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Grievance Management Mechanisms and Employees Performance in Tubura Social Enterprise in Rwanda

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Abstract

Grievance is inevitable in the workplace and complaints, concerns and issues arise from time to time and it affects employees' performance. Thus, the organization should put in place grievance management mechanisms to manage problems raised by the employees to enhance their performance in the workplace. Therefore, the study aimed at establishing the relationship between grievances management mechanism and employee's performance in social enterprise, a case study of TUBURA social enterprise. The specific objectives included: to determine grievances management mechanisms that are currently being used in TUBURA social enterprise; to determine how well workers perform in their duties in TUBURA social enterprise; to assess the employee's performance in TUBURA Social Enterprise by focusing on quality of service delivery, employees' turnover, and work efficiency, and to determine the relationship between grievances management mechanisms and employees' performance in TUBURA social enterprise. The descriptive survey design was employed and applied Slovin's formula that determined the sample size of 97 respondents including operational staff, middle and senior managers form the population of 128. Interview guides and structured questionnaires were used to gather data. Data collected got coded, interpreted, and analyzed by the support of SPSS 21. Through descriptive statistics the focus was mean, frequencies, percentages, St. Deviation. Thematic Approach and Karl Pearson Correlation

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Coefficient were utilized to analyze the collected data. Tables, graphs, and textual models were used to present the collected data. The research findings showed that 67.1% of respondents agreed that effective leadership, effective communication, and organization policy are used as mechanisms to manage grievances to sustain employees' performance, while 83.3% of respondents agreed that employees in TUBURA social enterprise apply work efficiency, deliver quality service with fewer turnovers in the organization. The computed Karle Pearson product correlation coefficient shows that there is a correlation between effective leadership and employees 'turnover at 0.267 and service delivery at 0.230, while effective communication correlated with efficiency at 0.335. The findings also indicated that organization policy on grievances management correlated with employees' turnover at 0.236, while it correlated with service delivery at 0.31.

Keywords: *Grievance, Management, Mechanisms, Employees, Performance, Rwanda.*

1.1 Background of the study

In Rwanda the emergence of labor diversity in the workplace has been remarkable in the world of today, due to globalization and technology. This diversity manifests itself in terms of ethnic, religion, age, gender, nationality and educational background (Kigali International Arbitration Centre, 2018).The diversity among employees in the working environment requires employers to set rules, procedures and different means of managing or handling their grievances in order to increase productivity and sustain the vision of the organization. The management of grievances in social enterprises is recommended to be the foundation of addressing all discrepancies among employees to mitigate risks exposure to employees' discontent. Since the latter results in the lack of employees 'morale, raise of quarrels, misunderstanding in the working place and communication becomes poor without forgetting the lack of production to the side of the organization (Nurse, 2010).

Rwanda is one of the countries which recognizes the value of the human resources as an important asset in assuring its development. It has therefore developed some standards which harmonize the relationship between employers and employees. And regulations have been considered as a fundamental tool in the establishment of rules and guidelines in the management of private entities (MIFOTRA, Labor Disputes Settlement, 2018).

1.2 Statement of the Problem

There are a lot of problems surrounding grievances management mechanisms in many organizations that affect the employees' performance. And these are: delay in handling grievances, lack of proper measures in place to handle grievances, and lack of competent managers to handle grievances, only to mention but a few. In addition, many employers focus on organization productivity and being reluctant in implementing grievances management mechanisms to handle employees' concerns (Melchades, 2013).

In 2012 the Government of Rwanda in partnership with the Private Sector Federation launched the institution called Kigali International Arbitration Centre (KIAC) with a mandate to help different organizations to handle trade disputes in friendly ways. In addition, it has been supporting the judiciary in providing time saving and cost effectiveness in handling disputes within private and

public institutions in Rwanda and beyond. Though the commitment, grievance remains a great challenge which affects employee's performance.

According to a survey conducted in Rwanda in 2013 the rate of turnover was 24% in 2012 and one of the big causes of it was lack of the proper strategies to manage grievances among employees (Patner, 2013). In addition, the survey found that 90% of managers in many organizations lament that human resources management is still a major constraint in the employment of Rwanda. There have been various studies conducted on grievances. However, there is no known extensive study that has been done on grievances management mechanisms in social enterprises in Rwanda according to the basic knowledge of the researcher. Hence, a knowledge gap. Thus, the study intends to bridge this gap by assessing the grievances management mechanisms and employees' performance in social enterprise in Rwanda by using a case of TUBURA social enterprise- A social enterprise within staff of various backgrounds).

1.3 Objective of the Study

To determine the relationship between grievances management mechanisms and employees' performance in TUBURA Social Enterprise, Rwanda

1.4 Research Question

What is the relationship grievances management mechanisms and employees' performance in TUBURA Social Enterprise, Rwanda?

1.5 Significance of the Study

The study aimed at assessing the impact of grievance management mechanisms and employee's performance in Rwanda. The findings will be significant to the management of social enterprise, policy makers, and scholars since it determines the relationship between grievance management mechanisms and employees' performance to enhance the grievance management to sustain employees' performance by understanding and managing the grievances in the workplace.

2.0 Review of Related Literature

2.1 Theoretical Literature

The grievance is defined as any kind of dissatisfaction that any employee meets at the workplace and it has to be communicated officially by the employees to his/her direct supervisor. It also refers to any injustice that an employee confronts on his/her job and by its nature is fundamentally caused by the policies and procedures that are inaugurated by the organization management. This injustice has to be brought to the notice of the management of the organization in an official way (Juneja, 2018).

2.2 Causes of Grievances

The sources of grievances are fundamentally caused by inequality, discrimination within the organization, resources constraints, unfair reward systems, issues which are perceived in different ways, individuals with different backgrounds (Ramani, 2010).

2. 3 Grievance Management Mechanisms

For the organization to be able to adjust and to survive on the changes of today's world, they need to put and create strong measures and strategies in managing grievances. Any organization without

these strategies would be facing threats and spend most of their time and resources in resolving them rather than increasing production and benefits (Nyagucya, 2013).

The approach to which employees' problems are prevented and well-handled is meant to be grievances management. Hence, a lot of organizations nowadays have affirmed that their human resources are the most important assets and need to be treated well in the working environment. Employees are only satisfied once their problems are handled on time, employees don't need to have procedures which don't solve their problems but rather they need a discussion platform which would help them in handling their problems and let them work peacefully (Gomathi, 2014).

Effective Leadership Style

The effective leadership is the approach of planning, directing, procedures implementation, people motivation and inspiration towards the achievement of certain goals. In every organization, leadership is the most important pillar and the cornerstone in managing grievances (Nyagucha, 2013).

Leadership encompasses definition and communication of long-term vision and mission by explaining what you want to achieve, delivering support for talented employees, overcoming challenges, leveraging opportunities, behaving ethically and leading by example. Effective leaders create dynamics which are ready to perform well and deliver good results. In addition, a leader diagnoses issues which hinder employee's performance and take proper actions to handle any disagreement or conflict going forward (Paluku, 2013).

Effective Communication

Communication is defined as the process of sending and receiving messages by the means of symbols and signs. It also refers to the exchange of information between sender and receiver with the intention that the latter gets what the senders wanted to mean. The only way to ensure that there is a platform where the employees know how, why, what and who to communicate is to ensure that there is a good relationship between subordinates and their managers to affirm the better communication. Once there is no communication channel and a reachable known line of leaders to share information there will be a lack of effective communication among organization employees (Kenon, 2012).

In the organization, effective communication is a very important tool which helps the employers to manage and reduce at minimum cost the grievances; it increases the morale and motivation to the organization's employees which leads to less turnover and reduction of conflicts at the workplace. The effective communication occurs once the receiver receives and understands the idea that the sender wanted to transmit. It is absolutely impossible to keep the employee's motivated in the organization without better and effective communication (Nyagucha, 2013).

The Organization Policies

For the organization to be able to regulate and prevent the grievance occurrence they should inaugurate policies which would provide steps and clear procedures in preventing and handling grievance in the working place. In most cases grievance policy is made by the human resource management department to help decision makers to make rational decisions in handling any issue related to grievance and turnover (Aniruddha, 2018).

Grievance policy plays both roles to protect employees' right and raise their awareness on which procedures to apply in case of grievance occurrence. On the other hand, it helps employers to create a good working environment by enforcing laws. It also helps the employees to make rational decisions. Grievance policy helps the employers to enforce employees discipline as without discipline an organization cannot function well to achieve its goals (Resources, 2016).

2. 4 Employees' Performance

Performance can be defined as the capacity to get a work done according to the set standards. So far, these standards are always measured against the achievement of employees after a certain period of time (Melchades, 2013).

For the organization to be able to utilize the human resource asset adequately, the effective employees' performance system should be imperative. The performance of the employees should be more objective and directed to be aligned with the organization policies in order to become more strategic and effectively achieve the organization's goals (Pradhan, 2014).

2.5 Theoretical Framework

2.5.1 Organization Conflict Theory

The organization theory analyses the sources of conflict, understanding its rationale at the workplace and suggesting methods of handling it to ensure the organization's performance. This theory views the organization as coalescence of sectional groups with different values, interests and objectives. Thus, employees have different values and aspirations from those of management, and these values and aspirations are always in conflict with those of management. Conflict theorists argue that conflict is inevitable, rational, functional and normal situation in organizations which is resolved through compromise and agreement or collective bargaining (Rose, 2011).

The organization conflict theory at the workplace aims at innovating and promoting measures and strategies which handles conflict at workplace. It even targets to prevent conflicts which might affect employees' performance as well as the organization's goals (Robert, 2013). This theory is related to the research since it focuses on assessing the conflicts at the workplace, and suggesting ways of handling them for sake of the organization development. So far, as the study intends to focus on the grievance management mechanisms and employees' performance, the theory helps to understand and suggest conflict resolutions at the workplace.

2.5.3 Unitary Theory

The unitary frame of reference is credited to Alan Fox in 1966. The unitary theory is mainly based on the assumptions that the organizations and employees share the same goals and what is good for the employers is also good for employees. The unitary perspective focuses on the common values, interests, and objectives. It describes an organization as one team or a family which shares common goals and destiny (Fajana, 2010).

Unitary perspective believes that conflict is caused by poor management or communication or trouble-makers. And emphasizes on the shared common interests to all employees and if the raised conflict is handled adequately will produce good relations and harmonization of all organization functions. This theory is related to this research topic since it helps the management and employers

to manage the conflict by addressing all employees 'concerns since all units of the organization are considered as one team within shared common goals and values.
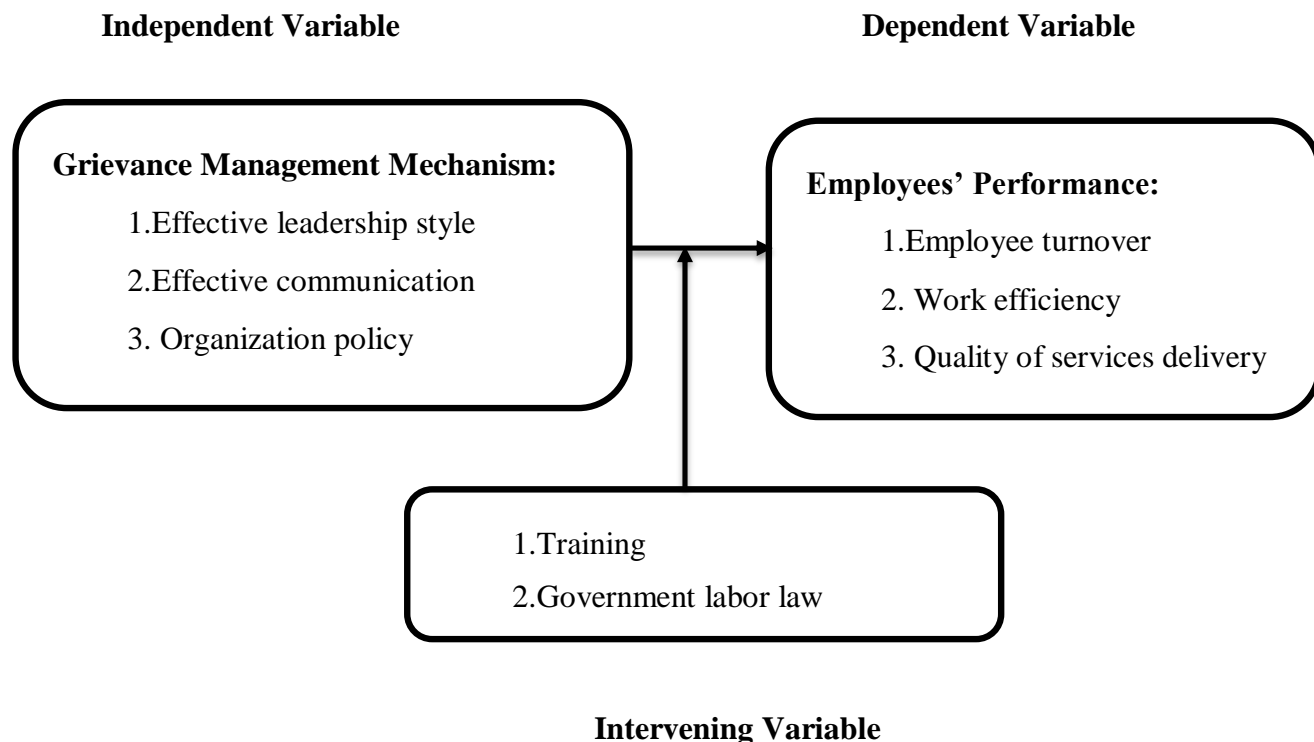
2.6 Conceptual Framework

Independent Variable   **Dependent Variable**

Grievance Management Mechanism:

    1.Effective leadership style

    2.Effective communication

    3. Organization policy

Employees' Performance:

    1.Employee turnover

    2. Work efficiency

    3. Quality of services delivery

    1.Training

    2.Government labor law

Intervening Variable

Figure 1: Conceptual Framework

Source: Researcher, 2019

The conceptual framework which upon this study is founded intends to identify or to show how grievance management mechanisms in the organization affect employees' performance specifically on work efficiency, the quality of service delivery, and employees' turnover. The conceptual framework meant to show the relationship between grievance management mechanisms as independent variables and employees' performance as dependent variables. So far, the relationship between the two as well as the intervening variables as training and Government is conceptualized in Figure 1.

3.0 Research Methodology

The descriptive survey design was employed and applied Slovin's formula that determined the sample size of 97 respondents including operational staff, middle and senior managers from the population of 128. Interview guides and structured questionnaires were used to gather data. Data collected got coded, interpreted, and analyzed by the support of SPSS VERSION 21. Through descriptive statistics the focus was mean, frequencies, percentages, St. Deviation. Thematic Approach and Karl Pearson Correlation Coefficient was used to determine the relationship between grievance management mechanisms and employees' performance in TUBURA social enterprise.

4.0 The Study Findings

Table 1: The level of use of effective leadership as grievances management mechanism to sustain employee's performance in TUBURA social enterprise

Particulars	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Employees satisfied with the decision taken by their supervisors to manage grievances	46.2	31.2	22.6	0	0	1.76	.79
Grievances are given enough attention and adequately addressed by managers whether they are raised formally, informally, or anonymously	37.6	28.0	26.9	7.5	0	2.15	1.34
Matters related to grievances are kept confidential by managers	43.0	19.4	25.8	11.8	0	2.06	1.08
Employees receive trainings organized by managers to manage grievances in workplace	50.5	28.0	8.6	10.8	2.2	1.86	1.09

Source: Primary data (2020)

The findings from the table 1 showed that the majority of respondents at 65.6% respective to the mean of 2.15 and standard deviation of 1.34 agreed that grievances are given enough attention and adequately addressed by managers whether raised formally, informally or anonymously. For knowing if matters related to grievances are kept confidential by managers the majority of respondents at 62.4% respective to the mean of 2.06 and standard deviation of 1.08 agreed with the statement. Another majority of respondents at 78.5% respective to the mean of 1.86 and standard deviation of 1.09 agreed that the employees received training organized by managers to manage grievances in the workplace. Finally, a big number of employees at 77.4% respective to the mean of 1.76 and standard deviation of 0.79 agreed that employees are satisfied with decisions taken by their supervisors to manage grievances.

Based on these findings and considering Likert scale ranging, the values of means and standard deviation showed that many respondents had a tendency to strongly agree that the use of effective leadership as a grievance management mechanism that TUBURA put in place to sustain employees' performance.

The researcher also conducted interviews with senior managers and all the four interviewed respondents on the strategies that TUBURA put in place to manage grievances to sustain employees' performance. All agreed that leadership played a great role in managing grievances by

providing training on managing grievances, committed to handle grievances on time and keeping it confidential within concerned parties.

Table 2: The level of use of effective communication as grievances management mechanism to sustain employee's performance in TUBURA social enterprise

Particulars	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Channels for communicating grievances are well known and understood by employees	39.8	26.9	21.5	8.6	3.2	2.08	1.11
Employees know the organizations' hierarchies/structure to report their grievances	33.3	39.8	18.3	6.5	2.2	2.04	0.98
Employees get their responses/ feedback on grievances raised on timely manner	31.2	30.1	26.9	10.8	1.1	2.20	1.03
Employees are satisfied with the platforms channels to communicate their grievances	28.0	33.3	23.7	11.8	3.2	2.29	1.09

Source: Primary data (2020)

According to Table 2 the findings showed that the majority of respondents at 61.3% respective to the mean of 2.29 and standard deviation of 1.09 agreed that employees are satisfied with the platforms channels to communicate their grievances. For knowing if employees get their responses/ feedback on grievances raised in a timely manner the majority of respondents at 61.3% respective to the mean of 2.20 and standard deviation of 1.03 agreed with the statement. For knowing if channels for communicating grievances are well known and understood by employees the majority of respondents at 66.7% respective to the mean of 2.08 and standard deviation of 1.11 agreed with the statement. For knowing if employees know the organization's hierarchies/structure to report their grievances the majority of respondents at 73.1% respective to the mean of 2.04 and standard deviation of 0.98 agreed with the statement.

Based on these findings and considering Likert scale ranging, the values of means and standard deviation showed that many respondents had a tendency to strongly agree that the use of effective communication as a grievance management mechanism that TUBURA put in place to sustain employees' performance. The researcher also conducted interviews with senior managers and all the four interviewed responded on the strategies that TUBURA put in place to manage grievances to sustain employees performance; all agreed that TUBURA uses effective communication in managing grievances by putting in place different communication channels like HR hotline, regional human resources coordinators, nomination of employees welfare representatives, weekly check-ins, coffee chart where employees would escalate their grievances incase happens.

Table 3: The use of organization policy as grievances management mechanism to sustain employee's performance in TUBURA social enterprise

Particulars	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Employees are aware of organization policy that helps managing grievances	26.9	39.8	20.4	12.9	0	2.19	0.98
Employees are satisfied with policy of managing grievance applied by the organization	24.7	37.6	30.1	4.3	3.2	2.23	0.98
Organization policy on managing grievance is followed when handling grievances	20.4	44.1	25.8	6.5	3.2	2.27	0.97

Source: Primary data (2020)

According to Table 3 the findings showed that the majority of respondents at 64.5% respective to the mean of 2.27 and standard deviation of 0.97 agreed that the organization policy on managing grievance is followed when handling grievances. For knowing if employees are satisfied with policy of managing grievance applied by the organization the majority of respondents at 62.3% respective to the mean of 2.23 and standard deviation of 0.98 agreed with the statement. For knowing if employees are aware of organization policy that helps managing grievances the majority of respondents at 66.7% respective to the mean of 2.19 and standard deviation of 0.98 agreed with the statement.

Based on these findings and considering Likert scale ranging, the values of means and standard deviation showed that many respondents had a tendency to strongly agree with the use of organization policy as a grievance management mechanism that TUBURA put in place to sustain employees performance.

The researcher also conducted interviews with senior managers and all the four interviewed responded on the strategies that TUBURA put in place to manage grievances to sustain employees performance; all agreed that TUBURA uses organization policy as one of the mechanisms to effectively manage grievances. One of the strategies TUBURA uses is, to conduct training to raise the awareness of use grievances policies to handle grievances, updating grievances management policies to address the employees' complaints.

4.4 To assess the employees' performance in TUBURA Social Enterprise by focusing on quality of service delivery, employees' turnover, and work efficiency

Under this section the focus is on assessing the performance of employees in TUBURA social enterprise by emphasizing on the quality of service delivery, employees' turnover, and work efficiency which helped the researcher to understand the performance of the employees in accordance with current strategies to manage grievances. These are detailed in subsections and presented in tables to be well interpreted and analyzed. Under the assessment of the quality of service delivery the focus is on whether employees show positive attitudes when delivering a service to beneficiaries, employees provide services to beneficiaries with humility, employees are

innovative in providing services to beneficiaries. Rating was done according to the likert scale ranging from (1) Strongly agree, (2) Agree, (3) Neutral, (4) Disagree, and (5) Strongly disagree.

Table 4: The assessment of the quality of services delivery at TUBURA social enterprise

Particulars	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Employees show positive attitudes when delivering a service to beneficiaries	71.0	21.5	5.4	0	2.2	1.40	0.78
Employees provides services to beneficiaries with humility	68.8	19.4	8.6	2.2	1.1	1.47	0.82
Employees are innovative in providing services to beneficiaries	48.4	33.3	15.1	2.2	1.1	1.83	1.29

Source: Primary data (2020)

According to Table 4 the findings showed that the majority of respondents at 81.7% respective to the mean of 1.83 and standard deviation of 1.29 agreed that employees are innovative in providing services to beneficiaries. For knowing if employees provide services to beneficiaries with humility the majority of the respondents at 88.2 % respective to the mean of 1.47 and standard deviation of 0.82 agreed with the statement. For knowing if employees show positive attitudes when delivering a service to beneficiaries the majority of respondents at 92.5% respective to the mean of 1.40 and standard deviation of 0.78 agreed with the statement.

Based on these findings and considering Likert scale ranging, the values of means and standard deviation showed that many respondents had a tendency to strongly agree that employees provide quality services to the beneficiaries.

The research also conducted interviews with senior managers and all four interviewed agreed that employees provide the quality services to clients by applying humility, being innovative, use of technology and plan accordingly to ensure good services to clients.

Table 5: The assessment of the application of work efficient by employees at TUBURA social enterprise

Particulars	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Employees follow their work plan to enhance their performance	53.8	23.7	17.2	3.2	2.2	1.76	0.99
Employees have healthy working relationship and network skills to learn from each other to achieve their goal	48.4	31.2	18.3	15.1	5.4	1.77	.89
Employees listened to feedback to enhance their performance	50.5	23.7	21.5	3.2	1.1	1.80	0.95
Employees cares about their time management to achieve their goals	55.9	21.5	18.3	4.3	0	2.03	3.37
Employees prioritize their work to achieve their goal	62.4	21.5	12.9	3.2	0	1.56	0.83

Source: Primary data (2020)

According to Table 5 the findings showed that the majority of respondents at 77.4% respective to the mean of 2.03 and standard deviation of 3.37 agreed that employees care about their time management to achieve their goals. For knowing whether employees listened to feedback to enhance their performance the majority of the respondents at 74.1% respective to the mean of 1.80 and standard deviation of 0.95 agreed with the statement. For knowing if employees have a healthy working relationship and network skill to learn from each other to achieve their goal the majority of the respondents at 79.6% respective to the mean of 1.77 and the standard deviation 0.89 agreed with the statement. For knowing if employees follow their work plan to enhance their performance the majority of respondents at 77.5% respective to the mean of 1.76 and standard deviation 0.99 agreed with the statement. For knowing whether employees prioritize their work to achieve their goal the majority of respondents at 83.9% respective to the mean of 1.56 and standard deviation of 0.83 agreed with the statement.

Based on these findings and considering Likert scale ranging, the values of means and standard deviation showed that many respondents had a tendency to strongly agree that employees apply efficiency in their daily duties. The researcher also conducted interviews with senior managers and all four interviewed agreed that employees apply efficiency in their daily duties to be able to achieve their goals. Senior managers said that employees leverage existing resources, effectively manage their time well to achieve their goals. In addition, they said that use of technologies, innovation and smart work plans have been one of the key facts that drive their work efficiency.

Table 6: The assessment of employee's turnover in line with employees' performance sustainability in TUBURA social enterprise.

Particulars	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Employees are satisfied with their work environment	39.8	40.9	15.1	2.2	2.2	1.86	0.90
Employees are motivated in performing their duties	67.7	18.3	9.7	3.2	1.1	1.51	0.87
Employees intend to stay and work with TUBURA in the next two years	68.8	17.2	8.6	3.2	2.2	1.73	2.22

Source: Primary data (2020)

According to Table 6 the findings showed that the majority of respondents at 80.7% respective to the mean of 1.86 and standard deviation of 0.90 agreed that employees are satisfied with their work environment. For knowing if employees intend to stay and work with TUBURA in the next two years the majority of the respondents at 86% respective to the mean of 1.73 and standard deviation of 2.22 agreed with the statements. For knowing if employees are motivated in performing their duties the majority of respondents at 86% respective to the mean of 1.51 and standard deviation of 0.87 agreed with the statements.

Basing on these findings and considering Likert scale ranging, the values of means and standard deviation showed that many respondents had a tendency to strongly agree that employees are happy with working environment, still want to stay working with TUBURA and even still have a plan to work for the organization for the next two years. So, this ensures the sustainability of employee's performance as the experienced employees are not planning to leave the organization.

The researcher also conducted interviews with senior managers and all the four interviewed agreed that the organization to reduce employees' turnover and to ensure employees performance sustainability, has put in place the following strategies: Creating flexible environment which fits everyone's diversity, creating a career plan discussion where managers help their direct reports achieving their careers goals, cherishing the culture of coffee chart and weekly check-ins where managers help their subordinates in their work goals as well handling the challenges that they face in their duties.

4.3 To determine the relationship between grievances management mechanisms and employees' performance in TUBURA social enterprise

The third objective established the relationship between grievances management mechanisms and employees' performance. In this regard a correlation and regression analysis were used in order to evaluate either a positive or a negative correlation between dependent and independent variables.

Table 7: Correlation between grievances management mechanism and employees' performance

Particulars		Turnover	Service delivery	Work efficiency
Effective leadership	Pearson Correlation	0.267	0.230	0.290
	Sig. (2-tailed)	.002	.000	.000
	N	93	93	93
Effective communication	Pearson Correlation	0.261	0.31	0.335
	Sig. (2-tailed)	.001	.001	.000
	N	93	93	93
Organization policy	Pearson Correlation	0.236	0.184	0.275
	Sig. (2-tailed)	.000	.021	.000
	N	93	93	93
Correlation is significant at the 0.05 level (2-tailed).				

Source: Primary data (2020)

Table 7 indicates the correlation matrix between grievances management mechanisms and employees' performance in TUBURA social enterprise, the results showed that effective leadership positively correlated with employees' turnover at 0.267, and also it positively correlated with service delivery at 0.230 while effective leadership positively correlated with work efficiency at 0.290

The findings indicated that effective communication correlated positively with employees' turnover at 0.261, and also positively correlated with service delivery at 0.31 while effective communication positively correlated with work efficiency at 0.335. Finally, the results showed that organization policy correlated positively with employees' turnover at 0.236, and also positively correlated with service delivery at 0.184 while policy positively correlated with work efficiency at 0.335.

5.0 Conclusions

Based on the study findings it was concluded that TUBURA social enterprise applies effective leadership, effective management and organization policies as mechanisms to manage grievances among its employees to manage. In addition, the study found that TUBURA has retention strategies to reduce employees' turnover, and its employees provide quality service to clients and apply efficiency in their work. Moreover, the study concluded that there is a positive correction between grievance management mechanisms and employees' performance.

6.0 Recommendations

The study recommends that social enterprises should guarantee that they adopt paramount leadership style which would take rational decisions and strategies towards' managing grievances. Every social enterprise should create more communication channels of receiving grievances which would encourage workers to render complaints peacefully.

The research was not able to cover all aspects of factors that manage grievances in social enterprise. Therefore, research should be done to explore that. Finally, this research was conducted only in TUBURA social enterprise. Therefore, similar study should be done in other social enterprises to explore more understanding on grievances management and employees performance in social enterprise especially in Rwanda.

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