

CHAPTER ONE

1.0 BACKGROUND OF THE STUDY

In the banking industry, just like most organizations be it private or public complaints, conflicts and disputes are daily occurrences thus inevitable though collective agreements meant to manage these unproductive situations exist between labour and management. To arrest or address this situation, each collective agreement in an organization should contain provisions for grievance settlement procedure (GSP) by which the dispute arising between the employers, the union or the individuals (employees) may be resolved. This research was restricted to the Tanoso Branch of Barclays Bank, Ghana Limited. Barclays Bank Ghana Limited is the second largest bank in the Republic of Ghana and has operated in the country for over eighty years (80). Barclays Bank Ghana Limited is a wholly owned subsidiary of Barclays Bank PLC of the United Kingdom, one of the largest global financial institutions. The bank provides services such as personal banking, business banking and securities service. Barclays Bank Ghana is physically present in all the ten regions of the country. Kumasi as the most populous region in Ghana per the 2010 Housing and Population Census is second only to Accra with almost ten (10) branches. The Barclays Bank Tanoso branch is situated on the main Kumasi-Sunyani highway near the Kumasi Campus of University of Education. It was set up to respond to the growing needs of clients and customers within the Metropolis especially those within the Tanoso-Asuoyeboa catchment zone. It has since its inception contributed significantly in profitability terms to the growth of Barclays Bank Ghana Limited and the economy of Ghana in general.

In the last quarter of 2009, workers of Barclays Bank at the head office in a press release petitioned the National Labour Commission over the sacking of the Communications

Manager of the Bank. The workers union vehemently protested and accused the Managing Director of using his influence and position to wrongfully dismiss the hardworking manager in charge of communications. This unfortunate incident affected the operations of the bank negatively due to the important role the head office plays in making decisions that affect the bank directly or indirectly. The National Labour Commission commended the workers union and urged them to have faith in the Commission to resolve the differences and advised them to carry on with their work. (BUSINESS AND FINANCIAL TIMES, Friday 2nd October 2009)

Some months ago, Polytechnic and University lecturers in the Ashanti Region took to the streets of Kumasi to stage their version of the ongoing nationwide demonstration to register their displeasure over the delay in the implementation of the Single Spine Salary Structure (SSSS). Professionals within the Polytechnic Teachers Association Ghana (POTAG) and University Teachers Association of Ghana (UTAG), upon accessing their February salaries at the banks, their salaries were slightly increased. Lecturers described the Single Spine Salary Structure as unfair and total failure, because it failed to address the plight of lecturers and has rendered them even worse off now than ever. They also expressed no confidence in their executives and the government for they have subjected them to public ridicule.

In October 2, 2006, workers of Barclays Bank Ghana went on strike to press home their demands for better working conditions. The strike which was said to be nationwide was especially biting because it came at the start of the working week when most people would need to access fund for their businesses and other transactions. Joy News checked at a number of the bank branches in the capital revealed the desperation on the part of customers who were left stranded outside the banks premises, to access their monies. According to a CITY and BUSINESS GUIDE source at the bank, management of the bank had been reluctant in responding to workers' complaints over increment in salaries, provident fund and

other related conditions of service for sometime now. When CITY and GUIDE visited some branches of bank including the Corporate Head Office, some of the workers were seen gathered at the entrance chanting war songs. Workers of the bank had earlier in the year threatened to lay down their tools over issues relating to conditions of services as well as over a scheme called “EDICOS” which they described as not in their interest. EDICOS is a scheme that enabled the bank to deduct a smaller portion of workers salaries to be invested in a pension scheme beside the Social Security and National Insurance Trust (SSNIT) scheme. Grievance procedures serve as a system of communication between workers and managers, it provides an avenue for complaints, informs managers of trouble ahead, curbs absenteeism, strikes and other incidents that has the likelihood of affecting business operations negatively. In other words grievance procedures are the laid down mechanisms through which workers’ grievances are dealt with or resolved. The type of grievance procedure applied varies from organization to organization, its management structure and resources available.

1.1 PROBLEM STATEMENT

A Grievance is any discontent or dissatisfaction arising from feeling or a belief of injustice felt by an employee or a group of employees in connection with the work environment. (Opatha, 1994) The use of Grievance Procedure is intended to serve the needs of both employers and employees. (Nurse, 2006). It is quite significant for the bank to employ effective grievance settlement procedure to curb complaints, grievances and disputes raised by employees in the interest of prompting justice while mitigating disputes. This is basically to ensure peaceful and conducive atmosphere for mitigating both the internal and external grievances complaints for effective labour management relation.

By definition, problem statement represents a clear concise description of the issues that needs to be addressed by a problem solving team. The problem statement within the grievance settlement procedure at the Tanoso Branch of Barclays Bank is insufficient fairness. To ensure fairness, equity and justice within the procedure, a careful study of what constitutes fairness and equity will be brought to the fore. The numerous verbal complaints by the employees reflect in totality the magnitude of this problem. The problem statement as identified at the Barclays Bank (Tanoso Branch) presents a challenge to us as researchers, as we seek to establish the remote and immediate causes, its implications on labor management relations and how the lack of fairness and perceived inequity affects the overall productivity of the Bank in profitability terms. The emphasis placed on the problem statement at the bank can serve as morale booster thereby motivating the junior staff intrinsically and ensuring a harmonious working environment.

1.2 OBJECTIVES OF THE STUDY

The objectives of the study for carrying out this research are to ;

1. Find out whether grievance settlement procedure exists at the Tanoso Branch of Barclays Bank.
2. Identify the main elements involved in the formulation of grievance settlement procedure at the Tanoso Branch of Barclays Bank.
3. Find out whether employees forward their grievances for redress to management of the bank
4. Determine the effect of employees' involvement in the grievance settlement procedure at the Bank.
5. Find out the credibility of the procedure used in settling grievances at the bank.

1.3 RESEARCH QUESTIONS

1. Is there any approved grievance settlement procedure at the Tanoso Branch?
2. What constitutes the main elements of the grievance settlement procedure at the bank?
3. How often do employees forward their grievances to management at the bank?
4. How has the contribution and involvement of employees affected the grievance settlement procedure at the Barclays Branch of Tanoso Branch?
5. What is the level of fairness as perceived by the employees in the grievance settlement procedure at the bank?

1.4 SCOPE AND LIMITATION OF THE STUDY

The study is limited to the Tanoso Branch of Barclays Bank in the Kumasi Metropolis due to time and financial constraints. The study was carried out between January and June of 2012

1.5 SIGNIFICANCE OF THE STUDY

This study will be of extreme benefit to many interested parties especially; Stakeholders of the bank, employees and management of the bank and academia.

This research will afford management the opportunity to determine the negative effects of sidelining employees role in the formulation, development and implementation of the grievance settlement procedure at the bank .This research will encourage employees to put in their best after realizing that their roles in the grievance settlement procedure cannot be neglected. This research will be beneficial to stakeholders of the bank especially shareholders as it will bring to the fore the impact of grievances on productivity, ways and means to adopt in order to minimize the negative implications of low employee involvement in grievance settlement procedure and ensure productive returns on shareholders investments.

Students stand to gain immensely from this detailed research as it will provide them with relevant and credible data in relation to how employees' participation in grievance settlement procedure can affect the attainment of company's goals and objectives. The study will also serve as a guide to the employees union to ascertain how their efforts at protecting the rights and ensuring justice and fairness on the workers front are yielding positive or negative results. Employee or union and management decisions to adopt grievance procedures can be viewed as one alternative among a range of bargaining choices and human resources practices as proposed by Ichniowski & Lewin, 1987. In other words, work rule changes, or other conditions of employment as concluded by Peterson & Lewin, 2000.

The mere existence of GSP will not in itself ensure the effective handling of employee grievances unless certain key elements are present in the procedure pattern. Speedy settlement, impartiality, effective communication, fair hearing and the right to appeal to ensure effective grievance handling practices. (Opha, 1994).

The grievance procedure is more than just a means of managing conflict; an understanding and effective use of the procedure may, according to some experts; improve the labour management relationship.

The study would also provide empirical evidence to know how effective the human resource department is in assisting both employees and management in grievance resolution. Lastly, the study will enable us to know the challenges organizations face in the implementation of their own grievance settlement procedures.

1.6 ORGANIZATION OF THE STUDY

The entire study is grouped under chapters one through to five.

Chapter one covers the background of the study, the statement of the problem, the objectives of the study, research questions, significance of the study, scope and limitation, and the organization of the entire study.

Chapter two deals with the literature review.

Chapter three is concerned with the methods of gathering data through interviews or questionnaires.

Chapter four deals with the analysis and findings of data.

Chapter five concerns the summary, conclusions, recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews the terminologies like grievance, grievance settlement, the procedure, employee's roles, benefits, weaknesses and functions of grievance and settlement. Robert L. Mathis in his book on Strategic Human Resource defines grievance as a written or verbal complaint alleging a contravention of the collective agreement. Micheal Armstrong in his book (Strategic Human Resource, A Guide to Action Volume 10) however described grievance as the actual, perceived or supposed circumstance that can be regarded as just cause for complaint.

Grievance procedure is a step by step process an employee must be willing to follow to get his or complaints addressed satisfactorily through the approved channels. Grievance procedures are mostly included in the collective bargaining which represents union agreements. The role of employees is fundamental and basic to the overall success of the grievance settlement procedure. Robert Mathis in his book Strategic Human Resource Management argues that the involvement of employees in the formulation and implementation of grievance settlement procedure is so crucial to its success.

It provides a process that requires administrators to make a good faith attempt to negotiate a settlement with union officials when disputes arise. If a settlement cannot be reached, the union has the option to take the matter before an arbitrator who makes a final and binding decision. In Grievance Settlement, procedure refers to accepted mechanisms laid down in resolving conflicts, grievances and disputes. Settlement as a terminology has been described

to represent a system created for collective bargaining relationships that provides aggrieved parties with a procedure for final and binding resolution of their disputes that arise over the interpretation, administration, application or alleged violation of the terms and conditions of employment contained in the collective agreement during its term.

With specific reference to the Tanoso Branch of Barclays Bank, it is compulsory for union members to follow the laid down procedures internally to resolve grievances. A worker can only petition the National Labour Commission after exhausting all the internal channels approved for addressing grievances. In Ghana, the grievance settlement procedure for both private and public organizations are guided by the Labour Act, 2003(ACT 651) using these mechanisms; Negotiation, Mediation and Arbitration. The Grievance Settlement Procedure as provided in the Labour Act 2003(ACT 651) clearly shows the process which are;

Firstly, **Negotiation**- This is where parties to grievance settlement are under obligation to negotiate in good faith with the view in resolving a settlement.

Secondly, in case the provision of negotiation fails, the Labour Commission should after seven days appoint **Mediators** whose decisions will bind the parties in conflict.

The final process is what is known as Arbitration which also involves the appointment of arbitrators to resolve conflict between parties if mediators fail to do so. In any of these mechanisms, the roles of the employees should always be factored into the procedure.

Settlement is also one of the oldest forms of dispute resolution in the history of any organization. It is clearly not a phenomenon of the twentieth century nor is it a western invention.

2.1 ROLES OF THE GRIEVANCE PROCEDURE

There are four primary roles of the grievance procedure that has been identified in much of the literature:

1. It serves as an administrative role by applying the rules of the contract and offers guidance in the administration of the collective agreement (Thomson, 1974, 1-3). Through the grievance process, management and union representatives serve as expert trouble-shooters who investigate disputes on behalf of their constituencies endeavor to reach a settlement (Lewin & Peterson, 1988, 25-6).

This is in the context that management and union representatives also serve as expert members of such administrative bodies as tripartite grievance arbitration boards and respective management and union grievance committees. Their specialized knowledge of the grievance process and workplace disputes can improve the operation of administrative bodies and increase the efficiency of the grievance procedure itself.

Furthermore, their decisions in grievance cases establish precedent which can be used to administer the work related aspect of the organization (Lewin & Peterson 1988, 25-6)

2. It assumes a **compliance** role by ensuring that both parties adhere to and respect the collective agreement (Lewin and Peterson 1988, 25-6; Thomson 1974, 1-3).

Historical note: In the years before the establishment of formal grievance procedures, the union business agent was responsible for ensuring that both union and management adhere to the collective agreement. Following the unionization of industrial workers during the 1930s, it was the shop steward, who assumed the role of ‘contract policeman,’ but often without the formal powers to compel management to comply with the agreement.

Management typically disposed of union complaints in accordance with its own interpretation of the contract. The grievance procedure therefore provides both parties with the machinery to ensure compliance with the collective agreement.

(Lewin & Peterson 19988, 25-6)

3. It assumes a **judicial and adjudicate** role for industrial organizations by interpreting the collective agreement and rules of behavior and by serving as the dispute resolution procedure for disagreements which arise during the life of the collective agreement (Lewin & Peterson 1988, 25-6; Thomson 1974, 1-3).

In this context the grievance procedure serves as a system of private law with the collective agreement serving as the statutory legislation and the grievance process providing a measure of industrial jurisprudence through its interpretation, customs and the establishment of precedent. Most importantly, the grievance process serves to channel conflict into an institutional mechanism for peaceful resolution, thus preventing minor misunderstandings from being blown up into major problems' (Thomson 1974, 1-3).

The equity of the process is strengthened by the presence of third-party, binding arbitration since the presence of a neutral arbitrator ensures that neither management nor the union has the final word on the disposition of the dispute. The precedents established by the dispositions of grievances and the awards of arbitrators provide a measure of industrial jurisprudence which may assist either party in the handling of similar grievance in the future (Lewin & Peterson 1988, 25-6).

4. It may serve as a **forum for 'fractional bargaining'** where one party attempts to secure concessions it could not obtain at the bargaining table (Lewin & Peterson 1988, 25-6) or win back what it has lost at the bargaining table (Thomson 1974, 30-32).

Fractional bargaining may be conducted by the union on behalf of the entire work group, or in some instances, it may be undertaken by specific elements within the work group who, by virtue of their power and cohesion, are in a position of strategic strength.

Fractional bargaining is possible because the basic objective of management is efficient production, and the overloading of the grievance procedure represents a threat to efficiency. Inter-work group rivalry may lead to a campaign to destabilize production with one element obtaining concessions which other elements then claim, and the first group trying to reassert its leadership. In such a 'whipsaw' strategy, management may be unable to rectify the alleged discrepancies and is often forced into reacting expediently rather than according to the collective agreement or policy.

Management bears the responsibility of ensuring that the grievance procedure does not become a forum for fractional bargaining, since the union cannot be expected to discipline its own members due to political power of many of the work groups which may be engaging in such tactics. (Thomson 1974, 30-32)

The union may utilize the grievance process to pressure management for strategic purposes (Lewin & Peterson 1988, 25-6). These could include the numerous filing of certain grievances as a negotiation tactic prior to the beginning of the negotiations for the new

collective agreement or the overloading of the grievance procedure as a pressure tactic in response to a unilateral management initiative.

The grievance procedure may help indirectly to improve relations between the parties to the collective agreement (Thomson 1974, 1-3). The grievance process can act as a 'diagnostic device' whereby both parties can be made aware of underlying problems in the workplace with a view to improving the situation. As well, it can provide a medium of communication and consultation. 'Not only do the two sides exchange a good deal of information about their plans, hopes, and feelings in the course of discussing grievances, but such discussions can provide a basis for a positive policy of consultation, especially if regular grievance meetings are held' (Thomson 1974, 2). -

Furthermore, due to the need for considerable consistency in resolving workplace disputes, the presences of a grievance procedure can significantly improve the quality of decision making. Grievance procedures enable individual employees or union officials to challenge management over a wide range of wage and working conditions (Lewin 1983, 128-31). Individual workers enjoy free choice in the filling of grievances and may therefore independently choose whether to grieve a particular issue. Shop stewards and other union officials enjoy a degree of individual choice when deciding how to respond to an employee grievance.

The grievance procedure serves as a forum for the communication of information (Lewin 1983, 128-31). It is through the grievance process that management is made aware of actual or potential problems in the workplace and this information enables the enterprise to diagnose the problems and take corrective action. A further benefit to management is that the

information is provided by workers and the costs of processing the grievance at the early stages of the procedure is often borne by the union. Management need only decide on its response to the grievance, which may range from initial rejection, rejection after investigation, initial acceptance or acceptance after investigation. Moreover, Lewin argues that when management takes corrective action in response to a grievance it is presumed to enhance worker productivity and commitment to the employer.

2.2 BROAD FUNCTIONS OF THE GRIEVANCE PROCEDURE

The broad functions of grievance procedure are vividly explained below:

Executive Function An executive or administrative role is served by the grievance process as it can be used to clarify or expand on management decisions by raising issues which create uncertainty and, in this capacity, the procedure ‘amplifies’ the executive function. (Thomson et al 1976,43).

Due Process Function Because the grievance procedure fulfills a ‘due process’ function by which progressively higher levels of authorities review the appeals of employees and the decisions of lower level managers, a judicial role is served by the process. (Thomson et al.1976,43).

Constitutional Function A constitutional or recognition function is derived by the grievance process, particularly at the industry-wide level but also at the plant level, since the disputes procedure is the means by which both parties accept the other’s legitimacy and by which they can interact. (Thomson et al. 1976, 43)

Legislative Function The process serves a legislative or rule-making purpose because it provides a mechanism for employees to legitimately influence and participate in the decisions made by management and therefore provides them with a potential part of the ‘legislative’ function of the firm. (Thomson et al.1976,43).

‘Voice’ Function The grievance procedure provides the means by which employees can express their dissatisfaction with working conditions or managerial action and therefore exercise their ‘voice’ option. (Hirschman 1970; Freeman et al.1984,103)

Power Distribution Function By specifying what can and cannot be done in the course of the grievance process, the procedure may provide one side or the other a tactical advantage and therefore the grievance process can serve a power distribution function. (Thomson et al. 1976, 43)

Communications Function The presence of a functional grievance procedure fulfills a communications function since it can help management become aware of problems in the workplace and, conversely, can also assist in the dissemination of management policy. (Thomson et al. 1976, 43).

According to the exit-voice thesis, first articulated by Hirschman in 1970, dissatisfied members of an organization may either leave (exit) or express their dissatisfaction (voice) through a variety of different channels. Freeman and Medoff (1984, 105) argue that quit rates will be reduced regardless of the outcome of individual grievances because of the actual presence of an appeal procedure. Moreover, if the employee is successful and the grievance is granted, the cause of discontent will be eliminated and the employee will likely stay at the organization. Freeman and Medoff further argue that in the event that the employee ‘loses’ the grievance, the probability of quitting is reduced if the employee feels they received a fair hearing and, finally, even if the worker eventually quits, plant-level turnover will be lower as a result of the delay while the grievance was processed.

Freeman and Medoff (1984, 105) employed two methods to test their hypothesis regarding turnover rates and grievance procedures. The first involved an analysis of the impact of

unionism on the quits of workers with varying degrees of job satisfaction, with the assumption that those who are most dissatisfied are more likely to raise a grievance than those who are satisfied with their employment situation. They found that quit rates rose much less quickly in unionized organizations than in non-union organizations as dissatisfaction levels rose and attribute the lower quit rates to the availability of a 'voice' mechanism in the form of a grievance procedure.

The second test of their hypothesis (1984, 105-6) involved the comparison of unionized workers in organizations with different types of grievance procedures, with the assumption that the stronger or more inclusive the grievance procedure, the lower the turnover rate. Using data from the Bureau of Labour Statistics (BLS), Freeman and Medoff concluded that job tenure was greater among unionized workers in organizations where grievance procedures had wider scope. The presence of a grievance procedure, then, enables employees to exercise their 'voice' as opposed to 'exit' option and therefore assists in the reduction of employee turnover.

2.3 BENEFITS OF THE GRIEVANCE PROCEDURE

Grievance procedure provides a peaceful means to reducing the pressures and fears of employees and to settle workplace disputes without stoppage of work. (Staudohar 1977, 6; Lewin 1983, 127-8; Lewin and Peterson 1988, 27).

It also serves as a force against arbitrary or discriminatory unilateral actions and as a mechanism for the 'equitable and just interpretation' and application of the negotiated collective agreement (Staudohar 1977, 6).

The grievance procedure can improve perceptions of fairness and equity. It enables employees 'to have their say' at progressively high levels of decisions-making authority and, perhaps ultimately, before an independent, third-party arbitrator (Lewin and Peterson 1988, 27; Thomson 1974, 1).

It also compensates for ambiguity in contract language by permitting 'the contract to be construed in the light of the many different events that occur during the day-to-day operation of a plant and in the context of potentially conflicting interpretations of the contract by workers, union representatives, and managers' (Thomson 1974, 1).

There are benefits for the union, as well. The grievance procedure may facilitate the enhancement of union solidarity by developing employee loyalty. The interests of union officials are served since the processing of employee concerns convinces the union membership that their leaders are doing their jobs and this assists in their re-election. (Lewin and Peterson 1988, 27)

Among the benefits for management is the virtual guarantee the presence of a grievance procedure provides of 'uninterrupted production during the life of the labour agreement, the use by management of union resources and personnel to police the labour agreement, and a systematic source of information about problem areas in the workplace information that can be used for subsequent evaluation and corrective action' (Lewin 1983, 127-28).

Senior management also benefits because the process represents an excellent means for achieving consistency in policy formulation and application and can ensure compliance with corporate policy by middle management and supervisors since their decisions are subject to

the grievance procedure and will be reviewed by their superiors. As well, the grievance procedure saves senior management's time and energy since the procedure reduces the negative implications of dysfunctional conflict, whilst providing the conducive atmosphere to ensure effective control and coordination at the Bank.

Moreover, the members on the appeal board should be balanced between management and union to ensure harmony and fairness (Thomson et al. 1976, 46).

In addition, by specifying the grievance procedure in the collective agreement, disputes arising during the life of the collective agreement are resolved through a grievance procedure which has been mutually supported by both parties and that fits the organization, management and union. The existence of arbitration represents a key component of this process, since the neutral arbitrator, shared arbitration costs between the parties, and the acceptance of the arbitrator's decision as final accord closely with civil norms of equity and fairness.

The presence of the grievance process itself is a testament to the rights workers receive by virtue of their union partnership. From this perspective, the outcome of the process is less important than the existence of the grievance process itself.

The grievance process tends to solidify the more formal collective bargaining agreement in which the procedure is rooted and the precedent established and in the process can 'sharpen' workplace policies and enhance efficiency. (Lewin and Peterson 1988, 25-6; Lewin 1983, 128-31)

2.4 WEAKNESSES OF THE GRIEVANCE PROCEDURE

Though the grievance procedure is recognized as an important part of the collective bargaining relationship, there are weaknesses inherent to the process. A lot of weaknesses have been identified in the industrial relations literature. The most commonly faulted aspect of the grievance procedure is the presence of third-party, binding arbitration.

A major weakness of the grievance procedure is the differing expectations that the various stakeholders have for the process. If these expectations are diverse or serve enough, then the effectiveness and utility of the grievance procedure can be undermined because the parties may ultimately lose respect for the process and resort to the procedure could decline as a result. For instance, employees expect the procedure to provide a speedy resolution to workplace disputes, yet this expectation may conflict with that of senior management, who must concern themselves with precedent and would prefer a consistent and careful examination of the issue to a quick decision. Moreover, employees expect the grievance process to provide a right to protest and protection against unfair managerial action and therefore expect an appeal function which provides access to decision makers not initially involved in the issue or decision. Yet this, too, can conflict with management expectations because it may be interpreted as a threat to their authority and their ability to preserve a 'united front' of management personnel against all levels of the work force. (Thomson and Murray 1976, 47)

When labour relations are unsatisfactory, the existence of arbitration may actually exacerbate bad feeling. In such circumstances the jurisprudence of arbitrator with a reason for mitigation. The union responds by filing numerous grievances that are regularly denied at the lower steps. The union is forced to go to arbitration frequently, which causes a backlog with

the concomitant delays in hearing and disposition. The hearing is pervaded with an atmosphere of hostility; it provides the parties with an additional opportunity to berate each other. . . . All of this makes the grievance machinery a cause of further tension. (Getman 1979, 925)

Another of the major weaknesses relates to costs, both in money and in time. The procedure is expensive and disruptive, since production is disturbed when grievants and supervisors are taken off their regular jobs to participate in the process (Dalton and Todor 1981, 25). It been argued (Stessin 1977, 128) that grievance arbitration has lost much of its virtue, 'being neither economical nor quick, neither flexible nor informal. . . . Evidence abounds that the systems has succumbed to the rise of rigidity and is often ill designed to serve as a quick means of setting disputes between workers and the boss.'

From management's perspective, it puts limitations on management rights and from the union's perspective it may mean some loss of control over workplace issues (Lewin and Peterson, 1988, 28).

In addition, both union and management must surrender their 'ownership' of the issue to an outside third party. In some instances, moreover, the use of binding, third-party arbitration may actually be detrimental to harmonious industrial relations:

From employee's perspective, the greatest weaknesses may be the delay in the processing of the grievance and the cumbersomeness of the procedure itself-both of which may discourage employees from using grievance process (1988, 28). As one union official put it, a major obstacle to an effective procedure is created by those in management and labour who become

obstacles in the grievance procedure. Management of grievances should not result in who wins or loses but rather how it contributes to the betterment of the Bank in totality. (Ross 1963, 123-24)

Grievance procedures may present the greatest source of frustration to lower level management (Thomson et al. 1976, 47-8), this is because lower level managers desire to retain the greatest degree of autonomy and flexibility in the operation of their departments, and in this regard the appeal process of the grievance procedure and senior management's desire to use it to ensure compliance with corporate policy undermine their authority. As well, the tendency to support another member of management runs contrary to the desire of workers for an impartial, non-biased appeal process. Finally, when issues do arise with broad policy implications, lower level managers often prefer to pass the dispute upwards in the grievance procedure to avoid being reversed at a higher level. This reluctance on the part of lower level managers to rule on broad policy grievances can contribute to an overloading of the grievance procedure and increase the length of time to settlement.

It has been suggested that the grievance procedure in fact tends to enlarge rather than resolve problems:

Conventional grievance procedures have become instrument of a tactical kind. They tend to enlarge rather than to resolve problems. There are more appeals made than when one raises a constitutional question in the federal courts, and the irony of it that the appeal, except in the final step of arbitration, is not some unbiased forum but . . . to someone higher up in the employer's echelon that has already participated in the decision announced in the preceding step. (Cole 1963, 82)

2.5 STEPS IN IMPLEMENTATION

Whenever possible, a worker's grievance should be dealt with as rapidly as possible and at the lowest possible level within the Bank. Such grievances may be resolved informally in a discussion between the worker and the line manager or supervisor. If the grievance cannot be dealt with by informal discussion, it should go through a more formal procedure.

One-off event can be corrected quickly and easily if mechanisms are in place to communicate openly with workers. It is important to have formal procedures in place to ensure this happens, so that potentially small problems do not develop into large scale labour disputes. The following steps indicate briefly what is involved in the adoption formal grievance procedures:

Stage 1:

Workers communicate their grievances, often verbally, to their immediate supervisor or line manager. If the grievance is against this line manager, then the matter should be brought to the attention of a more senior supervisor.

The worker should have, at any stage of the grievance procedure, the right to be accompanied by a union representative, or even legal counsel if he or she so desire.

Management should respond to the worker within 10 days of the first meeting.

Stage 2:

If the issue is not resolved during stage 1, the worker should be permitted to raise the matter, generally in writing to a more senior level of management.

The manager should then investigate the matter thoroughly, generally by speaking with any possible witnesses and taking statements from anyone else who may have been involved. The manager should respond to the worker within 10 working days. At this stage it is useful for the manager to really listen to the worker.

Grievances that reach this stage are unlikely to just go away, and if they can be dealt with relatively early there is likely to be less disruption and bad publicity than if the grievance carries on to stage 3.

If the grievance is contested, the worker should be invited to attend a meeting to discuss the grievance.

This meeting will lead the aggrieved party to appearing before a joint committee or panel made up of equal representation of workers, managers and independent union representatives. Following the meeting, and incorporating the recommendations of the joint committee, the manager should reply to the worker in writing within 10 working days.

Stage 3

At this stage, internal procedure has been generally exhausted. The worker generally has formal legal options available by law such as arbitration.

2.6 INDICATORS FOR A SUCCESSFUL IMPLEMENTATION OF GSP

Perceived justice and fairness of grievance handling suggests that when employees perceive the procedures attached to the system as fair and just, they are more likely to perceive outcomes as fair even when those outcomes are not in their favor. (Peterson and Lewin's, 2000).

Settlement at lowest level: the extent to which the parties are able to resolve contractual disputes at the lowest possible level and without intervention of a third-party is an important indicator of effective grievance handling. (Knight, 1986)

Training supervisors' behavior and attitudes are important determinants of grievance activity (Peterson and Lewin's 2000). It is important to train supervisors, managers on grievances effectively.

Presence & use of grievance procedure provides a formal avenue for employee voice and is thus available for resolving workplace & organizational conflicts. (Peterson and Lewin's, 2000) speedy settlement which refers to the time that elapses between the time a complaint is issued and the time any action by management is initiated and the length of time spent in reaching a formal resolution for a grievance raised. (Nurse & Devonish, 2007)

Acceptance; Grievance systems should also specify employees' rights to representation and allow for appeal against decisions with which they disagree. (Nurse & Devonish, 2007)

Simplicity of the GSP is established by studying the aspects such as whether a clear definition is presented as to what grievance is, the number of steps involved in the procedure and whether the procedure is clear to employees. (Adikaram & Rupasiri, 2007)

2.7 MODERN TRENDS

2.7.1 Ghana

The revised Labour Law (Act 651) passed in 2003 became effective in March 2004, unified and modified the old labour laws to bring them into conformity with the core principles of International Labour Convention, to which Ghana is a signatory. All the old Labour related laws, except the Children's' Law (Act 560), have been repealed. Under the 2003 Labour Law, the Chief Labour Officer issue collective bargaining agreements (CBA) in lieu of the Trade Union Congress (TUC). This effectively limits the TUC's monopoly, since the old CBA provisions implicitly compelled all unions to be part of TUC.

Also, instead of the labour court, a National Labour Commission has been established to resolve labour and industrial disputes. Their functions as outline in the Labour Law Act 2003 are as follows:

- To maintain a data base of qualified persons to serve as mediators and arbitrators;

- To perform any other function conferred on it under this Act or any other enactment;
- To facilitate the settlement of industrial disputes:
- To settle disputes;
- To investigate Labour related complaints, in particular unfair labour practices and take such steps as it considers necessary to prevent labour disputes.
- To promote effective labour co-operation between labour and management; and

PART XVIII – National Labour Commission, Sub-Part II – Settlement of industrial disputes
outline settlement by negotiation, mediation, appointment of arbitrator's voluntary arbitration as some of the procedure in resolving and settling of industrial dispute or grievance.

- Ask local labour experts to clarify any doubts or hesitations you may have – these experts are there to help you. Don't wait for the grievance procedure to become complicated or cumbersome before seeking outside advice.
- Stay current. Be up to date on grievance procedures and what is happening in your organization or firm.
- Stay calm and objective and do not let emotion get in the way of orderly resolution.

CHAPTER THREE

3.0 METHODOLOGY

The research sampling technique, data collection in relation to the research instruments or tools to be used and data analysis procedure are clearly discussed under this chapter. In addition, a brief profile of the population to be studied and the organization involved in the research is included in this chapter.

3.1 RESEARCH DESIGN

Saunders et al (2007), defined research design as the general plan of how the researcher answers the research question. In this study, a mixed approach of qualitative and quantitative research was used to gain some fair insight into the information sought. Quantitative research refers to the systematic empirical investigation of quantitative properties and phenomena and their relationships. Qualitative research is a method of enquiry employed in many academic disciplines. Qualitative research seeks to investigate why and how of decision making not just what, where and when (*source*: Google search-Wikipedia). Unlike quantitative research which is associated with a deductive approach to testing theory, a qualitative approach uses an inductive approach to generate data. On the other hand, qualitative research refers to a set of research techniques where data is obtained from a relatively small group of respondents and not analyzed with statistical methods.

3.2 POPULATION OF THE STUDY

For this study, the population represents the total number of Barclays Bank Tanoso Branch in Kumasi Metropolis. The total number of employees at the Tanoso Branch of Barclays Bank is forty two (42) however only thirty responded to our questionnaire. The thirty (30)

consisted of twenty four (24) full time and six (6) part time employees. The study covered only the Tanoso Branch of Barclays Bank within Kumasi Metropolis. The Bank was segmented into junior staff and senior staff. For the purpose of this research and the kind of information that was desired, the Tanoso Branch of Barclays Bank was chosen. This provided the relevant information for the study.

3.3 SAMPLE SIZE AND SAMPLING PROCEDURE

For easy attainment of goals, probability sampling was used. This aided the research into consciously seeking out respondents at both ends of the spectrum. It also helped to ensure that, all viewpoints were adequately represented. A sample of 30 respondents consisting of 21 junior staff and 9 senior staff were chosen

3.4 DATA COLLECTION

Data collection procedures for the Barclays Bank as segmented by the study, involved getting the introduction letter from the university administration and visiting the Bank to give some notification of our intentions to the targeted respondents. The managers later introduced the research group to the respondents.

Primary data was collected and explored in the writing of the research. The data was obtained through designed questionnaire (a structured document which seeks to collect facts or opinions from sources related to our study). This provides us a standard procedure for collecting primary data that are comparable, irrespective of who collects them and also enhanced the accuracy of the recordings.

Appendix B provides a copy of the questionnaire used for the data collection

3.5 DATA ANALYSIS PROCEDURE

Each response on the questionnaire was given a numeric value, and statistical data were compiled to tabulate each response. Results were also analyzed to correlate the demographic information with the responses to the organization of the respondents. SPSS (Statistical Package for Social sciences) was used to tabulate the data, and the results were presented in both a descriptive summary and data tables, providing trends between the demographics and grievance resolution questions.

3.6 SAMPLING TECHNIQUE

The interviewed workers were grouped into two; senior staff and junior staff. However, due to the reluctance of some of the Bank's employees to fill out the questionnaire for fear of being perceived as negative publicists. The data collection instrument was administered to employees of the Bank. The simple random sampling technique was then employed in selecting the respondents to be interviewed.

3.7 KUMASI CITY

The city of Kumasi was founded in the 1680's by King Osei Tutu I to serve as the capital of the Asante State (Fynn, 1971). Given its strategic location and political dominance, Kumasi as a matter of course, developed into a major commercial center with all major trade routes converging on it (Dickson, 1969)

Per the 2010 Housing and Population census Ashanti Region is the most populous region in Ghana with a figure of 4,780,380. Kumasi as the capital of the region houses more than half of the regional figure. With time the city began to expand and grow thereby making it second only to Accra in terms of land area, population size, and social life and economic activity. Its

strategic location has also endowed it with the status of the principal transport terminal and has assured its pivotal role in the vast and profitable distribution of goods in the country and beyond. (Adu Boahen, 1965)

Kumasi is located in the transitional forest zone and is about 270km north of the national capital, Accra. It is between latitude 6.35o – 6.40o longitude 1.30 – 1.35o, an elevation which ranges between 250 – 300 meters above sea level with an area of about 254 square kilometers. The unique position of the city as a traversing point from all parts of the country makes it a special place for many to migrate to. The metropolitan area shares boundaries with Kwabre East District to the north, Atwima District to the west, Ejisu-Juaben Municipal to the east and Bosomtwe to the south.

Its beautiful layout and greenery has accorded it the accolade of being the “Garden City of West Africa”. From the three communities of Adum, Krobo and Bompata, it has grown in a concentric form to cover an area of approximately ten (10) kilometers in radius. The city is a rapidly growing one with an annual growth rate of 5.47 percent (Regional Statistical Office, Kumasi). It encompasses about 90 suburbs, many of which were absorbed into it as a result of the process of growth and physical expansion.

3.7.1 PRIMARY PRODUCTION

The primary production sector of the metropolis is made up of urban agriculture and quarrying/sand winning. The agricultural sector, which is made up of farming, aquaculture, horticulture etc is limited to production of staple crops including maize, plantain, cocoyam, cassava, vegetable and nursery of industrial crops mainly oil palm, citrus fruits. There is also

specialization in the distribution of food crops which are brought in from other parts of the country.

3.7.2 SERVICE (TRADE/COMMERCE) SECTOR

It consists of an integrated system of markets at Adum Central Business District (CBD), Kumasi Central Market (single largest market in West Africa) with linkages to the satellite markets at Asafo, Bantama, Asawase, Ayigya, Ahinsan, Oforikrom, Tafo, Atonsu-Agogo, Santasi, Suame, Amakom, Patasi, Bomso and Tarkwa, etc. In addition to these, Telecommunications, Banking, Insurance, Transportation, Hotels, Restaurants and Traditional caterers (chop bars) and other Tourist sites are found in the city.

3.7.3 MARKET INFRASTRUCTURE

It has the single largest traditional market in West Africa called the Kumasi Central Market. It can boast of over 40,000 stores and stalls fully occupied by traders dealing in every conceivable product. Additionally, the city has about twenty-eight (28) satellite markets. There are plans underway to develop some of them to be modern markets.

3.7.4 POPULATION SIZE AND GROWTH RATES

Kumasi metropolis is the most populous district in the Ashanti Region. The recent 2010 Population Census put the figure Kumasi at 3,307, 270. Based on a growth rate of 5.4% p.a and this accounts for just under a third (64.4%) of the region's population. Kumasi has attracted such a large population partly because it is the regional Capital, and also the most commercialized centre in the region. Other reasons include the centrality of Kumasi as a nodal city with major arterial routes linking it to other parts of the country and also the fact that it is an educational centre with two State Universities, five Private Universities, a

Polytechnic, two Teacher Training Colleges, Secondary Schools and a host of Basic Schools. Table 2 and 3 give the size and the growth patterns of Kumasi.

Ashanti Region is currently the second most urbanized in the country, after the Greater Accra (87.7%). The large urban population in the region is mainly due to the fact that the Kumasi metropolis is not only entirely urban but accounts for a third of the region's population. The growth of industries and the large volume of commercial activity in and around Kumasi as well as the high migrant number may account partly for the relatively high urban population. It has been estimated to have a daytime population of about 2 million

3.7.5 LABOUR FORCE

The 2010 census results show that 76.9 percent of the population aged 15 years and older in the region is economically active. The proportion of the economically active population that is those who worked, for at least one day, in seven days prior to the census was 71.4% in the Kumasi metropolis. The proportion of the unemployed population in the Kumasi Metropolis is 16.0%. The unemployment rates are more pronounced in the metropolis than the remaining sub-urban areas. This general trend is the same for both sexes and may be as a result of the high rural-urban drift, apparently in search of non-existent jobs. Students form the highest proportion of those who are not economically active in the metropolis, whereas the aged together with the retired form a relatively high proportion.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter is concerned with methods of summarizing and presenting the essential information contained in the data through tables and graphical techniques.

Table 4.0 Cross Tabulation of Grievance Settlement Procedure

GENDER	SENIOR STAFF	JUNIOR STAFF	TOTAL
MALE	8	4	12 40%
FEMALE	7	11	18 60%
TOTAL	15 100.0%	15 100.0%	30 100.0%

The above indicates that a total of 30 employees were interviewed out of these 12 were males representing 40%. 18 were females which 60% of the total respondents.

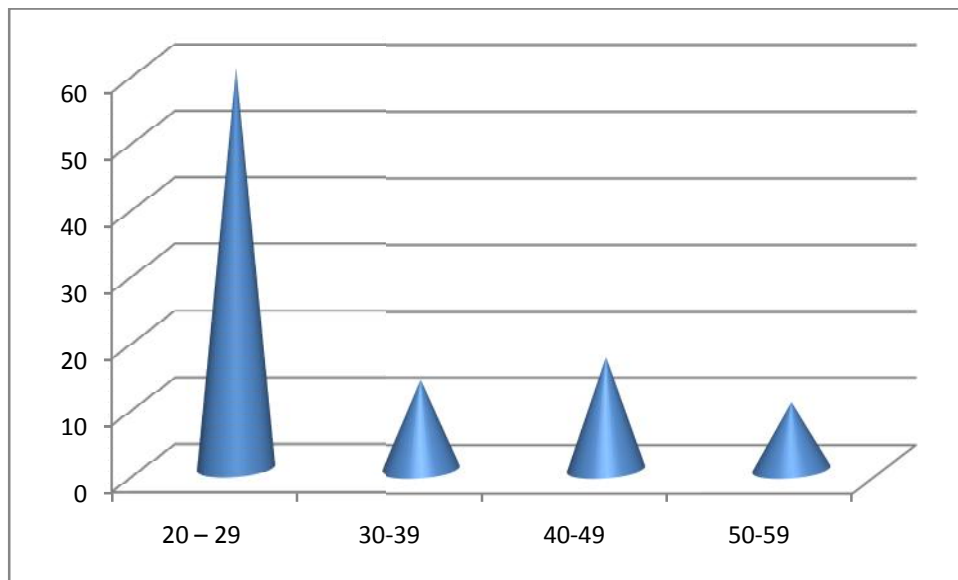
In conclusion workers of this organization responded well to the research. The results as seen above indicate that more females were interviewed than males.

Table 4.1 Age Group of Respondents

Age Group	Frequency	Percent
20 – 29	18	60
30 – 39	4	13.33
40 – 49	5	16.67
50 – 59	3	10
Total	30	100.0

Table 4.1 shows the age distribution of the respondents. The largest of the employees are in the age group 20 – 29 with a percentage of 60%. This was followed by the 40 – 49 age groups with a percentage of 16.67%. However, age group 50 – 59 recorded the least in percentage terms with only 10% of the total employees interviewed.

Figure 4.0 Age group of Respondents



Age of Respondents

Figure 4.0 provides a bar chart representing the percentage distribution of the age groupings of the employees interviewed with the age group 20 – 29 having the highest rectangle bar and a percentage of 60

Table 4.2 Cross – Tabulation of Sex of Respondents against Work Type

Working Type	Sex of Respondent				Total	
	Male		Female			
	Count	Percentage	Count	Percentage	Count	Percentage
Full-Time	10	83.33	14	77.78	24	80
Part-Time	2	17.67	4	22.22	6	20
Total	12	100.0	18	100.0	30	100.0

Table 4.2 provides a breakdown of the employee with respect to their appointment as to full-time or part-time. From Table 4.3 80% of the respondents are full-time employees, with only 20% as Part-time employees. However in terms of gender, 83.33%, 77.78% are full-time and Part-time male employees. 17.63%, 22.22% are female employees with full-time and Part-time status.

Table 4.3 Cross Tabulation of Existence and Description of GSP

Existence of grievance Procedure Policies	Description of Grievance Settlement Procedure						Total	
	Simple and Straight forward to follow		Complicated and difficult to apply		Don't Know			
	count	%	count	%	count	%	count	%
Yes	4	13.3	3	10	2	6.7	9	30
No	0	0.0	0	0.0	14	46.7	14	46.7
Not aware	0	0.0	0	0.0	7	23.3	7	23.3
Total	4	13.3	3	10	23	76.7	30	100

From Table 4.3 30% of the employees interviewed confirmed the existence of grievance settlement procedure whilst 46.7% of those interviewed says no grievance settlement procedure exist in their respective departments. However, 23.3% of the respondents are not aware as whether such a policy exists or not. Of those saying that the policy exist, 13.3%, say it is simple and straight forward to follow through, 10% complicated and therefore difficult to apply and 46.7% are unable to describe the document.

Figure 4.1 Existence of Grievance Settlement Procedure

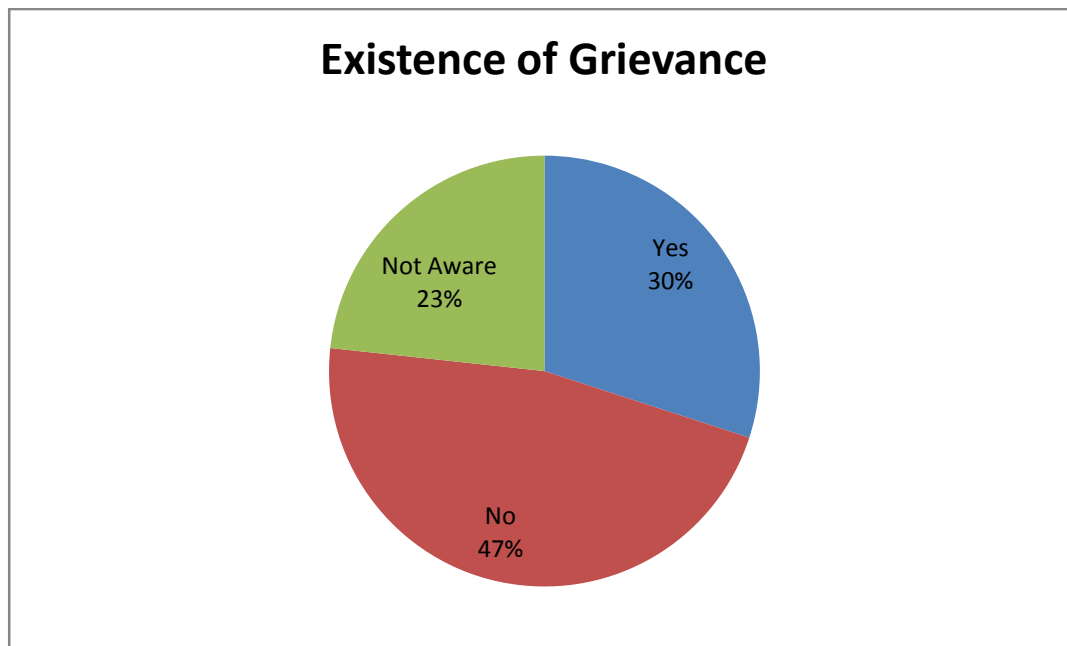
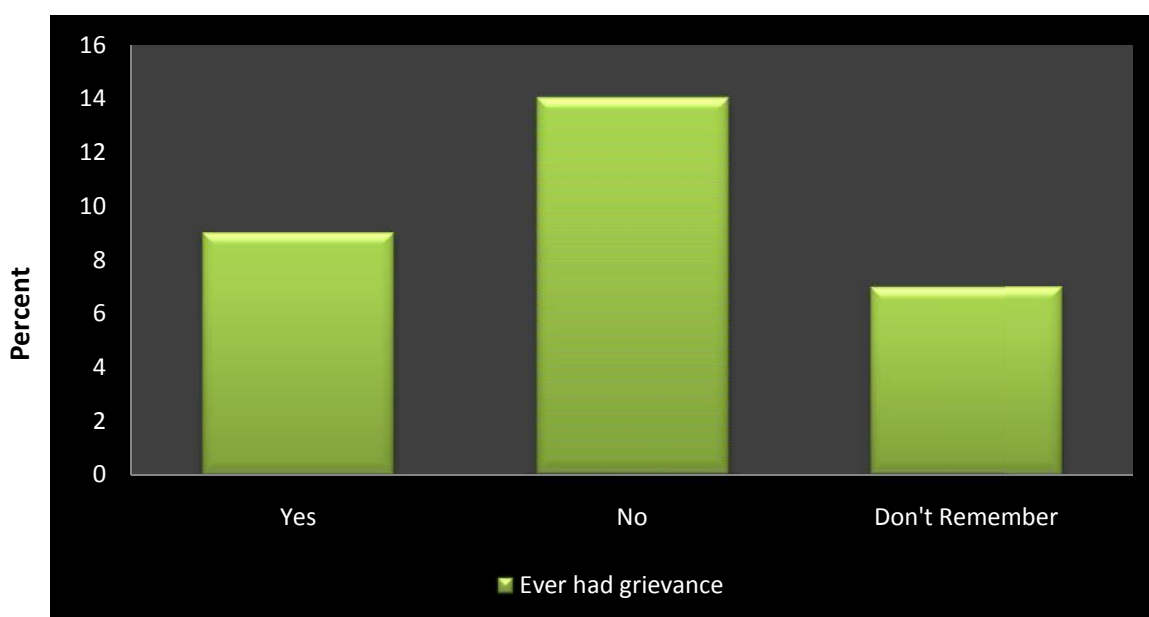


Figure 4.1 is a pie chart showing the percentage of the respondents with respect to the existence of grievance settlement procedure. It could be observed that (30%) of the respondents or employees were aware of the existence of a grievance procedure as compared to a small proportion of 23.3% not being aware.

Figure 4.2 Ever had Grievance at the Workplace



From figure 4.2 is a bar chart representing the number of respondents who have ever felt aggrieved. Exactly 30% had experienced some sort of grievances at the work place and 46.7% indicated that they could not recall whether they have been aggrieved at the place of work. 23.3% of the respondents said that they have not experienced any form of grievance at the workplace.

Table 4.4 Ever Forwarded your Grievance

Response	Frequency	Percent
Yes	12	40
No	18	60
Total	30	100.0

From table 4.4 40% revealed ever forwarding their grievance while 60% of the respondents were recorded to have never forwarded their grievances for redress to management.

Figure 4.3 Outcomes for Forwarded Grievances

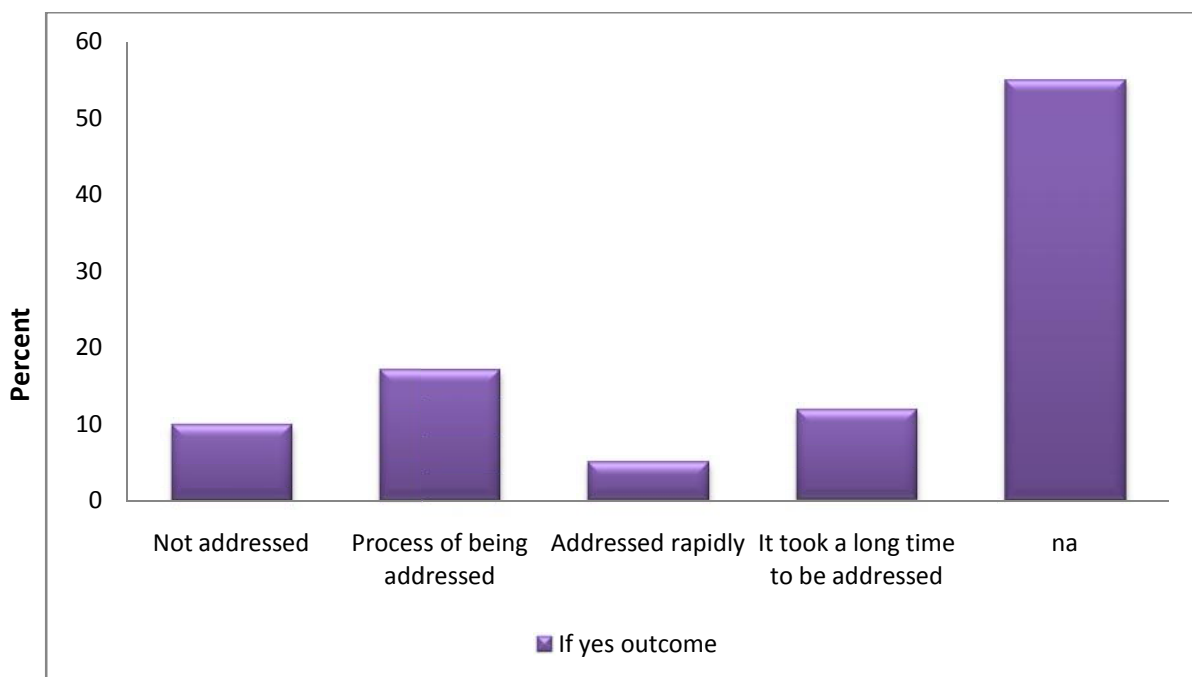


Figure 4.3 shows a bar chart describing the outcome of the forwarded grievance for redress to management. From the figure above, the highest percentage (55.0) relate to employees who did not forward their grievances, the next high percentage (17.5) is with reference to outcome in the process of being addressed while the least percentage (5.8) corresponds to addressed rapidly. Not addressed are 10% of the total respondents.

Table 4.5 Description of Procedure Used

Response	Frequency	Percent
Fair	4	13.3
Biased	14	46.7
Don't Know	7	23.3
Not Applicable (n a)	5	16.7
Total	30	100.0

Table 4.5 indicates the proportions of percentages and the respective counts of the description of the procedure employed to resolve the grievances submitted. 23.3% could not describe the procedure. However 13.3%, 46.7% indicated that the procedure was fair and biased respectively in resolving the grievance they submitted. Appendix A, Figure 4.6 shows a bar chart representation of Table 4.9.

Table 4.6 Effect of the Outcome on Work Input

Response	Frequency	Percent
Negatively	14	46.7
Positively	9	30
Lukewarm	4	13.3
Not Applicable (n a)	3	10
Total	30	100.0

From Table 4.6, 13.3% of the interviewers said the outcome of the resolution process have made them lukewarm towards the work, 46.7% said it had negatively affected their attitudes and work input. 30% said the settlement have had a positive influence on their output.

Table 4.7 Reasons for Involvement in Formulation of GSP

	Reasons for Involvement			
Should employees be involved in formulation of GSP	For easy implementation	Brings fairness	Prevents industrial actions	Total
Yes	7 23.3%	15 50%	3 10%	25 83.3%
No	5 16.7%	0 0.0%	0 0.0%	5 16.7%
Total	12 40%	15 50%	3 10%	30 100.0%

Table 4.7 is a cross-tabulation of the involvement of employees in formulation of grievance procedure policies and the reason for their involvement. An overwhelming percentage of 83.3% said yes is important to involve employees in the formulation of such policies with a negligible 16.7% said no because their input will not be regarded. Of the 83.3%, 23.3%, 50% and 10% sighted easy implementation, fairness and prevention of industrial action as underlining reasons respectively for the involvement of employees in the formulation of grievance policy documents.

Figure 4.4 Characteristics Influencing Grievance Setting Procedures.

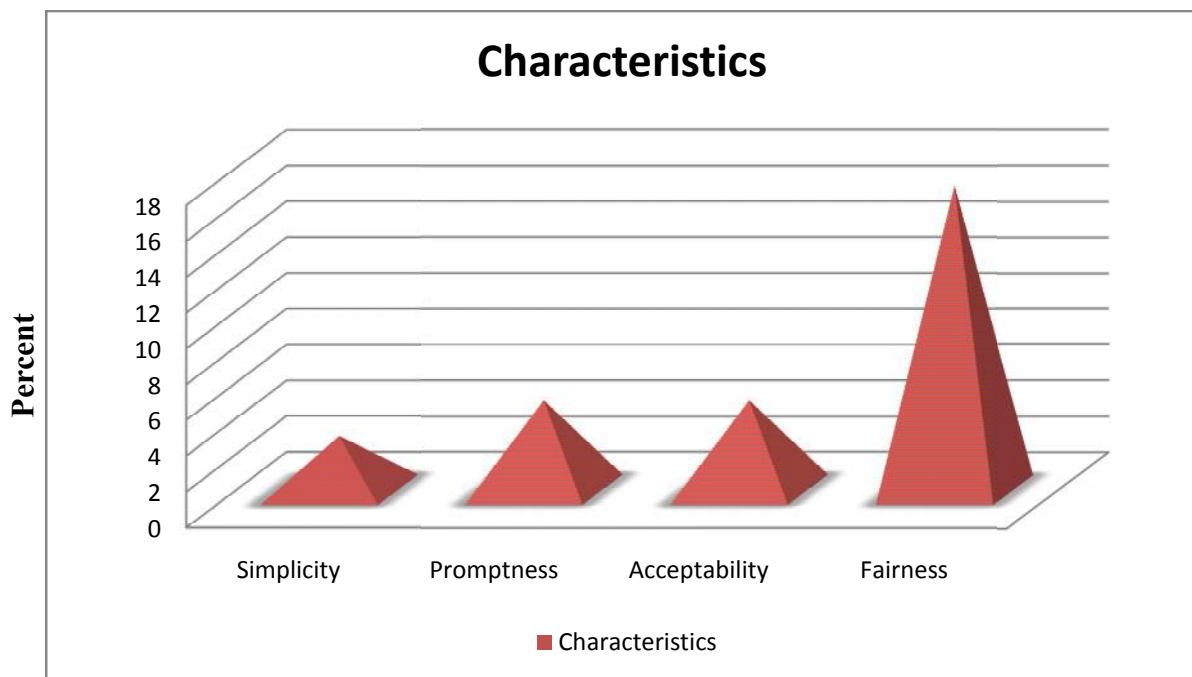


Figure 4.4 suggest that Fairness, Promptness, and Acceptability are the three most important characteristics that influence the grievance settlement procedure. On the other hand simplicity is not regarded as an influential characteristic in relation to grievance settlement.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

In the research findings, employees of the Barclays Bank Tanoso Branch responded well to the research as compared to previous research. In addition, more females were interviewed than males and the modal age group was 20 – 29 with a percentage of approximately sixty percent (60%) which is more than half employees interviewed.

A high number of the employees (24) were full-time appointees representing approximately eighty percent (80%) of the total respondents.

There was a high peak of employees indicating that they had had some sort of grievance at the workplace. This shows that issues that may lead workers to feel aggrieved were numerous and that considerable amount of time should be devoted to disseminate and explain the channels through which such grievances could be redressed without escalating into serious issues or industrial actions.

A significant proportion of the employees interviewed indicated the existence of some sort of grievance settlement procedure. Of these about thirteen point three percent (13.3%) described the policy as simple and easy in terms of applicability while ten percent (10%) said it was a complicated policy and hence difficult to utilize the provision made therein. This indicate that a simple and straight forward grievance policy would provide the required and effective channel for the resolution of grievance at the workplace than a complicated policy which would even make employees reluctant to even forward such grievance in the first place.

In respect to the research hypothesis, there was a high awareness (13.3%) of the existence of grievance settlement procedure among the employees interviewed in comparison to low

percentage of 10%. This is a good indication, since employees would have some sort of relieve as to redress the grievance in case they do encounter one in the cause of performing their duties.

With regards to workers involvement in the formulation of grievance policies and overwhelming percentage of ninety-eight (98%) were in the affirmative and indicated that it would lead to easy implementation of the policy, bring fairness in the process of settlement and it would further prevent the numerous industrial actions usually associated with the resolution process, for a simple reason of distrust on the side of both parties.

Also of those who forwarded their grievances about forty six point seven (46.7%) were not motivated by the outcome of process and therefore were either negatively incline or lukewarm towards the discharge of their duties.

On the characteristics or factors that would affect the smooth implementation of the policy, a percentage of 40% is the most influential factor, followed by promptness, acceptability and lastly simplicity. This presuppose that a fair policy and promptness in handling grievance would lead to smooth implementation of the policy and create a conducive and comfortable environment which would optimize productivity.

It is important for leaders/managers to keep the lines of communication open with their staff and to address problems as they arise. A sense of democracy and open communication without fear of reprisal will, most certainly, ensure better labor management relations.

5.2 CONCLUSION

From the findings the researchers are of the view that a fair and just grievance settlement procedure can positively affect labor management relations in productivity and profitability terms. The research concludes that though, there are limitations in the grievance settlement procedure it has impacted significantly in ensuring a healthy climate for business transactions at the Tanoso Branch of Barclays Bank Ghana Limited. Also researchers conclude that employee's involvement in the formulation and implementation of grievance settlement procedure leads to fairness in the process of settlement. According to research, grievance settlement procedure further prevents numerous industrial actions usually associated with resolution process for a simple reason of distrust on the side of management and union.

5.3 RECOMMENDATIONS

- ❖ A credible grievance settlement procedure can play a significant role in addressing the negative implications associated with conflicts in organizations. Management and unions should view grievances and conflicts as opportunities rather than threats and exploit it to their advantage.
- ❖ The human resource directorate of the Tanoso Branch of the Barclays Bank should be well equipped with the requisite staff and resources to perform what they know best as the human resource directorate is primarily responsible for policy formulation, development, monitoring, implementation and evaluation of the grievance settlement procedure.
- ❖ It is highly recommended that greater employee involvement should be encouraged in all the stages of the grievance settlement procedure to enhance its acceptability and credibility across board.

- ❖ A periodic review of the approved grievance settlement procedure will help in addressing the weaknesses and limitations to help ensure relative fairness, equity and perception of justice.
- ❖ To encourage proper conduct, discipline and excellent behavior in order to minimize grievance occurrences at the workplace an awards system can be set up to motivate by rewarding employees who exhibit these qualities

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APPENDIX A

Table 5.1 Ever had Grievance at Work

Response	Frequency	Percent
Yes	15	50
No	9	30
Don't Remember	6	20
Total	30	100.0

Table 5.2 Reasons for not forwarding grievance

Reasons	Frequency	Percent
Tedious process	8	26.67
Takes long time	6	20
No procedure	5	16.67
Others (Handle it myself, it petty issue, Don't trust the people in charge)	6	20
Not Applicable	5	16.67
Total	30	100.00

Table 5.3 Outcome of Forwarded Grievances

Response	Frequency	Percent
Not addressed	12	40
Process of being addressed	6	20
Addressed rapidly	1	3.33
It took a long time to be addressed	6	20
Not Applicable (n a)	5	16.67
Total	30	100.0

Table 5.4 Years worked by Employees

Year Worked	Frequency	Percent
Less than a year	11	36.67
Between 1 and 3 years	10	33.33
Between 4 and 6 years	5	16.67
7 years plus	4	13.33
Total	30	100.0

CHRISTIAN SERVICE UNIVERSITY COLLEGE

BARCHELOR OF BUSINESS ADMINISTRATION

(HUMAN RESOURCE OPTION)

TOPIC: THE ROLE OF EMPLOYEES IN GRIEVANCE SETTLEMENT

**PROCEDURE AT BARCLAYS BANK, TANOSO BRANCH IN THE KUMASI
METROPOLIS.**

PURPOSE: The aim of the questionnaire is to obtain data that will assist the researcher in conducting a comparative analysis of employees' role in the management of grievance settlement procedure.

This is strictly for academic purposes and therefore any information provided shall be treated with ut-most confidentiality. Your genuine responses to the questions are much appreciated.

Please, tick appropriately and write clearly where necessary. Thank you.

PARTICULARS;

1. GENDER

1. Male ☐ 2. Female ☐

2. Which of these age groups do you fall within?

1. 20 – 29 ☐ 2. 30 – 39 ☐ 3. 40 – 49 ☐ 4. 50 – 59 ☐ 5. 60+ ☐

3. How many years have you worked at Barclays Bank, Tanoso Branch? (please tick)

1. Less than a year ☐ 2. Between 1 and 3 years ☐
3. Between 4 and 6years ☐ 4. Between 7 years plus ☐

4. Are you working on a full-time basis?

1. Yes ☐ 2. No ☐

INSTITUTIONAL DATA;

5. Does Barclays Bank, Tanoso Branch have a laid down grievance procedure policy?

1. Yes ☐ 2. No ☐ 3. Not aware ☐

6. If yes, how would you describe grievance procedure policy at Barclays Bank, Tanoso Branch?

1. Simple and straight forward to follow ☐
2. Complicated and difficult to apply ☐
3. Don't know ☐

7. Have you ever had a grievance as an employee in the Company?

1. Yes ☐ 2. No ☐ 3. Not aware ☐

8. How do you find the grievance settlement procedure at Barclays Bank Tanoso Branch?

1. Fair and just ☐ 2. Unfair and biased ☐ 3. Poor ☐

9. Have you ever forwarded any of the above grievances to management? (Please tick)

1. Yes ☐ 2. No ☐

10. If no, why? (Give reason(s))

.....
.....

11. If answer to question 9 is yes, please tick which is more applicable to your grievances

1. Not addressed ☐ 2. In the process of being addressed ☐
3. Addressed rapidly ☐ 4. Take a long period to be addressed ☐

12. If addressed, how would you describe the procedure used at Barclays Bank, Tanoso Branch?

.....

.....

13. How has the outcome affected your input at the workplace?

1. Negatively ☐ 2. Positively ☐ 3. Lukewarm ☐

14. Should employees play a role in the formulation of grievance procedures policies at Barclays Bank, Tanoso Branch?

1. Yes ☐ 2. No ☐ 3. Doesn't matter ☐

15. Please give reason(s) for the option chosen

.....

.....

.....

.....

16. What are some of the elements of the grievance settlement procedure at Barclays Bank, Tanoso Branch? (Tick as many as applicable)

1. Promptness ☐ 2. Fairness ☐

3. Simplicity ☐ 4. Acceptability ☐

THE ROLE OF EMPLOYEES IN GRIEVANCE SETTLEMENT PROCEDURE AT
BARCLAYS BANK, TANOSO BRANCH IN THE KUMASI METROPOLIS

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A RESEARCH WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS
STUDIES, CHRISTIAN SERVICE UNIVERSITY COLLEGE IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS OF THE DEGREE OF BUSINESS
ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT.

JUNE, 2012

STATEMENT OF AUTHENTICITY

We have read the university regulations relating to plagiarism and certify that this report is all our own work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for his report herein submitted.

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Supervisor's Declaration

I hereby declare that the Preparation and Presentation of the Dissertation Were Supervised In Accordance With the Guidelines on Supervision Laid down by Christian Service University College.

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KwakuAhenkorah (Dr.)

.....

Signature Date

ABSTRACT

The nature of the workplace is that, from time to time complaints and disputes will arise relative to the application or interpretation of the collective agreement. To address this reality, the collective agreement at the Tanoso Branch of Barclays Bank Ghana Limited contains some provisions for grievance settlement procedure (GSP) and resolution of conflicts by which a dispute arising between the employers, the union or the individuals (employees) may be resolved. It is often lauded as one of the most significant innovations in industrial relations serving several roles and functions and having benefits that outweigh its weaknesses.

The research is therefore to establish the significance and role of involving employees in the formulation of the grievance policies and also to find out the main weaknesses that affect the implementation of the grievance process. It was among other things to assess the level of employees' awareness of the existence of grievance settlement procedures within the Tanoso Branch of the Barclays Bank in the Kumasi Metropolis.

In all, a total of 30 employees were interviewed, of these 60% were females while the remaining 40% were males. A high percentage of the employees (56.6%) said fairness is the most influential factor in relation to promptness, acceptability and simplicity.

Employees' involvement in the formulation of grievance policies was overwhelming with a majority of the employees indicating that it would lead to easy implementation, bring fairness in the settlement process and further prevent most of the numerous industrial actions usually associated with the resolution process.

It is recommended that employees should be involved in the formulation of grievance policies. The research findings suggest that a greater employee involvement would be associated with reduced workplace conflict or dispute and lower grievance rates.

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DEDICATION

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LIST OF ABBREVIATIONS

SSSS	Single Spine Salary Structure
POTAG	Polytechnic Teacher's Association, Ghana
UTAG	University Teacher's Association, Ghana
GSP	Grievance Settlement Procedure
CBA	Collective Bargaining Agreements
TUC	Trades Union Congress
KMA	Kumasi Metropolitan Assembly
SPSS	Statistical Package for Social Sciences