

## EXPLORING GRIEVANCE HANDLING AND MANAGEMENT PROCESSES WITHIN AN ORGANIZATION

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**ABST RACT:** A grievance is a complaint filed by an employee against an organization to address a disagreement, problem, or issue. It is well understood that any dissatisfaction or disappointment will result in a complaint, which has a negative impact on the organization's performance. A grievance refers to any issue, dissatisfaction, or sense of inequality that arises in the professional environment between an organization and its employees. The goal of this research is to identify the many elements that contribute to employee grievances, assess the extent to which employees' grievances are addressed, and determine the level of employee satisfaction with the grievance handling system adopted by management. This study used a combination of primary and secondary data collection strategies to obtain information from organization people. According to the study's findings, employee concerns are few and are handled appropriately. Employees frequently complain about their work environment, social inequality, and performance evaluations. The goal of this research is to look into a range of employee grievances and the grievance management techniques that a business uses to handle them.

**Keywords:** Grievance, Management, Handling, Process

### 1. INTRODUCTION

A grievance is a type of dissatisfaction that must be addressed in order for an individual to continue working inside the organization. However, it must present itself in some form, whether through voice or writing, honesty or absurdity, overt or hidden communication.

An employee files a grievance because they believe they are being paid less than their coworkers for benefits, allowances, overtime, and other reasons. Grievances might occur as a result of the inequitable implementation of an organization's standards, faulty equipment given by employees, or an obviously inferior work environment with insufficient supplies and a lack of acknowledgment. Disagreements may arise when directors give preferential treatment to family members or close acquaintances. If individuals do not make an effort to assimilate with their colleagues, they may experience unpleasant emotions such as neglect and avoidance within the workplace.

Establishing an effective complaint management system is crucial for sustaining

healthy labor relations and creating a happy work environment. Employees have limited understanding about human nature and the various social variables that effect thesm. Individuals may not always be fully aware of the obstacles they are facing; yet, they commonly express their frustrations by focusing on other issues. To resolve a problem, a certain protocol must be devised and followed. This strategy is known as the "grievance handling system."

### 2. REVIEW PAPERS

A grievance, according to Gowsalya, G. (2011) and Manikandan, B., is a disagreement or unhappiness that stems from a perceived unfairness between an employer and an employee in the workplace. Employees express their unhappiness by filing complaints. This literature review looks at research on grievance procedures over the last decade, with a focus on how social science theory is used to this field of inquiry. The evaluation concludes that, while there have

been advances in the theoretical framework of modern grievance research compared to past investigations, it remains insufficient. Ms. G. Ramya (2014) contends that grievance processes are linked to the behavior of shop stewards and other attitudinal indicators during the grievance process. The efficacy of the grievance process was found to be connected to union members' overall satisfaction with the union. The strategies were discovered to be connected with employer, dual, and union dedication. The grievance system uses employee complaints to identify potential changes to rules, procedures, and administrative standards.

Taru (2016) defines a grievance as any sort of dissatisfaction or feeling of inequality related to work tasks or responsibilities. The goal of this research is to identify the most effective techniques for handling employee difficulties. According to the survey results, the most common causes of dissatisfaction are poor or nonexistent communication, working conditions, promotions, transfers, and departmental interactions. The study looked into the reasons of employee complaints, the most effective ways to handle them, and the tactics used by management to do so. Effective grievance management is crucial for creating strong employee relations and guaranteeing the smooth operation of the organization, both of which lead to higher productivity.

Sayli Wable (2017) defines employee relations as the exchanges and engagements that take place between employees inside a business. It is difficult to find an organization free of employee grievances. This study underlines the need of effectively addressing grievances in all sorts of businesses, whether unionized or not. The grievance management system has improved the organization's ability to handle employee grievances. Each business develops and implements a grievance management plan that is unique to their organization. The goal of this study was to find out how well Birla Precision Technologies Limited employees understood grievance handling methods.

According to K. Vaitheeswari (2017), grievance management is a major challenge that enterprises face nowadays. Although the

inquiry reveals a few terms that demand more examination, management is thriving in this particular process. Ineffective grievance handling has a negative impact on an organization's production and work environment, while also disrupting the calm. This study looks into several grievance resolution procedures and the sources of grievances. Grievance management and resolution suggests numerous approaches to resolve problems. The concepts are revised in response to feedback, which may demand additional detailed research.[6] According to K. Naga Sujatha and Dr. MM. Sucharitha (2019), the research findings support the efficacy of the grievance management approach. The importance of employee satisfaction and retention is recognized by the organization. Additional enhancements could be made to ensure that each participant is completely satisfied with the method. Putting the comments and recommendations into action will benefit the company even more.

The majority of poll respondents expressed satisfaction with how the business handles employee complaints or issues. ayal Rathod and Nimisha Jariwala (2020) contend that the efficiency of an employee grievance resolution procedure is crucial to maintaining a harmonious and productive workplace. Building strong relationships with employees necessitates effective complaint management. The primary goals of the study were to evaluate the effectiveness of the grievance management system and to investigate the underlying factors that impact employee complaints. Determine the staff's degree of satisfaction with the grievance resolution process. Fostering a high-performance culture is more likely when management strives to understand employee challenges and resolves disagreements amicably.

### **3. RESEARCH METHODOLOGY**

This probe focuses on the firm's personnel. The study team conducted a succinct analysis of the grievance handling and management procedure using a descriptive research approach. The primary approach of random sampling is used to collect data. The sample size for data collection inside the organization

was 50 individuals. The data was acquired using both primary and secondary data gathering approaches. Responses to questions posed to the selected sample were gathered in order to undertake data analysis. Our responses to the questions we were given are as follows.

Is there a culture of support in your organization?

Table 1. Does your organization foster a helpful work environment, as seen in?

Particulars	Frequency	Percentage
Mostly	29	58%
Rarely	9	18%
Sometimes	12	24%
Not at all	00	0%

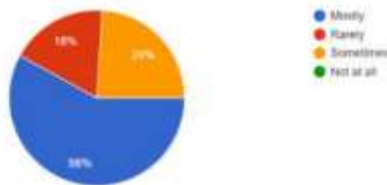


Fig.1 – Does your company have a supportive work environment

2. How frequently are complaints filed against your organization?

Table 2: summarizes the frequency with which your organization receives complaints.?

Particulars	Frequency	Percentage
Mostly	10	20%
Rarely	22	44%
Sometimes	15	30%
Not at all	3	6%

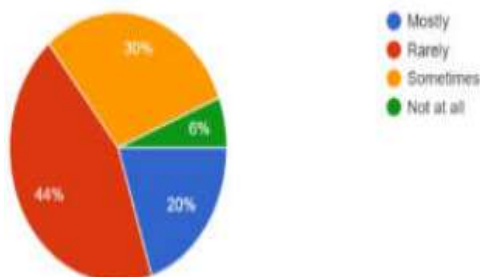


Figure 2: How frequently do grievances manifest within your organization?

The key issues you are dealing with:

Table 3: The cause of the bulk of your complaints is:

Particulars	Frequency	Percentage
Work environment	10	20%
Supervision	9	18%
Work group	8	16%
Economic	3	6%
Social injustice	10	20%
Other reasons	10	20%

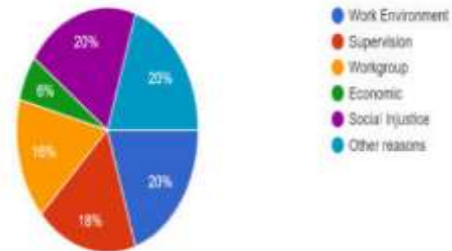


Fig. 3– The majority of your issues are about 4. To what extent do your complaints and criticisms receive consideration?

Table 4 details the frequency with which grievances and complaints are resolved.

Particulars	Frequency	Percentage
Mostly	13	26%
Rarely	13	26%
Sometimes	10	20%
Frequently	11	22%
Not at all	3	6%

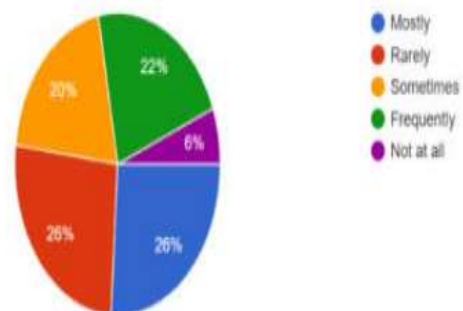


Figure 4 How often are your issues and concerns addressed, as depicted by?

5. What is the procedure for handling issues in your organization?

Table 5: What is your organization's policy for managing complaints?

Particulars	Frequency	Percentage
Open door policy	11	22%
Step ladder policy	13	26%
Both	26	52%

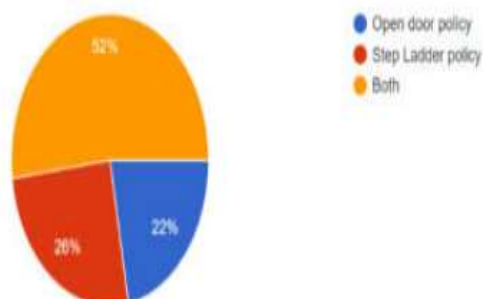


Figure 5: Which form of grievance management system does your organization use?

6. What is your superior's typical reaction time when a complaint is lodged?

Table 6 details your supervisor's response time to a complaint.

Particulars	Frequency	Percentage
Less than a day	12	24%
Less than a week	16	32%
Indefinite depends	5	10%
Upon level	17	34%

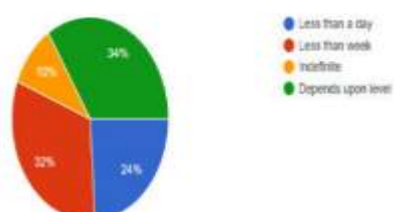


Figure 6 depicts the time required to answer concerns from superiors.

7. Do you recall ever filing a formal complaint about your immediate supervisor?

Table 7 Have you ever filed a complaint against your immediate superior, as shown in?

Particulars	Frequency	Percentage
Yes	39	78%
No	11	22%

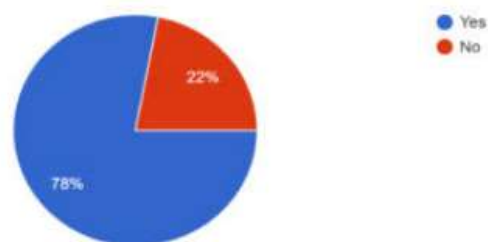
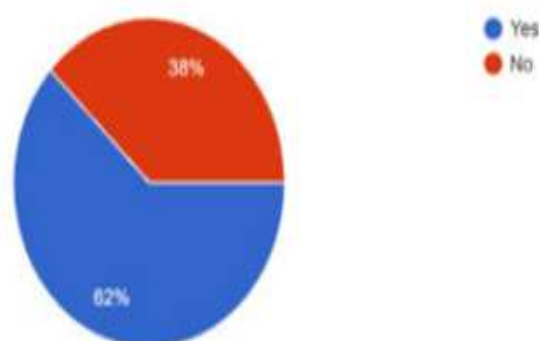


Fig. 7 Have you ever filed a complaint with your direct supervisor?

8. Is your issue promptly handled by your immediate superior?

Table 8: Do your direct superiors respond to your issues immediately and satisfactorily?

Particulars	Frequency	Percentage
Yes	31	62%
No	19	38%



9. What are the primary goals of the grievance management policy?

Table 9 lists the key objectives of the grievance management policy, in order of significance.

Particulars	Frequency	Percentage
To strengthen line management	10	20%
Improve mutual understanding between complainant and supervisor	20	40%
To secure natural justice	11	22%
To prevent dissatisfaction	5	10%
To satisfy the employees	4	8%

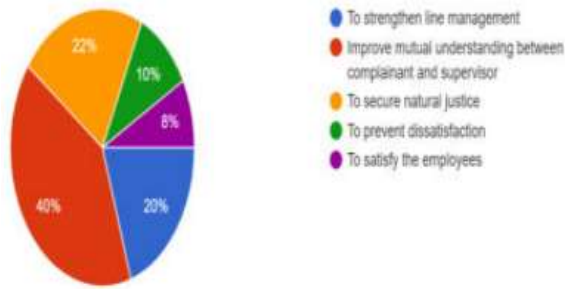


Fig. 9– What are the most significant objectives of a grievance management policy?

10. A grievance filed by an employee may result in:

As illustrated in Table 10, the existence of employee grievances might result in the following: For example, regularity

Particulars	Frequency	Percentage
Indiscipline among them	9	18%
Strain on the labor management relations	13	26%
A decline in the employee performance and productivity	6	12%
All of the above	22	44%

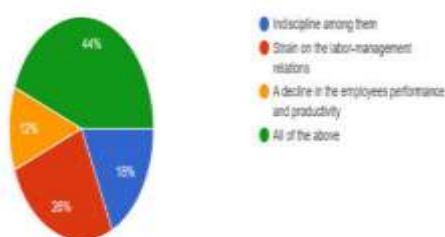


Figure 10 shows how employee complaints might lead to a number of issues.

11. Are you happy with your organization's grievance management procedures and systems?

How pleased are you with your organization's grievance management procedures and system, as illustrated in Table 11?

Particulars	Frequency	Percentage
Strongly dissatisfy	5	10%
Dissatisfy	9	18%
Moderately satisfy	19	38%
Satisfy strongly	17	34%
Satisfy	00	0%

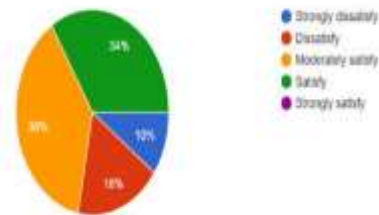


Fig. 11– Are you satisfied with how your organization handles grievances? Sequence 11

## 6. RESULTS AND CONCLUSION

### RESULTS:

- The majority of respondents report that they rarely have grievances and that the work atmosphere at Parul Sevashram Hospital is quite supportive.
- The majority of respondents reported that their difficulties were resolved by their superior in less than a day.
- The majority of respondents are dissatisfied with social inequality and working conditions. A sizable number of participants stated that their problems are being addressed adequately.
- Employees are pleased with the Parul Sevashram Hospital's handling policies, which include both closed-door and open-door procedures.
- A considerable proportion of participants stated that they file grievances with their immediate superior, who responds within a specific deadline.
- Respondents claim that employee complaints lead to employee disobedience, strained labor-management relations, and lower employee productivity and performance.
- The primary goal is to increase understanding between the supervisor and the complainant.

### CONCLUSION:

Problem-solving is critical for maintaining productivity, cultivating healthy executive connections, and promoting modern harmony.

Employee complaints about the work environment, social injustice, and performance evaluations are primarily directed at higher management. Employees file complaints with their immediate managers, who are expected to respond promptly. Employees believe that filing grievances may result in poor labor-management relations, decreased productivity and performance, and indiscipline. If grievances are not resolved, personnel turnover and absenteeism may increase, as will commitment, sincerity, and timeliness, accident rates may rise, and morale may fall. The majority of Parul Sevashram Hospital's staff members find the grievance resolution system satisfying.

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