

Grievance Resolution Mechanism on Employee Productivity: Commercial Banks in Bungoma County, Kenya

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Abstract: Motivation of employees has always been quantified in financial attributes. For productivity to occur then there is need for using non-financial motivational initiatives. This study purposed to analyze the role of motivational initiatives on employee productivity with specific reference to commercial banks in Bungoma County. The study was guided by the objective: to establish the role of grievance resolution on employee productivity. The study adopted a survey design with a focus on 536 bank employees of different job cadres drawn from 11 banks. A sample size of 229 was obtained using Yamane's formula. Stratified sampling technique was employed with six strata's obtained from six job cadres from top management to clerical staff. Structured questionnaires were the main data collection tools and analysis was aided by use Statistical Program for Social Scientist (SPSS) where descriptive and inferential statistics was applied and there after presentations of findings was done using tables. There was a positive strong correlation between grievance resolution and employee productivity. $r = .754$, $p (0.00) < \alpha (0.05)$. The study concludes that the non-financial motivation strategy influenced employee productivity in commercial banks. The study recommends introduction of impartial dispute meetings to resolve grievances.

Keywords: Grievance, Resolution, Motivational Activities, Productivity, Banks.

1. INTRODUCTION

Employee productivity can be measured by use of various parameters some of which include; impressive business results evidenced by high profitability, reduced turnaround time, increased customer loyalty, large customer base, high levels of expansion, operating within budgetary limits among others. As firms especially banks enter into a more dynamic world of international business and as globalization of world markets continue to emerge, comparative HRM issue appear to gain momentum and in all this comparisons, the aspect of productivity remains the common denominator. This argument is in line with the views of Schuler (2000), Schuler and Jackson (1999) and Sisson and Storey (2000) which are well documented in the literature. Various HRM practices are central in improving the quality of services offered by both corporate organizations and government entities and commercial banks fall in either of these two wide categories. Worth noting is the fact that quality of service delivered by any organization is a measure of employee productivity. Management scholars and practitioners alike are becoming increasingly interested in learning more about sound HRM practices aimed at enhancing organizational and employee performance sparked of by more focus on high productivity levels.

According to Armstrong (2012), the Human Resource capital forms an organization's most valued assets whose role is to steer and drive the organization towards competitiveness. He further asserts that the Human resource Capital is therefore solely responsible for the growth of the organization. If his assertions are anything to go by, then it's vital to have a committed and motivated workforce to grow and realize phenomenal organizational growth.

There is considerable evidence of high productivity within the commercial bank sub-sector in Kenya which manifests in impressive business results and high profitability. For instance, all the major industry players in the country posted high profit levels over years despite the challenges of unfavorable economic environment which was characterized by high tax regimes and skyrocketing inflationary rates. Similarly, there is evidence of motivational initiatives that have occurred within this sector which can be deduced from the big pay cheques and access to cheap credit. However, we cannot speak without doubt that there exist a direct relationship between the high productivity and the available motivational initiatives.

Statement of the Problem:

There is no doubt that motivation stirs productivity in the banking industry, however, most banks have not been keen in investing in non-financial motivational strategies aimed towards sustained productivity. The channels that have been used mostly have not been forged with the keenness of sustainability. This study therefore aims to look at the motivational initiative basing on non-financial parameter of employee grievance resolution mechanisms.

Objective:

To establish the role of Grievance resolution on employee productivity in the commercial banks sub-sector in Bungoma County, Kenya.

Hypothesis:

H₀. Grievance resolution mechanisms do not have a significant influence on the productivity of employees of commercial banks in Bungoma County, Kenya.

Significance of the Study:

Policy makers within the banking subsector and other sectors could find this research relevant to their functions since the research touches on a core area of policy making; Human resource Management whose role in an organization cannot be overemphasized. For instance, not a single organization can effectively exist without a sound HR unit and this is evidenced by the fact that even government entities which did not consider HRM a fundamental aspect of management are setting up a unit in all their sectors to handle human resource and industrial relation issues.

2. LITERATURE REVIEW

Elton Mayo Hawthorne Studies:

Employees have social and psychological needs which must be met alongside the economic and financial needs for them to feel motivated to complete their assignments (Wickström & Bendix, 2000). Previous studies on human relations especially Frederick Taylor had focused on the individual and ways in which an individual's performance could be improved. Hawthorne effect sets the individual in a social context, establishing that the performance of employees is influenced by their surroundings and by the people that they are working with as much as by their own innate abilities (Gale, 2004). While trying to determine the effect of physical conditions on productivity Mayo discovered the Hawthorne affect is a condition that individuals improve an aspect of their behavior in response to their awareness of being observed. Awareness by the workers that researchers were measuring productivity led to increased productivity.

Through the Hawthorne effect, there was recognition of psychological and social factors at work thus human factors play an important role in workplace motivation and productivity (Craighead & Nemeroff, 2001). These factors included; peer group, social forces and supervisory style. Working groups have an effect on individuals and how they performed. Thus performance is majorly dependent on social issues and job satisfaction, monetary incentives and good working were proved to be less important in improving employee productivity.

To conceptualize this theory to the study, Bank employees at times will be productive not because of the incentives they receive but through the belief that they are being closely monitored. Managers can thus use this experiment to give

attention to its employees that can give an impression that they care and are interested in the employees work. Much as financial factors can lead to an improvement in productivity, social factors are equally important and this can be in the relationships the employees are allowed to create at work place to enable them work as a group. Some banks have come with non-financial motivation strategies that are geared towards social bonding and that makes it obvious for employees to beware that management is concerned with their work thus productivity is guaranteed.

Employee Productivity:

Employee productivity has traditionally been viewed simply as relationship between input and output and hence a measure of efficiency. This view is in tandem with the accounting conventions hence management authors such as Armstrong (2010) view it as the “accounting productivity”. However, the same author argues that this perception about employee productivity is highly lacking since it fails to address pertinent issues in productivity. Therefore, he proposes a contemporary view of productivity that incorporates historically unaccounted-for factors such as employee turnover, absenteeism, and low employee cooperation among others. This view, according to him is the “economic productivity”. The factors covered under the contemporary definition of employee productivity oscillate well with the parameter of motivation under investigation in this research. For instance, absenteeism, low employee cooperation, lack of initiative among others akin to a poorly motivated workforce and their effect on organizational performance and productivity levels cannot be over emphasized.

Grievance Resolution Mechanisms and Employee Productivity:

According to De Angelis (2006), work place grievances and conflicts are a normal occurrence within corporate organizations and what makes the difference is how they are sorted out without having to spiral into productivity inhibitors. She argues that grievances could arise from interpersonal differences between employees, violation of employees’ rights, poor working environment characterized by faulty equipment and high risk activities, favoritism by the management towards selected employees, nepotism, office romance, work group dynamics and passive aggressive behavior among others.

According to De Angelis (2008), grievances should be ironed out as soon as they occur to avoid accumulation of unresolved issues. She argues that before employees take to the streets in protests, a lot of wastage of valuable time will have been lost and the damage to their productivity levels may be irreparable. It is worth noting that not all work place grievances are as a result of conflicts between employers and employees; some are as a result of interpersonal differences between employees and personal behaviors that go against the work place ethics and dynamics. For instance, Julie Lynem in an article appearing in the *Daily Chronicle* of February 2003 single out office romance as a personal behavior that can be a source of conflicts at the work place. She argues that when two people engage in romance at the work place and especially if it is between a boss and a subordinate, there are chances that the boss may end up making decisions that favor the lover hence aggrieving the rest of the staffs. Favoritism, skewed decision making and gossip are some of the negative issues that can be brought about by office romance. Turner and Weed (1983) argues that the management must put in place measures to tame office romance and this should be part of the organizations HR policy.

Conceptual Framework:

The following figure provides a summary of both independent and dependent variables of this study

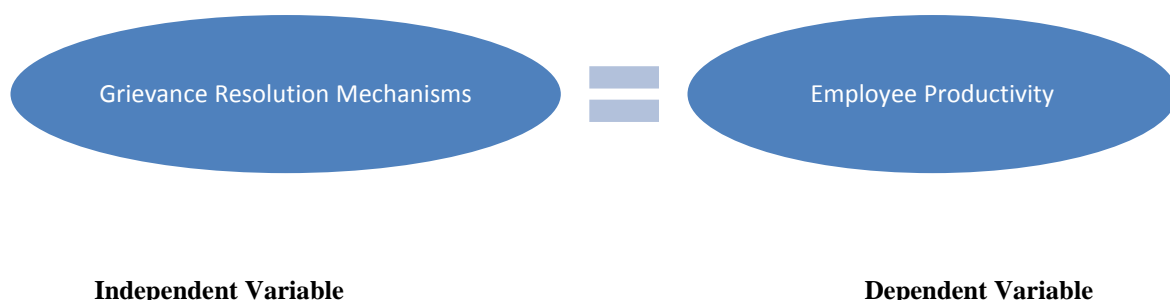


Figure 2.2 Conceptual Framework In this framework, employee productivity is depended on Grievance resolution mechanism.

Summary:

Grievances and conflicts at work place are considered to be normal, however how one responds to this grievances is the question that needs to be examined. Grievances occur from different circumstances such as interpersonal differences between employees, violation of employees' rights, uncondusive working environment characterized by faulty equipment and high risk activities, favoritism by the management towards selected employees, nepotism, office romance, work group dynamics and passive aggressive behavior among others. Organizations therefore need sound grievance resolution mechanisms to prevent eventualities related to work place grievances which at times are very detrimental.

3. RESEARCH METHODOLOGY

This research was conducted using survey design. The study was conducted in Bungoma County among the employees of 11 commercial Banks with a population of 536. $n = N / (1 + Ne^2)$, Where n is the sample size, N is the population size, e is the degree of precision (degree of confidence). Upon application of the formula, $n = 536 / (1 + 536(0.05^2))$ thus $n = 229$. The target population was divided into six subgroups (strata) basing on the job cadres of the bank employees. Questionnaires were used in the collection of the primary data. The data was analysed with the aid of SPSS where both descriptive and inferential statistics were performed. Pearson's product moment coefficient of correlation was used to correlate the variables. A multiple regression analysis was used to predict the value of the dependent variable based on the independent variable. The model for the study thus was $Y_i = \beta_0 + \beta_1 X_1 + e$. Y_i is the value of y, β_0 = the intercept, $\beta_1 X_1$ = Grievances Resolution and e = all those factors that affect Y but are not included in this study.

4. RESEARCH FINDINGS AND DISCUSSION**Questionnaire Return Rate:**

Out of the 229 questionnaires that were distributed, 200 were returned resulting to 87% of questionnaire return rate which was considered adequate enough and able to be used for generalization.

Table 4.1 Questionnaire Return Rate

Questionnaires Issued	Questionnaires Returned	Total Return Rate
229	200	87%

Job Title:

The study utilized different cadre of bank staff from the 11 banks. The results are tabulated as follows:

Table 4.2 Job Cadres of Respondents

Job Cadres	Frequency	Percentage
Bank Managers	7	3.5
Operations managers	7	3.5
Supervisors	14	7.0
Sales staff	67	33.5
Clerical Staff	70	35.0
Direct Sales Representatives	35	17.5
Total	200	100.0

The study established that majority of the respondents were clerical staff represented by 35%. This was followed closely by 33.5% who were sales staff. Bank managers and operations managers had 3.5%; this could be explained by the fact that the two are top line managers.

Causes and effect of Grievances:

The objective of the study sought to establish the effect of grievances resolution towards employee productivity. To this effect there was need to ascertain the extent to which organizations experience grievances. A cross tabulation was undertaken between the extent that organizations experience grievances and the major cause of the grievances Table 4.3 clearly gives a presentation of the results.

Table 4.3 Causes and Extent of Grievances in Banks

	To what extent does this organization experience grievances?			Total
	Great Extent	Moderate Extent	Small extent	
Interpersonal differences between employees	70	0	0	70
Violation of employees' rights	100	0	0	100
What is the major cause of grievance in this bank?				
Favoritism and nepotism by the management towards selected employees	10	7	0	17
Office romance	0	0	5	5
Passive aggressive behavior	0	8	0	8
Total	180	15	5	200

The study established that to a great extent most banking institutions experience grievances. These grievances were majorly violations of employee's rights which had a frequency of 100. Interpersonal differences also rated highly as a grievance that is mostly experienced by employees working in the different banks. Office romance being the list grievance rated towards a small extent with a frequency of 5. The study thus deduced that violations of employees' rights were the major grievance that was experienced and it rated towards a higher extent. De Angelis (2006) in his work acknowledges that work place grievances and conflicts are a normal occurrence within corporate organizations that need proper ways to solve to tap into productivity. Morrison *et al* (1997) argues that there are beliefs on reciprocal obligations between employees and their organizations which is held as a psychological contract which if not followed as agreed leads to feelings of anger and betrayal coupled by an experience that the organization has failed to fulfill one of its obligation that impacts on a negative outcome in productivity.

Willingness to Share on Grievances:

On whether employees willingly share on their grievances, Table 4.4 shows that only 35% affirmed while 65% who were the majority were of the opinion that they do not willingly share on their grievances. This further gave an implication that the unwillingness to share grievances might be as a result of dissatisfaction with the way an organization resolves the issues as faced and presented by employees. This indicated there were underlying issues that different banks need to look to ensure employees willingly share on their grievances.

Table 4.4 Willingness to Share on Grievances

Response	Frequency	Percentage
Yes	70	35.0
No	130	65.0
Total	200	100.0

Handling of Grievance:

The study further sought to establish who handles grievances in the different banks. A cross tabulation was undertaken to establish who handles grievances and the cause of the grievances in order to fully comprehend the effect of grievances resolution on employee productivity. Table 4.5 reveals that most of the grievances in banks are handled by operation managers as depicted by a frequency of 112. Fellow employees ranked second with a frequency of 40 in handling and resolving grievances. External mediators were not frequently used in handling conflicts as presented by a frequency of only 5. On the conflicts that were being handled, violations of employees rights mostly was tackled by operations manager. Cornett *et al*, (2003) are of the view that operations managers are concerned with the day to day operations in a bank thus are best suited to handle grievances that if not checked have an impact on productivity.

Table 4.5 Handling of Grievance

Person Handling Grievances	Major cause of grievance in this bank					Total
	Interpersonal differences between employees	Violation of employees' rights	Favoritism and nepotism by the management towards selected employees	Office romance	Passive aggressive behavior	
Bank manager	23	0	0	0	0	23
Operations manager	7	100	5	0	0	112
Human resource personnel	0	0	12	0	8	20
Fellow employees	40	0	0	0	0	40
External mediator	0	0	0	5	0	5
Total	70	100	17	5	8	200

Further, Table 4.5 indicates that Human resource personnel who are mostly responsible for staffing in an organization handled issues on nepotisms and favoritism in the banks. External mediation is usually the last resort used in banks when the employees and management cannot seem to agree. Mostly external mediators in Kenyan banks are usually in form of industrial courts and employees union such as Central Organization of Trade Union (COTU). A popular notion is that human resources in banks additionally handles issues to do with office romance but the findings of the study were contrary to the common belief as it found out that office romance was handled by external mediators. This might possibly because of the nature of the grievance is very personal and most banks probably fear to address it head on thus prefer using an external mediator.

Process and Awareness of Dispute Resolutions:

There was need to establish whether there was a process followed for dispute resolution and whether the bank employees were aware of the process. This is tabulated in 4.6. The study indicates that indeed there was a process followed as depicted by a frequency of 170. Further those who were of the view that there was a process were also aware of the process. Only 10 individuals were of the view that there was a process followed however they were not aware of the process.

Table 4.6 Process and Awareness of Dispute Resolutions

		Awareness of the process		Total
		Yes	No	
Process followed for dispute resolution	Yes	170	10	180
	No	0	20	20
Total		170	30	200

Awareness of Channel for Dispute Resolutions:

The study further sought to determine what channels were used to employees awareness of the process. The findings are presented in Table 4.7

Table 4.7 Awareness of Channel for Dispute Resolutions

Awareness Channels	Frequency	Percentage
Training	20	10.0
Through experience with the grievances	109	54.5
Work place orientation	7	3.5
Departmental meetings	49	24.5
Others	15	7.5
Total	200	100.0

Through experience, majority of the respondents had become aware of the different dispute resolution mechanism as presented in Table 4.7. This implies there was firsthand experience of disputes thus through this experience it becomes inevitable to learn of the channels used. Through experience one knows how the banking institutions handles disputes thus might be in a better way to give suggestions on how to improve. 24.5 % were of the opinion that they had learnt how their bank handles conflicts through departmental meeting. This further implied that the dispute resolution mechanism can be made up to date and also reflect the current department's standing as the meetings are usually regular. 7.5% indicated that they learnt of the dispute resolution mechanisms through other channels. This channel included the appointment letter which contains an attachment of the conflict resolution/ grievance resolution policy. From the findings, it could be deduced that conflict is inherent in organizations thus there has to be more than one way of making employees aware on how to resolve the given conflict. This finding resonates with the writings of De Angelis (2008), who views that grievances should be ironed out as soon as they occur to avoid accumulation of unresolved issues.

Grievance Resolution:

On the role of grievances resolution, statements were given on a five point likert scale to this effect. The range was strongly agree (5) to strongly disagree (1). The scores of strongly disagree and disagree were taken to represent a component that had an impact to a small extent (S.E) equivalent to a mean score of 0 to 2.5 on a continuous likert scale; ($0 \leq S.E \leq 2.4$). Scores of neutral were taken to represent a component that had an impact of a moderate extent (M.E) equivalent to a mean score of 2.5 to 3.4 on the continuous likert scale: ($2.5 \leq M.E \leq 3.4$). The scores for both agree and strongly agree were taken to represent a component which had an impact to a large extent (L.E) equivalent to a mean score of 3.5 to 5 on a continuous likert scale; ($3.5 \leq L.E \leq 5.0$).

Table 4.8 Role of Grievance Resolution

	N	Min	Max	Mean	Std. Deviation
Grievance resolution help to channel conflict into an institutionalized mechanism for peaceful resolution	2001	5	3.99	.982	
Grievance resolution has facilitated communication between labor and management regarding problems that arise in a collective bargaining relationship	2001	5	3.78	.835	
Through grievance resolution employees are enabled to complain with dignity knowing that there is a system of appeals leading to an impartial decision-maker	2001	5	2.27	1.298	
Grievance resolution enforce compliance with the terms and conditions negotiated by the parties	2001	5	3.96	1.259	

It was established, as indicated in Table 4.8 that grievance resolution help to channel conflict into an institutionalized mechanism for peaceful resolution (mean 3.99) which rated to a larger extent. Its standard deviation does not imply a significant difference on the impact of the variable among respondents. This implies that resolving grievances leads to a clear and peaceful way of resolution thus can enhance productivity. This was followed by grievance resolution enforce compliance with the terms and conditions negotiated by the parties (mean 3.96) indicating the two aggrieved parties decide how they would wish to handle conflict thus consensus is always built. The standard deviation of 1.259 implied that the responses were one point dispersed away translating to a minimum of 1 and a maximum of 5. With a small extent, (Mean 2.27) it was established that through grievance resolution employees are enabled to complain with dignity knowing that there is a system of appeals leading to an impartial decision-maker. This implied that most employees did not believe the systems used for grievances resolution led to impartial decision maker. From this finding, it is thus true to say that grievance resolution plays a crucial role when it comes to employee productive although most employees did not believe that the decisions made as a result of the grievances were impartial

Types of Grievance Mechanisms:

There was need to establish the types of grievances mechanisms used in the 11 banks in Bungoma County. Table 4.9 indicate that dialogue centered initiatives were majorly used as presented by 55%, summons from management followed with 24.5% only a small portion of employers use dismissal. This finding indicate that a lot of effort is given to dialogue implying most financial institutions believe that through dialogue centered initiatives a lot can be achieve. Summons from management at times are in form of warning thus those involved in grievances can also resolve their issues by having a third party come in between. Dismissal can be used as a last resort.

Table 4.9 Types of Grievance Mechanisms Used

Type of Mechanism	Frequency	Percent
Counseling	22	11.0
Dismissal	6	3.0
Dialogue centered initiatives	110	55.0
Mediation	6	3.0
Summons from management	49	24.5
Arbitration	7	3.5
Total	200	100.0

Major Role of Grievance Resolution Mechanism:

Further, there was a need to establish the major role of grievance resolution mechanism. Table 4.10 indicates that the study established that 60% who were the majority were of the view that grievance resolution mechanism mostly enhances employee productivity. 27.5% opined that grievances resolution help in enhancing peaceful coexistence. 12.5% who were the minority thought that it reduces on organizational cost. It was then deduced that grievance resolution plays different crucial roles in the banking sector but majorly it serves to enhance on employee productivity thus this study resonates well with the writing of Michael Ramsay (2013) who argued that work place conflicts and grievances can seriously impact employee productivity by having employees spend useful energy on focusing on conflict resolution instead of getting the work done.

Table 4.10 Major Role of Grievance Resolution Mechanism

Role of Grievance Resolution Mechanism	Frequency	Percentage
Enhances employee productivity	120	60.0
Reduces on the organizations costs	25	12.5
Enhances peaceful coexistence	55	27.5
Total	200	100.0

Effectiveness of Grievance Resolution Mechanisms:

Most respondents were of the view that their banks were effective when it comes to application of grievances resolution mechanism. This was indicated by a mean of 7.6, implying most banks are above average in use of grievances resolution mechanism. The modal rate was 8 which show banks were really trying when it comes to use of grievance resolution mechanism. Table 4.11 clearly presents the findings.

Table 4.11 Measure of Effectiveness of Grievance Resolution Mechanisms by Banks

Measure of Central Tendencies	Value
Mean	7.60
Median	8.00
Mode	8

Correlation:

The findings of the study as presented in Table 4.12 show there is a positive strong correlation between grievance resolution and employee productivity. $r = .754$ which is significant at $p(0.00) < \alpha(0.05)$. The null hypotheses stating grievance resolution mechanisms do not have an influence on the productivity of employees of commercial banks in Kenya was tested, with the p value being less than the α value of (0.05), the hypotheses was rejected and it was concluded that grievance resolution mechanism have an influence on the productivity of employees of commercial banks in Kenya. With effective grievances resolution mechanism employee productivity increases substantially. This finding further indicates that most banks in Bungoma County effectively use grievance resolution mechanism.

Table 4.12 Correlation Statistics between Grievance Resolution and Employee Productivity

		Grievance Resolution	Employee Productivity
Grievance Resolution	Pearson Correlation	1	.754**
	Sig. (2-tailed)		.000
	N	200	200
Employee Productivity	Pearson Correlation	.754**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Hypotheses Testing:

From the Table 4.13, it is therefore concluded that motivational initiatives have a great impact on employee productivity in the banking sector. Motivational initiatives not only need to be financial but can be in form of use of employee assistance programs, grievances resolution mechanisms and having a work life balance.

Table 4.13 Summary for Hypotheses Testing

Hypothesis	Accepted α Values	Computed p-values for variables	Conclusion
H₀ : $\mu_1 = \mu_2$: Grievance resolution mechanisms do not have an influence on the productivity of employees of commercial banks in Bungoma County.	$\alpha = 0.05$	0	Cannot accept Null hypothesis

Regression Analysis:

Finally In a bid to predict the value of the dependent variable based on the independent variables, the study performed a multiple regression analysis to determine the role of motivational initiatives on employee productivity.

Table 4.14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.547	.437	1.199

a. Predictor: grievances resolution

The model summary revealed R = 0.589 which indicate that there is a good level of prediction. R² implied 54.7% of the variations of motivational initiatives could explain employee productivity.

Table 4.15 Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	2.023	0.331		6.11	0.02	1.37	2.675
	grievances resolution	0.63	0.038	0.05	0.805	0	0.105	0.044

a. Dependent Variable: Employee Productivity

Based on the model coefficients on Table 4.15 the relationship between motivational initiative and employee productivity can be expressed as: $Y = 2.023 + .630X_2$. This showed grievances resolution variable is statistically significant as can be shown by the t value.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings:

The questionnaire return rate was 87% which could ensure generalization to similar studies. 11 banks from Bungoma County formed part of the study with clerical staff being the majority of respondents.

Effect of Grievance Resolution:

From the findings of the study, it was established that to a greater extent most banking institutions experience grievances with violations of employee's rights being the major cause of such grumbles. Majority of the employees were not willing on sharing on their grievances. Grievances in banks were mostly handled by operations manager. Most bank employees were in agreement of the existence of a due process in case of grievances and were also aware of how the process works. The major channel used in awareness of the dispute resolution mechanism was experiencing the dispute. It was established that grievance resolution plays a crucial role when it comes to employee productive although most employees did not believe that the decisions made as a result of the grievances were impartial. The most used grievance resolution mechanism was dialogue centered initiatives with dismissal of employees being used as a last resort. Grievance resolution mechanism mostly enhanced employee productivity. There was a general feeling that most banks were effective in application of grievances resolution mechanism. There was a positive strong correlation between grievance resolution and employee productivity.

Conclusion:

Grievances are a common phenomenon in the banking sector, however, there was an unwillingness to share grievances as a result of dissatisfaction with the way banks resolves the issues as faced and presented by employees indicating there were underlying issues that the banks need to look for to ensure employees willingly share on their grievances. Conclusions were drawn that grievance resolution plays different crucial roles in the banking sector but majorly it serves to enhance on employee productivity. Most banks rated above average in use of grievances resolution mechanism. The study concluded that effective grievances resolution mechanism is very crucial as it ensures a substantial increase in employee productivity.

Recommendations:

On grievances resolution, there should be mechanisms to make employees share on their grievances such as impartial dispute meetings which should be held frequently by the management and employee. In such meeting all grievances should be aired and common reconciliation grounds reached. Suggestion box should be effectively utilized to ensure grievances are reported and acted upon.

Areas of Further Research:

Wider future studies need to be done on grievance resolution covering other organization a part from banks to allow comparison.

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