

**KNOWLEDGE OF EMPLOYEE ON GRIEVANCE AND
ITS HANDLING AT St PAULOS HOSPITAL
MILLENNIUM MEDICAL COLLEGE**



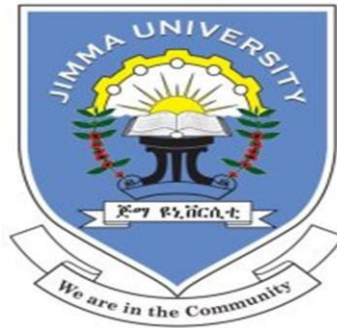
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Jimma, Ethiopia

JIMMA UNIVERSITY
INSTITUTE OF HEALTH
PUBLIC HEALTH FACULTY
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KNOWLEDGE OF EMPLOYEE GRIEVANCE AT St
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Abstract

Background:

Objective: The main objective of this study was to assess knowledge of employee about grievance and its handling at St Paul Hospital Millennium Medical College.

Methods: To achieve the intended objective A cross sectional study method was used. of this descriptive survey method which was mix method approach in that quantitative data collecting and qualitative approaches were used as data collecting approaches. Quantitative approach was used in this study for collecting the quantitative data. Data were collected from 349 sample respondents through questionnaire. The qualitative data were collected from the document review and key informants interviews .The collected quantitative data were analyzed in percentages, mean and standard deviation .The qualitative data that were collected through document review and interview were discussed in text explanations. On the basis of the analysis made of this study, the conclusions were made and the findings of this study were identified.

Results: findings of this study were: there is employees' knowledge on grievance and its settlement in Saint Paul Hospital, Millennium Medical College, and the main reasons of grievances in Saint Paul Hospital Millennium Medical College are promotion. The second and the third major reasons are working condition and the employee's relationship with their supervisors respectively.

Conclusion: The presence of knowledge of employees on employee grievance was identified, the of reasons of grievance like, lack of good employee's relationship with their supervisors, lack of clarity on promotion, un able to create suitable working condition, absence of need based training opportunities were already concluded as the points of conclusion on the basis of the results that had been obtained from this study, recommendation were given in that the recommendations were: The college management and human resource management department should work assessment periodically and should carefully identified and should be designed action plan to reduce the reasons for employee grievance , should develop a strategy to increase the knowledge about the employee grievance handling, since the employee will be motivated to forward the problem that will observe and face in the working process and the employee grievance should be handled positively through getting the employee and the management to

participate in the process since it has a positive contribution for the final solution were recommendations forwarded in order to improve the employee grievance handling in a systematic manner.

Key Words; Knowledge, Employee, Grievance, Grievance Handling

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ABBREVIATIONS

EG- Employee Grievance

EGH- Employee Grievance Handling

FMoH- Federal Ministry of Health

ILO- International Labor Organization

SPHMMC-Saint Paul Hospital Millennium Medical
College

SPSS Statistical Package for Social Sciences

CHAPTER ONE- INTRODUCTION

1.1. Background

Grievance is the formal expression of dissatisfaction by an employee with respect to the employer regarding their work, working condition or working relationship [1].

Employee Grievance, defined as any real or imagined feeling of personal injustice which an employee has about the employment relationship [2].

Knowledge about grievances is important in handling them. Upward channels of communication provide the dependable sources for discovery of grievances. Grievances can be uncovered in a number of ways. Gossip and grapevine offer vital clues about employee grievances. It is always preferable to have knowledge based on observation and through direct communication from the employee concerned. The methods, which could be undertaken to uncover the mystery surrounding grievances, are discussed below: the knowledge of direct observation help manager/supervisor or can usually track the behavior of people working under him. The knowledge of grievance procedure to handle systematic grievance procedure is the best means to high light employee discontent and dissatisfaction at various levels. The knowledge of A grievance procedure provides an avenue and an opportunity to give Vento employee's grievances. The dilemma a most managers' face is whether and how far they should encourage or discourage grievances. Management, to this end, must encourage employees to use it whenever they have anything to say [3]. Aswathappa, (2013),.

Effective grievance management knowledge is an essential part of personnel management; it is the management process of handling the grievance that occurred in a work place in more productive way. An effective employee grievance management ensures a peaceful harmonious work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers, and also helps the management to frame policies and procedures acceptable to the employees. Accordingly, the use of an effective approach of knowledge in managing an employee grievance is essential to resolving employees' dissatisfaction fairly. On their own, Mante-Meija & Enid (1991) argue that the choice of an effective way of managing an Employee's grievance ensures justice in the management of employee grievance and helps managers to base their decisions on ethical codes of conduct [4]. Aswathappa,(2013),.

The knowledge of employees and management on the implementation of policies, procedures and programs, employee rights are affected positively or vice versa. When employees are affected negatively grievance happened in the organization. Grievance occurs in any organization, but its occurrence varies from organization to organization, According to Gomez grievance can occur in relation to economic, work environment, supervision, and workgroup and miscellaneous like promotion, transfer, safety methods, transport facility, disciplinary rules and fines are some of the reasons [5]. When employee feels that their complaints are unfairly treated employee shows disappointment and as a result change in behavior, absenteeism, slow performance, loss of commitment, and high turnover occur in the organization [6]. In general, as good knowledge of Employee Grievance Handling Mechanism (EGHM) increase the employee/employer relationship might become well and the productivity of the employees thereby increasing the competence of the organization. When things become vice versa, it also adversely affect the employee, employer relationship as well as the quality of the service delivery.

A study on knowledge of employees about Grievance and its Handling Mechanism in Improving Quality of employee grievance handling revealed that well-defined separate grievance handling mechanism or department was not available in the colleges [7]. It can view that from these concepts employee grievances, dissatisfaction and the employee relations emanate from the work these concepts are inseparable and it affects employee behavior. This behavioral change manifests at work place in various ways so that employee grievance handling needs a system to manage. As previously explained grievance is inevitable in organizations so it needs a proper handling in order to maintain the working environment harmonious and productive. Hence grievance should be handled appropriately and timely to bring about employee satisfaction not only in the outcome, but also in the process of grievance handling.

Thus, organizations implement a mechanism for dealing with employee's grievance in an organized and formal manner contributes to make organizations stable. According to [8] the system provides an opportunity for employees to voice their concern over management action. Employees who have access to a grievance system less likely to leave .When a grievance is not well handled in an

organized and systematic manner: designing and implementing employee grievance procedure and designate authorized bodies, it is not only the employee but also the organization affected.

In 2015-16 year alone 45 qualified /experienced employees from different positions left the SPHMMC, grievance lodged by employees. Effective management of the employee's grievance will enable the organization to resolve the grievance on a mutual understanding

It can be argued that knowledge of employees about grievance need to have good knowledge on employee grievance procedure that is because Thus, this study tried to assess the knowledge of employee on grievance procedure and its handling system..

1.2. Statement of the problem

The success of any organization depends to a great extent on the relationship between the employees and employer. Some of the issues of relation are, proper incentives, learning, carrier development, effective communication, work environment, work schedules, social needs, and involvement, fair and just treatment [9].

In this regard, organizations could not implement this role due to various reasons and the relationship adversely affected. Hence employee grievance might occur. Evidences show that grievances occur in every workplace where there is ambiguous job description, mistreatment, unfair treatment, misinterpretation and violation of rules in discipline cases, promotion, transfers, layoffs, work assignment. Due to these actions employee frustrate and become dissatisfied. At the end it is, expressed as grievance [10].

When employee feels that their complaints are treated unfairly through formal procedure, show disappointment and injustice regarding working condition. As a result of this change in behavior, absenteeism, slow performance, loss of commitment, and high turnover occur in the organization. These dysfunctional behaviors affect the quality of health care service delivery. Therefore, a prompt and effective handling of grievances is essential for industrial harmony [11]. Institutions to day face intense pressure from rapidly changing external environment and the needs of customer based service. To cope with this objectives

A study conducted on an employee grievance handling system with special reference to Amiratha dairy pvt limited concluded that majority of the employees were neutrally satisfied with the working condition, salary and compensation of their organization, so the study recommended the management should take some steps to reduce grievance among employees [12].

A descriptive study conducted in India shows that, procedure "Bhilajaypee cement limited revealed only 19% of respondents strongly agree that the grievance handling policy of the organization is effective and 50% of respondents only agree about effectiveness of grievance management. In relation to the decision made for the grievance only 76% of respondents were satisfied with the decision given corresponding to their grievance and 58% of respondents were facing grievances for a period that extends beyond six months, this indicates, employee grievance was not settled timely and with the satisfaction of employees

In relation to the frequency of employee grievance reported a study finding shows 53.3 % of the respondent's response shows employees faced grievance employee face grievance in various degree hence it is important to settle timely, treat in a good pace and lowering rates of grievance through taking a lesson from past [13].

The Public Service commission report shows in 2008 E.C, 3000 government employees from 200 federal public institutions from all the four corners of the country appeal and settled with many up and downs. The reason to appeal is unable to get justice from their institutions. Even though cases were settled, but were not with time limits or delayed. Lack of willingness to resolve the problems on the part of the managers of the organizations, gaps in the rules, regulations and procedures and the absence of clear accountability for the.-decision made were the major challenges in redressed appeals [14].

Saint Paul Hospital Millennium Medical College annual report shows 15 grievances were presented to the college in written and 72 males and 209 females a total of 281 employees left the college in 2009 E.C. [15].

Therefore, every attempt to establish a good knowledge of employee grievance and its settlement is evaluated in line with the efforts made to have sufficient knowledge and the implementation of organizational policies, procedures and work rules apply consistently among

all employees, regardless of qualification or classification, and the managers must take pains to ensure that all employees receive equal treatment. In order to achieve this knowledge of employees on the procedures contributes. knowledge of employees about characteristics of grievances, knowledge of employees about categories of grievances, knowledge of employees about types of grievances, knowledge of employees about expression of grievance is important, knowledge of employees about nature of grievances, knowledge of employees about effect of grievances, knowledge of employees about indices of grievances and grievance rate, knowledge of employees about symptoms of grievances, knowledge of employees about sources of grievances is very important for the employees to raise their complaints properly and to handle the feedback properly. Previous recent study had not been conducted in this particular setting area on the knowledge of employees about grievance and its handling. Therefore, the researcher motivated to conduct this study on the knowledge of employees about grievance and its handling system St Paul Hospital Millennium Medical College. To this end the following basic research questions were designed.

Basic Research Questions

Based up on the statement of the problem discussed above the researcher designed to investigate the following basic research questions:

1. Is there knowledge of employees about grievance and its settling mechanism in Saint Paul Hospital Millennium Medical College?
2. What are the main reasons of grievances in Saint Paul Hospital Millennium Medical College?
3. What are the employee grievance handling process and how they are implemented in SPHMMC ?

1.4. Significance of the study

Employee grievance handling is a crucial task in human resource management. This study is very important to improve its handling.

This study assessed the employee grievance and its settlement in SPHMMC so that deliver evidence for SPHMMC, management, employees, FMOH for the next action in relation to the employee grievance handling. The information obtained from this study was assumed to help the

human resource management specialists and it can also secure as a reference for individuals to complete to their study regarding employee grievance.

CHAPTER TWO - LITRATURE REVIEW

This chapter presents a conceptual framework of the study and discussion of the knowledge of employee about grievance and its handling. Definitions and concepts of knowledge of employee about grievance and its handling, as well as theories related to the knowledge about employee grievance and its handling, dimension and determinants of knowledge about employee grievance and its handling were discussed in detail. It also included related research findings in the area. The chapter reviewed literature regarding knowledge about grievance and its handling practices, sources of grievances, effective knowledge of grievance handling practices, and employee representatives' involvement in employee grievances. The analysis considered other intellectuals and researchers work locally or internationally.

2.1 KNOWELDGE OF EMPLOYEES ABOUT MEANING OF GRIEVANCE

Employee grievance sounds like an easy question, yet there is often a basic misunderstanding of what exactly constitutes a grievance. Some (esp. management) believe that only a violation of a specific article or section of the contract can be the basis for a grievance.

This is not true. In general terms, a grievance is any unjust act, practice or condition that management has the power to correct. In the language of labor relations, and from management' single, a grievance is simply a complaint, which has been formally presented in writing, to a management representative or to a union official [16].. A grievance is a complaint by a staff member or employee about unfair treatment in relation to any aspect of their employment. Usually, this would not include complaints of misconduct, discrimination or harassment which have separate identified procedures.

Broadly speaking, a grievance is any dissatisfaction that adversely affects productivity. A grievance is a sign of an employee's discontent with job and its nature. The employee has got certain aspirations by the organization, where he is working. When the organization fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction [16].

Grievance can be defined as any discontent or dissatisfaction, with any aspect of organization. It can be real or imaginary, legitimate or ridiculous, stated or invoiced, written or oral. It must, however, find expression in some form or the other [17].

When a complaint remains unattended and the employee concerned feels a sense of lack of justice and fair play, the dissatisfaction grows and assumes the status of a grievance. Usually grievances relate to problems of interpretation or perceived non fulfillment of one's expectations from the organization.

Aggrieved employees usually manifest deviant behavior [18]. This implies it affects the relationship and finally productivity also adversely affects.

The term 'grievance' has been defined by different researchers in different ways. According to Mondy and Noe, grievance can broadly be defined as "an employee's dissatisfaction or feeling of personal injustice relating to his or her employment." Dale Yoder defines grievance as "a written complaint filed by an employee and claiming an unfair treatment." According to Dale S. Beach, a grievance is "any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of management [18].

Keith Davis defines grievance as "any real or imagined feeling of personal injustice which an employee has about the employment relationship." A grievance represents a situation in which an employee feels that something unfavorable to him has happened or is going to happen. In fact, in case of real grievance, the dissatisfaction of an employee can be genuine which may be due to supervisory behavior or the fact that his/her terms and conditions of employment have been violated or ignored by the management. Since no one can stop an employee to imagine, he/she can feel or believe that there has been some deliberate neglect to him/her by the supervisor, or his/her interests and rights have been deliberately violated or ignored, which may not be true in reality. This state of affairs of an employee is called imaginary grievance [18].

According to Flippo, a grievance is "a type of discontent which must always be expressed. A grievance is usually more formal in character than a complaint. It can be valid or ridiculous and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of the labor contract." [19].

One of the best definitions of grievance has been given by Michael J. Juicus. He says, the term grievance means “any discontent or dissatisfaction, whether expressed or not and whether valid or not arising out of anything, connected with the company that an employee thinks, believes or even feels, is unfair, unjust or inequitable.”

7 This definition is very broad and covers all kinds of dissatisfaction, which an employee has while doing his job. A grievance means any discontentment or dissatisfaction arising out of anything related to the enterprise where he is working. It may not be expressed and even may not be valid.

It arises when an employee feels that something has happened or is going to happen which is unfair, unjust or inequitable [19].

It is clear from the above that grievance may be factual, imaginary or disguised (hidden). It is a discontentment whether expressed or not. Grievance may arise from imaginary conditions or from incorrect reasoning but it must cause a feeling of injustice. Grievance is a real or imaginary feeling arising out of a grievance, which an employee may have in regard to his employment or working conditions. A grievance is the dissatisfaction of an employee in the organization, which is based on his/her perception of the situation. In fact, a grievance is always an individual problem, but when the cause of the grievance affects several employees of an organization and the union takes up the problem, it becomes a dispute [19].

Grievance can be conceived in several stages. Dissatisfaction may or may not be articulated. When it takes some shape and is brought to the notice of some authority, then it is seen as a complaint. A complaint is a formal representation of a grievance. An individual grievance, if not settled under the grievance process, assumes the form of an industrial dispute and attracts the dispute settlement provisions. Basically, a grievance is a complaint of one or more workers covering such areas as wages, allowances, conditions of work, overtime, leave, transfer, promotion, seniority, job assignment, termination of service, etc. The National Commission on Labour states that “complaints affecting one or more individual worker in respect of their wage payments, overtime, leave, transfer, promotion, seniority, work assignment, and discharges would constitute grievances [19].

When an employee presents a problem, the grievance redressing authority, has to analyze the problem, find out the root cause of the problem rather than viewing it from legal aspects and solve it, based on humanitarian approach.

This approach of grievance redressal is known as clinical approach to grievance handling.

Hence, a grievance may be viewed as a complex psychological phenomenon, calling for human action or procedure rather than any legal action or procedure in its analysis and solution[19].

Grievance: A grievance is a claim by an employee or a group of employees, by the association, or by the employer that there has been a violation, misapplication or misinterpretation of the terms of collective agreement.

Employee Grievance: An employee grievance is a claim by an employee, who is solely affected, that the terms and conditions of his agreement have been violated, misapplied or misinterpreted.

Association Grievance: It involves more than one employee or bargaining unit or association rights, or any dispute arising directly between the employer and the association concerning the interpretation, application or alleged violation of the collective agreement.

2.2. KNOWLEDGE OF EMPLOYEES ABOUT CHARACTERISTICS OF GRIEVANCES

On the basis of explanation of grievances, there emerge the following characteristics

2.2.1 The Discontent must arise out of something connected with the Company

Workers may be dissatisfied because of several reasons. For example, illness in the family, quarrel with a neighbor, disliking, for the political party in power, and soon. Such outside sources are beyond the control of the company and, therefore, do not constitute a grievance [19].

2. 2.2 The Discontent may be Expressed or Implied

Expressed grievances are comparatively easy to recognize and are manifested in several ways, e.g., gossiping, jealousy, active criticism, argumentation, increased labour turnover, carelessness in the use of tools and materials, untidy housekeeping, poor workmanship, etc.

Unexpressed grievances are indicated by in difference to work, day dreaming, absenteeism, tardiness, etc.

It is not wise to recognize only expressed grievances and overlook the unexpressed ones. In fact, unexpressed or implied grievances are more dangerous than the expressed ones because it is not known when they may explode. Hence, the executives should develop a seventh sense for anticipating grievances. He should be sensitive to even the weak and 'implied' signals from the employee.

An employee may casually remark that it is too obtuse to obtain the room that he has been assigned a job that he does not like.

All such casual remarks and grumblings are grievances by implication. Only for pains taking and observant supervisor it is possible to discover what bothering employees is before they themselves are aware of grievances. The personnel department can be helpful by training supervisors to become proficient in observing employees.

The technique of attitude surveys and statistical interpretations of trends of turnover, complaints, transfers, suggestion, etc., are also helpful in this connection [19].

2.2.3 The Discontent may be Valid, Legitimate and Rational or Untrue and Irrational or Completely Ludicrous

The point is that when a grievance held by an employee comes to the notice of the management it cannot usually dismiss it as irrational or untrue. Such grievances also have to be attended by the management in the same way as rational grievances. We should know that the large part of our behavior is irrational. This may be largely due to our distorted perception. Emotional grievances which are based upon sentiments (like love, hatred, resentment, anger, envy, fear, etc.), misconceptions and lack of thinking are examples of our irrational behavior. These grievances are the most difficult to handle [19].

4 Factual

The employer-employee relationship depends upon the job contract in any organization. This contract indicates the norms defining the limits within which the employee expects the organization to fulfill his aspirations, needs or expectations. When these legitimate needs or expectations or aspirations are not fulfilled, the employee will be dissatisfied with the job. Such dissatisfaction is called factual grievance. For instance, when an employee is not given promotion, which is due to him, or when working conditions are unsafe, grievances of employees relating to these issues are based on facts. In other words, these grievances reflect the drawbacks in the implementation of the organizational policies [20].

5. Imaginary

When the job contract is not clear-cut and does not indicate the norms defining the limits within which the employee expects the organization to fulfill his needs or aspirations, the employee develops such needs, which the organization is not obliged to meet.

Here, grievances are not based on facts. Even then, the employee feels aggrieved. Normally, the organization does not feel any kind of responsibility for such grievances and their redressal, because they are based not only on wrong perceptions of the employee but also on wrong information. However, such grievances can have far-reaching consequences on the organization.

because the employees are likely to develop an altogether negative attitude towards the organization, which decreases their effectiveness and involvement in work [20].

6. DISGUISED

In general, organizations consider the basic requirements of their employees. Psychological needs of employees such as need for recognition, affection, power, achievement etc., are normally unattended and ignored. For instance, an employee complaining very strongly about the working conditions in office may in turn be seeking some recognition and appreciation from his or her colleagues. Hence, disguised grievances should also be considered since they do have far reaching consequences in case they are unattended and ignored. Our advantage of giving a widest possible meaning to the term“ grievance” is that the possibility of the manager overlooking any complaints is very much reduced. Even those discontents, which have not yet assumed great importance for the complainant and have therefore not moved into formal procedural channels such as casual remarks or grumblings technically called“ complaints”, come within the pur view of the grievance handling machinery of the organization and are removed in the course [20].

2.3. KNOWLEDGE OF EMPLOYEES ABOUT CATEGORIES OF GRIEVANCES

There are thousands of possible grievances, but they all should fall in to one of the following general categories:

1. Violation of the Contract

This is the clearest and most blatant type of the grievance .It includes such matters as seniority hour's work, staffing, wages, working conditions, holidays, vacations, and disciplinary action without just cause.

2. Violation of Written Precedent

Written precedent is a sentence force able as contract language. Examples include company rules, procedures, or written interpretations of the contract from prior grievances or arbitrations.

3. Violation of Past Practice

Even when the contract says nothing, and you have no written precedent, there can be a grievance based on established “past practices”. A practice that has been in place for an extended period of time and is accepted by both parties either explicitly (orally or in writing) or implicitly (neither side has ever objected) may be the basis for a grievance if it is violated.

4. Violation of Fair Treatment

There doesn't have to be a contract clause covering supervisor's assaults or abuse of employees to make it possible to have this kind of violation. Discrimination and worker's right covers a broad number of incidents or practices.

Management cannot discriminate on the basis of race, sex, age, nationality, religion, sexual preference or union activity.

5. Violation of the Law

Laws written to protect workers are implicitly part of the contract, and violation of municipal, state or federal laws can constitute grievance.

6. Violation of Management's Rules or Responsibilities

Management has the responsibility to provide safe and healthy working conditions. Likewise, management has a right to certain policies under the contract. If management fails to fulfill its responsibilities or violates its own policies, it may be necessary to file a grievance.

Even if none of the above apply, if there is a bonafide unfair practice or action by management, a grievance should be filed and should demand representation and hearing [21].

2.4. KNOWLEDGE OF EMPLOYEES ABOUT TYPES OF GRIEVANCES

A. INDIVIDUAL AND COLLECTIVE (GROUP) GRIEVANCE

The International Labour Organization (ILO) defines a grievance as a complaint by one or more workers with respect to wages and allowances, conditions of work and interpretation of service conditions covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service [21].

It is important to make a distinction between individual grievances and group grievances. If the issue involve dissertated too ne or a few individual employees, it needs to be handled through a grievance procedure, but when general issues with policy implications and wider interest are involved they become the subject matter for collective bargaining. Ideally, in individual grievance re dressal, trade unions should have less or no role, while in grievance of collective nature and wider ramification, trade unions needs to be involved. Or the purpose of the study, grievance has a narrow perspective.

It is concerned with the interpretation of a contract or award as applied to an individual or a few employees [21].

B.FORMAL (WRITTEN) AND INFORMAL (ORAL) GRIEVANCE

A dissatisfied employee may also put the causes of dissatisfaction in writing and present it before appropriate authority.

When he/she does so, the grievance takes the formal (written) form. On the other hand, unless the dissatisfaction is put in writing and so long the employees goes on talking about the causes of dissatisfaction to others, it is called in formal(oral)grievance.

Thus, as Jucius has rightly observed, a grievance is a complaint expressed in writing or orally a company related matter [21].

C.LEGITIMATEANDILLEGITIMATEGRIEVANCE

In case of legitimate grievance, the employee's contract and all rights with respect to terms and conditions of employment or spirit of collective bargaining are violated. On the other hand, the dissatisfaction of an employee over supervisory behavior, peer's negligence or any other perceptual matter can cause grievance, but it remains illegitimate [21].

2.5. KNOWELDGE OF EMPLOYEES ABOUT EXPRESSION OF GRIEVANCE ISIMPORTANT

•Where people work in groups, there are inevitable grievances off and on. There is nothing to get alarmed, if people/ aggrieved express their grievances. Rather, it is a matter of concern, if they do not express blocked individuals grievances, which lead to industrial conflict.

- If grievance level in an organization is too low, this could mean either one of the two Things-
(i).The level of frustration may have created relationship of a pathy among employees and supervisors, or

(ii) The need of employees toward search for satisfaction has gone too low. Both are harmful for the organization.

2.6. KNOWELDGE OF EMPLOYEES ABOUT NATURE OF GRIEVANCES

Technically speaking, grievances may be collective or individual; grievances usually arise when the employees in their working lives feel aggrieved about some managerial decisions, practices, policies or service conditions. Employees are often heard complaining that work environment is not conducive to exigencies work; promotional avenues are not available, etc. If employee's dissatisfaction is not attended properly, it may lead to un cooperative attitude of employees and will also affect organizational health [21].

In case the grievances are collective like the lack of a promotion policy, it is a situation of an industrial dispute, but if a grievance relates to one or some workmen, like denial of promotion of a work man or his transfer, then it is a case of grievance. In fact, the word "grievance" now connotes individual grievances only, though it is not wrong to use the words"collective grievances." [21].

A grievance may be submitted by a worker, or several workers, in respect of any measure or situation, which directly affects, or is likely to affect, the conditions of employment of one or several workers in the organization. Where a grievance is transformed into a general claim either by a union or by a large number of workers it falls outside the grievance procedure and normally comes under the purview of collective bargaining. Ideally, individual grievances should be allowed to be processed through a grievance procedure. Thus, only individual grievances are in real terms the grievances, which arise from matters that maybe:

- 1. Technical**, i.e. Incidental to the work at the shop floor; and
- 2. General**, i.e. in respect of service conditions, wage payments, welfare facilities etc.

The International Labor Organization (ILO) classifies a grievance as a complaint of one or more workers with respect to wages and allowances, conditions of work and interpretations of services stipulations, covering such areas as over time, leave, transfer, promotion, seniority, job

assignment and termination of service. The National Commission of Labor(NCL)states, “complaints affecting one or more individual workers in respect of their wage payments, overtime, leave ,transfer, promotion, seniority, work assignment, and discharges would constitute grievances.”

A point to be noted is that where the issue is of a wider or general nature, or of general applicability, then it will be outside the purview of the grievance machinery. Chandra found that policy issues relating to hours of work, incentives, wage, dearness allowance and bonus are beyond the scope of the grievance procedure-they fall under the pure view of collective bargaining [21].

There is a need for deeper analysis of the policies, procedures, practices, structures and personality dynamics in the organization, to arrive at the real causes of grievances.

Grievances arise from management policies and practices, particularly when they lack consistency, uniformity, fair play and the desired level of flexibility.

2.7. KNOWLEDGE OF EMPLOYEES ABOUT EFFECT OF GREIVANCES

Grievances, if they are not identified and redressed, may affect adversely the workers, managers and the organization. The adverse effects include:

(1) ON PRODUCTION

- (a) Low quality of production.
- (b) Low quality of productivity.
- (c) Increase in the wastage of material, spoilage/leakage of machinery.
- (d) Increase in the cost of production per unit.

(2) ON THE EMPLOYEES

- (a) Increases the rate of absenteeism and turnover.
- (b) Reduces the level of commitment, sincerity and punctuality.
- (c) Increase the incidence of accidents.
- (d) Reduces the level of employee morale.

(3) ON THE MANAGERS

- (a) Strains the superior subordinate relations.
- (b) Increases the degree of supervision, control and follow-up.

(c) Increases in indiscipline cases.

(d) Increase in unrest and there by machinery to maintain industrial peace.

2.8. KNOWLEDGE OF EMPLOYEES ABOUT INDICES OF GRIEVANCES AND GRIEVANCE RATE

There are certain, expressed and unexpressed both, indices of grievances diagnosing the state of organization's health, like decline in production/ output (other things being equal), change in an individual's work habits, approach to the job, absenteeism rates, increased labor turnover, accident data, requests for transfer, number of disciplinary cases, increased suggestions, carelessness in the use of tools and materials etc. It is not wise to recognize only the expressed grievances and over look the unexpressed ones [21].

In fact, unexpressed or implied grievances are more dangerous than the expressed ones because it is not known when they may explode. A grievance rate is usually stated in terms of number of written grievances presented per 100 employees in one year. A typical grievance rate is 10% to 20% and any rate above or below that range might indicate a labour relations situation meriting further investigation.

Method of handling grievances will affect the rate of grievance. Other factors affecting grievances rate are job conditions, rules of government, general social conditions and the home environment. Grievances should be carefully studied by the management to determine there al causes of this break down of the human machine [21].

2.9. KNOWLEDGE OF EMPLOYEES ABOUT SYMPTOMS OF GRIEVANCES

Frequently, an employee does not express his/her dissatisfaction before any one in any form but discontent exists. It may be cause of his/her personality characteristics, childhood experiences, position in the family and socioeconomic and cultural background. Moreover, some employees are reluctant to complain to avoid further tension, believe that dissatisfaction is temporary and it will vanish, do not like to be called "chronic complainer" or have greater tolerance.

This type of discontent among employees is very dangerous because it is not known when they may erupt. Therefore, this type of implicit grievances has very negligible observable symptoms, unless close supervisory observations are made or frequent attitudinal surveys are conducted by the organization [22].

2.10. KNOWLEDGE OF EMPLOYEES ABOUT SOURCES OF GRIEVANCES

A grievance represents a situation in which an employee feels that something unfavorable to him has happened or is going to happen. In an industrial enterprise, grievances may arise because of the following:

(1).Employment terms. Such terms and conditions in labor agreements, which are too general, contradictory, or ambiguous, may give rise to many grievances [22].

2).Working conditions. A large number of workers' grievances are about the bad and unhealthy or unhygienic working conditions prevailing in the company, such as frequent breakdowns of power, defective equipment and layout, lack of safety measures, absence of fair and well-lighted rooms to work, and soon.

(3).Unsatisfactory compensation. Many grievances grow from lower wages, salaries and fewer allowances, lack of benefits and services, and absence of other in direct compensations.

(4) Difference of opinion. An important reason of grievances is the difference of opinion on any particular point or issue between workers and the management, between workers and workers, or between managers and managers. Different interpretations of legal provisions, attitudes of workers and managers, their varied cultural backgrounds, their different personal goals, etc. lead to difference in opinions.

(5).In effective supervisors. Sometimes, in effective supervisors also prove to be a source of many grievances. They fail to properly abide by and administer the labour contract. All times, they are notable to give proper and adequate counseling to workers and help them solve their

problems. They are also notable to clearly explain management policies and practices to the workers. Their failures results in increasing the number of grievances in the company[21].

(6). Lack of participation in management. Lack of opportunity for participation of workers in decision making in the firm results in greater number of grievances. If workers participate in decision making processes, they desist from complaining against many things which were decided with their participation.

(7).Attitude of management. Many grievances arise due to conservative attitudes of managers and supervisors. The partial attitude of the managers toward workers may create an atmosphere of fear doubts, and dissatisfaction in the mind of workers

(8).Political behavior. Many grievances arise due to set political thinking and pure political considerations of managers and workers. Thus, the sources of grievances maybe grouped under three heads, viz

.(i) management policies

(ii) Working conditions

(iii) Personal actors

(i) Grievances resulting from Management Policies

(a)Wage rates or scale of pay

(b) Overtime

(c) Leave

(d) Transfer improper matching of the worker with the job

(e) Seniority, promotion, and discharges

(f) Lack of career planning and employee development plan

(g) Lack of role clarity

(h)Lack of regard for collective agreement

(i) Hostility towards a labor union

(j) Autocratic leadership style of supervisors

ii) Grievances resulting from Working Conditions

(a) Unrealistic

(b) Non availability of proper tools, machines and equipment for doing the job

- (c) Tight production standards
- (d) Bad physical conditions of workplace
- (e) Poor relationship with the supervisor
- (f) Negative approach to discipline

iii) Grievances resulting from Personal Factors

- a) Narrow attitude
- (b) Over-ambition
- (c) Egoistic personality

2.11. KNOWLEDGE ABOUT Grievance Handling Mechanisms

A grievance procedure is a guide to action and employee grievance required to be settled timely. So, it is one of the major instruments that serve to handle employee grievances in organizations. Its presence encouraged employees to take their complaints to their immediate supervisor and then to upper-management levels to seek a solution. It can be resolved informally through communication between employee and employer through the guidance of the procedure. It also encouraged employees to chase grievable issues through the grievance procedure and supervisors are to assist them in this process [23].

According to literature, grievance should be dealt with promptly and at the lowest level possible, to the satisfaction of the aggrieved and as expeditiously as possible. But, in practical world this truth face challenges [24].

A study conducted in grievance handling in the department of correctional service has revealed that respondents regard the delay in grievance handling as problematic and this adversely affects their confidence that the grievance procedure the organization practiced [29].

According to literatures, a grievance systems consists of five types of procedures, namely: step review system, peer-review system, open-door policy, predominant systems, and hearing officer policy. The step-review system is the most predominant system. The role of this system is to process grievances through, progressive steps from lower to higher levels of management [25].

Consistently, the Ethiopian Council of Minister's Regulation Number 77/2002 procedure state that an aggrieved civil servant may lodge his petition after discussed his/her complaint with his/her immediate supervisor or with the concerned official. This shows Ethiopia also used the mechanism stated above [26].

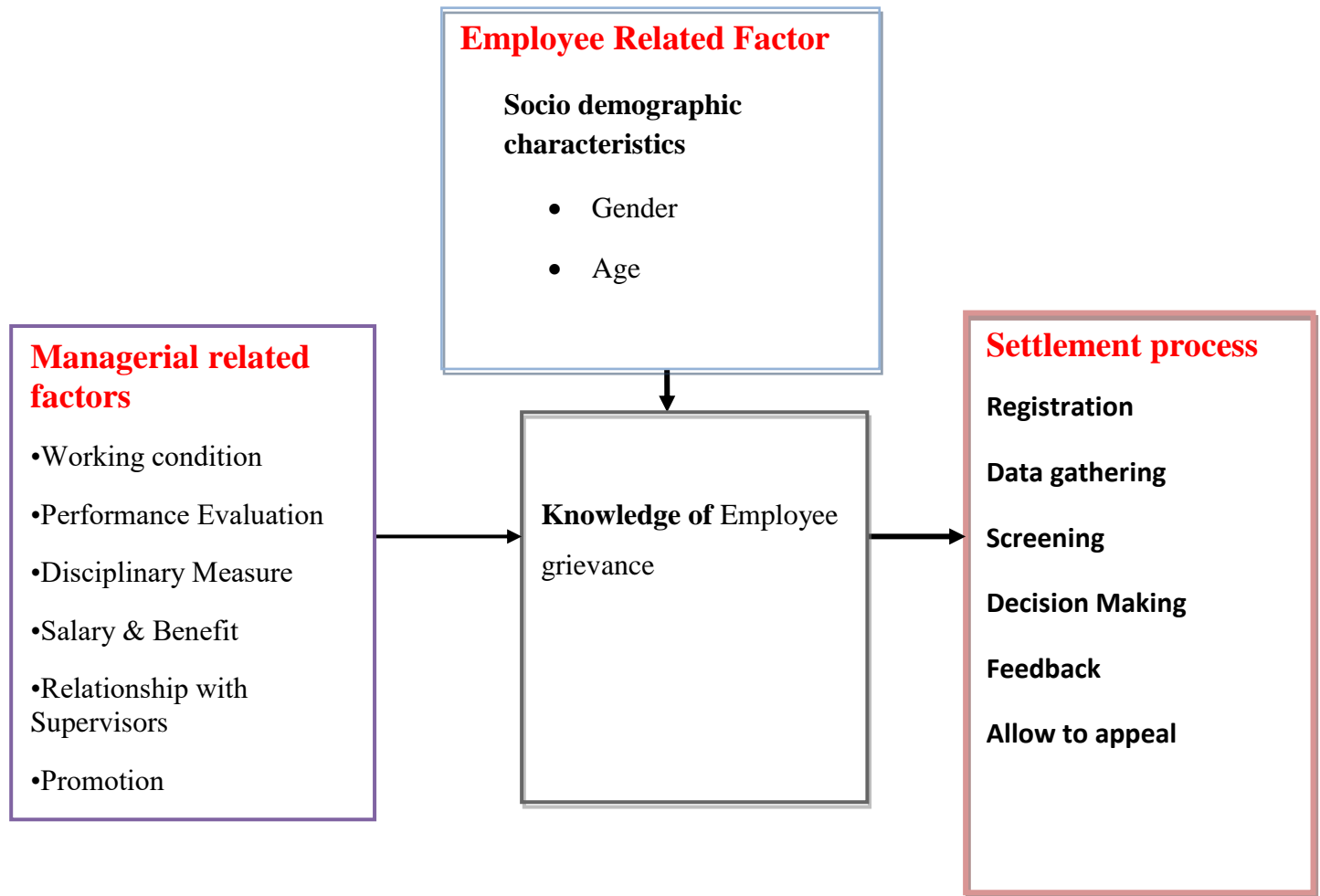
In general, as evidence shows the grievance procedure is the major tool in the settlement of employee grievance. It provides a useful means to address employee dissatisfaction.

2.11. KNOWLEDGE ABOUT THE PRINCIPLES OF EMPLOYEE GRIEVANCE HANDLING MECHANISM

According to a stated points so far by different authors grievance should be guided by principles in order to handle the occurrences;- a strong desire is needed by the management in order to resolve dissatisfaction and conflicts, empathy toward an employee, an understanding of their problems, and an ability and willingness to listen and probe for hidden agendas, a complete knowledge and understanding of personnel policies, procedures, and practices, and a personal commitment to the interest of the institution, side with a sense of fair play on behalf of the employees. This shows that a grievance should manage in certain principle or requires its own personality which contributes for effective grievance handling Aswathappa,(2013),.

2.12. Conceptual Framework for Grievance Handling

The following figure shows the frame work for effective grievance handling mechanism by showing the relationship among the employee's background, their grievance condition and the settlement processes of the employees' grievances as put bellow:



Adapted from study in Tanzania about effective employee grievance handling mechanism

Fig 1: Conceptual Framework for Employee grievance

In this study employee grievance and its grievance handling system is planned to explore employees' awareness on grievance settling mechanism, identify the reasons why employee show grievances, to explore the employees grievance handling procedures in SPHMMC

This chapter had provided an overview of the knowledge of employee grievance and its handling system. Employee grievance is defined in different words, but similar meanings. Some others defined employee grievance as a complaint by itself. Others define it as dissatisfaction. Different principles are available to form the constructs of employee grievance in an organization.

Though the theories discussed in this chapter differ in their classification and dimensions and all recognize the importance of these features in understanding employee grievance redressed. Moreover, different findings are included in the literature to show the practical importance of the selected dimensions in understanding employee grievance handling system. Most of the reviewed studies show that all the dimensions of the grievances have an influence on employee grievance, though differences in their magnitude observed. Also, the findings related to the relationship between employee grievance handling and the roles played by the management and the employees themselves can contribute a lot as mechanisms of handling grievances. As different researches mentioned in their studies, the majority of the reviewed studies indicated that there is a lot of mechanisms to be used by managers in grievance solution. Then, it could be possible to suggest an important measure to create good employee grievance handling system.

Generally, this chapter gave an important overview of the variables related to the employee grievance handling system. Where corresponding local research based on the topic was obtained, it was intergraded into the literature review.

CHAPTER THREE- OBJECTIVES

3.1 General Objective

To assess the types of employee grievance and its handling system at Saint Paul Hospital Millennium Medical College (SPHMMC) 2019.

3.2 Specific objectives

1. To assess employees' awareness about grievance settling mechanism in SPHMMC.
2. To describe the reasons of employee grievances in SPHMMC.
3. To assess the knowledge if employees about and its settlement process in SPHMMC.

CHAPTER FOUR- METHODS AND MATERIALS

4.1. Study area and period

The study was conducted among employee of St Paul Hospital Millennium Medical College, which is found in Addis Ababa, in the Gulele sub city, Woreda 09. St Paul hospital was established with the intent to help the poor people who could not afford medical expenses. The hospital first location was where Autobus Tera. It was inaugurated in 1947 furnished with 250 beds.. In1968/69 new hospital buildings were constructed in the Gulele area, its present site. The hospital had the capacity to admit 400 inpatients and 300 outpatients. During that time the hospital consisted of 9 medical doctors and 18 nurses. Now it is the second largest public hospital in the country. The college has more than 2500 clinical academic and admin staff. The inpatient capacity is 700 beds, more than 2000 outpatient and emergency clients have been visiting the college. St Paul receives referrals from around the country and it is under the guidance of the Federal Ministry of Health. As the data from the college depicts on an average 250,000 patients served in 2008 E.C.

Currently the college is established with the mission to provide comprehensive health care services, teach high quality medical education and meet the needs of the communities serve through advanced and affordable health care services.

In order to achieve the mission the college design and implement organizational structure. The highest body of the college is the provost and there are three vice provosts under this body. They are Clinical, Academic and Research, and Administrative and Development vice provosts. Academic and research vice provost supervise Research Coordinator, Clinical Coordinator, Library, Registrar & Student Affair, Basic Sciences, Nursing Education, Health Science & Education Development, ICT, CPD Center, Basic Sciences are designated. Capacity Building Office, Biomed Engineering, Diagnostic, Nursing Director, Public Health and Clinical Departments are designated under vice provost. Outpatient, impatient service, emergency service, quality and clinical governance, pharmacy and laboratory service directorates are under the supervision of clinical departments. Human Resource, Finance & Budget Director, Facility Management, Procurement & Property are designated under Administrative and development

vice provost. Audit, Plan & HMIS, Legal, Gender, Anti-corruption & Ethics, Public Relation, Good governance & Reform directorates are also under the supervision of the college provost.

The information is gathered from the survey conducted from March 1-30/2018 on all St Paul Hospital Millennium Medical College employees, top management, directors, and employee grievance handling committee members.

4.2. Population

4.2.1. Source population

The sources of population for this study were the St Paul Hospital and Millennium Medical College employees and managements from which the sample populations were selected.

4.2.2. Study population

The study population was the 363 employees of sample population that selected randomly from the employees of the St Paul Hospital and Millennium Medical College, and 6 management members purposefully selected from the heads of the head of departments.

4.3. Inclusion Criteria

All employees were eligible for the study.

4.4. Exclusion criteria

Those employees who were serving less than one year were excluded from the study

4.5. Sampling

4.5.1. Sample size and sampling procedure

To determine the sample size single proportion formula is used.

$$n = \frac{(Z^2 a/2)p(T-p)}{d^2} \quad \text{Where}$$

n = the desired sample size

Z a/2 = Critical value at 95% confidence level of certainty =1.96 P = 50% Grievance

d=marginal error of between the sample and population=5% n =

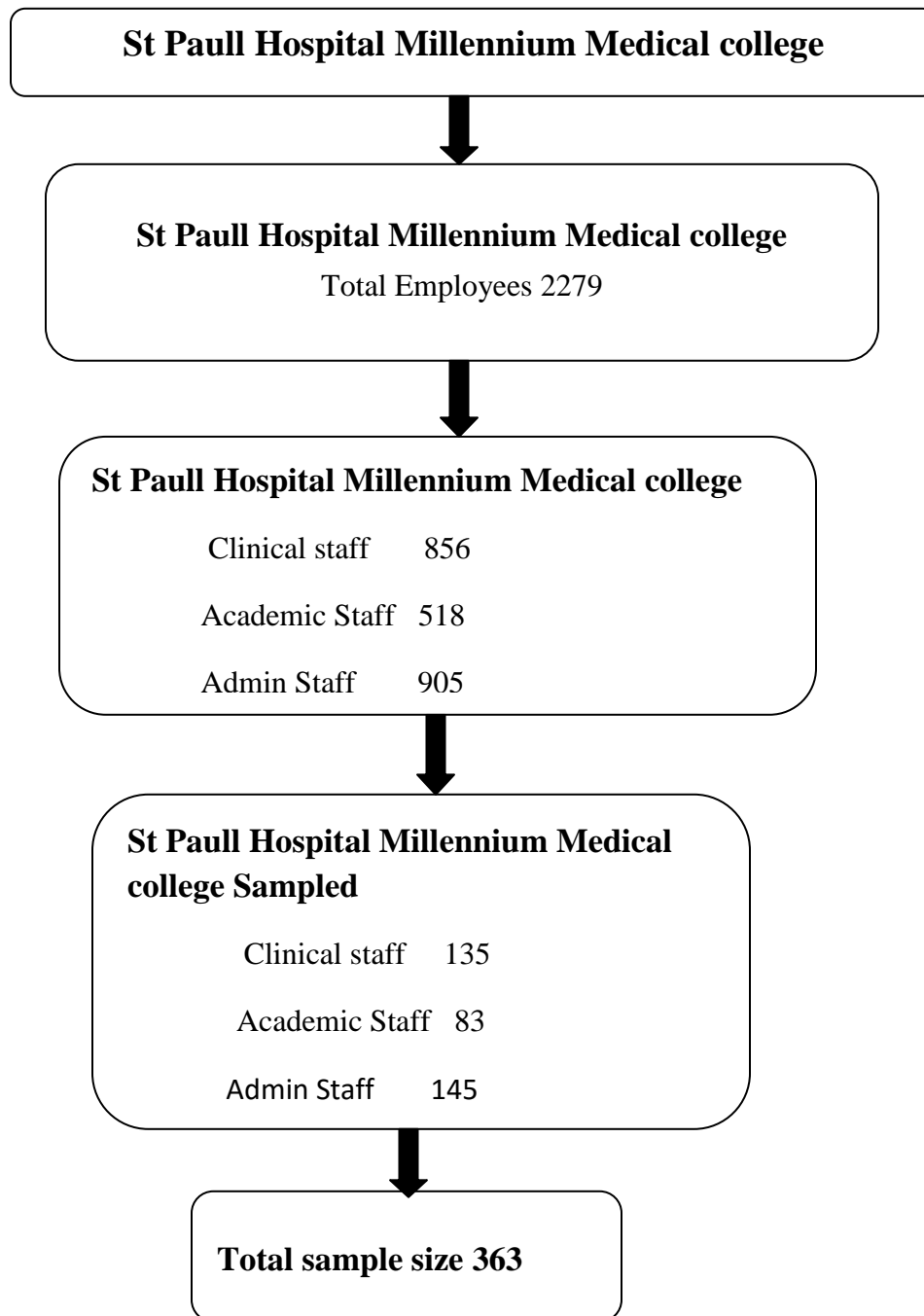
$$(1.96)^2 0.5(1-0.5)/0.05^2 = 0.9604/0.0025 = 385$$

Since the source population was less than 10,000, the correction factor was used.

$$\text{So, } n_f = \frac{Nn}{n+(N-1)} = \frac{385 * 2279}{(385+2278)} = 330$$

After adding 10% non-response rate the total sample size was 363 for quantitative and 4 key informants were interviewed for qualitative data.

Table 1 Staff category



4.6. Sampling technique

This research used stratified sample random sampling since the sample respondents were selected from different sections.. In this regard, samples were stratified in their nature of work .Clinicians, academic staff and administrative staff and drawn randomly from each work group based on its proportion to the whole sample.

4.7. Study variables

The study variables were socio-demographic characteristics (gender, age, marital status, educational levels, current job category, and terms of employment, salary and service years), causes of employee grievances, and employee grievance handling process.

4.8. Data collection procedures

The research design to assess the employee grievance in the study area was a cross-sectional study. Regarding the general methodology the researcher applied the quantitative and the qualitative mixed method. Quantitative method aimed to assess the employee perception and knowledge about the grievance, grievance handling procedure and its implementation in SPPHMMC. In this regard, the researcher prepared a self-administered questionnaire survey to be filled by the employees. The questionnaires include both close ended and open ended questions. The qualitative method aimed to triangulate through key informant interview with selected directors. In addition to this, Employee Grievance screening committee documents were reviewed how the employee grievance is addressed in SPHMMC.

In the study three types of data collection techniques were used which includes self-administered questionnaire for quantitative, key informant interview and document review of qualitative data. The employees were given questioner. The interview was conducted with four key informants who were purposefully selected using interview guide. The necessary documents like the government proclamation, policy, guidelines, manuals, rules, and reports of the hospital were reviewed on the employee grievance issues.

4.8.1. Data collecting instruments

4.8.1.1. Questionnaire

The questionnaire was self-developed questionnaire that were designed by the researcher. The questionnaires were prepared to be filled by 363 employees. The employees were given questioner. The questionnaires were close ended, in which the choice was predetermined and employees choose among alternatives and open ended questions in which employees write their opinion.

4.8.1.2. In depth Interview

Interview was conducted with four key informants who were purposively selected using interview guide. The interview questions were self-developed questions that were designed by the researcher.

4.8.1.3 Document review

The necessary documents like the civil servant proclamation, policy, guideline manuals, rules regulations, the SPHMMC employee grievance committee minutes, reports were reviewed on the employee grievance issues.

4.9. Data quality management

The qualities of data were assured by proper designing of the questioner. The questionnaires were developed in English and translated into the local language Amharic. In order to maintain its consistency, it was retranslated into English. Pretest was done at the Alert Hospital to check data quality of the questioner, key informant interview questions and the document review checklist. Quality of data was accommodating after conducting a pretest. Training was given for data collectors as well as supervisors by the principal investigator for a day before the pre-test. During the entire data collection days all completed questioner were reviewed and cross checked for completeness by the supervisors and all the necessary feedback was given for data collectors

4.10. Operational definition

The terms need further explanation are defined operationally as stated below:

Grievance: is compliant formally stated in written.

Employee grievance handling process: Employee grievance process was considered as it begins with recognizing the problem to communicating the outcome.

Grievance procedures: was considered a formal channel of communication in SPHMMC structure used to resolve grievance

Knowledge: Considered to the knowledge status of employee by measure in seven knowledge related questions. Employee was considered knowledgeable about employee grievance procedure if they scored above the mean out of 7 knowledge related questions they considered and not knowledgeable if otherwise.

4.11. Data processing and analysis

The collected data were edited, coded and entered in to Epi-Data. These were analyzed using SPSS version20 statistical software particularly for descriptive analysis. The results were presented in tables, graphs in the form of percentages, frequencies, and mean.

The data gathered through open ended question, interview, document review were categorized thematically.

4.12. Ethical consideration

Regarding ethical consideration, the researcher was governed by the research code of ethics in maintaining privacy and confidentiality and or other related values. The researcher promised to the participants of the study that the information which was collected from the respondents shall not be transferred to the third party in candid or it was not exploited for undertaking other than the purpose of the research study. Besides this, the process of data collection was done anonymously without writing their name, identification number, telephone number, so that the threat of being disclosed was very much minimized.

Ethical clearance was obtained from the Institutional Review Board of JU and the hospital. Written & Oral informed consent was requested from the respected study participants during the data collection time after explaining the purpose and objectives of the study. The confidentiality of any information provided regarding the study subjects, data collection procedure was anonymous. The dissemination of the findings does not refer specifically to the study participants, but the general source population.

4.14. Disseminations

The study findings will be presented to Jimma University and to the staff of St Paul Hospital Millennium College and also other relevant bodies. In addition publication of the paper will also be considered in the scientific journal.

CHAPTER FIVE -RESULTS

Out of 363 only 349 participated resulting in responses rate of 96.2%.most respondents were female 205(58.7%).the dominant age group was from 23-27,127(36.4%) followed by age range of 28-32,111(31.8%).Half of the respondents were single 185(53%).Regarding educational level Bachelor degree 163(46.7%) was leading followed by TVET 79(22.6%) while most job category was clinical 141(40.4%). Half of the respondents have been working between one to five years in St Paul Hospital Millennium Medical College. Still 30.7% and 8.9% of them have a working experience of 6-7 years and 11-15 years respectively. As whole more than four fifth (82.8%) of them have served the college for about ten years or less.

5.1. Socio-demographic Characteristics of the Respondents

Regarding the demographic variables the data were enumerated only the filled and returned data from the participants of the study (N=349). The following table depicts the data, demographic characteristics

Table 2 Socio demographic characteristics of in SPHMMC 2018

	Item	Frequency	%
1	Gender		
	Male	144	(41.3)
	Female	205	(58.7)
2	Age		
	18-22	17	(4.9)
	23-27	127	(36.4)
	28-32	111	(31.8)
	33-37	50	(14.3)
	38-42	29	(8.3)
	Others	15	5.2
3	Marital status	Freq	%
	Single	185	(53)
	Married	155	(44.4)
	Others	9	(2.5)
4	Education Level		

Primary	10 (2.9)
Secondary	38 (10.9)
TVET	79 (22.6)
Bachelor degree	163 (46.7)
Masters degree	58 (16.9)
5 Current Job Category	
Clinical	141 (40.4)
Academic	84 (24.1)
Administrative	124 (35.5)
6 Terms of Employment	
Permanent	264 (75.6)
Temporary	85 (24.4)
7 Service Year	
>1 Year	14 (4.0)
1-5 years	182(52.1)
6-10 years	107(30.7)
11-15 Years	31(8.9)
Others	15 (4.30)

239 respondents (68.5%) said that they know how employee grievance is settled. This showed that the majority of the employees have access to information on employee grievance settlement by the college. Regarding the existence of any practice to orient employees about employee grievance settling procedure the above table depicts that 84% (n=295) there is a practice to conduct orientations and training by the college different times.

The reasons for both questions were asked in open ended questions (i.e. Q12 and Qs14-19) as the researcher tried to put in short statements instead of writing the questions first and the analysis next by narrating.

Regarding the knowledge about the line of hierarchy and the time limit to file grievance the majority except keeping the discipline of the organization and focusing on their duty they did not express their idea on this issue. Regarding the establishment of the employee grievance handling committee employee representatives elected by the general assembly of the employees as per the regulation of the government. The roles of the employee representatives is to participate in the

decision on the grievance issues by following the rules and regulations set by the government for the duties and rights of the employees. The participants said that the employees raised their grievances to the management most of the time. The respondents also said that the grievance of the employees solved at the committee level except those which become beyond the committee authority that require the decision of the head of the SPHMMC.

204 respondents (58.5%) said that they do not know any grievance in the college. This shows that information of the already happened grievances cannot be disseminated to the majority of the employees. About 334 respondents (95.7%) said that they did not face any grievance. This shows that the majority of the employees are free from grievances because of their educational influences. The majority said that even though they do not face any grievance in the organization they are volunteers and free to fill the grievance if they face any. With regard to the accessibility of the grievance filling formats about 335 respondents (96%) said that the formats accessible if any wants to fill, and 300 respondents (85.9%) said the formats are easy to fill grievance.

The open ended questions 22, 24, 25, 28 and 29 are narrated as follows. For the question how many times they face grievance majority of them said that they face only once. This shows that they face a compliant not grievances and can be learned and resolved by the employees themselves without going further to appeal to the committee. The response for the reason to feel free in filling their grievance is directly related to the awareness of the employee about the management of the grievances as the majority of them forwarded. The reason for those who said they do not feel free in filling their grievances related to feeling of shame to be heard among colleagues. As the data shows With regard to the knowledge of the employees on employee grievance by the SPHMMC, majority of the respondents have sufficient knowledge about employee grievance. A study on assessment discipline handling and grievance management procedure in Ghana educational service, the finding shows that the workers had adequate knowledge about the grievance [37]. On the other hand \a study conducted in small scale Construction Company in Sirilanka contradicts this result, only 28 % of employees know about employee grievance handling in their company [38].

Table. 3 Knowledge about Employee grievance in SPHMMC, in2018

The Items	Statements	Responses						Mean	SD
		Yes		No		Total			
		Freq	%	Freq	%	Freq	%		
	Do you know how employee’s grievance is settled?	254	72	95	28	349	100	1.27	0.45
	Is there any practice to orient employee about the college	295	84	54	16	349	100	1.15	0.38
	Do you know any grievance in SPHMMC?	145	41.5	204	58.5	349	100	1.58	0.49
	Do you ever face grievance in the college	15	4.3	334	95.7	349	100	1.96	0.20
	Do you feel free to file grievance.	315	90.3	34	9.7	349	100	1.10	0.30
	Is a grievance filling format easily accessible.	335	95.9	14	4.1	349	100	1.04	0.20
	Is the format easy to fill	300	85.9	49	14.1	349	100	1.13	0.34

NB weighted Mean is 1.29 SD 0.30

Table 3 the knowledge status of employees

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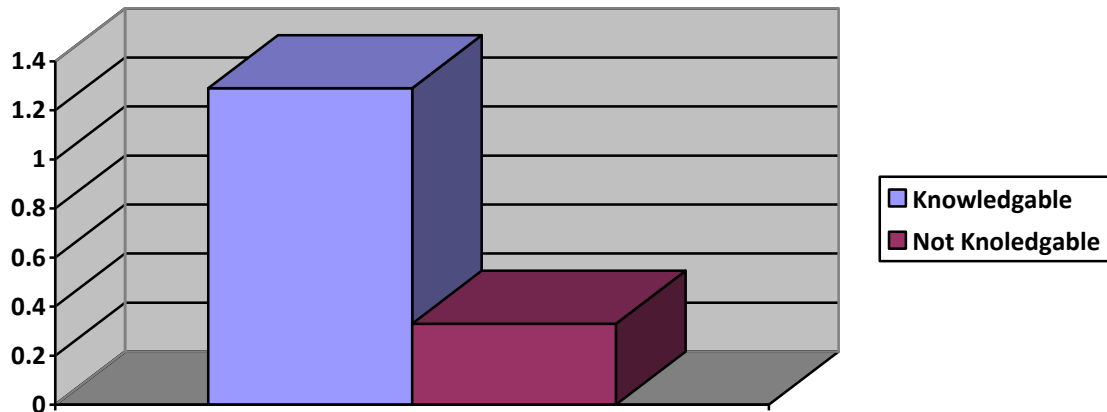


Fig 2 The knowledge status of employees on grievance procedure

5.2.2. The knowledge about sources of grievances

With regard to the reasons of the grievances in the college, the researcher raised the questions to the respondents and analyzed the closed questions first and the open questions next for the justifications given for the basic question arose.

According to the data presented on the basis of the percentages that analyzed based on respondents responses as follows, the most frequent causes of grievances in the study area are promotion which accounts for about 120 (34.4 %) of the total sampled population. The second and the third major causes of grievances which accounts 89(25.5 %) and 63(18.1%) resulted from working condition and the employee’s relationship with his or her supervisors respectively.

Table 4: The knowledge about common sources of Grievances in SPHMMC, 2018

S/N	Reasons of Grievances	NO	%
1	Employee’s relationship with supervisors	189	18.1
2	Training	87	8.3
3	Promotion	356	34.2
4	Working condition	262	25

5	Educational opportunities	54	5.2
6	Job transfer	90	8.6
	Total	1047	100

5.3.3. The Eemployee grievance Settlement Process

This basic question about the grievance handling process is analyzed by both the close ended questions of 30 to 36 in the forthcoming table and supported by open ended questions from 37 to 39 as put under. For the questions from 30 to 36 are based on Likert scale that ranges from strongly disagree to the other extreme strongly agree (i.e., Strongly disagree, disagree, neutral, agree and strongly agree).

With regard to the skill of the immediate supervisors' or managers' in listening grievances of employees' majority, which is 132 (37.8%) of them disagreed and 79 (22.6%) were strongly disagreed. This shows that there is lack of skill which is one of the basic principles in managing employee complaints in part of supervisors or managers.

With regard to supervisors' or managers' following the open door policy to listen the employee grievance, the majority, which is 153 (43.8%), disagreed. This implies that there lack of good practice to settle employee grievance at lowest level and due to this reason employees are forced to raise their issues to the top management.

With regard to the exhaustive finding of facts during screening process the majority, which is 160 (46.8%), agreed. This implies that there are attempts of deep investigation or exhaustive fact finding for the employee grievance.

With regard to the identification of the source or basic reasons of the problems the majority, which is 156 (44.7 %,) strongly agreed that there is an effort to identify the source of the problems. More over a both key informant interview with mangers and reviewed documents confirmed the committee was not met the timeline to settle employee cases but the source of the problems were finalized 10 cases were settled.

A study on employee grievance shows consistent with this study finding (65%) of the respondents the source of the problem is identified [33].

With regard to whether the approach is comfortable or friendly of majority, which is 161 (46%) of them, strongly agreed that the approach in the process of grievance handling procedure is comfortable or friendly. This finding is supported by a study conducted in banking sector. The finding indicates 80 % the grievance is done smoothly [10].

With regard to whether there is a mechanism of giving feedback at each stage of the screening process majority, which is 174 (49.9%), strongly agreed there is a mechanism of giving feedback at each stage of screening. In addition, result obtained from key informant interview with managers confirmed as they were not working to give feedback except notifying the final outcome.

With regard to whether there is clear requirement to elect employee representative in the employee grievance handling committee majority, which is 184 (52.7%,) strongly agreed that there is clear criteria to elect employee representatives for the membership of the committee of grievance handling.

In addition to the quantitative analysis mentioned above, the qualitative data obtained through the open ended questions. In, question number 35 above, raising the issue of the mechanism to deliver the feedback some respondents forwarded that open discussion with employees is the best mechanism. In question number 36 above the issue of the reason for feedback, as the majority said is one way of disseminating information among the employees for the sustainable development. The other three questions 37, 38 and 39 also added some new points. For question number 37 majorities of the respondents raised the self-engagement of employees in the screening of the representatives of employees for the grievance handling committee by participating in the election process. For the response for question number 38 the majority of the respondents raised that the day to readdress the grievance application is 5 days at it is set by the government regulation. In question number 39 majorities of the respondents raised that the role of recording and documentation of grievance in the process of handling grievances is unquestionable for it is the fact witness in any aspect that to be encouraged not only by hard copies they forwarded that such issues related with the life human labor should be kept in computer technology for easy access when need arises and also strengthened by the majority the need for training of employees on the minimization of grievances in the college in the long process.

In order to strengthen the three basic research questions raised so far the researcher added more questions on the role of the management in grievance handling as put under.

Table 5 knowledge about Employee grievance handling process

Item No	Statement	Responses					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Total
1	Every supervisor/manager to listen well employee grievance	79	132	113	11	14	349
2	Every supervisor/manager door is open to listen employee grievance	153	97	12	54	33	349
3	Exhaustive investigation or fact finding is conducted to identify the basic problem.	64	36	25	64	160	349
4	The source or basic reason of the problem is identified	53	31	42	67	156	349
5	The approach was comfortable and friendly	32	51	33	72	161	349
6	There is giving feedback at each stage of the screening process	29	43	24	79	174	349
7	clear requirement to elect employee representative in the grievance committee.	18	34	23	90	184	349

With regard to whether the management followed the employee grievance handling procedure majority which is 113 (32.4%) of the respondents strongly disagreed. This implies that the management role is not this much following the employee grievances. In addition, results from key informants' interview with managers partially confirmed the presence of lack of serious follow up. A study conducted in banking sector shows that the 80% of respondents feel that there is a follow up for the right decision to ensure the satisfaction of the employee in grievance

handling. [16]. According to the study, most respondents (58%) believed that management is serious with grievance handling. The seriousness of management in addressing employee's grievances would build trust in the employees and could result in better work output. Furthermore, it brings peace and tranquility in work place environment, which may encourage employees to work better

With regard to the measure taken by the management to correct mistakes in relation to employees' grievance, majority, which is 112 (32.1%) of the respondents, disagreed. This implies that the management is not taking measures to correct mistakes in relation to employees' grievances.

With regard to the identification of the gaps to improve the employee's grievance, majority, which is 109 (31.2%) of the respondents, disagreed. This implies that the management lagged behind in playing its role to improve employees' grievances [28].

The researcher analyzed the data from the descriptive statistics as the following table depicts to see the mean of the identification gap in the process of employee grievance handling procedures in the forthcoming section:

From the descriptive statistical analysis, we understand that the identification of the gaps and improving the employee grievance handling system is not well implemented because the total mean shows that 2.07 which is closer to 3 (Disagree). The other end of the statistical analysis shows that there is clear requirement to elect employee representative in the employee grievance handling committee, which accounted 4.45 nearly very strongly agree scale. This shows that there is no problem related to the requirement when the employee grievance handling committee members are selected. Whereas, results obtained from key informants' interview with managers do not align. There are attempts to narrow the gaps by developing guidelines and procedure.

Table 6 knowledge about Role of the Management

Item No	Statements	Responses					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly	Strongly Disagree
1	The management followed the employee grievance handling process and outcome	113	102	75	28	31	349
2	The management takes measure to correct mistakes in relation to your grievance	98	112	86	19	34	349
3	Identify the gaps and improve the employee grievance handling mechanism	102	109	79	36	23	349

The objective of the study was to analyze employee grievance handling mechanism in the Saint Paul Hospital Millennium Medical College in Ethiopia. The grievance handling mechanism were classified into formal and informal grievance handling practices where by employees were expected to raise grievances either formally or informally .If the employee decided to raise grievances formally, then this involved registration of the grievances, evaluation of the grievances, the use of past practices in addressing raised grievances, two-way communication, identification of systemic weaknesses in the grievance process and finally there is employee representative's involvement in handling the grievances raised.

The study asked the respondents if they are confident in raising grievances, if they prefer to raise grievances informally rather than formally and if they preferred to raise grievances anonymously.

Table 7.knowldge about Role of the Management in identifying the sources of the problem

The feedback in table above indicate that majority of the respondents strongly agreed that staff are confident in raising grievances with mean score of 4.52. Some of the respondents agreed with

		Min	Max	Mean	SD
Exhaustive investigation of fact finding is conducted to identify The source or basic reason of the problem	349	1	5	2.30	1.165
The source or basic reason of the problem is identified	349	1	5	2.11	1.117
the approach was comfortable and friendly	349	1	5	3.07	1.440
There is a mechanism of giving feedback at each stage of the screening process	349	1	5	2.07	.922
There is clear requirement to elect employee representative in the employee grievance handling committee	349	1	5	2.45	1.244
The management followed up the employee grievance handling process & outcome	349	1	5	2.45	1.015
The management take measure to correct mistakes in relation to your grievance	349	1	5	2.31	.972
Identify t he gaps & improve the employee grievance handling system	349	1	5	1.96	.199
Valid N (list wise)	349				

the statement that staff prefer to raise grievances anonymously with mean score of 3.80. However, the respondents neither agreed nor disagreed with the statement that staffs p r e f e r to raise grievances in formally rather than formally with mean score of 3.03. The findings therefore imply that while the representatives of the employees in the hospital are confident in raising grievances, they neither agree nor disagree on whether they prefer to raise

grievances formally or informally but confirm that they prefer to raise grievances anonymously which obviously affect the perception of grievance handling practices in the college in the country of agreement on simplicity and ease fusing registration system to log grievances.

The responses were presented on a scale of 1 to 5 where 1 =strongly disagree, 2= disagree,3= neutral, 4=agree, 5=strongly agree. Their response is indicated below.

Table 8 knowledge about Grievances by Staff in identifying either Formally or Informally

	Mean	Std. Dev.
Staff are confident in raising grievances	4.52	0.068
Staff prefer to raise grievances informally rather than formally	3.03	0.800
Staff prefer to raise grievances anonymously	3.80	1.052

As one can see from the table below, majority of the respondents agreed that grievance registration system is simple and easy to understand and use with mean score of 3.78.This analysis denotes that the hospital has made it easy for its employees to have a system for registration that is simple and easy to use which then encourages them to raise grievances whenever they are faced with any.

Moreover, the employees were asked to state their level of agreement or disagreement on the evaluation of grievances.

The responses were presented on a scale of 1 to 5 where 1=strongly disagree,2=disagree,3=neither agree nor disagree,4=agree,5=strongly agree. The table below shows the findings.

Table 9 Registration of Grievances Cases

Registration of Grievances	Mean	Std. Dev.
Grievance registration system is simple and easy to understand and use	3.78	0.981

The data in the table below indicated that most employees agreed that information is gathered from all concerned parties before a grievance hearing and conclusion with mean score of 3.74.The analysis further indicated that most of the respondents neither agreed nor disagreed that causes of grievances are adequately investigated before a grievance hearing with mean score of 3.27.The findings therefore imply that while information is gathered from all concerned parties

before a grievance hearing and conclusion, causes of grievances are not adequately investigated before a grievance hearing or if that is done so, then employees in the hospital are not necessarily convinced that the causes of grievances are adequately investigated before a grievance hearing. This clearly affects the perception on employee grievance handling mechanism.

The employees were requested to indicate their level of agreement or disagreement on the use of past practices in addressing grievances in the college.

The responses were presented on a scale of 1 to 5 where 1=strongly disagree,2=disagree,3=neither agree nor disagree, 4 = agree, 5 = strongly agree. The responses are indicated below.

Table 10 Screening of Grievances

Screening of employee of Grievances	Mean	Std. Dev.
Causes of grievances are adequately investigated before a grievance hearing	3.27	1.011
Information is gathered from all concerned parties before a grievance hearing and conclusion	3.74	0.881

According to the data in the table below, most employees agreed with the statement that staff is given a chance to explain the case and provide related evidence for a fair hearing and staff trust the supervisor to effectively handle grievances raised with mean scores of 3.7 and 3.59 respectively. However, most of the respondents neither agreed nor disagreed with the statement that grievances are given enough attention and are adequately addressed whether they are raised formally, informally or anonymously with mean score of 3.43.

The analysis implies that grievance handling practices in the college suggest that even though staff is given a chance to explain the case and provide related evidence for a fair hearing and Staff trust the supervisor to effectively handle grievances raised, most grievances are however not given the attention they deserve to get addressed.

The respondents were also requested to indicate their level of agreement or disagreement on effective communication while handling grievances in the college. The responses were presented on a scale of 1 to 5 where 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4 = agree, 5 = strongly agree.

Table 11 knowledge of Using of past practices in addressing grievances

Use of past practices in addressing grievances	Mean	Std. Dev.
Staff is given a chance to explain the case and provide related evidence for a fair hearing	3.7	1.048
Staff trust the supervisor to effectively handle grievances raised	3.59	0.754
Grievances are given enough attention and are adequately addressed whether they are raised formally, informally or anonymously	3.43	1.127

The data from the table below show that most of the respondents agreed with the statement that grievances are tracked and the aggrieved is frequently updated, supervisors handling grievances have human relation skill, there is transparency and continuous flow of feedback throughout the grievance handling process and both aggrieved and the manager/supervisor engage in direct dialogue with mean scores of 3.98, 3.79, 3.74 and 3.69 respectively. The analysis consequently suggest that there is effective way of communication as far as grievances handling practices in the college concerned given that grievances are tracked and the aggrieved is frequently updated, supervisors handling grievances have human relation skill, there is transparency and continuous flow of feedback throughout the grievance handling process and both aggrieved and the manager/supervisor engage in direct dialogue. These empowered involvement so facts amongst staff in the Hospital tend to facilitate work activities indifferent departments; and have enhanced good working relationship between workers and the employers.

The respondents were further requested to indicate their level of agreement or disagreement on matters concerning identifying systemic problems in the procedure in the Saint Paul Millennium Medical College.

The responses were presented on a scale of 1 to 5 where 1 = strongly disagree, 2 =disagree, 3 = neither agree nor disagree,4=agree,5=strongly agree. The table below outlines the findings.

Table.12 knowledge of using Effective Communication

ITEMS	Mean	Std. Dev.
There is transparency and continuous flow of feedback throughout the grievance handling process	3.74	0.881
Supervisors handling grievances have human relation skill	3.79	1.12
Grievances are tracked and easily	3.98	0.268
Both aggrieved and the manager/supervisor engage indirect dialogue	3.69	1.233

The data in the table 13 indicate that majority of the respondents agreed with the statement that there are no discrepancies in handling grievances, matters related to grievances are kept confidential and grievances raised are resolved in time with mean scores of 3.65, 3.58 and 3.57 respectively. The analysis therefore implies that there are no systemic problems in the way grievances handling is practiced in the SPHMMC given that the respondents agreed that there are no discrepancies in handling grievances, matters related to grievances are kept confidential and grievances raised are resolved in time. It is therefore vital to have records of formerly handled grievances and how they were resolved so that management can learn from them and put a permanent fix to such grievances.

The respondents were further requested to indicate their level of agreement or disagreement on matters concerning their representative involvement in the grievance settling committee in the college.

The responses were presented on a scale of 1 to 5 where 1=strongly disagree,2=disagree,3=neither agree nor disagree, 4 = agree, 5 = strongly agree.

Table 13 knowledge of Identifying Systemic Problems in the Procedures

ITEM	Mean	Std. Dev.
Grievances raised are resolved in time	3.57	0.978

There are no discrepancies in handling grievances	3.65	0.368
Matters related to grievances are kept confidential	3.58	1.042

Results from the table below show that majority of the respondents strongly agreed with the statement that employee representatives able to follow through the grievances to conclusion with mean score of 4.81. Furthermore, most of the respondents agreed with the statement that staff prefer to have a their representation in a grievance hearing, employee representation in a grievance hearing is adequate and relevant and the representatives able to table concerns in line with mean score of 4.24, 3.82 and 3.81 respectively.

The findings there for imply that employee representative is highly trusted in the Saint Paul Hospital millennium medical college and that they are not only able to tackle concerns in line with the college but are also able to follow through the grievances to conclusion. This also implies that employee representation in the Saint Paul Millennium Medical College is good in addressing issues/matters affecting its members.

Table 14. knowledge of using Election and Involvement of Employees Representatives

ITEM	Mean	Std. Dev.
Staff prefer to have a representation in a grievance hearing	4.24	0.189
Representation in a grievance hearing is adequate and relevant	3.82	0.986
The representatives is able to follow through the Grievances to conclusion.	4.81	0.025

5.4. Assumption of multiple linear regression analysis

Certain assumptions must be tested and met in order for the results of multiple regression analysis to be useful. It assumes that variables have normal distributions and that the relation between the dependent and the independent variable is linear when all other independent variables are held constant. Observations of the visual representations of the histogram, scattered plot, and partial plots revealed that the assumptions of normality and linearity for each dependent

variable (project success) were checked and the assumptions of multiple linear regressions were satisfied.

To test the normality assumption the histogram of residuals was used to check the extent to which the residuals are normally distributed. The residuals histogram shows us fairly normal distribution. Thus, based on these results, the normality of residuals assumption is satisfied for the dependent variable project success.

To check homogeneity assumption a scatter plot of the residuals against the predicted values was used to indicate whether the homogeneity of variance assumption is met.

A common problem that arises in multiple regression analysis is also multi-co linearity. This basically means that two or more of the independent variables being used are highly correlated with each other and in effect measure the same thing. This makes it difficult to identify the unique relation between each predictor variable and the dependent variable (Urduan, 2005). The co linearity statistics for this study revealed that none of the Variance Inflation Factors were above 10. In research this is said to be an acceptable number to test for multi-co linearity as any number above 10 would be cause for concern. The tolerances are all above 0.2. If a variable has co linearity tolerance below 0.2, it implies that 80% of its variance is shared with some other independent variables.

5.4.1: Regression analysis for education and experiences of employees.

Regression analysis was conducted to empirically determine whether independent variable(education and experiences) was a significant determinant of the dependent variable (knowledge of employees about grievance and its handling).

Table.5.4. 1 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.966 ^a	.933	.921	.16586

Dependent variable: knowledge of employees about grievance and its handling.

Regression results in table 5.4.1 indicate the goodness of fit for the regression between knowledge of employees about grievance and its handling and independent variable was satisfactory. An R squared indicates that 93.3% of the variances in knowledge of employees about grievance and its handling can be explained by independent variables.

Table.5.4. 2 ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.616	8	2.202	80.042	.000 ^b
Residual	1.266	46	.028		
Total	18.882	54			

From table 5.4.2, it is apparent that the regression model was significant using ‘between the independent variable and dependent variable. An F statistic of 80.042 and a probability value of 0.000 clearly indicate that the model was significant.

5.5. Results from the document review and interviews

According to the document review and checklist on the employee grievance handling mechanism in SPHMMC, according to the key informants most of the complaints are presented orally rather than in written form. The reason is not showing deep interest to make things formal *kessegn mebalin alemefelg enji eгна ga endemimetaw kutru libza yechlal*. This has two advantages on the employee side one, socially they will not affected and the second one is they feel the problem will be resolved quickly so they prefer to visit top managers office frequently. The major issues are disciplinary decisions, working condition, promotion employee supervisor relationship and harassment. The college is established a committee but it has no clear requirement to select members and their time limit to change members this is a gap. The management of the college tried to manage in systematic manner but due to other competitive issues does not follow the process, except notifying the final result presented by the committee. Where as a study conducted in shows 58 % of the respondents believe the management is serious with grievance handling.

According to the documents reviews and interviews, there is no grievance handling procedures which can lead to right decisions and expected out comes. In addition to that, there are no policies and guidelines necessary for the screening and proofing from different angles by the

committee. There should be easily accessible, simple and easy formats to be filled by the employees to apply to the grievance handling committee whenever, they have complaints. However, there are application formats and easy to fill, but the employees have no idea about whether these format exist or not. This cases some sort of bias as well in timing and decision-making. Because those who know that there is application form, can be treated timely but those who do not have any idea, can be exposed to confusion and lack confidence. Record keeping is the most important task in grievance handling process in this regard the committee obtained the necessary documents and kept confidential. Not only obtaining but also the documents contain the necessary contents. In relation to the occurrence 15 applications were directed to the committee. The most common were working condition, promotion, training and employee supervisors' relationship. In this regard, the committee could not find the necessary policies and procedures on the hands of the committee one of the major cause for dalliance in grievance settlement process.

As the documents and most of the interviews show that most of the complaints applied to the committee do take long time to get is resolved as well as to get any decisions by the committee. A study findings in support this idea noted that the grievances are handled period of 15-30 days, So it is suggested to the management should be deal their grievances with quickly, courteously, fairly and within established timelines 36. Because there is no awareness about the procedure which limits the deadline of one issue to be resolved, not only that but also the committee gives estimated time and which is most of the time not enough to give decisions due to meetings and other related work issues since they are doing the committee work in addition to their professional responsibility. A study conducted in this regard show Management should handle the grievances without delay and Superiors should be trained to handle the grievances effectively (37).

As the interview and the document review reveals that there is feedback mechanism in grievance reviewing process , but there are problems related to this because most of the time the grievance handling final results and final decisions are communicated to the employees but the at each progress of the process there is no mechanism.. A report on employee grievance shows comprehensive and continuous feedback to the aggrieved employee ensures that the employee is kept informed of the progress made in the resolution of his/her grievance and prevent further

disgruntlement on the part of the employee as they would be assured that the department regards their grievances as serious (38).

5.6. Discussions

The result of this study were cross-checked with the specific objectives of this study in that assessing knowledge of employees about grievance that which leads to awareness about grievance and its handling mechanism in SPHMMC and describing the reasons of employee grievances in SPHMMC. the result of this study that obtained from the quantitative and qualitative approach were confirmed and addressed the specific objectives of this study as it was presented as follows.

In this study the quantitative approach and the qualitative data collecting approaches were used and the qualitative and the quantitative data were collected through interview, document review and questionnaire. The collected data were analyzed in descriptive statics in percentages, frequencies, mean, and standard deviations and followed with discussions.in this discussion part the other findings were also discussed to confirm the findings of this study with the previous findings that obtained by the previous researchers.

The quantitative data were focusing in collecting the quantitative data through questions on knowledge of employees about grievance and its handling system and sources of grievance. The qualitative data were also focused on knowledge of employees about grievance and its handling system and sources of grievance as well as on how to addressed their complaints.

The results of the qualitative data that obtained through Key informant interview that conducted with managers also confirmed that there is frequent complaint about employee promotion and unsuitable working conditions and conflict with immediate supervisors. In addition, the result obtained from documents was support the finding.

The quantitative data generally indicated that the common reasons of the grievances in the study area are diverse. But the highest percentage goes to promotion, inconvenience working condition. The lack of recognition and respect of employees on the side of immediate supervisors is also a significant problem.

Finally, when we triangulating the result that obtained through quantitative data collecting approach and qualitative data collecting approach the result that obtained through both quantitative and qualitative approaches were confirming and supporting each other.

Additionally, when we compare the results of the current study with the results of the previous conducted, the results of the current study were also confirmed, in that This finding is supported by the finding of other research. For example, A study conducted in South Africa Correctional Service the finding shows the common reasons of employee grievances were out of 131 respondents 49 (37.4%) ill treatment by supervisors and managers and 34 (25%) shows unacceptable working condition were the major source of employee grievance [27]. In addition to this a study conducted on effectiveness of employee grievance majority of the respondents 43% showed economic requirement is the most common reason.19& were related to employee-supervisor relationship and 11% were related to inconvenient working condition.

CHAPTER SIX -DISCUSSION

According to the study findings the results of quantitative and qualitative data we have observed above, there are about 10 variables critically have the influence of the employee grievance handling system of the Saint Paulo's Hospital millennium medical college. The fact finding on the basic information to start with the grievance handling or to provide efficient decision on grievance handling is a critical factor. However, according to the respondents' analysis, the fact finding of basic information is poor in the employee grievance handling system. This has a vital role in the system not to work properly and increase the employee complaints as well as reduces the performance of the committee.

The gap identification and taking appropriate actions to correct in the process of the employee grievance handling system is poor and almost all of the respondents replied that there is a poor system of identifying the gaps and taking corrective action to improve the system. This is the critical factor that shows the system is not good.

The basic causes and reasons of the problems are not efficiently identified which should lead to correct decisions and satisfying the employees' requests. This matter also influences the goodness of the employee grievance handling system, as it is the main factor. Therefore, there are gaps in identifying and listing the basic reasons and causes of the problems rose by employees.

There is a clear requirement to elect employee representatives in the employee grievance handling committee, which should be one of the basic factors, but contributing to the system positively. Therefore, the grievance handling system is positively affected by the transparency of the election for the committee members in the institution. The problem mainly raised is, in correcting the working procedures and practices may cause of employee grievance, which has a negative impact on the occurrence of employee grievance reduction.

Follow up of on the management of the institution is the crucial factor as the analysis of the data indicates there is follow up in the employee grievance handling system, however, it should be more effective and should bring an impact on the system, otherwise the decision made by the committee may lose the value and it may influence the implementation.

Employee grievance is caused due to many reasons, as we can easily understand from any organization. There is an employee grievance in every institution, though the handling system in each of them differs. According to the interview and different document reviews, this study has identified different employee grievance causes, which contribute to the employees' performance and even at the end of the day, resignation from the institution.

Some of the employee grievance causes addressed in this research paper is promotion as a major reason for employee grievance. The grievance emerges when unfair are treated fairly, and fairs are treated unfairly. This issue is common in any organization; however, as identified by the interview results, promotion is the main and a prominent cause of employee grievance in the SPHMMC.

The other and playing great role in causing the employees grievance is the working environment of the college as well as the department in which the employee working in. This may result from un able to deliver the necessary inputs, high workload, lack of job sufficient space to work, lack of knowledge on what should be done, or skill gap in performing some tasks and so on. Such kind, of reasons is very difficult to handle and direct to employee grievance in institutions. Therefore, one of the main causes of SPHMMC employee grievance is the working environment of the college.

The rough relationship with immediate supervisors is also one of the main reasons why employee grievances arise, and this kind of problem can easily be solved by discussions and every day improvement, but needs willingness from both sides. In such cases the employees need to try his/her best to bring about the smooth way of relationship that should be exercised in the office. The information gap between the employees and the immediate boss or top management can also spoil the working environment of the institution, therefore, according to the interviews and collected data, there are rough relationship problems causing employee grievance in SPHMMC.

There other important issue is trainings and incentives in order to encourage or motivate the employees. These incentives are the main cause of employee grievance in the hospital because unfair incentives can easily force the employees to act in a way that they can be treated, as they deserve. Therefore, this is one of the main reasons of employee grievance in SPHMMC.

The top management poor follow-up in employee grievance handling process is also one of the problems in grievance settlement process of employee grievance. There is no appropriate mechanism of following up the employee grievance handling system, which is carried out by the committee assigned by the organization.

As we have seen above in the analysis part, the organization has a culture of identifying the basic reasons and cause of employee grievance system. Therefore the identified ones are majorly promotion issues, the working condition, employee-supervisor relationship, trainings & incentive issues, and poor follow up of top management in the employee handling processes.

CHAPTER SEVEN -CONCLUSION AND RECCOMENDATION

7.1. Conclusions

For this study the quantitative approach and the qualitative data collecting approaches were used and the qualitative and the quantitative data were collected through interview, document review and questionnaire. The collected data were analyzed in descriptive statics in percentages, frequencies, mean, and standard deviations based on the analysis that made of this study the following conclusions were given.

Accordingly the data analyzed, interpreted and discussed had shown that main factors contributing to the systematic settlement of employee grievance. This has shown us the main factors which have influenced the grievance handling system in the organization. The presence of awareness of employees on employee grievance was identified, the presence of reasons of grievance like, lack of good employee's relationship with their supervisors, lack of clarity on promotion, un able to create suitable working condition, absence of need based training opportunities were already concluded as the points of conclusion on the basis of the results that had been obtained from this study.

7.2. Recommendations

Based on the analysis made of this study and the results obtained the following recommendations are given

1. The college management and the human resource management department should develop a strategy to increase awareness through developing the knowledge of the employee about grievance and its handling mechanism.
2. The college management and human resource management department should assess the working conditions of employees periodically and should carefully identified and should be designed action plan to reduce the cause.
3. The policy makers should consider managerial factors and employee grievance settlement process during employee grievance handling procedure development.
4. The employee grievance should be handled positively through getting the employee and the management to participate in the process since it has a positive contribution for the final solution.
5. Further study needs to be conducted to explore factors associated with employee grievance handling mechanism.

7.3 Limitation of the study

The limitation of the study is responses might be influenced by socially desirable traits and there might be the possibility of recall bias. Since the study only covers Saint Paul's Hospital Millennium Medical College the study was one limited setting area and it was not include other health institutions may affect the finding to be generalized.

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Appendixes

JIMMA UNIVERSITY
INSTITUTE OF HEALTH, DEPARTMENT OF HEALTH ECONOMICS, MANAGEMENT
AND POLICY GRADUATE PROGRAMS COORDINATING OFFICE

Annex I: Questionnaires for respondents (in English)

This study is designed to conduct a research to explore Employee Grievance Handling system in St Paul hospital Millennium Medical College. Information collected during this study will be used only for academic purpose. In this study we will ask you a few questions about your experience on the issue under study. The study has no potential harm both for the participants and the organization. Rather the study will help to know how the system works and can see strength and limitation or gaps in the study area. However, the results of the study may help to generate evidences for possible intervention. You are free to choose to participate in the study; you may refuse to answer any question or choose to stop the interview at any time. The information provided by you will remain confidential. Access to master code lists or key codes is limited. Contact lists, records and referred documents. Electronic data are stored in password-protected computers or files. However the data may be seen by Ethical review committee and may be published in journal and elsewhere without giving your name or disclosing your identity.

Thank you in advance for your time

Please put a tick mark (✓) in the box provided

PART ONE: Personal information

1. Sex: 1. Male 2. Female
2. Age (in years)
- | | | | |
|----------|--------------------------|----------|--------------------------|
| 1. 18-22 | <input type="checkbox"/> | 4. 33-37 | <input type="checkbox"/> |
| 2. 23-27 | <input type="checkbox"/> | 5. 38-42 | <input type="checkbox"/> |
| 3. 28-32 | <input type="checkbox"/> | 6. 43-47 | <input type="checkbox"/> |

7. 48-52

8. 53-57

9. >58

3. Marital status?

1. Single

2. Married

3. Divorced

4. Widowed

4. Number of Family -----

5. What is the highest level of education that you have completed?

1. Primary school

2. Secondary school

3. TVET

4. Diploma

5. Bachelor degree

6. Masters degree

7. PhD

6. Job Title-----

7. Current Job category

- 1. Clinician
- 2. Academic staff
- 3. Administrative

8. Work experience

9. Terms of employment

- 1. Permanent
- 2. Temporary

10. Income (Salary) Please tick on your amount of basic salary (√)

Allowance ----- 1. Yes 2.. No

Item I Employee Knowledge about grievance procedure

11. Did you know how employee grievance is settled in SPHMMC?

- 1. I Know
- 2 I do not know

12. If your answer is Yes Please explain how it is?

13. Is there any practice to orient employee about employee grievance procedure

- 1. Yes
- 2. No

14. If your answer is yes which department is responsible for? Please Mention

15. Please mention how you should follow the line of hierarchy and time limit to file grievance?

16. Please mention your opinion how employee grievance handling committee should establish

17. Please mention your opinion the role of employee representative

18. In your opinion most of the time to which body of management employee raise their grievance?

19. In your opinion at which level of organizational hierarchy employee grievances are resolved

Item II the state of Grievance & its causes

20. Is there any case of grievance you know in SPHMMC?

1. Yes

2. No

21. Have you ever face grievance in SPHMMC

1. Yes

2. No

22. If your answer is Yes, how many times you face grievance -----

23. Are you feel free to file your grievance in written form

1. Yes

2. No

24. If your answer is Yes please mention your reason

25. If your answer is No please mention your reason

26. The grievance filing format is easily accessible to griever

1. Yes

2. No

27. If Yes does the format is easy to fill grievance

1. Yes

2. No

28. What are the mechanisms to know employee grievance in SPHMMC?

Reasons for Grievance

29. Please mention the common cause of employee grievance in SPHMMC is related to

Item III. Employee grievance handling process

S/N	ITEMS	SDA	DA	N	A	SA
30	Every supervisor/manger has skill to listen well employee grievance					
31	Every supervisor/Manager door is open to listen employee grievance					
32	Exhaustive investigation or fact finding is conducted to identify the basic problem.					
33	The source or basic reason of the problem is identified					
34	the approach was comfortable and friendly					
35	There is a mechanism of giving feedback at each stage of the screening process					
36	There is clear requirement to elect employee representative in the employee grievance handling committee					

35. Please mention, the mechanism to deliver the feedback

36. Please mention, the purpose to deliver the feedback

37. How were staff engaged or participated in the screening process

38. How many days has taken to readdressed the grievance -----

39. In your opinion what was the contribution of records and documentation in your or knowing case in grievance handling process

Item IV The role of Management in grievance handling

S/N	Item	SDA	DA	N	A	SA
41	The management followed up the employee grievance handling process & outcome					
42	The management take measure to correct mistakes in relation to your grievance					
43	Identify the gaps & improve the employee grievance handling system					

Unsatisfied employees with the decision of SPHMMC

44. Are you unsatisfied with the decision made by SPHMMC and appeal to public service ministry?

1. Yes 2. No

45. If your answer YES how was the process looks like. Please mention in detail.

ጂማ ዩኒቨርሲቲ

ህብረተሰብ ጤና ኢንስቲትዩት

የሐልዝ ኢኮኖሚክስ፣ ማጅሮችና ፖሊሲ ዲፓርትሜንት

በቅድሚያ በዚህ ጥናት ተሳታፊ ለመሆን ስለተባበሩ አመክግናለሁ፡ ጥናቱ የሚተከረው በቅዱስ ጳውሎስ ስህስጥታል ማህበረሰብ ማህበረሰብ ኮሌጅ የሠራተኞች ቅሬታ አያያዝ ሰሰተም ያለበትን ሁኔታ ለመጠቅ እና ማረፊያ ለመስጠት ነው፡ የዚህ ጥናት ዋና ዓላማ በጂማ ዩኒቨርሲቲ የሚከተለው ዲግሪ የሚሆን ጥናት ለመከናወን ነው፡ ስለሆነም በዚህ ጥናት ተሳታፊዎች የሚኖሩት ማህበረሰብ የተጠበቀ ለጥናታዊ ፅሁፍ ብቻ ስለሚሆን ማህበረሰብ ነው ብለው ያሚያምኑትን እንዲመልሱ በአክብሮት እጠይቃለሁ፡

በቅድሚያ ስለ ትብብርዎ ከልብ አመክግናለሁ

ማሳሰቢያ

1. ምልክት በሚደረግ እንዲመልስ ለማስታወቅ ጥያቄዎች በሰነድ ውስጥ (v) ምልክት ያስቀምጡ፡
2. ማህበረሰብ ከአንድ በላይ ማህበረሰብ ለሚሰጠው ጥያቄዎች በተሰጠው ክፍት ቦታ ማህበረሰብ ይሆናል ያሉትን ይጻፉ፡

ክፍል አንድ፡ ግለሰብ መረጃዎች

1. ያታ፡ 1. ወ 2. ሴ
2. ዕድሜ -----
3. የጋብቻ ሁኔታ
 1. ያለገባ/ች
 2. ያገባ/ች
 3. የፈታ/ች
 4. በጥፋት ተለየ/ች

4. የቤተሰብ ተዘት-----
5. የትምህርት ደረጃ-----

6. የስራ ሙሉ ማህሪያ -----

7. የስራ ዘርፍ

- 1. ክሊኒካል ስታፍ
- 2. አካደሚክ ስታፍ
- 3. አስተዳደር ዘርፍ

8. የአገልግሎት ዘመን----- ዓመት

9. የቅጥር ሁኔታ (አሁን)

- 1. ቋሚ
- 2. ጊዜያዊ

10. የገቢ ሁኔታ

- የጦር ደመወዝ-----
- አባል----- አለ 2.
የለም

ክፍል ሁለት: ሠራተኞች የቅሬታ አቀረብ በተማህን ተላቸው ዕውቀት

11. የሆስፒታሉ የሠራተኞች ቅሬታ እንዴት እንደሚታወቅ ያውቃሉ

- 1. አውቃለሁ
- 2. አላውቅም

12. ለጥያቄ ቁጥር ማለትም አዎን ከሆነ ሆስፒታሉ የሚቀጥሉት የቅሬታ አቀረብ አሰራር ምን ይመስላል? በዝርዝር ግለፅልኝ

13. በሆስፒታሉ ውስጥ የቅሬታ አቀረብ እና አሠራርን በተማህን የሚተዋወቅ ስራ ይከናወናል

- 1. አዎ
- 2. አይከናወንም

14. ለጥያቄ ቁጥር 13 ማለትም አዎን ከሆነ በሆስፒታሉ ውስጥ የቅሬታ አቀረብ እና አሠራርን በተማህን የሚተዋወቅ ስራ የሚከናወነው የስራ ክፍል ቢገልፁ

15. ቅሬታ ለሚቀረጥ መከተል ያለብዎትን የስራሂደት ቅደም ተከተል እና የሚቀረብዎ ጊዜ በዝርዝር ይግለጹ

16. በሀሽፒታሉ የሠራተኛ ቅሬታ አጣሪ ኮሚቴ እንደት መቋቋም እንዳለበት ያለዎትን ግንዛቤ ቢያብራሩልኝ

17. በቅሬታ አጣሪ ኮሚቴ ውስጥ በአባልነት የሚረገጡ የሰራተኛ ተወካዮች ስለሚረገጡ ሚያለዎትን ግንዛቤ ቢያብራሩልኝ

18. በእርስዎ አመለካከት ሠራተኞች ብዙ ጊዜ ሲኖራቸው ቅሬታቸው የሚወያዩት ማን ነው?

19. በእርስዎ አመለካከት ሠራተኞች ቅሬታዎቻቸው ብዙ ጊዜ የሚታሉባቸው በየትኛው የአስተዳደር እርከን ላይ ነው ብለው ያምናሉ? ከአንድ በላይ ከሆኑ በቅደም ተከተል ቢገልጹባቸው፡

ክፍልሦስት በሀሽፒታሉ ስላሉ የሰራተኞች ቅሬታ ሁኔታና ማስኬዎች

20. በሀሽፒታሉ ከሰራተኞች የሚሰሩ ቅሬታዎች ስለሚኖራቸው ያውቁበት አጋጣሚ ነበርን?

1. አዎ
2. የለም
21. እርስዎ በሚከተሉት ወይም በተሰማሩበት የስራ ክፍል ቅሬታ አጋጥሞት ያወቃልን?
1. አዎ
2. የለም
22. ለጥያቄ ቁጥር 21 ማለትም አዎን ከሆነ ለስንት ጊዜ አጋጥሞታል?-----
23. ቅሬታ በፅሁፍ ለማቅረብ ነፃ የሆነ ስሜት አለኝ ብለው ያምናሉ -----
24. ለጥያቄ ቁጥር 22 ማለትም አዎ ከሆነ ለስንት ጊዜ አጋጥሞታል? ምክንያቱን በአጭር

ቢገልጹ

25. የቅሬታ ማቅረቢያ ቅፅ ማሻሻያ ስራተኛ በቀላሉ ሊያገኘው ይችላል ብለው ያምናሉ
1. አዎ
2. አይደለም
3. አላውቅም
26. የቅሬታ ማቅረቢያ ቅፅ ለሙሉት ቀላልና የሚያስችግር ነው
1. አዎ
2. አይደለም
3. አላውቅም
27. ሆስፒታሉ በሰራተኛዎች ዘንድ ቅሬታ ሊያስነሱ የሚችሉ ጉዳዮችን ሊያወቅ የሚችልባቸውን ማገዶች ቢገልጹ

የቅሬታ ማስፈጸሚያ

28. በቅዱስ ጳውሎስ ሆስፒታል ለሰራተኞች ቅሬታ ማስፈጸሚያ ፍቅር የሚሰጠውን ቢጠቅሱ

ክፍል/አራት: በሆስፒታሉ ስላለው የቅሬታ አፈታት ሂደት እና ውሳኔ አሰጣጥ በተመለከተ

ከዚህ በታች በተመለከተው ሠንጠረዥ ውስጥ የእርስዎን አመለካከት በሚገልጹ ሰንጠረዥ (v)

ግልጽ/ትይዩት ፡ ፡

ተ / ቁ	መግቢያ	እጅግ በጣም አልስማማም 1	አልስማማም 2	እስማማለሁ 3	በጣም እስማማለሁ 4	እጅግ በጣም እስማማለሁ 5
30	በየደረጃው ያሉ ሀላፊዎች የሰራተኞችን ቅሬታ በሚባ የማይመኑ ክህሎት አላቸው					
31	በየደረጃው ያሉ ሀላፊዎች የሰራተኞችን ቅሬታ ለማይመኑ በራቸው ክፍት ነው					
32	የቅሬታውን መረጃ ግንኙነት ለማወቅ ተገቢ የሚሆኑ ስራ ይሠራል					
33	የቅሬታ ፈቺ አካላት በአፈታት ሂደቱ ያላቸው አቀራረብ ምኞት ቀላል ነው ፡					
34	በቅሬታ አፈታት ሂደቱ በእያንዳንዱ ደረጃ ግብረመጻሕ ይሠጣል ፡ ፡ ፡					
35	ለቅሬታው ስራ ይሠራል ፡ ፡ ፡					

36	በቅሬታ አጣሪ ኮሚቴ የሚረጡ የሠራተኛ ተወካዮች የሚረጡበት ግልፅ ማፈረጃ አለው፡					
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37. ቅሬታ ማጣራት ሂደት ግብረ ሙስሪ የሚከተሉትን ማን ደብአጭ ቢገልፅ?

38. ግብረ ሙስሪ የሚከተሉት ዓላማ ምን በር?

39. የቅሬታ አፈታት ሂደቱ አሳታፊነት በተሟላከት ያለዎትን ዕውቀት በአጭ ቢገልፅ?

-40. በቅሬታ አጣሪ ኮሚቴ የቅሬታ አፈታቱ ሂደት ምን ያህል ቀናት ይፈጃል?-----

ቅሬታ በተሟላነት ያለው የሚገኝ አያያዝ ስርዓት

41. በእርስዎ አሟላካክት በሆኑት የቅሬታ አፈታት ሂደት የሚገኝ አያያዝ ስርዓቱ በውሳኔ አሰጣጥ ጥራትና ቅልጥፍና ያለውን አስተዋፅኦ በአጭር ቢገልፁ?

በቅሬታ አፈታት ስርዓት ውስጥ የሚገኙት ማንኛውም የተሟላነት

42. በቅሬታ አፈታቱ ሂደት በሆኑት የሚገኙት ውሳኔ ያልረኩ ከሆነ ለጥብቁ ሰርቪስና ሰው-ሀብት ልማት ሚስቴር ቅሬታዎን አቅርበው ያውቃሉ?

- 1. አዎ
- 2. አላውቅም

41. ለጥያቄ ቁጥር 42 ማለት ላይ ከሆነ የአፈታቱ ሂደት ምን ይመስል እንደ ነበር ዘርዘር አድረገው ቢገልፁ?

Item IV. Interview guide Questions for key Informant groups

1. How do you explain employee grievance handling INSPHMMC
2. How frequent grievances occur in the hospital?
3. What are the major issues related with the grievance in the hospital?
4. How do you describe the process followed to handle a grievance
5. How do you explain to maintain time limit to resolve a grievance?
6. How do you explain the role/ contribution of the hospital management in resolving employee grievance?
7. How do you explain employee grievance system in the hospital?

Item V: SPHMMC EGHC Document Review Check list

The checklist is adapted from the Federal Civil Service Commission **inspection checklist**

This checklist is designed to review the SPHMMC employee grievance handling committee documents

Instructions

Please put tick mark in the blank space provided and write a description for those that need

Explanations.

1. Is there a grievance application procedure?

Yes----- No-----

2. Is there an employee grievance application format?

Yes----- No-----

3. Is the employee grievance format accessible for all employees?

Yes----- No-----

4. Are there the necessary HRM policies, procedures and guidelines?

Yes----- No-----

5. Please list down the titles of the policies procedures and guidelines

6. Are the necessary records obtained?

Yes----- No-----

7. Types of documents found (Please mention)

- Applications, Minutes, guidelines, procedures

8 Do all the documents contain all the necessary information? Explain it

9 Are they well organized and helpful to identify easily

Yes----- No-----

10 Are they secured?

Yes----- No.....

11 Are they confidential?

Yes..... No.....

12 How many grievance cases were filed by employees to EGH? Mention the common reasons for grievance

13 Were all grievance cases solved according to the time limit indicated in the procedure?

Yes..... No.....

14 Is there a feedback mechanism to the grievant

Yes..... No.....

15 If 'Yes' what is the mechanisms used?

Thank you

DECLARATION

This research project is my original work and has not been presented for a degree in any other institution.

Taddese Nigatu DATE_____

ID. No. _____

This research project is my original work and has not been presented for a degree in any other institution

Supervisors:

Fikru Tafesse (MPH, Assistant Professor) Sign DATE

Aynegida Adamu (MPH, Lecturer) Sign
DATE

Signed by examining committee

Internal Examiner -----sign ----- date -----

External examiner -----sign----- date-----