



# International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

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## A Study on Grievance Handling and Management Process in an Organization

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### ABSTRACT

A grievance is a problem, issue or objection that an employee raises with a organization. Comprehensively it tends to be perceived as any discontent or disappointment brings about an objection that impacts hierarchical execution. A grievance implies any question or discontent or sensations of shamefulness emerge between an organization and employees in work environment. The aim of study is to know the various causes of grievance, to know whether the grievance of employees being taken care or not and to know whether employees are satisfy by grievance handling system of management. In this study the primary and secondary tools of data collection has been used to collect the data for the study from the employees working within the organization. The result of this study shows that employees rarely faces the grievances and their grievances are being solved depending on level of problem, and employees generally face grievances related to work environment, social injustice and performance appraisal. This study helps to understand different types of grievances faced by employees in an organization and different types of grievance handling procedure adopted by organization to solve the grievances of employees.

Keywords: Grievance, Management, Handling, Process

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### 1. Introduction

A grievance can be characterized as any kind of disappointment, which should be changed to achieve the delicate working of the person in the association. It very well may be genuine or fanciful, authentic or crazy, evaluated or unvoiced, composed or oral; it should be nonetheless, track down articulation in some type of the other.

Grievance happens when worker feel that the association is paying less to him when contrasted with others it incorporates extra, remittances, additional time and so forth. In this when standard in the organization is one-sided, instruments and gear given to employees are not working, and the unmistakable state of work environment is terrible, material quality is poor, absence of credit, and so on, because of these issues grievance happen. At the point when the special treatment displayed to family members or those employees who are close to director then grievance happens. It happen in work group when employees don't attempt to change with his associates, they feel that the other gathering labourers are keeping away from him, feel disregarded and so forth.

Legitimate apparatus for taking care of grievances is extremely vital for agreeable modern relations and for keeping up with modern harmony in an organization. Employees don't adequate information on the human instinct or numerous social powers impinging on them. At times they don't have the foggiest idea about their genuine grievances yet at the same time feeling disappointed they will more often than not document grievance about something different. It is, in this manner extremely fundamental that a precise method ought to be developed and followed to settle the grievances. Such a methodology is known as the 'grievance handling with system'.

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## 2. Review Papers

[1] Manikandan. B, Gowsalya. G (2011) stated that a grievance means any dispute or discontent or feelings of unfairness arise between an employer and employee in workplace. The employees express their grievances in terms of complaint. This review focuses on the grievance procedure research published in the past decade with specific attention on the application of social science theory to grievance research. The review concludes that the theoretical grounding of recent grievance research has improved over the earlier research, but remains quite inadequate.

[2] Ms.G. Ramya (2014) stated that the grievance procedures are related to other attitudinal measures and the behaviours of shop stewards in the grievance procedure. Grievance procedure effectiveness was related to union members' overall satisfaction with the union. Its procedures have been found to relate to union commitment, employer commitment and dual commitment. The grievance procedure provides a means for identifying practices, procedures, and administrative policies that are causing employee complaints so that changes can be considered. [3] Rupali

Dilip Taru (2016) stated that 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 identified the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, interdepartmental relationship, etc. The study also looked 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.[4] Sayli Wable (2017) stated that the employee relations mean relationship shared among employees in the organization. It is difficult to find an organization without grievances at workplace. This study focuses that handling grievances effectively is important for every organization whether unionized or not. The grievance handling procedure helps the firm to handle employee grievances effectively. Each organization develops and implements grievance handling procedure that is suitable to its needs. The objective of the study was to establish level of awareness of grievance handling procedure among the workers of Birla precision technologies limited.[5] K. Vaitheeswari (2017) stated that in today's world, the major challenge for various organizations is grievance management. The management is performing well in this particular process and the study reveals few terms to be concentrated more. If the grievances are not handled effectively, there is no peaceful climate and it also affects the work and productivity of the organization. From the study, the various grievance settlement mechanism are studied and factors which causes grievances are analysed. Various measures to settle grievances are suggested for the grievance management and settlement. The suggestions are framed depending on the response collected and a deep research also can be done in future.[6] K. Naga Sujatha, Dr.M.M. Sucharitha (2019) the study reveals that the grievance handling procedure 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. Most of the surveyed employees are satisfied with the method adopted by the organization for redressing the grievances or complaints of the employees.[7] Payal Rathod, Nimisha Jariwala (2020) stated that the effectiveness of employee's grievance handling system is important for maintaining a harmonious and productive work environment. Effective grievance handling is an essential part of cultivating good employee relationships. The objectives of the study was to understand the general factors influencing the employee's grievances and to know the effectiveness of the grievance handling system. Know the satisfaction level of employees towards their grievance handling system. And found that management in their effort to understand the problems of employees and resolve the issues amicably have better probability of maintain a culture of high performance.

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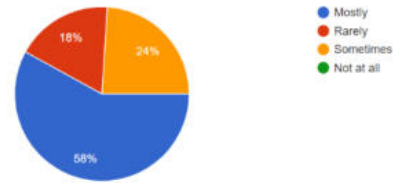
## 3. Research Methodology

The universe considered for this study is the employees of the organization. Descriptive research design was used in this research for making a brief study about the grievance handling and management process. Simple random sampling method is used to get the data. Response has been taken from 50 sample size from an organization. Primary and secondary tools of data collection has been used to collect the data. Questions were circulated over the targeted sample and response was taken for data analysis. Here are the questions and responses received for that.

1. Is work culture supportive in your organization?

**Table 1: Is work culture supportive in your organization?**

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

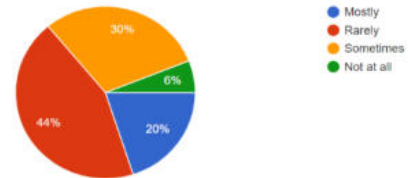


**Fig.1 –Is work culture supportive in your Organization?**

2. How often you face grievance in your organization?

**Table 2: How often you face grievance in your organization?**

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

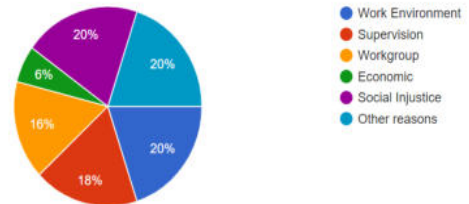


**Fig.2-How often you face grievance in your organization?**

3. Most of your grievances are related to:

**Table 3: Most of your grievance are related to:**

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%

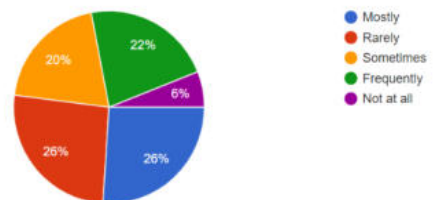


**Fig. 3–Most of your grievance are related to**

4. How often your complaints and grievances being taken care off?

**Table 4: How often your complaints and grievances being taken care off?**

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

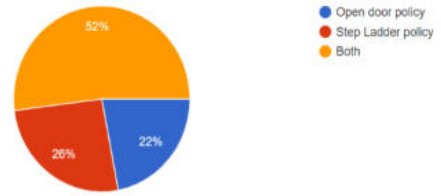


**Fig. 4–How often your complaints and grievances being taken care off?**

5. Which grievance handling is in your organization?

**Table 5: Which grievance handling policy is in your organization?**

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

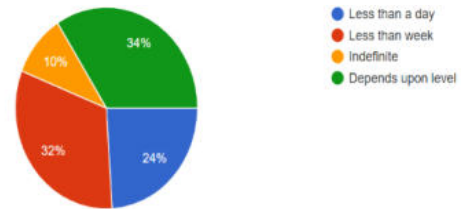


**Fig. 5–Which grievance handling is in your organization?**

6. How much times your superior takes on a complaint (duration of handling process)?

**Table 6: How much times your superior takes on a complaint (duration of handling system)?**

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

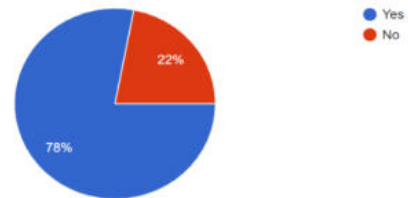


**Fig. 6– How much times your superior takes on a complaint (duration of handling process)?**

7. Have you ever registered your grievance to the immediate supervisor?

**Table 7: have you ever registered your grievance to the immediate supervisor?**

Particulars	Frequency	Percentage
Yes	39	78%
No	11	22%

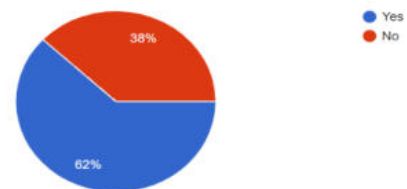


**Fig. 7 Have you ever registered your grievance to the immediate supervisor**

8. Does your immediate superior respond to your grievance in specify time limit?

**Table 8: does your immediate superior respond to your grievance in specify time limit?**

Particulars	Frequency	Percentage
Yes	31	62%
No	19	38%

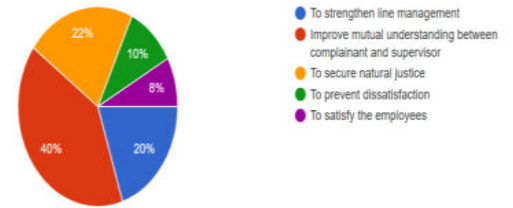


**Fig. 8-does your immediate superior respond to your grievance in specify time limit?**

9. What are the main objectives of grievance handling policy (in order of priority)??

**Table 9: what are the main objectives of the grievance handling policy (in order of priority)?**

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%

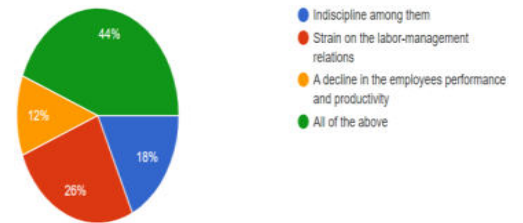


**Fig. 9–what are the main objectives of grievance handling policy (in order of priority)?**

10. The presence of grievance among employees may cause:

**Table 10: the presence of grievances among employees may cause:**

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%

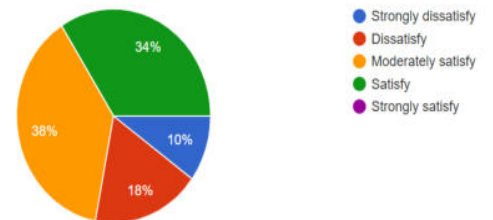


**Fig. 10–the presence of grievance among employees may cause**

11. Are you satisfy with grievance handling system\ practices in your organization?

**Table 11: are you satisfy with grievance handling system\ practices in your organization?**

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 grievance handling\ practices in your organization**

## 4. Results and Conclusion

### Results:

- Majority of the respondents believes that the work culture in the Parul sevashram hospital is very supportive and they rarely faces the grievances.
- Majority of the respondents said that their superior takes less than a day to solve their grievances.
- Majority of the respondents think that they face grievance related to work environment and social injustice.
- Majority of the respondents said that their grievances are being taken care off properly.
- The Parul sevashram hospital follow both open door handling policy and close door handling policy to handle grievances and employees are satisfy with handling system
- Majority of the respondents said that they register their grievances to the immediate supervisor and their immediate superior respond to their grievances in specify time limit.
- Respondents agree that the presence of grievances among employees causes indiscipline among them, strain on the labor management relation and a decline in the employee's performance and productivity.
- The main objective is to improve mutual understanding between complainant and supervisor.

### Conclusion:

It is concluded that the redressed of the grievances is an absolute necessity to save great work, executives relations and modern harmony. Employees face grievance related to work environment, social injustice and performance appraisal, but upper management is the main reason for employee's grievances. Employees register their grievances to the immediate supervisor and their immediate supervisor respond to their grievances in specify time limit. According to employees, the presence of grievances among employees may causes indiscipline among them, strain on the labor management relations and a decline in the employee's performance and productivity, but if grievances are not identified then there will be increased in rate of absenteeism and turnover, reduced level of commitment, sincerity and punctuality, increased rate of accidents and reduced level of employee morale. But it is found that most of the employees are satisfied with grievance handling system in the Parul sevashram hospital.

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