

# Need for the settlement of Grievance for satisfactory management in any organizations

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**Abstract:** This study has focused on need for the settlement of Grievance for satisfactory management. Grievance is any kind of dissatisfaction with regard to pay, promotion, suspension, working condition etc. The objective of the study was to find the effective ways of grievance handling provision being followed whether the grievance handling provision ensures employee's problems; were recognized and appropriately reviewed in a prompt and timely manner. The methodology has included primary and secondary data collection and their interpretations.

**Key Words:** grievance, provision, satisfied, employees, effectiveness, relationship, treatment, performance.

## 1. INTRODUCTION OF THE PROJECT:

Organizations are the social systems where humans are an asset. Organizations need efficient and effective managers and employees to accomplish goals, because organizations cannot be successful without their enduring efforts and commitment. Employee morale and satisfaction are the two most profound variables which affect the performance of an organization. The researcher has employed survey method to collect the view of respondents (executive and non executive staffs), included 65 police (officers and non officers) from different organizations with the descriptive tools application in data analysis. Secondary sources included the published journals and bulletins along with internet. The grievance provision has acted as a foundation for a harmonious and healthy relationship between non officers to officers (seniors). The data analysis has revealed that non officers have higher grievance issues than officers level because of educational back ground; the officers were well educated in comparison to non officer level. The grievance handling units have been provided but found good at service for simple grievance cases whereas serious cases were in dilemma.

Secondly, favouritism as well has been mushroomed in grievance settlement. The study inferred that most of staffs were highly dissatisfied with the provision being followed.

## 2. LITERATURE REVIEW:

The word - grievance is a sign of an employee's discontentment with his/her job or his /her relationship with his/her colleagues, seniors or juniors. Grievance generally arise out of the day-to- day working relation in offices, organizations. Every organization faces problems related to employees' grievances, no matter how they are planned or organized. These grievances represent the dissatisfaction or feeling of injustice in connection with the employment of people in the organization. Such employment related issues are often brought before the seniors, department heads or chiefs by way of complaints, for example, wages differences, working conditions, employment conditions, unjust practices of the seniors, managers, supervisors or department heads for working hours and promotion or transfer related issues. A grievance is defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1982). The employment agreement may not be in writing, but the parties involved must have a clear understanding of the terms of the agreement, and must have agreed on such terms, either by words or by conduct. Britton says that unless a controlling provision exists on the issue, the company usually retains the power to exercise its own judgment and discretion (Britton, 1982). He also says that it is important for representatives from both management and labour be able to distinguish a complaint not covered by the contract and one that is a valid grievance. Employees might express these grievances in active or in passive ways. Similarly, in case of unionized organizations, such grievances are filed through the unions and it is the responsibility of the manager, supervisor or department head to provide opportunity to express grievances in an active form, but we have felt very poor practices in our government and semi- government organizations as mentioned above. "A grievance is a complaint about a job that creates dissatisfaction or discomfort whether it is valid or not. The complaint may be made by an individual or by the union.

### 3. ORGANIZATIONAL EFFECTIVENESS:

There are many ways to measure the effectiveness of an organization. Many of Organizations are not a business identity, it is a disciplinary conducting authority in the nation for peace and security. Each personnel is accountable and responsible for its value worth. That's why, the organization has spent a large scale of budget in employee retention. However, during training and tenure of employees, if they are treated well enough regarding their remuneration, duty, promotion, transfer and other priorities may create healthy and satisfactory working environment. There is no question of grievance at all. Different theoretical perspectives can account for the diversity in usage of effectiveness measurements. Rational perspectives emphasize goal attainment and focus on output variables such as quality, productivity, and efficiency. Natural system perspectives focus on the support goals of the organization such as participant satisfaction, morale, interpersonal skills, etc. Open system perspectives focus on the exchanges with the environment -- this includes information processing, profitability, flexibility, adaptability. Effectiveness criteria also vary with time, and often subgroups have different effectiveness criteria.

### 4. HIGH AND QUALITY PRODUCTIVITY:

The natural and fair atmosphere develops in the organization which provide easy access to the employees to perform their duties effectively and efficiently once there remains no grievance in between employee and the employers (senior to junior ranked officers) in the working zone. Due to this, higher ranked officers may give fair and right decision at service and low ranked staffs remain responsible and loyal to their duty assigned. Therefore, a quality of services with high quantity is assured at any time.

### 5. EMPLOYEE/JOB SATISFACTION:

An employee is regarded as organization's pride and dignity. Employees satisfaction is said to be the mental satisfaction, a healthy mind and healthy physique may perform the any job at maximum level. So, job satisfaction is pleasurable emotional feelings of personnel from their jobs. It is mental satisfaction derived from job performance. The satisfaction may be related to job responsibility, remuneration, working hours, promotion, transfer and numerous other aspects of their jobs. Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work (Newstrom, 2009). Job satisfaction and employee turnover are interrelated factor. Generally, job satisfaction has positive impact on turnover intention of employees in organization.

### 6. BENEFITS OF GRIEVANCE MANAGEMENT:

- The grievance management provides a means for identifying practices, procedures, and administrative policies that are causing employee complaints so that changes can be considered.
- They reduce costly employment suits.
- A grievance management allows decision authorities to establish a uniform labour policy.
- A grievance system can be a reliable mechanism to learn of, and resolve employee dissatisfaction. It can produce early settlements to disputes or provide for correction of contested employment issues.

To become effective at managing one's way through the grievance procedure, an awareness of the few major benefits of having such a process in place can be of assistance:

- ' Stabilization of daily police relations;
- ' Democracy in each police department to whole police organization;
- ' Open discussion of issues, and improved communication between the high ranked police officers and low ranked or junior police personnel;
- ' Allows for interpretation of the collective agreement;

The grievance process creates stability in day-to-day employee relations because it gives the employee a sense of assurance during the life of the collective agreement that there is a mechanism to resolve issues rather than letting them continue. Without a grievance process in place, a work place dispute could escalate unnecessarily. Additionally, the grievance process plays an important role in creating a sense of democracy in the workplace by allowing employees to raise issues without fear of reprisal by the employer. Furthermore, by employees voicing their concerns through this process, the employer is able to focus on problem areas and bring about solutions. This reinforces strong

labour relations, improve morale and increase self confidence, faith and regard to each other and harmony overall in and outside the police organization.

## **7. THE EMPLOYEE:**

An employee may use the grievance procedure without prejudice to his/her employment should (s)he feels there has been a violation of the specific terms of the collective agreement. The first step in the grievance initiation process is the reaction of the affected employees to controversial behaviours of the supervisor. The employees have several options. One option is to do nothing. That is, they can accept the supervisor's behaviours and obey his or her instructions without challenge. This option would generally be associated with cognitive adjustments if the employees initially felt the supervisor's behaviours were inappropriate (Klaas, 1989). Second, employees can exercise their "exit voice" and quit their jobs if the supervisor's behaviours are totally unacceptable.

However, prior to launching an individual or group grievance, the supervisor outside the bargaining unit must be provided an opportunity to be made aware of the issue and have an opportunity to resolve it. If the issue remains unresolved, the employee may bring the issue to the union to assess and to decide whether or not to pursue a grievance.

## **8. THE SUPERVISOR/DEPARTMENT HEAD:**

The Supervisor/Head has a right to exercise his/her management rights subject to the provisions of the collective agreement. If an employee brings forward an alleged violation of the collective agreement, the supervisor/head must meet with that employee to discuss the issue within the time frame specified in the collective agreement. The supervisor/head has a responsibility to fully investigate the issue and respond back to the employee on the findings and a decision. The supervisor/head is responsible for keeping and presenting accurate and up-to-date records of circumstances relating to the grievance and the employee's work history and performance record. In a specific work group, many grievances are in response to specific behaviors (that is, decisions or orders) by the supervisor. If the supervisor's behaviors were always consistent with the collective agreement and always fair and equitable to all employees in the work group, we would expect to find few, if any, grievances filed. Few supervisors meet all these criteria. Some supervisors are better than others at meeting these criteria, however, and variation in supervisors' behaviors should be related to variation in observed grievance rates. It is the Supervisor/Head's responsibility to ensure that there is clear and ongoing communication within their unit, thus minimizing confusion and creating a culture of openness. Informed employees who understand the organization's direction are better able to cope with change and decisions that affect them.

## **9. FACTORS INFLUENCING THE GRIEVANCE PRACTICES:**

### ***9.1 Human Resource Management***

Human Resource Management (HRM) is the most effective factors in grievance practices. The hallmark of this work is to use standard economic tools applied to the special circumstances of managing personnel within organization. Human resource management is the management of people at work. It includes all the functions relating to acquisition, development, motivation, utilization and maintenance of employees. HRM is a management function concerned with hiring, motivating and maintaining people in an organization. It is the set of programs, functions, and activities designed and carried out in order to maximize both employees as well as organizational effectiveness (Ibid).

The concept of having satisfied staffs is considered as the basic notion of keeping the best employees to stay in the organization. There have been many strategies provided to retain the best employees in the organization. These techniques are initiated to avoid staff turnover and job dissatisfaction.

### ***9.2 High Decisions; Low Morale***

Most of the organizational structure is designed for the senior officers to make the decisions, the credit for solutions and creative problem-solving remains at the top. Employees who are actually getting the work done may feel that this reporting structure is unfair. The lack of recognition at the employee level could result in low morale and lack of creative motivation. Work irresponsibility, poor work performance and rude behaviour with general public may arise among low ranked personnel.

### ***9.3 Rigid Policies***

Organizational structures that have rigid policies may result in lax performance. Employees want to know they are trusted and appreciated. If the policies are too rigid, it may send a negative message of distrust and suspicious. In

return, employees may become lax (careless) in their quality of work and adopt absenteeism and tardiness (slowness) issues. So each organization should maintain very cohesive policies that may suit for every employee or personnel.

#### **9.4 Fairness**

Equity and the rule of law are vital aspects to the promotion and perception of fairness. For democracy to be fostered inside the organization and subsequently transferred to the community, then all persons existing within the organization and those served by it must have the opportunity to receive the level of service desired. Taking an open systems approach, organizations exist to aid people. This last tenet of good governance is pivotal to the conversation about shaping the character and use of discretion. If the organization is deconstructed from a bureaucratic form, as Clark (2005) advocates, then on the organizational level, managers need to recognize some of the discretionary power they hold within their supervisory positions and check the proper exercise of that discretion. Brown (1981) recognized long ago that the greater the degree of autonomy an administrator has, the greater the potential for reshaping policy decisions through the exercise of discretion. Within the organization, the exercise of discretion must be used to reflect the values that the organization seeks to build internally so that message will be conveyed to line level officers to transfer to the healthy environment outside of the organizational boundaries. A majority of this argument is in the fair and consistent use of policy and procedure within the organization and not in its use as an arbitrary disciplinary tool.

#### **9.5 Workplace/Employee injustice**

Workplace injustice whether caused by unfair employee treatment or unequal distribution of pay can cause significant psychological distress among employees. In order to avoid creating the feeling of injustice in the workplace, high ranking officers should consider creating clear boundaries between different level of employees (juniors). That's the finding of new research that says that employees who feel that they belong to a smaller "sub-group" at work are less likely to resent what they perceive to be mistreatment in the workplace, which can lead to psychological distress. "Psychological distress is often caused by an injustice, either real or perceived, which can lead to depression, anxiety, irritability, exhaustion and disengagement from fellow workers," said Chester Spell, Rutgers University professor of management. "Therefore organizations need to understand and address employees' mental health which can have a significant impact upon corporate effectiveness and profitability."

#### **9.6 Organizational Culture**

Organizational culture encompasses values and behaviors that "contribute to the unique social and psychological environment of an organization." According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. The organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behavior and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization.

### **10. AIMS OF THE STUDY:**

This paper explores workers' perceptions about the justice of outcomes that derive from the use of grievance procedures in organizations where they work. It assesses the role that grievance management plays as a process for delivering just outcomes in organizations. The results of this study will shed some light on the extent to which workers' experience or perceive procedural and distributive justice as outcomes derived from the use of grievance mechanisms. More particularly, we explore the influence of workers' demographic characteristics on their perceptions of procedural justice derived from grievance management.

### **11. RATIONALE FOR THE STUDY:**

Research on organizational justice is important in light of the fact that many opportunities exist for managers to make decisions that result in injustice – the abrupt closure of a section leading, from the standpoint of employees, to unanticipated redundancy; capricious or whimsical dismissal of an employee; payment of a higher salary to a male employee with less experience and qualifications than a female who consistently performs much better; a refusal to

promote or otherwise reward employees for consistently superior contributions while rewarding others out of favouritism. Out of their concern for cost-discipline, labour efficiency and profitability, managers may take actions that either deny individuals “voice”, process control or outcome control and satisfaction. Employees grieve when situations such as these affect them and if negative experiences are constantly repeated, the morality and justice of the decision-making process and the outcomes that flow from it become subject to question. Lind (1995) shows that individuals’ justice judgements and not necessarily their respect for authority systems are critical to their acceptance of organizational decisions and procedures.

## **12. RESEARCH METHODOLOGY:**

The survey described in this thesis was based on questionnaires with opened and closed ended questions along with personal interviews. Each question was pre-tested on a sample of 25 persons before being applied to specific respondents. The data were analysed and tabulated through SPSS program.

## **13. RESEARCH DESIGN AND DATA COLLECTION:**

The questionnaires included several multidimensional questions intended to generate measures of a variety of respondent attitudes toward the trade union. A cover letter outlining the purpose of the research was included with the questionnaire. Respondents were told that participation was voluntary. In particular, the instrument was designed to enable us to test respondents’ perceptions about grievance management, performance appraisal and promotions practice, compensation and benefits management and the effectiveness of collective bargaining. The analysis in this paper is restricted to the workers’ perceptions about grievance management.

## **14. DISCUSSION:**

The aim of this paper was to explore workers’ perceptions about the justice of outcomes that derive from the use of grievance procedures in organizations where they work, and to assess the role that grievance management plays as a process for delivering justice outcomes. While our findings suggest that formal mechanisms existed in a majority of the sampled organizations, there was no support for the notion that union membership status, compared with non-union status, made a significant difference to employees’ perceptions about any of the grievance management procedural justice items used in this study. The findings also do not confirm that age or gender makes a difference to employees’ perceptions about grievance management procedural justice. They however suggest that educational background is a major factor that influences employees’ perceptions on four of these procedural justice items, namely, the adequacy of opportunities for airing complaints, adequacy of the procedures for handling grievances, the timely handling of complaints and the fair handling of grievances.

## **15. CONCLUSION/FINDINGS:**

Top most organizations have the ability to transform themselves into institutions deemed as legitimate legal authorities providing effective service to their recipients through: limiting the arbitrary exercise of power; establishing institutional arrangements for successful social problem solving; and cultivating the appropriate character for those who carry out the institutional responsibilities. Through this process, the organization can find the right balance between a theory of governance and modern policy.

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