

# An Empirical Investigation of Sources of Grievance

Ms. Rachna Kumari\*

Assistant Professor, GC Bahadurgarh

**Abstract – As we know that employees are the backbone of any organization and their grievances at the workplace need to be redressed as soon as possible. The HR department of any organization is liable for handling the grievances, promote industrial peace and unity between personnel staff and management. The primary purpose of this existing research is to evaluate various sources of grievance. Under this existing research, a sample of 150 employees has been collected from Parle biscuits.” A questionnaire was designed with a five-point Likert rating scale on Grievance to record survey responses. A list of 24 statements was used to collect the data from 24 employees of Parle Biscuits located in Bahadurgarh Haryana.**

**Key Words: Grievance and Redressal etc.**

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## INTRODUCTION

The productivity of the employees primarily affected by the environment in which they are working. Many factors in the present world hamper the growth of an organization which causes grievances among the employees. The grievance is the complaints lodged by the employees working at the workplace regarding the working environment, peer relations, subordinate relations of superior relations, etc. (Balamurugan, G., & Shenbagapandian, V. , 2016) Handling of grievances effectively is most important in the organization to develop healthy relations and create a better working environment. The HR department or the management should find out the reason for grievances and try to resolve them as soon as possible. The productivity of the employees primarily affected by the environment in which they are working. Many factors in the present world hamper the growth of an organization which causes grievances among the employees (Gordon, M. E., & Miller, S. 1984). As we know that there is a large extent of diversity at the workplace today which means that employees from different cultures, different age groups, nationalities, religions are working together. This kind of environment will create a situation of misunderstanding if the information is not managed properly and will create chaos in the organization (Thakre, N. 2013). The grievance is the complaint lodged by any employee or group of employees working in an organization due to the feeling of business or disrespect or any other reason which is unfair for them in the workplace. It shows the dissatisfaction of employees toward organization which affect the productivity and performance of the organization or might cause industrial dispute (Mohanasundaram, V., & Saranya, N. 2013).

While dealing with the problems of complaints of the staff, the following facets which affect the above - mentioned mechanism of Grievance handling procedure which is as follow (Gordon, M. E., & Miller, S. 1984):

1. Consistent: The information must be shared consistently by all the employees of the organization. There should be no arguments or contradiction between the management and the workers/employees.
2. Timing: The information must be shared well on time. If the information is a little late then it will cause major consequences. Management should take care of this very seriously and make some decisions before the grievances cause a lot of damage.
3. Effectiveness: The data should be arranged, judicious, and authentic and imparted through the viable channel when looking for feedback, a meeting is more useful than email messages.
4. Up to Date: Organizations should be up-to-date within the latest events or rumors concerning specific things. By being advised, they're going to be able to handle any inquiries or problems that will be raised by the workers.
5. Authenticity: The required information shared by the employees of the organization must be ought to be authentic.

## LITERATURE REVIEW

**Lewin (1987)** investigated the effect of gender, age, race, experience, occupation, and education on the level of appeal settlement, appeal system usage, and type of appeal issue filed. The outcome revealed that the working staff has a chance to win the grievance only if the appeal was settled by the companies but also there are several cases in which the appeal was not settled by the companies and the employee may lose their chances. Due to filing the appeals against the company, the appeal filers may have lost their chances to get the promotion and also their performance rating. **Gordon and Bowlby (1988)** in their research study entitled, "Propositions About Grievance Settlements: Finally, Consultation with Grievant" studied the views of the grievant who filed their grievances in the past and studied the process consequences of grievance by taking the views of the grievant. Researchers collected the data of 1578 respondents through questionnaires from both professional & non-professional and blue & white-collar employees. Researchers used various statistical techniques in this study such as descriptive analysis i.e. mean, standard deviation, and inferential analysis i.e. ANOVA, MANOVA. The results of the study depicted that the organizations must try to settle down the grievance at the lower level before it will become a bigger issue for the organization and it becomes hard to settle down. the grievances are lodged by the employees due to the behavior or action taken by the management which influences the whole structure of the company and employees to feel fudged and also some other reasons like working condition, relation with staff cause this action. The employee feels violated as the management not followed the term and conditions mentioned in the labor contract, laws, etc. **(Gordon and Bowlby 1989)**. The fundamental appraisal of complaint methodology is that it could support limiting annoyance and dissatisfaction that may become antagonistic influences upon the support and profitability. The examination done uncovers that the grievance of the representatives is recognized with the working condition, discipline, convenience offices, and advancement. The complaint taking care of strategy is powerful somewhat. Here, the demeanor concerning the executives in understanding the concerns of delegates and settling the problems peacefully become a greater likelihood to retain the history of the elite **(Duane 1991)**. The attributes of the non-association complaint frameworks were extricated from the writing. Further, the connections between these qualities and decency observations were investigated. At long last, the relationship among the equity parts for example distributive equity, procedural equity, and interactional equity additionally were analyzed. The results of the study revealed that procedural justice has a greater influence on the fairness perception compare to interactional justice and distributive justice and the relationship between the perception of distributive justice and outcome has been moderated by procedural justice **(Blancero 1992)**. The age of political impact, be that as it may,

comes from settling complaints at lower levels and is utilized to push complaints to more elevated levels. This investigation has laid the foundation for a proceeded with assessment of the inside political operations of association local people, the impacts people have on complaint preparation, the impacts the board and directors have on complaint handling, and the impacts that the complaints themselves have on complaint handling **(Meyer 1994)**.

## RESEARCH METHODOLOGY

The primary purpose of this existing research is to evaluate various sources of grievance. Under this existing research, a sample of 150 employees has been collected from Parle biscuits. The current research employs both principal and subsequent data in light of the requirement of the research objective. In this present study, a convenience sampling technique was used." a questionnaire was designed with a five-point Likert rating scale on Grievanc to record survey responses. In the survey research method, employees answer the questions through structured questionnaires.

## ANALYSIS AND INTERPRETATIONS

For the collection of data, the questionnaire was used on sources of grievances among employees. The respondents gave their responses for grievances on a five-point Likert scale against various statements representing sources of grievances. To collect the data on this, a list of 24 variables representing grievances was presented to employees

**Table 4.7: The results "KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		742
Approx. Chi-Square		12629.971
Bartlett's Test of Sphericity	df.	276
	Sig.	.000

"Keiser-Meyer-Olkin, a measure of sampling adequacy was 0.742 showed that the size of the sample was adequate according to the number of statements and Bartlett's Test of Sphericity was significant at 0.000. This implied that "the null hypothesis" (1Ho: "There is no" correlation among the grievance variables) was rejected. It showed that there was a correlation among the items of grievance and the data set was adequate for the factor analysis.

**Table 4.9: “The results of Principal Component Factor Analysis with Varimax Rotation, Factor Loadings**

Variables	Component					Communality
	1	2	3	4	5	
I feel grievance on wage revision policies	.961					.934
I feel that I have been paid less as compared to other employees	.896					.915
I feel grievance on increments	.894					.920
I feel grievance on salary	.828					.791
I feel grievance on transfers	.871					.884
I feel that work culture and environment prevailing in the organization is not sufficient	.739					.847
I feel grievance on working conditions	.736					.916
I feel grievance on rules and regulations	.715					.840
I feel that work targets are high that is why I am facing work target pressure	.702					.865
The company do not rarely offer flexible working hours and rotational shifts	.604					.734
The physical conditions of the workplace are poor	.587					.766
I feel that viewpoints and ideas are not considered/honored			.897			.915
I feel that training programs are not offered enough to match the work requirements			.893			.932
I feel that the appraisal system is not appropriate			.874			.863
I feel that the organization is not serious about career developments programs for employees			.810			.928
I feel that welfare and safety measures to protect employees health are inadequate				.901		.932
Poor quality of the material is used in the production process				.848		.833
I feel grievance on medical facilities				.779		.685
I am facing discrimination in the company by religion/caste and creed				.612		.697
I feel grievance on promotions				.584		.907
I am facing problem with my superior/manager					.922	.868
I feel grievance on lack of recognition					.840	.892
The supervisor shows favoritism for some employees					.726	.639
I feel grievance on the biased behavior shown by the supervisor					.530	.647
Eigen values	6.583	5.506	3.390	3.160	1.511	
Percentage of variance	27.431	22.943	14.123	13.167	6.296	

The factor analysis yielded five different factors of sources of grievances and based on the values of factor loadings the five factors. The first factor consists of 4 variables and it was labeled as **“Economic”**. This factor explains 27.43 percent of the variance. The second factor is a combination of the 7 variables of grievances and it was labeled as **“Work Environment”**. This factor has shown 22.94 percent of the variance. The third factor is made up of 4 variables of sources of grievances and it may be named as **“Growth and Development”**. It accounted for 14.12 percent of the variance. The fourth factor included five variables. Collectively, all of them were labeled as **“Miscellaneous”**. The last and fifth factor comprises of four variables with an Eigen value of 1.51 and 6.29 % of the variance. The factor has given the name **“Supervisory”**.

## CONCLUSION

The Factor analysis was conducted on 24 variables representing grievances and five groups of variables were extracted as distinct factors explaining 83.96 percent of total variance. Extracted five key factors were as: “Economic, Work Environment, Growth, and Development, Miscellaneous and Supervisory. The sources of grievances are extremely important and a matter of study especially in a developing country like India. The findings of this research work are significant for many reasons. Most importantly, this research work will throw better light on the issues of grievances which influence employees in terms of productivity, industrial harmony and discipline etc. In a developing country like India, where the studies on grievances are still

lacking, the outcomes will be capable of providing relevant information, which can result in restructuring of policies

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**Corresponding Author**

**Ms. Rachna Kumari\***

Assistant Professor, GC Bahadurgarh