

## Is Grievance Procedure doing Justice?

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### **Abstract:**

Grievance is any kind of dissatisfaction with regard to pay,promotion,suspension,working condition etc..The objective of the study is to find the effectiveness of grievance handling mechanism being followed.

The aim of the study is to find whether the grievance handling mechanism ensures that employee's problems are recognized and appropriately reviewed in a prompt and timely manner.

The grievance mechanism acts as a foundation for a harmonious and healthy relationship between employee and employer.

The grievance mechanism ensures a fair and just treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.

Key Terms:Grievance,Dissatisfaction,discrimination,Complaint.

### **GREIVANCE DEFINED**

It is helpful to begin by defining, how grievances will arise in the organization.

According to **Flippo**, the term would include any dissatisfaction and discontent that affects organizational performance. It can be stated or unvoiced, written or oral, legitimate or ridiculous.

Dissatisfaction is any state or feeling of discontent

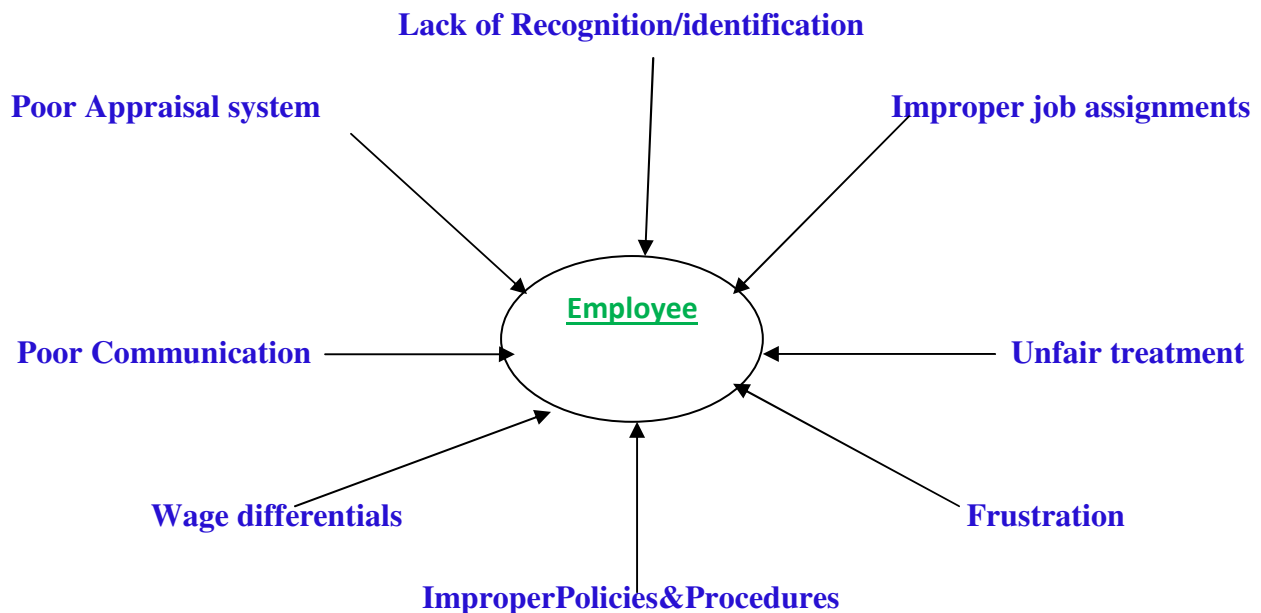
Dissatisfaction orally made known by one employee to another is complaint

A complaint becomes grievance when brought to the notice of the management

The effective grievance mechanism acts as a foundation for a harmonious and healthy relationship between employee and employer. The grievance mechanism ensures a fair and just treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion and restraint or reprisal against any employee who may submit or be involved in a grievance.

**Various reasons taking an employee towards Dissatisfaction;**

**Employee becomes dissatisfied/discouraged through many reasons.**



***Dissatisfaction:*** Anything disturbs an employee, whether or not the unrest is expressed in words.

The major donor of dissatisfaction is Lack of communication during the work, this will yields improper work and ultimately leads to lower productivity, and so the manager need to directly communicate with the lower level staff to wipe out the disturbances in work and creates a liaison belongingness and worth for the company.

Employee Frustration also a serious cause for dissatisfaction. When it arises? When the Employer fails to provide opportunities to the employees for the growth of employee career frustration take place in his/her mind.

And the next major contributor is Lack of Recognition, According to Maslow's theory of needs, Recognition plays a major role in society. Every Employee expects *recognition* from their Employer for *achievements credited by him*, this will inspire to work harder for the organization. Otherwise when the Employee feels neglected it becomes a serious problem. Now a day's most of the companies mainly focus on *Production and Profitability* instead of appraising their Employees performance, the Success of an Organization mainly depends upon its satisfied Employee. In appraisal system if there is any more or less performance management should need to *encourage the employees* to do better than discouraging. So every employer need to appreciate their employees for the *better contribution of their work*.

Lack of Compensation benefits also leads to dissatisfaction. Directly or indirectly people (not all) is working for Money. For most of the Employees Money/pay is a good Motivator/Stimulator to work in an organization, But Employer need to create a healthier relationship between *Performance & Money*. This leads to more *profitable* to both Employer and Employee.

Due to decisions regarding Policies and Procedures by doing adjustments depending upon the person also make Employee dissatisfied.

I am not saying all above mentioned reasons exists compulsorily in an organization. In general I found organizations are not able to concentrate in all the aspects, concentrating on main concern company is ignoring few factors, where Employee starts with dissatisfaction feeling.

### *How Employee becomes from the dissatisfaction*

From this dissatisfaction feeling the employee becomes a dissatisfied employee to an organization. In response his reactions can be like .....

- Less concentration at work place
- Increases irregularity (absenteeism)

- Disobeying with Superiors and Authorities
- Engaging in unrelated work
- Forming Groups(formal/informal)
- Discussing personal matters too much at work place
- Creating disturbances
- Discussing irrelevant issues
- Disturbing personal family life
- Avoid responsibilities due to lack of interest
- Becoming in discipline.

### **What Immediate Action Does an Employee Can take?**

To overcome the above reactions employee can take a decision to complain.

***Complaint:*** *A spoken or written dissatisfaction brought to the attention of the supervisors.*

To register a complaint he needs to do an enquiry that

- 1) Who is the right person to approach in an organization?
- 2) How can the right person help him to reach solution?
- 3) If I follow a particular method, do I get relevant solution?

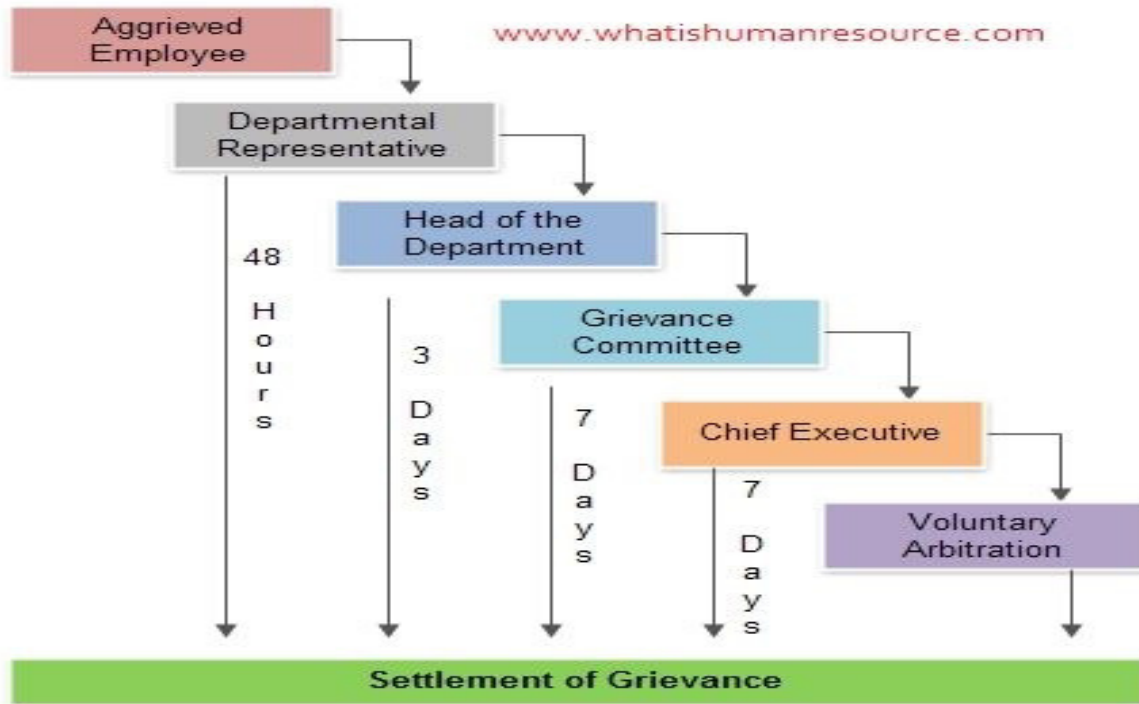
As per my observations maximum managers after having the complaint in hand try to give initial solutions like adjustments, compromising, collaborations, avoiding ....etc. Which are based on his work priorities, as manager take these initial solutions by not analyzing future risks regarding the complaint and he thinks a solution given to the complaint. Depending upon employee seriousness about his complaint these initial solutions does not satisfy the employee.

According to the mental stability of an employee (who complained) the acceptance of the solution depends. If employee thinks this is not a relevant solution he proceeds to the next step of an action (ie) complaint to the higher authorities. Here we are forgetting that we have definite procedure of grievance in a Grievance management theoretically in the HRM.

### **Common Grievance procedure in any organization to be followed!!**

**Grievance:** A complaint that has been formally presented to a management representative or to a union official.

All this theoretical knowledge shared by an experts and observations done in research explains, steps or structure varies from organization to organization depends upon its size, structure, strategy and culture.....



At the outset an aggrieved worker/employee shall approach the departmental representative and informs his grievance and seek the redress of his grievance. Who has to give an answer/decision within 48 hours. If the answer is not acceptable otherwise he fails to give an answer to the worker/employee then the employee can go to the next step. In this second stage the employee shall approach the Head of the department. Here the employee needs to wait up to 3 days to redress his grievance. If the head of the department fails to provide a decision, he can go for the further step. Then he approaches the grievance committee which consists of the representatives of employers and employees. Within 7 days, its recommendations should reach to the manager in the form of a report by the grievance committee. The final decision of the management on the basis of the report made by the grievance committee must be communicated to the employee within 3 days of

the receipt of report, here employee has a right to appeal against the decision, but this should be decided within a week.

Still he is not getting the solutions of his grievance, in such a case management and union may refer to voluntary arbitration.

### **View points to handle Grievances**

From this procedure we came to know that, *Time is an important factor* to resolve the Grievances of Employees.

Whether it is Small or big organization, management have come to know that definite effective Grievance procedure is important to resolve the Grievances .Satisfied Employee can become an asset for any organization, Therefore some aspects that we are already discussed above like, Recognition, Sound policies & procedures, Opportunities to personal growth, Good compensation are plays a major role that makes an Employee happy to work in an organization for better performance.

Grievance is dysfunctional in nature, because it brings out negative attitude, behavior, feelings/emotions. Thus Grievance should be avoided at any cost with out delay will give better results for the success of an organization.

Every Employer knows that unhappy Employees are not good for business. For this reason Employees always should positive and cheerful, this will get from their faces only when management resolves their Grievances timely.

Mr.Vineet Nayar, CEO of HCL Technologies, hespeaks in his website Forbes, the article titled by “Why I Put My Employees Ahead of Customers”. In that he explains “Employees first, Customers Second is a Management Philosophy”, yes this is true every Employer need to satisfy their employees first, this will automatically produce greater productivity.

Handling Grievances effectively is an important factor to build good Employer-Employee relations, thus two-way lane both side gives better performance.

Speedy settlement of grievance is the basis of a sound personnel policy, as we know justice delayed is justice denied. A sound management practices helps to erase grievance at maximum.

At last, From my point of view, to sustain a competitive advantage /to remove above factors “Employee satisfaction “plays a crucial role to improve the productivity and profitability of an organization to step forward in a present competitive business world. So ***avoid delays in implementing the Grievance Procedure.***

### **Conclusion**

To become a successful leader/employer one must have good communication with their Employees, and on time treatment of *grievances* will help to cultivate a productive, fair and harmonious workplace has a critical importance. Do use a positive, friendly ways to resolve the Grievances. Finally to develop a good culture of trust, confidence and quality of work life upon the employees at workplace Grievance procedure is an important concern for any organization. Grievance whether good or bad must keep in check, and solution should be given to the Employee on right time with right judgment.

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