

A STUDY ON THE EFFECTIVENESS OF GRIEVANCE HANDLING MECHANISM

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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.

Keywords: Grievance, Grievance Handling Technique

INTRODUCTION

In organizations where managers have an open policy for communication and consultation, problems and concerns are often raised and settled as a matter of course. Employees should aim to settle most grievances informally with their line manager. Many problems can be raised and settled during the course of everyday working relationships. This also allows for problems to be settled quickly. In some cases, outside help such as an independent mediator can help resolve problems especially those involving working relationships.

GRIEVANCE

Grievances are concerns, problems or complaints that employees raise with their employers. Anyone working in a business may, at some time, have problems or concerns about their work, working conditions or relationships with colleagues that they wish to talk about with management. They want the grievance to be addressed, and if possible, resolved. It is also clearly in management's interests to resolve problems before they can develop into major difficulties for all concerned.

OBJECTIVES:

- Taking appropriate actions and ensure that promises are kept.
- Investigating the reason for dissatisfaction.
- Clarifying the nature of the grievances
- Identifying the possible speedy resolution to the problem.

GRIEVANCE HANDLING:

A grievance is any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management. Speaking broadly, a grievance is any dissatisfaction that adversely affects organizational relations and productivity. To understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance. A written procedure can help clarify the process and help to ensure that employees are aware of their rights such as to be accompanied at grievance meetings.

CAUSES OF GRIEVANCES:

ECONOMIC:

Employees may demand for individual wage adjustments. They may feel that they are paid less when compared to others. For example, late bonus, payments, adjustments to overtime pay, Perceived inequalities in treatment, claims for equal pay, and appeals against performance-related pay awards.

WORK ENVIRONMENT:

It may be undesirable or unsatisfactory conditions of work. For example, light, space, heat, or poor physical conditions of workplace, defective tools and equipment, poor quality of material, unfair rules, and lack of recognition.

SUPERVISION:

It may be objections to the general methods of supervision related to the attitudes of the supervisor towards the employee such as perceived notions of bias, favouritism, nepotism, caste affiliations and regional feelings.

ORGANIZATIONAL CHANGE:

Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.

THE EFFECTS ARE THE FOLLOWING:

ON THE PRODUCTION:

- Low quality of production
- Low productivity
- Increase in the wastage of material, spoilage/leakage of machinery
- Increase in the cost of production per unit

ON THE EMPLOYEES:

- Increase in the rate of absenteeism and turnover
- Reduction in the level of commitment, sincerity and punctuality
- Increase in the incidence of accidents
- Reduction in the level of employee morale.

ON THE MANAGERS:

- Strained superior-subordinate relations.
- Increase in the degree of supervision and control.
- Increase in indiscipline cases
- Increase in unrest and thereby machinery to maintain industrial peace

FEATURES OF GRIEVANCE:

Grievance reflects dissatisfaction or discontent experienced by an employee.

- It is a feeling of injustice to one's job by the employer or the management.
- It may be unvoiced / implied or expressed by an employee.
- It may be written or verbal.
- It may be real or imaginary, valid and legitimate.
- Grievance arises out of something related to employee's employment contract.

BASIC CONSIDERATIONS FOR GRIEVANCE HANDLING ARE AS FOLLOWS:

Grievance refers to any discontent or dissatisfaction, whether expressed or not and whether valid or not, arising out of anything connected with the company

Y that an employee thinks, believes or even feels is unfair, unjust or inequitable. Grievances have considerable significance as harbingers of industrial disputes. Unresolved grievances can become an industrial dispute that is why grievances are considered to be tips of the iceberg on industrial conflict.

Grievances can be described as “embryonic” an dispute which needs to be resolved at the earliest opportunity. The three cardinal principles of grievance settlement are – settlement at the lowest level, settlement as quickly as possible and settlement to the satisfaction of the aggrieved.

In the first place, in handling grievances, stress must be laid either on the causes of trouble or upon the resulting trouble. If an employee is disgruntled because he was not given a due promotion, some may call the undeceived promotion the grievance whereas others may call the disgruntled attitude the grievance. Secondly, a grievance arises out of something connected with the company. Something in the company, either its activity or supervision or policy may be the source of a grievance. Thirdly, discontent and dissatisfaction may be expressed or implied. However, most companies recognize as grievances only those that are expressed in writing.

FORMS OF GRIEVANCES:

There may be three forms of grievances in an organization such as **Factual:**

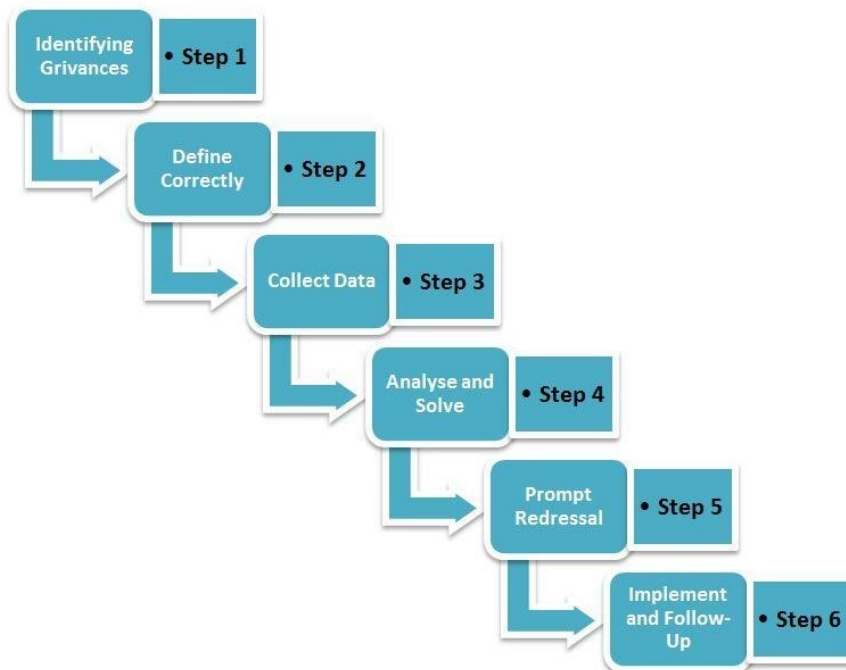
When an employee is dissatisfied with his employment because of legitimate or genuine reasons such as violation of employment contract by the employers or unfulfilling of any other factual needs. The grievance is regarded as factual. **Imaginary:**

When an employee is dissatisfied with his employment because of a wrong perception, wrong attitude or wrong information, it gives rise to imaginary grievance. Though for such case the

management is not liable but still the responsibility to resolve the problem rests with it.
Disguised:

The dissatisfaction among employees in such case may be due to the reasons that are not known to the employees themselves. This dissatisfaction may be due to the pressure from other directions like family, friends, neighbors etc. The manager himself has to detect such grievances and resolve them through counseling the related employee.

STEPS FOLLOWED IN GRIEVANCE HANDLING PROCEDURE: TO HANDLE GRIEVANCE IN A SYSTEMATIC MANNER CERTAIN BASIC STEPS ARE FOLLOWED AS:-



PROMPT ACTIONS:

The sooner the problems are solved, lesser the impact they have. So it's necessary to settle down the problem as soon as it arose. The first line manager must be trained to recognize and solve such problems promptly and properly.

IDENTIFICATION OF THE PROBLEM:

The supervisor has to identify the problem first, as every time the grievance expressed must not be legitimate, it's possible that the grievance expressed by the employees may be imaginary, emotional or vague.

DEFINING CORRECTLY:

The problem once identified must be defined properly and accurately by the management.

COLLECTION OF FACTS:

Collection of relevant facts and data from all parties related to grievance is done under this step. The information thus collected is classified as facts, opinions and feelings to avoid distortion of the data.

ANALYZING AND SOLVING THE CAUSE OF GRIEVANCE:

After collection of facts, the facts are analyzed, to find out the real cause of grievance. Once the cause is identified, the alternative solutions to the problem are developed and the best one is selected, to settle the grievance and prevent its reoccurrence.

IMPLEMENTATION AND FOLLOW UP: The decision so selected is communicated to the employees and implemented immediately by the effective and efficient authority.

CONCLUSION

“**Grievance** and disciplinary policies and procedure are equally **important** for employees as, it provides them guidance and job security, which in result, increase the efficiency of the organisation. These **grievance** and disciplinary policies and procedures protects the employees and other side it provide the limits.

The study reveals that the Grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization.

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