

A Study On Effective Management Of Grievances In An Organisation

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Abstract- An integral part of human resource management is the effective handling of grievances. Every employee has certain job expectations. When the organization, where the employee is working, fails to fulfill such expectations, he develops a living of discontent or dissatisfaction. A dissatisfied employee is bound to have grievances. Grievances, thus, arise due to the gap between the expectations of an employee and the extent of their fulfillment.

“Grievance means any discontent or dissatisfaction, whether expressed or not and whether valid or not, arising out of anything connected with the company that an employee thinks, believes or even feels, is unfair, unjust or inequitable”

“It is nay dissatisfaction or feeling of injustice in connection with one’s employee situation that is brought to the notice of the management”

“It is a type of discontent which must always be expressed. A grievance is usually more formal in character than a complaint. It can be valid or ridiculous, and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of the labour contract”

Keywords- Grievances, Human resources, management.

I. CHARACTERISTICS OF GRIEVANCE

- A grievance is an employee’s feeling of dissatisfaction.
- The dissatisfaction must be in respect of certain organizational matters. If the employee has certain domestic problem, his employee cannot be expected to provide remedy.
- The dissatisfaction may be expressed or implied. Expressed grievance takes the form of gossips, criticisms, arguments, careless handling of tools and equipment, higher rate of labour turnover etc. Implied grievance, on the other hand, takes such forms as indifferent attitude towards work, day dreaming, absenteeism etc.
- The discontent may be factual or imaginary. It is factual when the legitimate job expectations of an

employee are not fulfilled. It is imaginary when the employee develops certain needs that the organization is not obliged to fulfill.

II. CAUSE OF GRIEVANCE

The various causes of grievances are mentioned below:

1. **Unsuitable job:** The employee is not given job in tune with his qualification and experience.
2. **Inadequate pay:** The remuneration paid to the employee is inadequate when compared with the work done by him.
3. **No guaranteed minimum wage:** The employee is not assured of minimum daily wage.
4. **Lack of job security:** The service of the employee may be terminated at any time.
5. **Lack of social security benefits:** The employee is not entitled to such benefits as pension, provident fund, gratuity, insurance etc.
6. **Inadequate leave facilities:** The number of days of leave the employee can avail is inadequate.
7. **Lack of incentives:** There are no monetary and non-monetary incentives to induce the employees to perform better.
8. **Lack of promotion opportunities:** The employee has to serve in the same position indefinitely.
9. **Irrational transfer policy of the employer:** An employee who desperately needs a transfer owing to family considerations may not be transferred. On the other hand, another employee wanting to serve in the same town, again for family considerations, may be transferred.
10. **Poor working conditions:** The workplace lacks even basic amenities like drinking water, lighting, ventilation, toilet, canteen etc.
11. **Poor superior-subordinate relationships:** The superior is always keen on finding fault with the subordinate.

III. METHODS OF KNOWING GRIEVANCES

The management may adopt any one or more of the following methods to understand the grievances of employee:

- The Open-door policy
- Complaint Boxes

- Opinion Surveys
- Exit Interview

Each of these has been explained below.

The Open-Door Policy

Under this method, ‘any employee, who has grievance, can enter the manager’s cabin and apprise him of his problem. This is a straightforward approach. But it has certain limitations too as stated below:

- a. In a large organization, where there are hundreds of employees working, such an approach may not be suitable. The top-managers will be disturbed often and as a result they will not be able to concentrate in their work. Such managers believe in the concept of ‘management by exception’-only exceptional matters need their participation.
- b. The supervisor, under whom the employee works, is the right person to understand the actual problem of the employee and provide a remedy. Under the open-door policy approach, the employee bypasses the supervisor as he is allowed to meet the manager directly. The supervision, thus, becomes ineffective.
- c. The top-managers may not be familiar with the work situation in which the grievance developed and therefore may not be in a position to make correct assessment.
- d. Although the employees have the liberty to meet the executives directly the former may hesitate in view of psychological and social barriers.

Complaint Boxes

Another way of knowing the grievances of the employees is to require them to drop their written complaints in the complaint boxes kept in the workplace. The employees may not be required to write their names in the complaint letters so that they can express their grievances freely.

Opinion Surveys

Opinion surveys may be conducted at regular intervals to find out the views of the employees on the policies of the management. Such surveys help to know the feelings, reactions and sentiments of the employees. The management can make note of the negative remarks of the employees to certain policy decision and take suitable corrective action before these take the form of grievance.

Exit Interview

Employees who quit the organization may be interviewed to know the reason for their decision. Generally it is only those employees who have grievance of their organization. The interview may reveal the specific problem, if any, in a work environment and guide the management in taking suitable corrective action.

IV. GRIEVANCE REDRESSAL PROCEDURE

The grievance redressal procedure involves certain stages to be gone through before finding a solution to the grievance of an employee.

When an employee has a certain grievance, he has to approach his immediate superior, namely, the supervisor. If there is a trade union in the establishment, a representative of the union may accompany the employee. The supervisor, who has been approached, has only limited powers. He may not be able to offer a solution. If the matter falls outside the purview of his authority. In such a case, the affected employee may have to meet the departmental head. A few office-bearers of the trade union may also accompany the employee.

If the head of the department is unable to offer an acceptable solution, the aggrieved employee, along with the trade union leaders, may approach the top management consisting of the general manager and the departmental managers. If the grievance is not settled even at this stage, the matter will be referred to an impartial outside person called the ‘Arbitrator’.

V. BENEFITS OF GRIEVANCE REDRESSAL PROCEDURE

Having a definite procedure for redressing grievances of employees has certain advantages. These are:

1. It brings to the knowledge of the management the existence of grievances among the employees.
2. It enables the employees of an enterprise to express formally their complaints over the management policies and practices.
3. Once the management comes to know of certain grievances among the employees, it is sure to involve itself actively in the process of finding a remedy. The management, thus, is prevented from being indifferent to the needs of the employees.
4. Once a solution is found to the grievances of the employees, it would make the employee happy. This is sure to promote better employee-employer relationship.

5. The existence of a grievance redressing procedure further prevents a grievance from assuming dangerous proportions.
6. It ensures a systematic handling of every grievance.
7. It prescribes a time frame within which a solution must be found to every grievance.

VI. FEATURES OF A SOUND GRIEVANCE PROCEDURE

A sound grievance procedure should fulfill the following essential conditions:

- It should not contradict the provisions of any law in force.
- It should be acceptable to both the employee and the employer.
- It should not give scope for delay in arriving at a solution.
- As far as possible, grievances should be settled at the lower level.
- The procedure should be simple so that any employee will be in a position to understand it.
- The supervisors, the union representatives and all those who participate in the grievance redressing process should be given proper training in grievance handling.
- The grievance redressing procedure should be reviewed periodically and changes, if any required, should be made to make it more effective.

VII. GUIDELINES FOR BETTER HANDLING OF GRIEVANCES

The following guidelines have been prescribed for a better handling of employee grievances:

1. The aggrieved employee must be fully heard.
2. Every grievance must be considered important.
3. The union representative must be asked to identify any specific contractual provision violated by the management.
4. Every grievance must be heard and resolved within the timeframe.
5. The past records of the aggrieved employee must be examined.
6. All grievances must be put in writing.
7. All the relevant facts pertaining to a grievance must be gathered.
8. The relief sought by the union must be considered.
9. The procedural requirements laid down must be duly complied with.

10. The grievance should not be postponed in the hope that it would give solved automatically.
11. The decision arrived at must be communicated to the employee.
12. Follow-up action must be taken to determine the effect of the decision the aggrieved employee.

VIII. CONCLUSION

An organization should maintain separate grievances committee and positive and negative thoroughly analyses take necessary action. It's causes so many problems man, machine, capital, place. Organization must consider human thought and effective handling grievances.