



## A Conceptual Study on Impact of Employee Grievance Management on Job Commitment in IT Sector.

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### ABSTRACT

This study aims to explore how employee grievances affect job commitment, particularly within the IT sector. Employee grievances, which can encompass issues like salary, performance appraisal, job stress, security, and health, are seen as crucial factors in the workplace. When an employee is dissatisfied due to grievances, it often leads to demotivation and lower morale, resulting in reduced job performance and commitment. Identifying the specific grievances that most affect job commitment can help organizations implement tailored interventions, such as enhancing communication, establishing fair grievance resolution processes, and cultivating a supportive workplace atmosphere.

**Keywords:** Employee Grievances, Job Commitment, Job Performance, grievance redressal mechanisms

### I. INTRODUCTION

Employee grievance management refers to the systematic process of identifying, addressing, and resolving employee concerns and complaints in a fair and timely manner. It serves as a mechanism to promote transparency, fairness, and employee satisfaction within the organizational framework. However, its impact on job commitment goes beyond mere conflict resolution; it touches upon the fundamental aspects of trust, morale, and organizational culture. In the fast-paced and highly competitive environment of the IT sector, where talent retention is a constant challenge, the effective handling of employee grievances assumes paramount importance. Research indicates a strong correlation between grievance redressal mechanisms and job commitment levels among IT professionals. Employees who perceive their grievances to be adequately addressed are more likely to exhibit higher levels of job satisfaction, loyalty, and commitment to the organization.

### OBJECTIVES

1. To study the perception of IT professionals regarding the effectiveness of grievance management practices within their organizations
2. To categorize grievances based on their nature, frequency, and impact on job commitment.
3. To analyze the relationship between the management of employee grievances and the level of job commitment among IT professionals.
4. To suggest best practices for fostering a culture of transparency, fairness, and employee engagement through improved grievance handling mechanisms in the IT sector.

### II. LITERATURE REVIEW

1. **V.Mohanasundaram and D. Ramya(2014)** studied grievance handling procedure at Hema engineering industries limited, Hosur. The study focused on the nature and causes of employee grievances and effectiveness of grievance handling procedure at Hema engineering industries limited. The study follows descriptive research design and simple random sampling technique is used to select 110 employees. Percentage analysis and F test is used for data analysis. Findings reveal that majority of the employees are aware about grievance handling procedure in the organization. It concludes that the employees are not fully satisfied with the salary and promotion provided by the organization. Hence the management should take some steps to increase the employee satisfaction.
2. **G karthi (2017)** made a study on employee grievance handling system with special reference to amrita dairy private limited, Erode. The study aims to examine employee's perception towards grievance management and to rank the main causes of grievances faced by employees. 200 employees of amrita dairy private limited are selected by using simple random sampling. Chi square test, simple percentage analysis and weighted average ranking method are used for data analysis. Findings reveal that employees are aware about the various committees of

grievance redressal. Majority of the employees are agreeing with friendly approach followed by the organization regarding grievance management. Most of the employees are prefer open door policy for grievance identification. They agree with grievance management in the organization helps to increase their performance. The study concludes that employees are satisfied with working condition and salary aspects.

3. **Arindamgarg (2018)** studied effectiveness of grievance handling mechanism in Arunachal Pradesh state cooperative apex bank limited. The study aims to identify the awareness level of employees on grievance handling system and explore the factors influencing grievance handling procedure. The study is based on descriptive research design and data was collected from 35 employees. Percentage analysis and correlations were used for data analysis. Judgmental sampling is used for selecting the samples. Findings reveal that there are deviations in the real basis identification; it will be reflected in the satisfaction level of employees. Most of the employees are agreeing with regular follow up was conducted to ensure the right decision on grievances. Majority of the employees are aware about the committees of grievance redressal.
4. **Sharma and Singh (2018)** conducted a comprehensive review of research on employee grievance management and organizational commitment, focusing specifically on the IT industry. They synthesized existing theories and studies examining the interplay between these variables, highlighting gaps in the literature that their own study seeks to address.
5. **Dr. M. Dhanabhakym and Monish P (2019)**, the investigation centered on understanding the nature and causes of employee grievances, as well as the effectiveness of grievance handling procedures at Hema Engineering Industries Limited. Utilizing a descriptive research design and simple random sampling, 110 employees were surveyed. The findings indicated that while most employees were aware of the grievance handling process, they were dissatisfied with salary and promotion practices. Recommendations were made for management to enhance employee satisfaction.
6. **Obiekwe and Eke (2019)**, emphasized that grievances reflect individual dissatisfaction with workplace conditions. They defined employee grievance as dissatisfaction stemming from an employee's immediate supervisor or management behavior, highlighting the desire for change in the workplace.
7. **Singh and Bhatia (2019) and Kumar and Reddy (2020)** highlight the prevalence of employee grievances in the IT sector due to factors like heavy workloads, tight deadlines, and role ambiguity. Grievances often stem from issues related to compensation, work-life balance, career growth, and interpersonal conflicts.
8. **Dr. M. Dhanabhakym and Monish P (2021)**, likely reviewed existing research on employee grievances and job performance, investigating their relationship and exploring strategies for identifying and managing grievances. This review would also likely examine studies from similar contexts or industries to inform their analysis.
9. **Raj and Reddy (2021)** call for longitudinal studies and cross-cultural comparisons to better understand the dynamic nature of the relationship between grievance management and job commitment in diverse IT contexts. They also emphasize the need for customized grievance management strategies tailored to the unique needs and challenges of the IT sector.

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### III. RESEARCH METHODOLOGY

**RESEARCH DESIGN :** In this chapter describes the different approach that has been applied to gather applied to gather required information in order to perform successful research study. The present study is descriptive in nature. The study is to find the Impact of employee grievance management on job commitment in IT Sector.

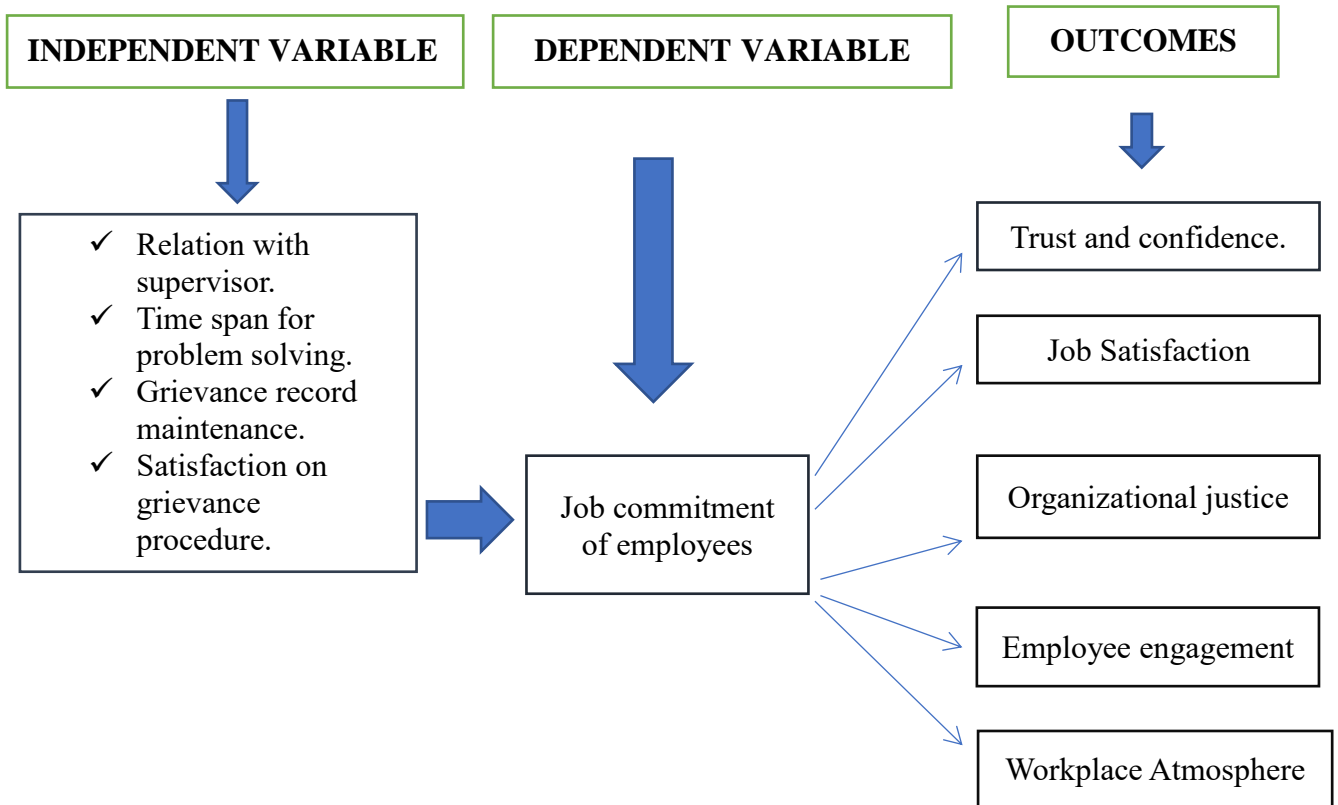
**POPULATION AND SAMPLE SIZE:** The total population of employees in IT Sector Tirunelveli is 250. In that number of respondent consider for the study is 152 employees as a sample size.

**SAMPLING TECHNIQUE :** Simple random sampling technique for this study.

#### DATA COLLECTION:

In this study, secondary data was collected from journals, published books, reports, magazines, and the Internet. Primary data is collected in the form of questionnaire survey method. Pilot study has been conducted and 25 Validity of questionnaire has been collected.

**IV. CONCEPTUAL FRAMEWORK**



**RELIABILITY ANALYSIS**

**PILOT STUDY:** A Pilot study has been conducted to check the reliability of the questionnaire. Cronbach’s Alpha value is 1 which means the questionnaire is highly reliable. Reliability testing was conducted among 15 respondents at 1Point1 solution. There are 34 number of questions prepared for employees to check the reliability of the questionnaire.

Pilot testing was done with 15 samples.

**Case Processing Summary**

	N	%
Cas Valid	35	100.0
Excluded <sup>a</sup>	0	.0
Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.976	.976	25

**Item Statistics**

	Mean	Std. Deviation	N
VAR00001	2.9143	1.44245	35
VAR00002	3.0286	1.50461	35
VAR00003	2.5714	1.33473	35

VAR00004	3.0571	1.55190	35
VAR00005	2.7714	1.43662	35
VAR00006	3.0571	1.21129	35
VAR00007	2.6571	1.51352	35
VAR00008	2.4000	1.47927	35
VAR00009	2.6857	1.45059	35
VAR00010	3.0571	1.51352	35
VAR00011	3.0571	1.10992	35
VAR00012	3.0571	1.25892	35
VAR00013	3.0286	1.27154	35
VAR00014	3.4000	1.31059	35
VAR00015	3.2000	1.36769	35
VAR00016	3.1714	1.22440	35
VAR00017	3.0571	1.30481	35
VAR00018	3.0286	1.24819	35
VAR00019	2.6000	1.41837	35
VAR00020	3.0000	1.18818	35
VAR00021	2.9429	1.23533	35
VAR00022	2.8571	1.30931	35
VAR00023	3.2286	1.26225	35
VAR00024	3.0857	1.19734	35
VAR00025	3.0286	1.52404	35

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item-Squared Correlation	Multiple Cronbach's Alpha if Item Deleted
VAR00001	71.0286	661.617	.830	.915	.975
VAR00002	70.9143	657.139	.854	.940	.974
VAR00003	71.3714	661.593	.902	.965	.974
VAR00004	70.8857	656.045	.841	.916	.975
VAR00005	71.1714	660.793	.845	.947	.975
VAR00006	70.8857	680.222	.690	.805	.976
VAR00007	71.2857	652.151	.917	.954	.974
VAR00008	71.5429	665.961	.748	.903	.975
VAR00009	71.2571	660.020	.847	.960	.974
VAR00010	70.8857	656.751	.854	.936	.974
VAR00011	70.8857	683.398	.701	.945	.976

VAR00012	70.8857	673.163	.774	.847	.975
VAR00013	70.9143	677.257	.701	.908	.976
VAR00014	70.5429	671.314	.769	.913	.975
VAR00015	70.7429	671.314	.735	.825	.975
VAR00016	70.7714	672.182	.813	.867	.975
VAR00017	70.8857	675.398	.711	.894	.975
VAR00018	70.9143	679.139	.685	.910	.976
VAR00019	71.3429	658.997	.883	.959	.974
VAR00020	70.9429	674.467	.801	.917	.975
VAR00021	71.0000	678.588	.702	.851	.975
VAR00022	71.0857	687.198	.530	.840	.977
VAR00023	70.7143	677.975	.696	.845	.976
VAR00024	70.8571	677.773	.739	.906	.975
VAR00025	70.9143	656.963	.845	.898	.975

Here, the Cronbach's Alpha = 0.976

Cronbach's Alpha above 0.7 is considered reliable. So, here my pilot testing showed a reliable result.

## VI. CONCLUSION

This study underscores the importance of understanding and managing employee grievances in the IT sector to foster job commitment and enhance overall organizational performance. Moving forward, further research and practical interventions are needed to develop effective strategies for addressing employee grievances and promoting employee wellbeing in the dynamic and competitive landscape of the IT industry. Organizations need to prioritize open communication, fair grievance resolution mechanisms, and supportive work environments to mitigate grievances and foster a culture of trust and engagement among employees. Further continuation of this study is continued in the forthcoming paper.

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