?

- (a) Much.....
- (b) Average.....
- (c) Little.....
- (d) Not at all.....  
.....

(vi) How do procedure of grievance management in your organization follow the grievance management strategies applied in organization?

- (a) Mostly.....
- (b) Rarely.....
- (c) Once .....
- (d) Sometimes .....
- (e) Not at all.....  
.....

**3. Determine the grievance management practices and channel of receiving complains in selected organization**

(i) What are the channels (ways) of receiving workers' complains in your organisation? (Mention)

.....  
.....  
.....  
.....

- (ii) Do you know the grievance redressal procedure followed in your organization?
- (a) YES .....
- (b) NO.....
- (iii) Do you get training concern Grievance handling?
- (a) Once.....
- (b) Twice.....
- (c) Frequency .....
- (d) Sometimes.....
- (e) Not at all.....
- (iv) Whom does you report / share if you have any grievances
- (a) Immediate supervisor.....
- (b) Superior.....
- (c) Colleagues (discussion.....
- (d) Function Head.....
- (e) Head of HR department.....
- (v) How much times your superior takes on a complaint (duration of handling process)?
- (a) 2 Weeks.....
- (b) 6 Weeks.....
- (c) Indefinite.....
- (e) Depends upon level.....
- (vi) How often your complaints and grievance being taken care off?
- (a) Mostly.....
- (b) Rarely.....
- (c) Frequently.....
- (d) Not at all.....

- (vii) Most of grievances in your organization are settle in level:
  - (a) Immediate supervisor.....
  - (b) Heads of sections.....
  - (c) Middle Management level.....
  - (d) Top management level.....
  - (e) Trade Union.....
  - (f) Not at all.....
  
- (viii) Have you informed about the action taken in view of your grievance?
  - (a) Yes .....
  - (b) No .....
  
- (ix) Are the decision taken by the top management related to grievance are Satisfactory?
  - (a) Mostly.....
  - (b) Rarely.....
  - (c) Once.....
  - (d) Sometimes.....
  - (e) Not at all.....
  
- (x) Are you satisfied with the existing grievance handling procedure?
  - (a) Yes .....
  - (b) If No Explain you are suggestion.....  
.....
  
- (xi) The resolution of grievances in the organization base on?
  - (a) Rules and Laws.....
  - (b) Management demands.....
  - (c) Workers desires.....
  - (d) Supervisor' ambition.....
  - (e) None of the above.....
  - (f) Explain your vision.....

**4. Examine the effects of grievances on work performance.**

(i) How do you measure performance in your organization?(Explain)

.....  
.....  
.....  
.....

(ii) How grievance affect your working performance in organization?

- (a) Much\_\_\_\_\_
- (b) Average\_\_\_\_\_
- (c) Little\_\_\_\_\_
- (d) Sometimes\_\_\_\_\_
- (e) Not at all\_\_\_\_\_

(iii) What were the performance in your organization during grievance in your organization? (Explain)

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.....  
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(iv) What were the performance in your organization without grievance in your organization? (Explain)

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.....

- (v) How is the level of workers' satisfaction in your organization?
  - (a) Much.....
  - (b) Average.....
  - (c) Little.....
  - (d) Somehow.....
  - (e) Badly.....

- (vi) How is the level of workers' motivation in your organization?
  - (a) Much.....
  - (b) Average.....
  - (c) Little.....
  - (d) Somehow.....
  - (e) Badly.....

- (vii) How is the level of staff turnover in your organization?
  - (a) Many.....
  - (b) Average.....
  - (c) Few.....
  - (d) Not at all.....

- (viii) How is the level of staff absenteeism in your organization?
  - (a) Many.....
  - (b) Average.....
  - (c) Few.....
  - (d) Not at all.....

### **Appendix III: Observation Schedules**

#### **Title: The Role of Effective Grievance Management Procedures in Enhancing the Work Performance**

#### **General Objective of the Study**

The major objective of this study is to assess the grievance management policy, strategies and practices of the role of grievance management in enhancing work performance in organizations.

#### **Section I: The organization/Company:**

1. The organization/Company Name:.....

#### **Section II: (put tick $\surd$ for your correct opinion):**

##### **1. Identify the nature and causes of grievance in selected organization**

- (i) Working Environment:
- (a) Satisfy.....
- (b) Not Satisfy.....
- (c) Worse.....

##### **2. Determine the grievance management policy and strategies in selected organization**

- (i) Advertisement of grievance management Policy.
- (a) Available.....
- (b) Not Available.....
- (ii) Advertisement of Grievance management Strategies.
- (a) Available.....
- (b) Not Available.....

**3. Determine the grievance management practices and channel of receiving complains in selected organization**

- (i) Availability of suggestion or complain box:
- (a) One .....
  - (b) Three .....
  - (c) More.....
- (ii) Availability of forms used to fill during the complains:
- (a) Available.....
  - (b) Not Available.....
- (iii) Availability of Trade Union office:
- (a) Available.....
  - (b) Not Available.....

**4. Examine the effects of grievances on work performance**

- (i) Attitude of workers during working:
- (a) Harmony(Joyful). .....
  - (b) Chaos(Angry) .....
  - (c) Drunkenness .....
- (ii) Conservation between workers
- (a) Soft.....
  - (b) Hard.....
  - (c) Harsh.....
- (ii) Conservation between workers and Supervisors
- (a) Soft.....
  - (b) Hard.....
  - (c) Harsh.....



**Appendix IV: Interview Schedules**

**Title: The Role of Effective Grievance Management Procedures in Enhancing the Work Performance**

**General Objective of the Study**

The major objective of this study is to assess the grievance management policy, strategies and practices of the role of grievance management in enhancing work performance in organizations.

**Section I: The organization/Company:**

The organization/Company Name:.....

**Section II (put tick  $\checkmark$  for your correct opinion):**

**1. Identify the nature and causes of grievance in selected organization.**

(i) How often you face grievance in your organization?

(ii) What causes of grievances in your organization?

.....  
.....  
.....  
.....

(iii) What is the nature of grievances in your organization?(Mention)

.....  
.....  
.....  
.....

**2. Determine the grievance management policy and strategies in selected organization**

(i) What is the grievance management policy applied in your organisation?  
(Explain)

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.....  
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(ii) How do workers in your organization satisfy with grievance management policy applied in your organisation?

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(iii) How do procedure of grievance management in your organization reflect the grievance management policy applied in your organisation?

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(iv) What are the grievance management strategies applied in your organization? (Explain)

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(v) How do workers in your organization satisfy with grievance management strategies applied in organization?

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(vi) How do procedure of grievance management in your organization follow the grievance management strategies applied in organization?

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**3. Determine the grievance management practices and channel of receiving complains in selected organization**

(i) What are the channels (ways) of receiving workers' complains in your organisation? (Mention)

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(ii) Do you know the grievance redressal procedure followed in your organization?

- (a) YES .....
- (b) NO.....

(iii) Describe the grievance handling structure of your organization/industry

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(iv) Whom does you report / share if you have any grievances

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(v) How much times your superior takes on a complaint (duration of handling process)?

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(vi) Did you get training concern Grievance management?

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(vii) Most of grievances in your organization are settle in level:

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(viii) Have you informed about the action taken in view of your grievance?

- (a) Yes .....
- (b) No.....

(ix) The workers satisfy with the decision taken by the management related to their grievance:

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- (x) Are the decision taken by the top management related to grievance are satisfactory?

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- (xi) The resolution of grievances in the organization base on ?

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**4. Examine the effects of grievances on work performance**

- (i) How do you measure performance in your organization?(Explain)

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- (ii) What is the trend of performance for five consecutive years? (Explain)

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- (iii) What is the trend of productivity for five consecutive years? (Explain)

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(iv) How grievance affect your working performance in your organization?

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(v) What were the performance in your organization during grievance in your organization? (Explain)

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(vi) What were the performance in your organization without grievance in your organization? (Explain)

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(vii) How is the level of workers' commitment in your organization?

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(viii) How is the level of workers' satisfaction in your organization?

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(ix) How is the level of workers' motivation in your organization?

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(x) How is the level of staff turnover in your organization?

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(xi) How is the level of staff absenteeism in your organization?

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