

https://dspace.org/

Perceptions regarding the grievance policy procedure: the case of a small to medium (SME) construction business enterprise in Johannesburg

Movha, Edline

2019
https://hdl.handle.net/10539/29322

Downloaded from a DSpace repository. https://dspace.org/

ABSTRACT

Views of employees[1] regarding their grievance policy procedure (GPP) have been given lesser attention, evident from little empirical studies in that regard, particularly in private non-unionised environments. External reporting and the low finalisation rates of grievances, highlight that there is insufficient knowledge from both administrators and consumers of the policy at grassroots level. Most private companies lack formal and readily available representation or assistance in their GPP from unions or boards such as the Public Service Commission (PSC). Therefore, a private Small to Medium Enterprise (SME) Construction Company was investigated with the aim to explore perceptions of workers and managers regarding their GPP. Through purposive sampling in this qualitative study, data was gathered through semi-structured interviews from 30 employees; comprising of 20 workers and 10 managers. The Occupational Social Work Practice Model (OSWPM) also regarded as the South African National defence Forces Model (SANDFM), the Person in Environment theory (PIE) and a holistically incorporated systems theory were integrated as relevant theoretical frameworks of the study. Analysis of the data was achieved through thematic data analysis, fulfilling the aim of exploring the extent of knowledge of the GPP in a private non-unionised environment. Findings revealed that culturalization of occupational environments are influenced by perceptions inherent in the workforce. The use of external grieving channels and avoidance of grieving amongst other factors were dominant employee practices that exposed unsound power dynamics at the workplace. Mal-administration of the policy by managers and an intriguing lack of knowledge of workers attributed to under-utilisation of the GPP. Procedural injustices of the GPP were found to exacerbate negative perceptions of workers, which included powerlessness and the promotion of unilateral decisions within the organisation. The only positive affordance of the GPP was that it helped to reflect the constraints of the policy thereof. Recommendations of social work interventions through inductions, policy reviews, training and the use of applicable occupational social work models are included.

KEY WORDS: Grievance, grievance policy procedure, non-unionised private company

[1] Employees in this study refer to the participants that comprised of management workers referred to as managers and non-management workers referred to as workers