

# A Study on Grievance Handling Measures a Theoretical Perspective

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**Abstract:** A grievance is any discontent or feeling of unfairness and in the workplace, it should pertain to work. The objective of this paper is to determine the effective handling of the grievances faced by an employee. The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, inter- departmental relationship, etc. The study also looks for the root of grievance faced by an employee, grievance handling techniques, and the management procedures of resolving the grievances. Effective grievance handling is an essential part of cultivating good employee relations and running the organization smoothly, successfully and gaining the good productivity of work. The employer must identify the cause of grievance and to find the possible way to redressal the grievance face by an employee in an organization.

**Keywords:** Grievance, Grievance handling, Redressal, Employer, Employee.

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## 1. INTRODUCTION

### **GREVIANCE:**

Every employee has some belief from the organization where he is working for and tries to give their best to the organization after that he thinks that the organization fulfilled their expectation. When the organization does not fulfill their belief then employee think that the organization is treated him unfairly and do inequality with him then grievance occurred.

Grievance occurs when employee feel that their complaint is treated unfairly and through formal procedure employee show their disappointment and injustice regarding the working condition.

### **CAUSES:**

Grievances may occur for a quantity of reasons:

#### **(a) Economic:**

Grievance occurs when employee feel that the organization is paying less to him as compared to others it includes bonus, allowances, overtime etc.

#### **(b) Work environment:**

In this when the rule in the organization is biased, tools and equipment given to employees are not working, and the tangible condition of workplace is bad, material quality is poor, lack of credit, etc., due to these issues grievances occur.

#### **(c) Supervision:**

When the manager is biasness, caste attachments, preferential treatment shown to relatives or to those employees who are near to supervisor then grievance occurs.

**(d) Work group:**

Grievances occur in work group when employees do not try to adjust with his coworkers, they feel that the other group workers are avoiding him, feel neglected, etc.

**(e) Miscellaneous:**

When these problems arises like promotions, transfer, safety methods, transport facility, disciplinary rules, fines, awarding leave, medical allowances, etc. then grievance occur.

## **2. TYPES OF GRIEVANCES**

There are 3 different kinds of grievances,

### **1. Individual Grievance:**

Most grievances shake one individual member. Individual grievance arises when employees feel that their salary is a smaller amount than other employees, treated unfairly and other difficulty like: promotion, bonus, wages etc. It is sent to the manager by those employees who are disappointed or not happy with their work.

### **2. Group Grievance:**

In a group grievance, many members at the same time is unnatural in the same way. This occurs when the cluster of employer has the same complaints with the administration, and then they recorded a grievance from the whole group, i.e. changes of shift time by the administration.

### **3. Policy Grievance:**

Here the union for the employees files the grievance and not by the individual. This occurs when management is either in abuse of the collective agreement or in correctly interprets it, which may upset all members in the time ahead, i.e. assigning of off shift duties with regards of superiority. External file a grievance to establish and assure that seniority is respected in such cases.

Employers can take six steps to shrink grievances from employees:

- First way to shrink grievance is by share with the employees what their requirement and give them additional responsibility.
- Begin culture over-performance by line managers.
- The administration should be trained to recognize the grievance issue and solve it at the early stage.
- Informal board conference should be conduct regularly with those who show signs of stress or harassment to ensure problems do not progress to grievances
- Settling issue by proposing meditation before a formal grievance
- Softer skills training for line manager and directly pay according to appraisal.

## **3. ADVANTAGES OF ORGANIZING A GRIEVANCE HANDLING PROCEDURE:**

The advantages of a grievance procedure are:

- Through the technique the employees get a ability to express his matter and feeling.
- Employee grievance is redressed in an appropriate manner and the employee morale is high.
- The grievance procedures detect the causes of employee complaint and consider on it.
- It is a mechanism to learn and resolution employee dissatisfaction.

### **OBJECTIVES OF THE STUDY:**

- To study about the grievances met by employees.
- To examine the bond between the employer and employees.
- To find the actual redressal of grievances at middle level management.

- To find the employee fulfillment after the redressal of grievance.
- To make recommendations for grievance handling procedures.

#### **4. LITERATURE REVIEW**

Grievance is disorder, problem in occupation relation. Grievances are of two kinds, informal and formal, proper meditation will be given and will be deal accurately within the time interval of generally 28 days in with the Dispute Resolution, Regulations 2004 of Northern Ireland Employment Order 2003.

Employee discontent from job is an indication of grievance, it arise out in a fashion due to day to day employed relation in an organization. On the judgment of management, trade union complaint for employees.

Grievance is necessary in perception of large organization, levels of manager is not capable to keep a check on each individual, the method for dealing the behavior of such employees discontent is called grievance procedure. The unionized organization should reputable and known grievance methods of dealing out grievance. The value of grievance procedure is that it supports in reducing dissatisfaction.

**In the book of, “Strategic grievance handling” Margolies, K. (2004) Steward Update, 15(1).C B Mamoria** state the alteration between dissatisfaction, grievance and complaint. Discontent raises when an individual is not cheerful in his job and when the organization does not identify the individual goals. This dissatisfaction leads to grievances when an individual discusses it with an additional employee in the organization. When the dissatisfaction associated to the work is brought to the announcement of the management, complaint becomes a grievance.

**Wyman (1971)** suggested that “executives must give a written solution regarding grievance resolution outcome to distressed subordinate”. He also coded that unlike oral answers to spoken grievances, the written answer must conform to established protocol which comes down from the management. And procedure decrees that the written grievance must be shaved of every other impinging feature however pervasive and controlling. A printed answer for grievance management is essential as a record for instance case if the same issue arises in future. The necessity for recorded grievance resolution result also needed if the grievance is mentioned to the next step in grievance procedure (Industrial Harmony Code for Conduct, n.d).

**Karambayya and Brett (1989)** state in the research that “the employee discontent research that, the four roles have been determined as manager’s actions in handling the grievances”. The first role was named cross-examining role. Managers who took an cross-examining role retained both process and result control for them. In this role managers forced own idea, made final decision and future own idea. The second function was mediational role. Mediational role allows managers to ask their employee questions concerning conflicts, requested suggestions from employees and tried to add in their ideas into employees’ proposals. The third role signified the role, called technical organize. Managers taking this role designated the dispute-handling procedures to be followed and strictly imposed those rules. The fourth task was the motivational role. In this role, managers always depend on motivational control by using fears and incentives. If the issue of dispute could not be hard at the meeting, managers will forecast probable outcomes and utilized pressure to encourage a timely settlement

**Chaykowski & Slotsve, (1992); Tan, (1994). Ivancevich (2001)** mentioned the writings that “supervisor should take grievance exceptionally, gather all the facts which is related to grievance then do investigation and give answer. After the grievance is commonly settled, the managers have to move on to the added matters”.

**Gordon and Miller (1984)**” states that the studies the influence of the supervisors’ approach in identifying the issue of grievance It is also cited that the rules should be set up so that supervisors are directed by their predominant

**Tjosvold & Morishima (1999)** recommended that “supervisors must have competence and willingness to discuss the difficulty with the employee and union rep at initial stage” also supervisory elegance affects grievance rate and their disposition.

#### **5. GRIEVANCE PROCEDURE WITH REGARD TO HR HANDBOOK**

The grievance report to promotion, appeal device within the promotion. The grievance procedure apply to all the staff whether non business or in industrial grades. The grievance will not be practical where:

- Disciplinary and Inadequacy procedure are separate appeals procedures for the Disciplinary and Incompetence complain. (Discipline, Inadequacy Sickness, Absence or Incompetence Performance).

- Every employee has the right to practice the Grievance Procedure.
- If one has raised a grievance he will not be offended for having raised the grievance.

The proper grievance procedure involves that:

- Explore all grievances raised under the proper procedure.
- All grievances and unhappiness should be dealt by administration irrespective of whether they are in written or spoken form.
- It should be the objective of the administration to solve problem at the lowest possible level rather than to go to the proper procedure of grievance to solve.

Grievance Procedure entails of 4 hypotheses,

- Raising the Grievance.
- The Grievance Gathering.
- The Appeal.
- Additional Appeal.

### **1. Raising the Grievance:**

Determined out the explanations for the grievance, if someone's complaint is interconnected to a matter which is under the charge of line management, and then it should be dealt by Line Manager. Line management is answerable for the decision of that grievance, which has led to his grievance.

### **2. The Grievance Meeting:**

In the meeting the substance will be discussed with the officer official for the matter and suitable trade Union representative will also attend and the officer will hear the problem and after that will appraise the complaint.

### **3. The Appeal:**

If the decision is inappropriate about your grievance then you may appeal. The officer enquiring the appeal will then make a decision on the appeal.

### **4. Additional Appeal:**

Across the HR appeal should be made within a time boundary of 5 working days after getting of the decision of the first appeal hearing and it should have the explanations for your appeal. There is no right of appeal further than Stage 4.

### **Arranging and Directing the Meetings:**

The adapted procedures have two stages as follows,

Stage 1: In text set out the grievance facts and the basis for it and send this to management.

Stage 2: Management must think about the grievance and respond in writing to you.

## **6. GRIEVANCE REDRESSAL**

The redressal procedure of grievance in an organization permits employees to air their dissatisfaction. Organization has an in effect grievance redressal system. It helps to solve problems and to keep pathway of employee grievances with respect to policies and procedures to avoid parallel problems in the future.

It is stated that the board should show concern and use a philanthropic approach while dealing with employee grievances. The grievance of employee may possibly have little consequence to the administration, but for the employee, it is of huge significance as it anxieties his career and his approaching in the organization. Therefore grievance should be investigated and settled using a gentle approach, along with technical and legal approaches. However, care should be occupied to avoid any violation of rules and regulations as this strength result in future problems for the management.

### **Factors of job satisfaction:**

- Opportunity for self-development

- Job security
- Respect of the organization
- Natural surroundings of work
- Opportunity for promotion
- Redressal of grievances

## 7. CONCLUSION

Administration should ensure that the grievances should be received and stable promptly, so that the workers get the necessary intelligence of satisfaction. As former stated, redressal of the grievances is a must to preserve good labor management relations and industrial peace. Thus, the management should certify that the grievance should be received and settled promptly, so that the workers get the essential sense of satisfaction. The distressed employee approaches the front line supervisor first. If the concern is unionized, a representative of trade union also links the supervisor in handling the grievance. All grievances cannot be resolved in this step, as these may be beyond the authority and competence of the manager. In the next step, the mid-level manager, generally the personnel officer, along with a mid-union officer attempt to tackle the grievance. In the third step, the top administration and top union leaders be seated together to settle grievances concerning companywide issued. If the grievance keeps on unsettled, it is referred to an external arbitrator for redressal.

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