

**ST. MARY'S UNIVERSITY COLLEGE**

**BUSINESS FACULTY  
DEPARTMENT OF MANAGEMENT**

**SOURCES OF EMPLOYEE GRIEVANCE  
AND IT'S HANDLING PROCESS  
IN MOHA SOFT DRINKS INDUSTRY,  
TEKLE HAIMANOT PLANT**

**BY  
MEKIYA DEFAR**

**JUNE 2011  
SMUC  
ADDIS ABABA**

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TEKLE HAIMANOT PLANT

A SENIOR ESSAY SUBMITTED TO THE  
DEPARTMENT OF MANAGEMENT  
BUSINESS FACULTY  
ST. MARY'S UNIVERSITY COLLEGE

IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF BACHELOR  
OF ART IN MANAGEMENT

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MEKIYA DEFAR

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BY  
MEKIYA DEFAR

BUSINESS FACULTY  
DEPARTMENT OF MANAGEMENT

APPROVED BY THE COMMITTEE OF EXAMINERS

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DEPARTMENT HEAD

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SIGNATURE

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ADVISOR

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SIGNATURE

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INTERNAL EXAMINER

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SIGNATURE

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EXTERNAL EXAMINER

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SIGNATURE

## Acknowledgements

I would like to thank my advisor Ato Goitom Abraham for his valuable and constructive comments and his patience to go through all my work thoroughly.

I would also like to express my heart-felt appreciation and warmest thanks to Ato Nigusse, Finance Head, and Ato Tilahun & Ato Mengistu, Executives of the Labour Union, of MOHA Tekle Haimanot Plant for their continuous support.

## Table Of Contents

	<u>Page</u>
Acknowledgment .....	i
Table Of Contents.....	ii
List Of Tables.....	iv
Acronym.....	v
<b>Chapter One</b>	
1. Introduction .....	1
1.1 Background of the Study.....	1
1.2 Background the Organization.....	2
1.3 Statement of the Problems.....	3
1.4 Basic Research Questions.....	4
1.5 Objectives of the Study.....	4
1.5.1 General Objective.....	4
1.5.2 Specific Objectives .....	4
1.6 Significance of the Study.....	5
1.7 Scope/Delimitation of the Study.....	5
1.8 Research Designs and Methodology.....	5
1.8.1 Population and Sampling Techniques.....	6
1.8.2 Types of Data Collected & Used .....	6
1.8.3 Method of Data Collection.....	7
1.8.4 Data Analysis Method.....	7
1.9 Limitation of the Study.....	7
1.10 Organization of the Study.....	7
<b>Chapter Two</b>	
2. Review of Related Literature.....	8
2.1 Definition of Grievance .....	8
2.2 Causes or Sources of Grievance.....	9
2.3 Types of Grievance.....	11
2.4 Grievance Management.....	12
2.4.1 Grievance Responsibilities.....	12
2.4.2 Grievance Procedures.....	13
2.4.3 Steps in Grievance Procedure.....	14
2.5 Analysis of Grievance Data.....	16
2.6 Labour Union.....	16
2.6.1 Trade Unions.....	16
2.6.2 Managing Labour Relations.....	18
2.6.3 The Union Organizing Process.....	19
2.7 Collective Bargaining.....	20
2.8 Labour Laws.....	21
2.8.1 How Unions Influence Human Resources Management.....	22
2.8.2 How the Legal System Influences Human Resource Management.....	22

	<u>Page</u>
<b>Chapter Three</b>	
3 Data Presentation and Analysis.....	23
3.1 Characteristics of the Respondents.....	23
3.2 Data pertinent for the study.....	25
3.3 Analysis of Data Obtained from Interview of Labour Union...	40
 <b>Chapter Four</b>	
4. Summary, Conclusion and Recommendation.....	42
4.1 Summary of Major Findings.....	42
4.2 Conclusion.....	44
4.3 Recommendations.....	46
Bibliography.....	I
Appendixes.....	II
Declaration.....	XIII

## List of Tables

	<u>Page</u>
Table 1 Profile of Respondents.....	23
Table 2 Extent to Which Promotion Causes Conflict between Management and the Employee/Labour Union.....	25
Table 3 Compensation as cause of conflict between Management and the employees /labour union .....	26
Table 4 Salary, Wages and Benefits as Cause of Conflict between the Management and the Employees /Labour Union.....	26
Table 5 Performance Appraisal as Cause of Conflict between the Management and the Employees /Labour Union.....	27
Table 6 Disciplinary Measures as a Causes Conflict Between the Management and the Employees or Labour Union.....	28
Table 7 Extent to Which Safety Causes Grievance between Management and the Employee or Labour Union .....	29
Table 8 Working Condition as a Causes Conflict Between the Management and the Employees or Labour Union .....	29
Table 9 Extent to Which Job Security Causes Grievance between Management and the Employee or Labour Union.....	30
Table 10 Extent to Which Supervisory Treatment Causes Grievance between Management and the Employee or Labour Union.....	31
Table 11 Grievance Handling Procedure of the Company.....	31
Table 12 Extent of Steps in Grievance Handling Procedures.....	32
Table 13 The Existence of Grievance Handling Committee.....	34
Table 14 Composition of Members of the Grievance Handling Committee .	34
Table 15 The Existence of the Labour Union.....	35
Table 16 The Labour Union Involvement in the Grievance Handling Process	35
Table 17 Extent of Employee Satisfaction with the Work of the Grievance Handling Committee.....	36
Table 18 Extent of the Immediate Supervisor Involvement in Handling Employee Grievance.....	36
Table 19 Attempting of Managers in the Grievance Handling Process.....	37
Table 20 Time Taken for the Response of Grievance.....	37
Table 21 Degree of Communication between the Management and the Labour Union.....	38
Table 22 Extent of the Right to Access Documents for Grievance Handling Process.....	39

## **ACRONYMS**

- MIDROC –Mohammed International Development & Research Organization Companies
- MOHA –Mohammed Hussein Al-Amudi

# CHAPTER-ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

It is well known that employee dissatisfaction is a potential source of trouble, whether it is expressed or not. Hidden dissatisfaction grows and creates reactions that may be completely out of proportion to the original concerns. Therefore, it is important that dissatisfaction be given an outlet. A complaint, which is merely an indication of employee dissatisfaction that has not been submitted in writing, is one outlet. ([www.4shared.com](http://www.4shared.com), Sep. 29, 2010)

If the employee is represented by a union, and the employee says, "I should have received the job transfer because I have more seniority, which is what the union contract states," and she submits it in writing, then that complaint is a ***grievance***. A grievance is a complaint that has been put in writing and thus made formal. Management should be concerned with both complaints and grievances, because both may be important indicators of potential problems within the workforce. Without a grievance procedure, management may be unable to respond to employee concerns because *managers are unaware of them*. Therefore, a formal grievance procedure is a valuable communication tool for the organization. ([www.4shared.com](http://www.4shared.com), Sep.29, 2010)

Hence, handling of employee grievance and to find a solution for it is important factor for an organization to survive in global market competition by keeping qualified, professional, skilled and experienced employees with their willingness to produce quality products and giving good services to customers. The point is without the knowledge and willingness of employee, the organization cannot achieve its mission at all. Willingness of employees, to some extent, depends on the provision of motivation by the organization whether it is in cash or in kind. To

motivate an employee, managers should give due attention to the employees right and attend grievances in due time. However, since individuals and their problems are much part of employee relations on collective issues, then it is in the interest of both management and labour union to have written grievance handling procedures to deal with it. The main objective of grievance handling procedures is to settle the dispute at the earliest possible stage. Moreover, delay of grievance responses dissatisfied employees. To this end Mamorio & Gankar stated that “Grievance neglected for years or delay of response can result in low productivity and damage of materials. (2004:741)

Most of the time grievance exists where there is a violation of contract, law, company regulations, workers' rights like promotion, salary increment, etc... In many government organization this violation is not practiced. When we came to private organization there is no law or human resource policy and procedures in most companies. Even recruitment undertake according to the willingness of the owners. The researcher motivated to know the practice of grievance handling procedures in MIDROC Ethiopia PLC. But to study the overall MIDROC companies was costly and time consuming. Therefore, this study was focused only on MOHA Tekle Haimanot Plant, which is one of the MIDROC Ethiopia Group Companies.

## **1.2 Background of the Organization**

MOHA (Mohammed Hussein Al-Amoudi) Soft Drinks Industry S.C. was acquired from the Ethiopian Privatization Agency and established on May 15, 1996 with a paid up capital of Birr 108,654,000.00 and has the following operating units: Nifas Silk Plant, Tekl Haimanot Plant, Summit Plant, Gondar Plant, Dessie Plant, Bure Plant and Awassa Plant.

MOHA operates with a Head Office located at Addis Ababa led by a Chief Executive Officer (CEO) appointed by the Chairman of the Board of Directors.

Hierarchically, the CEO is accountable to the Chairman of the Board . The Plant General Managers are delegated with autonomous right to direct, organize, plan control and administer the overall operation of their respective plants within the limit of their approved budget. The company has administrative policies and procedures manuals that govern the company with detail written rights, obligations and employees' benefits, rules of conduct and other relevant information without neglecting the labor law and other government laws and directives.

Tekle Haimanot Pepsi Cola Plant was established in 1961 as "Saba Tej" share company. By replacing the old line started producing Pepsi Cola, Mirinda and Team Brands in January 1978. The major current products of MOHA Soft Drinks Industry S.C. are: Pepsi Cola, Mirinda Orange, 7-UP, Mirinda Tonic and Mirinda Apple (All Pepsi Brands), Kool, Bure Kool and Tossa (water products). (Source Employees' Handbook of the company)

### **1.3 Statement of the Problems**

To achieve any organizational goals, well organized, motivated and productive employees are the most important asset. In order to get this it is necessary to maintain a good relationship between the immediate supervisors and the employees. In addition it is necessary to use, a well prepared human resource manual with detailed policy and procedures. Therefore, the researcher assessed that:-

- Sources of grievances in the company
- Types of grievance
- The grievance handling practice of the company,
- How the company's management handle employee grievance and
- What kind of procedures they followed to solve grievance problems and other related issues.

## **1.4 Basic Research Questions**

This study focused on the following questions:

- What are the major causes of grievance?
- How did grievances reported to the top level management?
- How does the company management solve grievance problems?
- What are the major problems encountered while dealing with grievances?
- To what extent the management ready to treat grievances placed by employees?
- To what extent employees satisfied with the management response to grievances placed?
- What measures could be taken to address the current situation?

These and other related issues addressed in this study.

## **1.5 Objectives of the Study**

### **1.5.1 General Objective**

The general objective of the study is to determine the way MOHA handles employee grievances and identify the major problems that employee encountered to get their grievances heard.

### **1.5.2 Specific objectives**

From the general objective, the following specific objectives were drawn:

- Identify and analyzed the causes and types of grievances in the company.
- Assess the method of grievance handling procedures that currently practiced.
- Identify the relationship between the immediate supervisor and lower level employee and the top management and the labor union.

- Identify disciplinary measurements taken by the management and delay of responses to employees grievances,
- Suggest and recommend how to solve the existing problem according to the Human Resource Management system.

## **1.6 Significance of the Study**

Without a grievance procedure, management may be unable to respond to the employees' concern because managers may be unaware of employees' grievance. Therefore, this study provided useful information for the top management of the organization about the current status of employee grievance handling process and put recommendation for the company's management and labor union executives. It could also serve as a reference material for researchers who are interested to undertake similar study.

## **1.7 Scope/Delimitation of the Study**

MOHA has seven regional offices in Ethiopia. Four of them are in Addis Ababa, the rest are in Awassa, Gondar and Desse. It is too costly and time consuming to study even the four plants situated in Addis Ababa. Therefore, the researcher was forced to limit the scope of the study on MOHA Tekle Haimanot Plant, which is located in Addis Ababa.

## **1.8 Research Design and Methodology**

### **1.8.1 Research Design**

The method of the research is descriptive statistics method that is basically depended on gathering quantitative and qualitative data. Descriptive research method was employed because it is better for social studies research specially to study some relationships.

Open ended and closed ended questions and structured interviews were designed. Open ended question help to get an idea of any problem in word and free answer. Closed ended questions were designed to check parts and perceptions confirming information and producing answer which was either qualify the respondent in some way or gave comparable data across the sample.

### **1.8.2 Population and Sampling Techniques**

MOHA Tekle Himanot Plant has 698 employees. From the total of 698 employees 15% (104 respondents) was selected randomly. Simple random sampling was employed because it was appropriate for this kind of factory where employees were working in one place.

### **1.8.3 Types of Data Collected**

The researcher was used both primary and secondary data to collect the relevant information for the study. Primary data was collected through the distribution of questionnaire to the sample respondents and arrangement of structured interview to the selected management and labour union members. Secondary data was collected from the company's records, and other relevant documents including related literature. Both primary and secondary data was collected because primary data answered some question and the questions which were not answered by primary data answered by secondary data. In addition to this necessary information was collected from the company's Human Resources policy manual and procedures.

### **1.8.4 Method of Data Collection**

To collect the necessary data questionnaires were distributed to sample employees in order to get real information directly from respondents. Questionnaire was deployed since the number of respondents was more than 100; it was very difficult to use interviews or other methods of data collection. Therefore, interviews were arranged for top management members and the labor union executives to get their feelings and attitudes towards employee grievances.

### **1.8.5 Data Analysis Method**

The data collected through the distribution of questionnaire was analyzed using descriptive statistic method. Descriptive method is chosen because it is more appropriate to analyze quantitative data. Thus, frequency counts and percentage were used.

## **1.9 Limitation of the Study**

There faced a problem of getting acceptance. Many organizations refused to accept the researcher because of the title of the research. Some respondents didn't answer all the questions. It was very necessary to communicate and give briefings for respondents individually, but there was no enough time.

## **1.10 Organization of the Study**

This paper was divided into four parts. The first part presents the introduction section and deals with the background of the study, background of the organization, the scope and research methodology, etc.. The second chapter consists of the literature review and in the third chapter the collected data have been analyzed and summarized. Chapter four is the last chapter that deals with the findings, recommendations and conclusions of the study.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1 Definition of grievance

As far as this research paper will focus on employee management relationship; specially on employee grievance handling process the researcher tries to review different literatures written with different scholars at different times about the meaning of grievance, the method or process to solve employees' problem, about the labor union and other more related things.

A grievance is any dispute or difference arising between any employee and management or between the union and management. Most collective bargaining agreements define, in general, what the parties have agreed to consider being a grievance. Unions usually prefer a broad definition that recognizes any dispute, while management prefers to limit grievances to the meaning or application of a particular clause. The primary function of the definition is to outline the parameters of what types of disputes may be grieved. ([www.google.com](http://www.google.com) Wikipedia, March 2011)

*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. This discontent can arise out of something connected with company, or expressed and implied, or may be valid, legitimate and rational or untrue and irrational or completely ludicrous. (Ibid)

A good management redresses grievances as they arise, excellent management anticipates them and prevents them from arising. A manager can know about the simmering even before they turn into actual grievances through several means such as the exit interviews, gripe boxes, opinion surveys and the open door policy.

C. B. Mamorio. & S.V. Gankar, (2004:741-743) collects different definitions and summarize as follows.

- **Date Yoder**, for e.g. grievance defined it as “written complaint filed by and employee and claiming unfair treatment”.
- Keith Daxis, on the other hand, define it as “any real or imagined feeling of personal justice which an employee has concerning his employment relationship.”
- According to Jucines “a grievance is any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out any thing connected with the company which an employee thinks, believes or even feels to be unfair, injustice or inequitable.
- Beach says “a grievance as any dissatisfaction or feeling of injustice in connection with one’s employment. Situation that is brought to the notice of the management.”

A grievance is a formal expression of dissatisfaction about a work situation usually by an individual employee, but it may sometimes be initiated by a group of employees or a union acting on their behalf.

G. Cole, (1997: 367). "**Grievance** – is an individual disputes between an employee and employer. However, since individuals and their problems are as much a part of employee relations on collection issues, then it is in the interest of both management and trade union to have written procedures for dealing with grievances. The main objective of grievance procedures is to settle the dispute at the earliest possible stage."

## 2.2 Causes or Source of Grievance

Generally, grievance exists where there is a violation of:-

- Contract
- Law
- Company regulations
- Workers' rights
- Past practice

**The Contract:** These are the easiest grievances to win, especially where the violation is clear-cut and management is not overly belligerent.

**The Law:** There may be a violation of municipal, state or federal law. Remember that the law always supersedes the contract.

**Company Regulations:** Management generally cannot violate its own rules to harm one or more workers. A personnel regulation may be overlooked in hiring or firing of a foreman may have brought liquor into the plant and then fired a worker for the same violations. Uneven enforcement of company or agency regulations, as well as management disregard for its own rules, can provide the grounds for a grievance.

**Workers' Rights:** Discrimination and workers' rights cover a broad range of incidents or practices. Discrimination occurs when two people are treated differently under the same conditions in such a way as to harm or treat unequally one of them. Discrimination may include, and is not limited to, race, sex, age, religion, sexual orientation, national origin, personality, looks, union activity, past incidents and experiences, and political affiliation.

**Past Practices:** Arbitrators will sometimes consider violations of long-standing practices, accepted by the union and management, as grounds for ruling in favor of the union. If, for instance, the employer has allowed a 15-minute wash-up for years and then suddenly disciplines a worker for leaving her station 15 minutes before clock-out, the union usually has a strong case. (www.google.com, Wikipedia, March 2011)

The problem of statement of chapter one discusses different causes and some of them stated under the following literature.

1. **Concerning Wages** – of the employee is under paid, complain above incentive (piece rate are too low or too complicated and mistakes in calculating the wages of a worker.
2. **Concerning supervision** – the supervisors gives him indefinite instruction for job performance.
3. **Concerning Individual advancement**– complaint that employee record of continuous service has been unfairly broken.

4. **General Working Conditions** – unpleasant or unsafe conditions, overtime is unnecessary.
5. **Collective Bargaining** – the company doesn't allow the supervisors to deal with and settle the grievance of the employees.

From a practical point of view, it is probably easier to list those items that don't precipitate grievances than to list the ones that do. Employees may use just about any factor involving wages, hours, or conditions of employment as basis of grievance.

(Alpha University College, 2005, HRM handbook).

## 2.3 Types of Grievances

Grievance can be classified into three types: legitimate, imagined, and political.

- **Legitimate grievances**- occur when there is reasonable cause to think there has been a contract violation. Even in a cooperative environment, contract statements may have different meanings to different people. Thus misunderstanding of the agreement may cause legitimate grievance.
- **Imagined grievances** – occur when employees believe that the agreement has been violated even though management is exercising its contract rights reasonably. Again, misunderstanding is the primary cause of these grievances. A cooperative labor union can help settle such complaints quickly by explaining management's rights.
- **Political grievances** – are the most difficult to solve. They occur when complaint is pursued to further someone's political aspirations. For example, a union leader may be reluctant to give an open support to union members by handling their grievances properly. This means to the leader a loss of political support in the next union election. (Ibid)

## 2.4 Grievance Management

Unions know that employee dissatisfaction is a potential source of trouble, whether it is expressed or not. Hidden dissatisfaction grows and creates reactions that may be completely out of proportion to the original concerns. Therefore, it is important that dissatisfaction be given an outlet. A **complaint**, which is merely an indication of employee dissatisfaction that has not been submitted in writing, is one outlet. If the employee is represented by a union, and the employee says, “I should have received the job transfer because I have more seniority, which is what the union contract states,” and she submits it in writing, then that complaint is a grievance. A **grievance** is a complaint that has been put in writing and thus made formal. Management should be concerned with both complaints and grievances, because both may be important indicators of potential problems within the workforce. Without a grievance procedure, management may be unable to respond to employee concerns because managers are unaware of them. Therefore, a formal grievance procedure is a valuable communication tool for the organization.

### 2.4.1 Grievance Responsibilities

The table below shows the typical division of responsibilities between the HR unit and line managers for handling grievances. These responsibilities vary considerably from one organization to another, even between unionized firms. But the HR unit usually has more general responsibilities. Managers must accept the grievance procedure as a possible constraint on some of their decisions. Management should recognize that a grievance is a behavioral expression of some underlying problem. This statement does not mean that every grievance is a symptom of something radically wrong. Employees do file grievances over petty matters as well as over important concerns, and management must be able to differentiate between the two. However, to ignore a repeated problem by taking a legalistic approach to grievance resolution is to miss much of what the grievance procedure can do for management.

## 2.4.2 Grievance Procedures

**Grievance procedures** are formal communications channels designed to settle a grievance as soon as possible after the problem arises. First-line supervisors are usually closest to a problem; however, the supervisor is concerned with many other matters besides one employee's grievance, and may even be the subject of an employee's grievance.

Supervisory involvement presents some problems in solving a grievance at this level. For example, William Dunn, a 27-year-old lathe operator at a machine shop, is approached by his supervisor, Joe Bass, one Monday morning and told that his production is lower than his quota. Bass advises Dunn to catch up. Dunn reports that a part of his lathe needs repair. Bass suggests that Dunn should repair it himself to maintain his production because the mechanics are busy. Dunn refuses, and a heated argument ensues; as a result, Bass orders Dunn to go home for the day.

The illustration shows how easily an encounter between an employee and a supervisor can lead to a breakdown in the relationship. This breakdown, or failure to communicate effectively, could be costly to Dunn if he loses his job, a day's wages, or his pride. It also could be costly to Bass, who represents management, and to the owner of the machine shop if production is delayed or halted. Grievance procedures can resolve such conflicts.

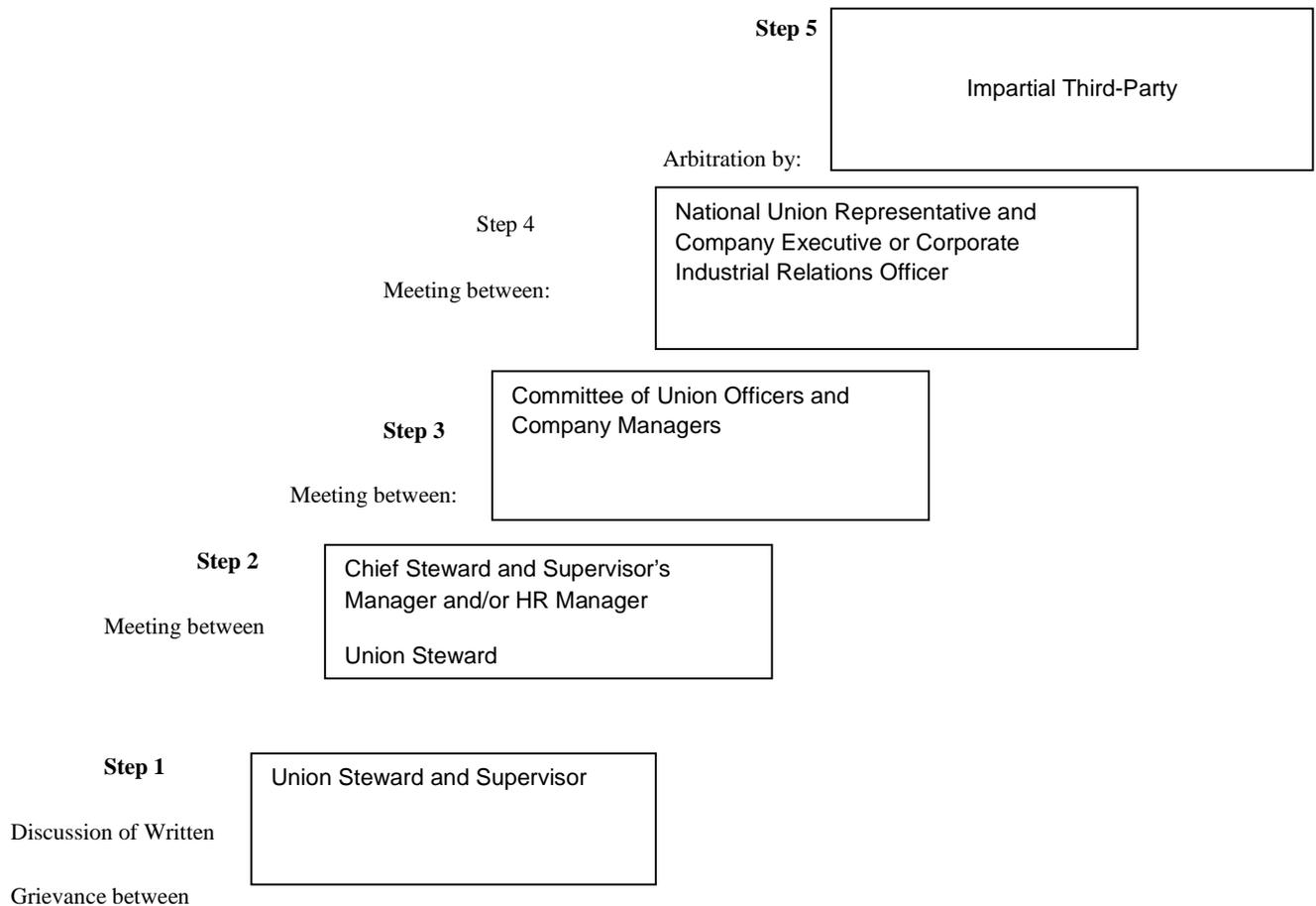
In this particular case, the machine shop has a contract with the International Brotherhood of Lathe Operators, of which Dunn is a member. The contract specifically states that company plant mechanics are to repair all manufacturing equipment. Therefore, Bass appears to have violated the union contract. What is Dunn's next step? He may use the grievance procedure provided for him in the contract. The actual grievance procedure is different in each organization. It depends on what the employer and the union have agreed on and what is written in the labor contract.

A unionized employee generally has a right to union representation if he or she is being questioned by management and if discipline may result. If these so-called *Weingarten rights* (named after the court case that established them) are violated and the employee is dismissed, he or she usually will be reinstated with back pay.

### **2.4.3 Steps in a Grievance Procedure**

Grievance procedures can vary in the number of steps they include. The Table below shows a typical procedure, which includes the following steps:

1. The employee discusses the grievance with the union steward (the union's representative on the job) and the supervisor.
2. The union steward discusses the grievance with the supervisor's manager.
3. The union grievance committee discusses the grievance with appropriate company managers.
4. The representative of the national union discusses the grievance with designated company executives.
5. The final step may be to use an impartial third party for ultimate disposition of the grievance. If the grievance remains unsettled, representatives for both sides would continue to meet to resolve the conflict. On rare occasions, a representative from the national union might join the process. Or, a corporate executive from headquarters (if the firm is a large corporation) might be called in to help resolve the grievance. If not solved at this stage, the grievance goes to arbitration. Arbitration is flexible and can be applied to almost any kind of controversy except those involving criminal matters. Advisory, or voluntary, arbitration may be used in negotiating agreements or in interpreting clauses in existing agreements. Because labor and management generally agree that disputes over the negotiation of a new contract should not be arbitrated in the private sector, the most important role played by arbitration in labor relations is as the final step in the grievance procedure.



**Grievance arbitration** is a means by which disputes arising from different interpretations of a labor contract are settled by a third party. This should not be confused with contract or issues arbitration, discussed earlier, when arbitration is used to determine how a contract will be written. Grievance arbitration presents several problems. It has been criticized as being too costly, too legalistic, and too time-consuming. One study found that arbitrators generally treated women more leniently than men in disciplinary grievance situations. In addition, many feel that there are too few qualified and experienced arbitrators. Despite these problems, arbitration has been successful and is currently seen as a potentially superior solution to traditional approaches to resolving union-management problems. ([www.4shared.com](http://www.4shared.com), Sept. 29, 2010)

## **2.5 Analysis of Grievance Data**

A. M.SARMA, (2002:576) described the analysis and the research, which helps to improve the performance of the grievance redressal machinery. It provides an insight into the group dynamics and informal leadership pattern at the workplace. Constant monitoring and interpretation of the data can provide the management with valuable feedback. The grievance data should include:

- number of grievances
- nature of grievances
- grievances appealed to the highest level
- the nature of decision making at the first, second and third appellate level and
- grievances not finally closed.

## **2.6 Labor Union**

It is very important to get the willingness and cooperation of all the people who work in an organization for the growth and development of an organization. If good relations didn't exist between the management and the workers there exists grievance. In many organizations if employees asked for promotion, salary increment or other related issues individually the management didn't accept the question or didn't solve it as expected. If good relations didn't exist between the management and the workers, it may result fire out of employee. To protect individual employee from worst working condition and unemployment it is better to be organized and form a labor union (Trade Union), which represents them and stands for them to solve their problem by discussing and bargaining with the management.

### **2.6.1 Trade Unions**

Trade unions are associations of workers and are formed with the intention of protecting the workers against exploitation of the employers and also to improve the workers' conditions. The industrial revolution in England and in other

countries and the advent of the factory system of production are greatly responsible for the emergence of trade unions. The modern industrial establishments employ the workers in conditions which make them helpless in bargaining individually for improving their work conditions. The workers are unorganized, and are subject to exploitation, by the employer. This exploitation of the employers is resented by the working class. Hence they form unions to protect themselves against the exploitations of the employers. Thus the trade union movement arose for the purpose of defending their rights, for improving their living and working conditions and for protecting their interests. From a small beginning this movement has now grown into mighty worldwide movement for achieving social justices, economic equality and preservation of democratic values of life. (R.S.Gupta 2002:154)

*“If employees have problems that you aren’t addressing—unions will! ”*

**MICHAEL SEVERNS**

A **union** is a formal association of workers that promotes the interests of its members through collective action. The state of unions varies among countries depending on the culture and the laws that define union-management relationships. In the United States a complex system of laws, administrative agencies, and precedent is in place to allow workers to join unions when they wish to do so. Although fewer workers choose to do so today than before, the mechanisms remain for a union resurgence if employees feel they need a formal representative to deal with management. This chapter examines why employees may choose to organize a union, how they go about it, and the bargaining and administration of the agreement that union and management reach.

Trade union is a “continuous association of wage earners for the purpose of maintaining and improving the condition of their working lives” Web

Trade union means and association of workers in one or more occupation-an association carried on mainly, for the purpose of protecting and advancing the members’ economic interests in connection with their daily work” G.D.H Gole

“Any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and employers, or between workmen and workmen, or between employers and employers, and for imposing restrictive conditions on the conduct of any trade or business and includes any federation of two or more trade unions” - The trade Union Act 1926.

## **2.6.2 Managing Labor Relations**

Labor Relations is the process of dealing with employees who are represented by a union. Managing labor relations is an important factor of HRM.

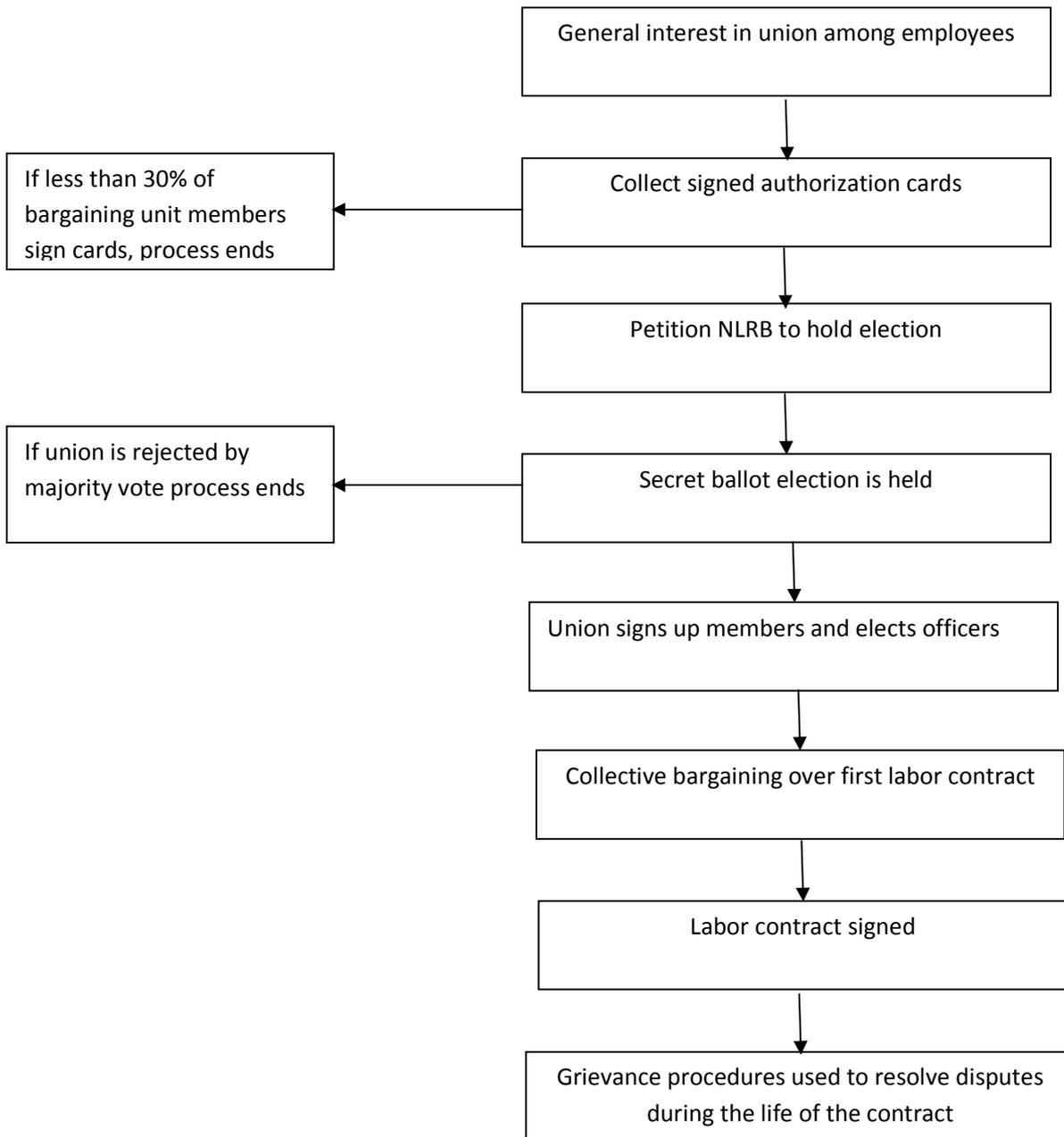
### **How Employee Forms Union**

For a new local union to be formed, several things must occur. First employees must become interested in having union. Nonemployees who are professional organizers employed by a national union may generate interest by making speeches and distributing literature outside the workplace. Inside employees who want a union try to convince other workers of the benefits of a union.

The second step is to collect signatures of employees on authorization cards. These cards state that the singer wishes to vote to determine if the union will represent him or her. Thirty percent of the employees in the potential bargaining unit must sign these cards to show the National Labor Relation Board (NLRB) that interest is sufficient to justify holding an election. Before an election can be held, however, the bargaining unit must be defined. The bargaining unit consists of all employees who will be eligible to vote in the election and to join and be represented by the union if one is formed.

If employees of an organization want to form a union, the law prescribes a specific set of procedures that both employees and the organization must follow. Assuming that these procedures are followed and the union is approved, the organization must engage in collective bargaining with the new union.

### 2.6.3 The Union Organizing Process



Source: (Griffin 2000: 405)

The election is supervised by an NLRB (National Labour Relation Board) representative and is conducted by secret ballot. If a simple majority of those voting (not of all those eligible to vote) votes for the union, then the union becomes certified as the official representative of the bargaining unit. The new union then organizes itself by officially signing up members and electing officers; it will soon be ready to negotiate the first contract. If workers become disgruntled with their union or if management presents strong evidence that the union is not representing workers appropriately, the NLRB can arrange a decertification election. The result of such an election determine whether the union remains certified.

Organizations usually prefer that employees not be unionized because unions limit managements freedom in many areas. Management may thus wage its own campaign to convince employees to vote against the union.

It is at this point that unfair labor practices are often committed. For instance, it is an unfair labor practice for management to promise to give employees a raise (or any other benefit) if the union is defeated. Experts agree that the best way to avoid unionization is to practice good employee relations all the time-not just when threatened by a union election. Providing absolutely fair treatment with clear standards in the areas of pay, promotion, layoff, and discipline, having a complaint or appeal system for persons who feel unfairly treated, and avoiding any kind of favoritism will help make employees feel that a union is unnecessary.

## **2.7 Collective Bargaining**

The intent of collective bargaining is to agree on a labor contract between management and the union that is satisfactory to both parties. The contract contains agreements about wages, hours, and other conditions of employment, including promotion, layoff, discipline, benefits, methods of allocating overtime, vacations, rest periods, and the grievance procedure. The process of bargaining may go on for weeks, months, or longer, with representatives of management and the union meeting to make proposals and counterproposals. The resulting agreement must be ratified by the union membership. If

is not approved, the union may strike to put pressure on management, or it may choose not to strike and simply continue negotiating until a more acceptable agreement is reached. (Griffin, 2000:314)

Labor relation is the system of relations between workers and management. Labor unions recruit members, collect dues, and ensure that employees are treated fairly with respect to wages, working conditions, and ensure that employees are treated fairly with respect to wages, working conditions, and other issues. When workers organize for the purpose of negotiating with management to improve their wages, hours, or working conditions, two processes are involved: unionization and collective bargaining. (Ibid)

## **2.8 Labor Laws**

The National Labor Relations Act (also called the Wanger Act after its legislative sponsor) ushered in an era of rapid unionization by

1. Declaring labor organizations legal
2. Establishing five unfair employer labor practices, and
3. Creating the National Labor Relations Board (NLRB).

The Wangner Act greatly assisted the growth of unions by enabling workers to use the law and the courts to legally organize and collectively bargain for better wages, hours, and working conditions.

Public policy began on the side of organized labor in 1935, but over the next 25 years the pendulum swung toward the side of management. The Labor-Management Relation Act.. practices by unions, and permitted workers to decertify (reject) a union as their representative.

Finally, the Labor-Management reporting and disclosure Act., or Landrum- Griffin Act (1959) Swung the public policy pendulum midway between organized labor and management by declaring a bill of rights for union members, establishing control over union dues increase, and imposing reporting requirements for unions. Landrum-Griffin was designed to curb abuses by union leadership and rid unions of corruption.

### **2.8.1 How Unions Influence Human Resources Management**

Labor relations involve the interactions between workers and management. One mechanism by which this relationship is conducted is union. Unions seek to present a collective voice for workers to make their needs and wishes known to management. Unions negotiate agreements with management regarding a range of issues such as wages, hours, working condition, job security and health care. One important tool that unions can use in the grievance procedure established through collective bargaining. This gives employees a way to seek redress for wrong full action on the part of management. In this way, unions make certain that the right of all employees is protected.

### **2.8.2 How the legal system influences Human Resource Management**

The legal system influences managers by placing constraints on the ways potential and actual employees are treated. Equal opportunity laws ensure that companies do not discriminate in their hiring and training practice. The Fair Labor Standards Act and the Equal Pay Act ensure that people earn fair compensation for the contribution they make to the organization. The Occupational Safety and Health Act (OSHA) ensure that employees have a safe and healthy work environment. Labor laws seek to protect the rights of both employees and managers so that their relationship can be productive and agreeable. (Thomas S. Bateman 2003: 510)

## CHAPTER THREE

### 3. DATA PRESENTATION AND ANALYSIS

#### 3.1 Characteristics of the Respondents

In this chapter the researcher presented and analyzed data that was collected through distributed questionnaires and interview of the labour union officials. Out of the total 104 randomly selected respondents from different departments 95 questionnaires were collected properly and all data was analyzed using descriptive statistic method. Frequency counts and percentage were used to analyze the collected data. .

**Table 1: Profile of Respondents**

No	Item	Alternatives	Frequency	
			Number	Percentage
1	Age	20-24	26	27.4
		25-29	25	26.5
		30-34	14	14.1
		35-39	10	10.4
		40-44	8	8.4
		>45	12	13.2
<b>Total</b>			<b>95</b>	<b>100</b>
2	Education	Elementary	4	4.2
		12 complete	56	58.9
		Certificate	10	10.5
		Diploma	16	16.8
		Bachelor Degree	9	9.5
		Masters Degree		
<b>Total</b>			<b>95</b>	<b>100</b>
3	Experience	1-5	37	38.9
		6-10	21	22.1
		11-15	15	15.7
		16-20	7	7.4
		>21	15	15.7
<b>Total</b>			<b>95</b>	<b>100</b>

*Source: own survey*

On the above table item No. 1, indicates that 27.4% of the respondents are with the age range of 20-24, 26.5% of the employees are 25-29 old. 14.1% are from 30-34 years old, 10.4% are from 35-39, 8.4% from 40-45 and 13.2% are above 45 years old. This indicates that the company employees are in the productive age. This is the competitive advantage for the company.

Regarding the educational background 4.2% of the employees are elementary school, 58.9% of the employees are high school complete, 10.5% have a certificate, 16.8% are diploma holders and 9.5% were graduated with a bachelor degree. This indicates that there is a big gap between high school graduate and higher education graduates. Therefore the management has to motivate employees for further education.

Concerning work experience, 38.9% of the employees have an experience of 1-5 years, 22.1% served in the company from 6-10 years, 15.7% of them worked 11-15 years, 7.4% have an experience of 16-20 years and the rest 15.7% have an experience of above 21 years. Even if the organization structure of the company has no change within the last five years, the company recruited more employees. This indicates that there exists high turnover in the company. Turnover resulted if there is job dissatisfaction. Therefore, the company management has to investigate the cause of turnover and improvement should be done.

### 3.2 Data Pertinent for the study

The researcher tried to see different causes of grievance in MOHA Tekle Haimanot Plant. The different causes were promotion, compensation, salary, wages and benefits, performance appraisal, disciplinary measures, safety, working condition, job security and supervisory treatment. The data collected through the distribution of questionnaire was analyzed using descriptive statistic method. Thus, frequency counts and percentage were used to analyze the collected data.

**Table 2 Extent to Which Promotion Causes Grievance between Management and the Employee/Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent promotion causes grievance between the management and the employees or labour union?	To a very great extent	15	15.7
	To a great extent	30	31.5
	To some extent	20	21.0
	Un decided	10	10.5
	To a very less extent	20	21.0
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As indicated in table 2 above, 95 respondents attempted the question posed. As can be seen from the responses 15.7% of the respondents said that promotion causes grievance to a very great extent. On the other hand 31.5%, 21% and another 21% said that it causes grievance to a great extent, to some extent and to a very less extent respectively. 10.5% of the respondents couldn't decide. This indicates that promotion has a great share in causing grievances placed in the company. Effective utilization of employees involves allocation of additional authority and responsibility, as and when they acquire adequate experience and competence, and good work of an employee is to be recognized and rewarded. Therefore, the company management has to set promotion principles and criteria; and implement the principles fairly and equally for all employees.

**Table 3 Compensation as cause of grievance between Management and the employees /labour union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent compensation causes grievance between the management and the employees or labour union?	To a very great extent	12	12.6
	To a great extent	22	23.2
	To some extent	42	44.2
	Un decided	10	10.5
	To a very less extent	9	9.5
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 3. 12.6% of the respondents said that compensation causes grievance to a very great extent, 23.2%, 44.2% and 9.5% said that, it causes grievance to a great extent, to some extent and to a very less extent respectively. 10.5% of the respondents couldn't decide. This indicates that compensation causes grievance to some extent. Therefore, the employees or the labour union might discuss with the company management to solve this problem.

**Table 4 Salary, Wages and Benefits as Cause of Grievance between the Management and the Employees /Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent salary, wages and benefits causes grievance between the management and the employees or labour union?	To a very great extent	20	21.1
	To a great extent	44	46.3
	To some extent	19	20.0
	Un decided	5	5.3
	To a very less extent	7	7.4
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 4 above, 21.1% of the respondents said that salary, wages & benefits are causes grievance to a very great extent, 46.3%, 20.0% and 7.4% said that they causes grievance to a great extent, to some extent and to a very less extent respectively. 5.3% of the respondents couldn't decide. This indicates that salary, wages & benefits causes grievance to a great extent. Therefore, the company management has to improve this condition in order to avoid employee grievance and to keep well experienced and skilled employees for the well being and growth of the company.

**Table 5 Performance Appraisal as Cause of Grievance between the Management and the Employees /Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent Performance appraisal causes grievance between the management and the employees or labour union?	To a very great extent	35	36.8
	To a great extent	26	27.4
	To some extent	16	16.8
	Un decided	8	8.4
	To a very less extent	10	10.5
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As indicated in table 5: above, 36.8% of the respondents answered that performance appraisal is causing grievance to a very great extent. 27.4%, 16.8% and 10.5% said it causes grievance to a great extent, to some extent and to a very less extent respectively. 8.4% of the respondents couldn't decide. This indicates that performance appraisal is causing grievance to a very great extent.

Responsibility of performance appraisal lies with line management assisted by personnel manager in the staff role. Many time personnel appraisal failed because of the following:

- Lack of top management support
- Poor training of appraisers leading to the subjectivity
- Absence of systematic process of appraisal system
- Reluctance on the part of superiors to discuss the appraisal with subordinates
- Appraisals are not used for the purpose it is intended.

In addition to the data obtained in the above table the researcher get answer from the interview of the labour union executives there is a big problem in employee evaluation. This resulted because of the knowledge of the supervisors in evaluating the subordinates. Therefore, the top management has to train all supervisors and support lower level employees when grievance exists.

**Table 6: Disciplinary Measures as a Causes Grievance Between the Management and the Employees or Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent disciplinary measures causes grievance between the management and the employees or labour union?	To a very great extent	15	15.8
	To a great extent	18	18.9
	To some extent	38	40.0
	Un decided	3	3.2
	To a very less extent	21	22.1
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 6: above, 15.8% of the respondents said that disciplinary measure is causing grievance to a very great extent. On the other hand 18.9%, 40% and 22.1% said it causes grievance to a great extent, to some extent and to a very less extent respectively. 3.2% of the respondents couldn't decide. This indicates that disciplinary measure is causing grievance to some extent.

Discipline is manifested by orderly behavior of the employees. Orderly behavior is possible when the employees follow the company policies strictly as laid down by its rules and regulations. When an employee is dissatisfied with the management, he will initiate "grievances". Similarly when the management is dissatisfied with an employee, "disciplinary action" is initiated to correct the situation. Thus the management has to create a good relationship with the employees or the labour union in order to solve this problem in its initial stage.

**Table 7: Extent to Which Safety Causes Grievance between Management and the Employee or Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent safety causes grievance between the management and the employees or labour union?	To a very great extent	23	24.2
	To a great extent	16	16.8
	To some extent	34	35.8
	Un decided	4	4.2
	To a very less extent	18	18.9
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As indicated in table 7 above 24.2% of the respondents said that safety is causing grievance to a very great extent. On the other hand 16.8%, 35.8% and 18.9% said it causes grievance to a great extent, to some extent and to a very less extent respectively. 4.2% of the respondents couldn't decide. The data summarized in the above table shows that safety is causing grievance to some extent.

Management is primarily responsible for safety. Management involves all managers including the top management. All department heads and their management staff including supervisors are equally responsible for the safety of their workers and equipment. A worker who is working with a machine is equally responsible for the safety of his life as well as the lives of his colleagues. Safety is a team effort. Therefore, every employee within the company has to know the company safety policies & regulations and by creating good relationship with the management they can minimize the grievance created in this case.

**Table 8 : Working Condition as a Causes Grievance Between the Management and the Employees or Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent working condition causes grievance between the management and the employees or labour union?	To a very great extent	18	18.9
	To a great extent	8	8.4
	To some extent	50	52.6
	Un decided	8	8.4
	To a very less extent	11	11.6
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As indicated in table 8 above, 18.9%, 8.4%, 52.6% and 11.6% of the respondents said that working condition is causing grievance, to a very great extent, to a great extent, to some extent and to a very less extent respectively. On the other hand 8.4% of the respondents couldn't decide. The data summarized in the above table shows working condition is causing grievance to some extent. This indicates that the working condition of the company is not bad and it is not that much good but needs little improvement.

**Table 9 : Extent to Which Job Security Causes Grievance between Management and the Employee or Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent job security causes grievance between the management and the employees or labour union?	To a very great extent	20	21.1
	To a great extent	5	5.3
	To some extent	27	28.4
	Un decided	7	7.4
	To a very less extent	36	37.9
<b>Total</b>		<b>93</b>	<b>100</b>

*Source: own survey*

As indicated in table 9, 21.1% of the respondents said that job security is causing grievance to a very great extent. On the other hand 5.3%, 28.4% and 37.9% said it causes grievance to a great extent, to some extent and to a very less extent. 7.4% of the respondents couldn't decide. The data summarized in the above table shows job security causes grievance to a very less extent. This indicates that most employees are secured at their job, but turnover is high because of other reasons.

**Table 10: Extent to Which Supervisory Treatment Causes Grievance between Management and the Employee or Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent supervisory treatment causes grievance between the management and the employees or labour union?	To a very great extent	35	36.8
	To a great extent	15	15.8
	To some extent	22	23.2
	Un decided	6	6.3
	To a very less extent	17	17.9
Total		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 10 above, 36.8%, 15.8%, 23.2% and 17.9% of the respondents said that supervisory treatment is causing grievance; to a very great extent, to a great extent, to some extent and to a very less extent respectively. 6.3% of the respondents couldn't decide. This indicates that supervisory treatment causes grievance to a very great extent. From the above table the researcher conclude that most employees have bad relationship with their immediate supervisors. Therefore, the top management have to take action to solve this problem.

**Table 11: Grievance Handling Procedure of the Company**

Item	Alternatives	Frequency	
		No.	Percentage
Is there a grievance handling procedure that is practiced to resolve grievances that arise?	Yes	38	40.0
	No	17	17.9
	I don't know	41	42.1
Total		96	100

*Source: own survey*

As indicated in table 11 above, 40% of respondents said yes there is a grievance handling procedure in the company and 17.9%, no there is no grievance handling procedure and the rest 42.1% don't know anything about the grievance handling procedure that was practiced to resolve grievances. From this the researcher concluded that the management of the organization didn't give a chance for lower level employees to know about policies and procedures which are practiced in the company.

**Table 12: Extent of Steps in Grievance Handling Procedures**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent does the company follow the 1 <sup>st</sup> step of grievance handling procedure, that is discussion of written grievance between union steward and supervisor	To a very great extent	36	37.9
	To a great extent	12	12.6
	To some extent	26	27.4
	Un decided	7	7.4
	To a very less extent	14	14.7
<b>Total</b>		<b>95</b>	<b>100</b>
To what extent does the company follow the 2 <sup>nd</sup> step of grievance handling procedure, that is meeting between chief steward and supervisors Manager and/or HR Manager	To a very great extent	10	10.5
	To a great extent	25	26.3
	To some extent	40	42.1
	Un decided	9	9.5
	To a very less extent	11	11.6
<b>Total</b>		<b>95</b>	<b>100</b>
To what extent does the company follow the 3 <sup>rd</sup> step of grievance handling procedure, that is Meeting between committee of union officers and company Managers	To a very great extent	18	18.9
	To a great extent	24	25.3
	To some extent	31	32.6
	Un decided	10	10.5
	To a very less extent	12	12.6
<b>Total</b>		<b>94</b>	<b>100</b>
To what extent does the company follow the 4 <sup>th</sup> step of grievance handling procedure, that is meeting between National Union Representative and Company Executive or Corporate Industrial Relations Officer	To a very great extent	10	10.5
	To a great extent	20	21.1
	To some extent	21	22.1
	Un decided	22	23.2
	To a very less extent	22	23.2
<b>Total</b>		<b>95</b>	<b>100</b>
To what extent does the company follow the 5 <sup>th</sup> step of grievance handling procedure, that is Arbitration by impartial third-party	To a very great extent	0	0
	To a great extent	4	5.9
	To some extent	12	17.6
	Un decided	34	50.0
	To a very less extent	18	26.5
<b>Total</b>		<b>68</b>	<b>100</b>

*Source: own survey*

As indicated in table 12 above, for step 1, 37.9%, 12.6%, 27.4%, 7.4%, and 14.7% said that the company has more practiced on the first step of grievance handling procedure, to a very great extent, to a great extent, to some extent, undecided and to a very less extent respectively.

For step 2, 10.5%, 26.3%, 42.1%, 9.5%, and 11.6% said that the company has more practiced on the second step of grievance handling procedure, to a very great extent, to a great extent, to some extent, undecided and to a very less extent respectively.

For step 3, 18.9%, 25.3%, 32.6%, 10.5%, and 12.6% said that the company has more practiced on the third step of grievance handling procedure, to a very great extent, to a great extent, to some extent, undecided and to a very less extent respectively.

For step 4, 10.5%, 21.1%, 22.1%, 23.2%, and 23.2% said that the company has more practiced on the fourth step of grievance handling procedure, to a very great extent, to a great extent, to some extent, undecided and to a very less extent respectively.

For step 5, 5.9%, 17.6%, 50%, and 26.5% said that the company has more practiced on the fifth step of grievance handling procedure, to a great extent, to some extent, undecided and to a very less extent respectively. 27 respondents didn't answer this question at all. From this the researcher concluded that the first step, which shows 37% of respondents said to a very great extent, is a better step upon which the grievance problem solved in the company. Therefore, it is recommended to continue solving grievance problems at its initial stage.

**Table 13 : The Existence of Grievance Handling Committee**

Item	Alternatives	Frequency	
		No.	Percentage
Is there a grievance handling committee in the organization?	Yes	25	26.3
	No	45	47.4
	I don't know	25	26.3
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in the above table, 26.3% of the respondents said yes there is a grievance handling committee in the organization, 47.4% of the respondents answered no and the rest 26.3% respondents didn't know whether there is a grievance handling committee or not in the organization. This shows there is no good communication between the management and the lower level employees.

**Table 14: Composition of Members of the Grievance Handling Committee**

Item	Alternatives	Frequency	
		No.	Percentage
If there is a grievance handling committee to what extent are you satisfied with the composition of the members?	To a Very Great Extent	3	12.0
	To a Great Extent	8	32.0
	To Some Extent	3	12.0
	Neutral	4	16.0
	To a Very Less Extent	7	28.0
<b>Total</b>		<b>25</b>	<b>100</b>

*Source: own survey*

Table 14 above shows that, the total number of respondents is only 25. Those, who answered no in table 13, were rejected, and only who said yes was taken in table 14. As indicated above 12% of the respondents satisfied to a very great extent with the composition of the members of the grievance handling committee. On the other hand 32%, 12% 16% and 28% of respondents said that, to a great extent, to some extent, neutral and to a very less extent respectively. This indicates that the majority i.e. 32% of the respondents were satisfied with the composition to a great extent.

**Table 15 : The Existence of the Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
Is there a labour union in the company?	Yes	95	100
	No		
	I don't know		
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 15 above, 100% of the respondents answered yes there is a labour union in the company. This indicates that, all employees aware of the existence of the labour union in the company.

**Table 16: The Labour Union Involvement in the Grievance Handling Process**

Item	Alternatives	Frequency	
		No.	Percentage
If there is a labour union in the factory how do you rate its involvement in the grievance handling process?	Very high	31	32.6
	High	22	23.2
	Moderate	10	10.5
	Low	10	10.5
	Very low	22	23.2
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 16 above, 32.6% of the respondents answered that the labour union involvement in the grievance handling process is very high. On the other hand 23.2%, 10.5%, and another 10.5% said that, high, moderate and low respectively. The rest, 23.2% answered very low. This indicates that the labor union involvement in the grievance handling process is very high.

**Table 17: Extent of Employee Satisfaction with the Work of the Grievance Handling Committee**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent are you satisfied with the work of the grievance handling committee?	To a Very Great Extent	10	10.5
	To a Great Extent	30	31.6
	To Some Extent	23	24.2
	Neutral	20	21.1
	To a Very Low Extent	12	12.6
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

The data analyzed in Table 17 shows that, 10.5% of the respondents satisfied with the work of the grievance handling committee to a very great extent, 31.6% satisfied to a great extent, 24.2% satisfied to some extent 21.1% are neutral and 12.6% said that to a very low extent. This indicates that the majority 31.6% satisfied with the work of the grievance handling committee. From this result the researcher conclude that the work of the grievance handling committee is great and it is to the good satisfaction of the employee.

**Table 18: Extent of the Immediate Supervisor Involvement in Handling Employee Grievance**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent does the immediate supervisor involve to handle employee grievance?	To a Very Great Extent	15	15.8
	To a Great Extent	19	20.0
	To Some Extent	31	32.6
	Undecided	7	7.4
	To a Very Low Extent	23	24.2
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As indicated in the table 18 above, 15.8% of the respondents said that the immediate supervisor involve to handle employee grievance to a very great extent. On the other hand 20%, 32.6%, 7.4%, 24.2% of the respondents said to great extent, to some extent, undecided and to a very low extent respectively. From this the researcher concluded that the immediate supervisor involvement must be improved.

**Table 19: Attempting of Managers in the Grievance Handling Process**

Item	Alternatives	Frequency	
		No.	Percentage
10. Do you agree that the managers attempt to resolve grievances by getting closer to the problem?	Strongly agree	14	14.7
	Agree	33	34.7
	Agree to Some Extent	24	25.3
	Undecided	15	15.8
	Disagree	9	9.5
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As indicated in table 16 above, 14.7% of the respondents strongly agreed that managers attempt to resolve grievances by getting closer to the problem. On the other hand 34.7%, 25.3%, 15.8% and 9.5% of the respondents said agree, agree to some extent, undecided and disagree. This indicates that the majority of respondents agreed that the managers attempted to resolve grievances by getting closer to the problem. Therefore, the researcher concluded that it is a good practice that the manager of the company highly involved in grievance handling procedure whenever he was informed.

**Table 20 Time Taken for the Response of Grievance**

Item	Alternatives	Frequency	
		No.	Percentage
Do you agree that the management of the company give immediate response to the grievance of the employee?	Strongly agree	15	15.8
	Agree	24	25.3
	Agree to Some Extent	34	35.8
	Undecided	12	12.6
	Disagree	10	10.5
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 20 above, 15.8% of the respondents strongly agree that the management of the company give immediate response to the grievance of the employee. On the other hand, 25.3% ,35.8%, 12.6% and 10.5% of the respondents said that, agree, agree to some extent, undecided and disagree respectively. This indicates that majority of respondents answered agree to some extent. Therefore, the researcher concluded that the management of the company has to improve the time of giving responses.

**Table 21: Degree of Communication between the Management and the Labour Union**

Item	Alternatives	Frequency	
		No.	Percentage
How do you rate the degree of communication between the management and the labour union?	Very high	16	16.8
	High	37	38.9
	Moderate	21	22.1
	Low	6	6.3
	Very low	15	15.8
<b>Total</b>		<b>95</b>	<b>100</b>

*Source: own survey*

As shown in table 21, 16.8% of the respondents said that the degree of communication between the management and the labour union is very high. On the other hand, 38.9%. 22.1%, 6.3% and 15.8% said that it is high, moderate, low and very low respectively. This indicates that the majority of respondents rated that the degree of communication between the management and the labour union is high. From this the researcher concluded that a good communication is a vital instrument for solving grievances in the embryo stage, therefore, the company have to keep this practice.

**Table 22: Extent of the Right to Access Documents for Grievance**

**Handling Process**

Item	Alternatives	Frequency	
		No.	Percentage
To what extent does the company give workers' representative the right to access all required documents in the grievance handling process?	To a very great extent	6	6.3
	To a great extent	25	26.3
	To some extent	28	29.5
	Undecided	6	6.3
	To a very less extent	30	31.6
<b>Total</b>		<b>98</b>	<b>100</b>

*Source: own survey*

As indicated in table 22, 6.3% of the respondents said the company gives workers' representative the right to access all required documents to a very great extent. On the other hand 26.3%, and another 29.5%, 6.3% and 31.6% of the respondents said that to a great extent, to some extent, undecided and to a very less extent respectively. The majority i.e. 31% rated to a very less extent. Therefore, the researcher concluded that the company has to communicate openly with workers' representatives in the grievance handling process.

For the question asked what are the principles followed by the company for the correction or solving of grievances? Most of the respondents gave a different positive answer, i.e. some of them said that the company uses human resource policy and procedures for solving grievances; others indicated the company implement the collective agreement for solving employee grievance. But one third of the respondents have a negative attitude, they said there is no grievance handling committee,. The management didn't accept their grievances and decisions were made with the willingness of the supervisor. Even though, the company has human resource policies and procedures the supervisors didn't use it. From this the researcher concluded that the top management has to see the relationships between the immediate supervisors and the lower level employees and has to take action for the improvement.

Lastly the researcher gave opportunity for respondent to give their idea and comments on the company's grievance handling process. For this question almost half of the respondents said that a big improvement seen after the new labour union committee was constituted and it has a good relationship with top management in solving employee grievance. Some of the respondents didn't say anything. Others said there is a big problem between the immediate supervisors and the lower level employees in handling grievances. Therefore, the researcher concluded that the top management has to take action for the improvement.

### **3.3 Analysis of Data Obtained from Interview of the Labour Union**

Before August 2010 there were two different labour unions in the company. Because of that there was a big problem to identify which was right representative of the employee. In August 2010 the Federal Labour Union Confederation involved and the new election was held. For the constitution of new Labour Union, the company General Manager gave a very good support. The Chairman and other members of the Labour Union appreciate the continuous support of the General Manager.

The new committee has ten members and has the following positions:

- Chairman
- Vice Chairman
- Secretary
- Vice Secretary
- Cashier
- Finance Head
- One member
- Three Auditors

The new Labour Union has 335 members from different classes of employees. The chairman of the Labour Union explained as follow the detail work they performed after they take the responsibility:

- Promotion work was done in order to get more members.
- The main problem or cause of grievance is performance appraisal. Here the big problem is the immediate supervisor. He didn't evaluate his employees according their skill, or

quality of work performance on assigned job; instead evaluation was made with the willingness of the supervisor. For fair evaluation of employees it is very important to get some knowledge how to evaluate employees. In MOHA Tekle Haimanot Plant there is no good practice in evaluating the performance of the employees. The evaluation result was given based on the willingness of the immediate supervisors. The result of performance appraisal affects many things like promotion, salary increment, bonus, etc....

- Before the constitution of the new Labour Union committees, performance appraisal was filled every six months. In order to minimize mistakes within a short interval of time the new committee agreed with the management and it was decided to evaluate employees every two months.
- The other issue is disciplinary measures: - when there were any disciplinary measures taken, the Labour Union was informed. Even if it is unwritten warning, the management have to inform the Union in writing. As soon as they get the letter first they will discuss with the employee, who received warning and then with the immediate supervisor to solve the problem.
- The company collective agreement was revised and many improvements made. For example, at the time of retirement, a two month salary was given as compensation. Now it was improved to eight month salary. The other improvement is done on the per-diem. It was improved from 62 Birr to 150 Birr per day.

In general the new Labour Union committee has a very good start and better relationship with the top management.

## **CHAPTER FOUR**

### **4 Summary, Conclusion & Recommendation**

In the previous chapter the researcher analyses the collected data through questionnaires and interviews. This chapter addresses the summary of findings, recommendations and conclusion.

#### **4.1 Summaries of Major Findings**

- Grievances reported to the top level management in different ways. When an employee has a grievance he presented to the immediate supervisors. But most of the time it didn't get acceptance. Then the employee goes to the top management.
- Performance appraisal, promotion, salary, wages and benefits are the major causes of grievance in the company. From these, performance appraisal is the most sensitive cause of grievance and has very high percentage from other causes.
- Disciplinary measures, working condition and safety have a moderate rate for the cause of grievance.
- 58% of employees didn't know if there is a grievance handling procedure that is practiced to resolve conflicts. This means the management of the company didn't give awareness for lower level employees about the human resource policies and procedures, this shows there is no good communication between the management and the lower level employees.
- The company follows to a very great extent the first step of the grievance handling procedures, i.e. discussion of written grievances between union steward and immediate supervisor.
- Even if all employees didn't join the labour union all are aware of the existence of the union.

- It is a very good practice that the labour union highly involved in the grievance handling process.
- 62% of the employees not satisfied with their immediate supervisors in the process of grievance handling. As explained in chapter three there is a big problem between the immediate supervisor and the lower level employees.
- Almost 50% of employees agreed that the Manager of the company attempted to resolve grievance by getting closer to the problem.
- There is a problem of giving immediate response to the grievance of the employee. The researcher observes that the management of the company has no consistency in giving immediate response. Majority of respondents, (59%), not agreed with the time taken to get response, 16% strongly agreed and 25% agreed. This shows that for few employees the management responses immediately. But there is a big delay for the majority. This indicates that there is no equal treatment for employees.
- There is a good communication between the top management and the company labour union.
- The management of the company didn't allow worker's representatives to access the required documents in the grievance handling process.
- As most of the respondents indicated there is no grievance handling committee and the management didn't accept their grievance. Response was given according to the willingness of the immediate supervisor.

## 4.2 Conclusion

Human resource management is concerned with attracting, developing, and maintaining the human resources and organization needs. Its environmental context consists of its strategic importance and the legal and social environments that affect human resource management. A factory like MOHA where a majority of a company's employees are non management, they have the right to be represented by a union. Management must engage in collective bargaining with the union in an effort to agree on contract. While the contract is in effect, the grievance system is used to settle disputes with management. Therefore, the following conclusions are drawn from the findings of the study:

- Grievances reported to the top management in different ways. Some employees placed their grievances first to the immediate supervisors. But most of the time they directly reported to top management. But after the constitution of the new labour union, the company follows to a very great extent the first step of the grievance handling procedures, i.e. discussion of written grievances between union steward and immediate supervisor. This is better way of solving problems.
- The employees and immediate supervisors relationship is moderate. They should have a very good relationship in order to avoid delay of responses and solve the problem of grievance in its embryo stage.
- Performance appraisal, promotion, salary, wages and benefits are the major causes of grievance in the company. Performance appraisals are important for validating selection devices, assessing the impact of training programs, deciding pay raises and promotions, determining training needs and providing helpful feedback to employees. Therefore, supervisors must evaluate their subordinates' accurately and valid appraisal information has been passed to HRM department.

- Disciplinary measures, working condition and safety have a moderate rate for the cause of grievance. But it must be eliminated not to be causes of grievance for the future.
- The communication between the company management and the lower level employees is not good. Effective communication is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended. Therefore, the company has to improve the way of communication from top to bottom and vice versa.
- There were two different labour union committees in the company before August 2010. After strong struggle and with the help of the Federal Labour Union Confederation, a new election was held and new committee was took place in August 2010. As explained in chapter three, the new labour union committee is working a good job to solve the grievance and it is to the very good satisfaction of the employee.
- There is a good communication between the top management and the company labour union.
- The management of the company didn't allow worker's representatives to access the required documents in the grievance handling process.
- As most of the respondents indicated there is no grievance handling committee and the management didn't accept their grievance. Response was given according to the willingness of the immediate supervisor.
- The Labour Union executives have a good start and also they maintain a very good relationship with the General Manager and also with the top management of the company. This indicates that the new labour union members' election was effective.

### 4.3 Recommendations

- There is a big problem with the performance appraisal of the employees. The immediate supervisors were not well experienced to fill the appraisal. They didn't evaluate their employees according to the skill, experience and performance. Instead a good point was given for employee performance appraisal with merits. Therefore, the researcher recommends that performance appraisal must be given according to the quality of work done. It is well known that appraisal results are a base for different issues like promotion, salary increment, bonuses, etc... Therefore, the management of the company has to give a better attention and it is necessary to give training for immediate supervisors.
- Employees of the company didn't know if there is a grievance handling procedure that is practiced to resolve conflicts. The researcher recommend that the management of the company have to organize a monthly based conference and give step by step lectures to all employees about the company policies, rules, regulations and grievance handling procedures to avoid misunderstanding.
- A good communication between employees, labour union and the company management is essential for a better productivity and the growth of the company. Therefore, it is recommended to establish good relationship within the company and solve any problem by discussion.
- Recommended to create close relationship with the immediate supervisors to minimize causes of grievance.
- If the management delays to give immediate responses for the grievances placed, it may resulted in high turnover and decreasing of productivity. To avoid this problem it is recommended to use a time bound steps. One of the time bound steps given below as a sample:
  1. Aggrieved worker present his complaint, verbally in person, to the officer designated by the management. The case must be disposed off within 48 hours.

2. In case the complaint is not satisfied with the disposal or the designated officer has failed to dispose the complaint within 48 hours the workers is free to approach and head of the department designated by the management and present his case by the representative of his department. Head of the department to dispose off the case within 3 days. In case there is a delay in disposing the complaint, the reason for the same is recorded by the head of the department.
3. If the disposal of head of the department has not redressed his grievances, he is free to request the head of the department forward his grievance to the grievance committee. Grievance committee must finalize their recommendations within 7 days of receipt of complaint from head of the department. In case of delay the committee must record the reasons there of. Unanimous recommendations of the committee shall be implemented by the management. In case of disagreement between members of grievance committee, the proceedings and opinion of individual member will be forwarded to the management for taking a final decision. The final decision of management must be communicated to the aggrieved worker within 3 days of getting recommendation from the committee. This decision id communicated to the worker by the personnel officer.
4. If the decision of the management is not communicated to the aggrieved worker within the specified period or the decision is not satisfactory to the worker, he may appeal to the management for a revision. He can take a union representative to assist him in making this appeal. Management's decision on appeal for revision be communicated to him within a week.
5. If the worker still remained aggrieved and the management's disposal of his complaint is not satisfactory, union and management may refer the case to voluntary Arbitration. This must be done within one week. The decision of Arbitrator is final.

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## Interview Questions for Management

- . Employee relation activities are those which seek greater organizational effectiveness through the enhancement of human dignity and growth. They seek to establish direct, two-way, communication between managers and employees to provide mutual assistance and involvement in decision making. Therefore, I would like to ask you the following questions:-
1. To what extent should decision making and control be shared between the management and employees in the company?
  2. How does the management respond to special needs of specific employees?
  3. Is there a grievance handling procedure which is currently in practice?
  4. Could you tell me the most frequent type of grievances you faced?

## **Interview Questions for Labor Union**

1. Can you tell me the structure and management of the labour union?
2. What is the contribution of Labour Union in grievance handling process?
3. What are the various causes of grievance?
4. Do you ever handle the grievance presented about job security?
5. What are the steps practiced in solving employees' grievance?
6. Is there a collective agreement which is currently practiced?
7. Do you have any contact with the Federal Labour Union Confederation? Please state it in detail.

# St. Mary University College

## Department of Management

### Questionnaire To Be Fulfilled By Moha Tekle Himanot Plant Plc Management, Employees And Labor Union Heads .

Dear respondent, the motive of this study is to determine the process of grievance handling at MOHA Tekle Haimont Plant. You are therefore, kindly requested to give genuine answers to the questions as it contributes a lot for the success of the study. Finally, I would like to express here that, the research is used only for academic purpose and it will not be forwarded to others. Thus its confidentiality is protected. Thank you for your cooperation.

#### Part I: **Personal Profile**

1. Age

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| B. 26-29 <input style="width: 50px; height: 20px;" type="text"/> | F. 45 and above <input style="width: 50px; height: 20px;" type="text"/> |
| C. 30-34 <input style="width: 50px; height: 20px;" type="text"/> | G. Other, specify_____  |
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2. Level of education

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| B. Certificate <input style="width: 50px; height: 20px;" type="text"/>          | E. Masters Degree <input style="width: 50px; height: 20px;" type="text"/>   |
| C Diploma <input style="width: 50px; height: 20px;" type="text"/>               | F. Other specify_____   |

3. Years of service in MOHA

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| C. 11-15 <input style="width: 50px; height: 20px;" type="text"/> | D. 16- 20 years <input style="width: 50px; height: 20px;" type="text"/> |
| E. Other specify_____  |   |



5. If yes to what extent are you satisfied with the composition of the members?
- a. To a very great extent
  - b. To a great extent
  - c. To some extent
  - d. Neutral
  - e. To less extent
6. Is there a labour union in the factory?
- a. Yes
  - b. No
  - c. I don't know
7. If yes how do you rate the labour union's involvement in the grievance handling process?
- a. Very high
  - b. High
  - c. Moderate
  - d. Low
  - e. Very low
8. To what extent are you satisfied with the work of the grievance handling committee?
- a. To a very great extent
  - b. To a great extent
  - c. To some extent
  - d. Neutral
  - e. Unsatisfied at all
9. To what extent does the immediate supervisor involve to handle employee grievance?
- a. To a very great extent
  - b. To a great extent
  - c. To some extent
  - d. Undecided
  - e. Not involved at all
10. Do you agree that the managers attempt to resolve grievances by getting closer to the problem?
- a. Strongly agree
  - b. Agree
  - c. agree to some extent
  - d. undecided
  - e. disagree
11. Do you agree that the management of the company give immediate response to the grievance of the employee?
- a. Strongly agree
  - b. Agree
  - c. agree to some extent
  - d. undecided
  - e. disagree

12. How do you rate the degree of communication between the management and the labour union?

- a. Very high
- b. High
- c. Moderate
- d. Low
- e. Very low

13. To what extent does the company give workers' representative the right to access all required documents in the grievance handling process?

- a. to a very great extent
- b. to a great extent
- c. to some extent
- d. undecided
- e. to a very less extent

14. What are the principles followed by the company for the correction or solving of grievances?

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15. If you have any comments in the company's grievance handling process state in the space provided below.

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## Declaration

I, the undersigned, declare that this senior research is my work and that all sources of material used in this senior research have been duly acknowledged.

Name: Mekiya Defar Adem

Signature: \_\_\_\_\_

Place: Addis Ababa

Date : June 27, 2011

## Advisor's Approval

This senior research has been submitted for examination with my approval as University College advisor.

Name: Goitom Abraham

Signature: \_\_\_\_\_

Date: June 27, 2011