

Demystifying Employee Grievance Management and Exploring the Workplace Justice and Job Commitment Nexus

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Abstract

Work place grievances are most common in every organization. A grieved employee and his behavior were crucial for organization. If the management fails to manage or resolve these grievances, it will leads to job dissatisfaction and absence of commitment. Hence a proper grievance management is essential for achieve organizational goals, retain the existing talents and ensure workplace justice. Grievance management consists of identification of various grievances filed by employees and timely resolution of these grievances. Generally employee grievances are related with working conditions, performance appraisal, health and safety, employee training, incentives and welfare of employees. IT sector employees facing many issues in their working environment. This paper attempted to analyze the causes of employee grievances and measure the impact of grievance management on workplace justice, job performance and organizational commitment.

Keywords: *grievance management, workplace justice, job performance, organizational commitment*

1. Introduction

Indian IT sector have been subjected to various criticisms in recent years. The key criticism was employee dissatisfaction. Employee grievances are considered as the major reason for this dissatisfaction. Many organizations are adopting and implementing proper methods for employee grievance management. This helps to retain the existing talents in organization and reduce the labour turnover. Today grievance management was considered as a tool for talent management and employee retention and workplace justice. Open-door policy and step ladder policy are used by majority of the It companies for employee grievance identification. Existing methods have its own limitations. Some of the IT companies are also uses Grip box system, email login system and exit interview methods for identification and management of

employee grievances. In open door policy an employee can directly approach the management for lodging their grievances. In step ladder policy they can file the grievance to the immediate supervisor. In grip box system employee can lodge their grievances in complain boxes. Under exit method, management tried to analyse the grievances of an employee, who decided to leave or quit from the organization. A fair grievance management contributes to job satisfaction, job involvement, workplace justice and organizational commitment.

2. Objectives of the study

- To identify the factors or sources of grievances filed by IT sector employees.
- To study employee's perception on grievance management followed by IT companies.
- To analyze the relationship between grievance management, workplace justice and organizational commitment.
- To measure the impact of grievance management on workplace justice and organizational commitment.

3. Research methodology

The study follows descriptive and empirical research methods. It describes the characteristics of employee grievance management workplace justice and organizational commitment. Analysis is purely depends on primary data. Primary data was collected from respondents by using structured questionnaire. 120 employees of Calicut Cyber Park were selected as samples by adopting simple random sampling method. The study is conducted at Kozhikode district in Kerala. Exploratory factor analysis, Chi square test, t test, correlation and multiple regressions are used for data analysis. Chronbachs alpha value is checked to ensure the internal consistency and reliability of the constructs. The collected data fulfilling normality, homogeneity, auto correlation and hetroscedasticity assumptions.

4. Review of literature

AdithiPradeep, AlfiyaNiha, GopikaGopan, Vinod Kumar K (2018) made a study on best practices in grievance handling mechanism: a study in Kerala. The objective of the study is to understand the effectiveness of grievance handling system of HOMCO and employee satisfaction on grievance management. The primary data was collected through interview

method, questionnaire distributed to employees. Findings proves that majority of the employees in the organization are not aware about the grievance handling system in the organization. Majority of the employees complaints are related with working conditions and salaries.

Sushmapreethi and Guru P (2016) studied employee grievance management at Neyveli Lignite Corporation limited. The key objective of the study is to analyze the level of satisfaction on grievance management and to study the attitude of supervisors towards the grieved employees. Simple random sampling technique is used for selecting 153 sample respondents. Findings revealed that the attitude of supervisor towards the grieved employees largely depends on frequency of grievance received in the organization. If the management properly consider this bias and try to reduce it, then the level of satisfaction towards the grievance management system increased.

5. Analysis and interpretation

Exploratory factor analysis

Table 5.1 Factors causing employee grievances in IT sector

Factor and Variance Explained	Components	Rotated Factor Loadings
Salary and incentives	Salary is inappropriate	.946
	Company not provide attractive incentives	.923
	Salary paid is not consistent	.863
Attitude of management	Management not treat employees with respect	.847
	There is management subjectivism	.827
	Employees opinions are not considered	.666
Relation with supervisor	Supervisor suggests me to assist him for outdoor task	.850
	My supervisor not encouraged me at work	.825
	I am pressured to work long hours	.792
Performance appraisal	Appraisal system is not transparent	.740
	Appraisal information is not used for promotion	.737
	Appraisal system does not offers timely feedback	.664

Source: primary data

The above table shows the factor extraction from the loaded items. 12 statements were loaded to extract 4 factors using principal component method. The identified factors are named after thorough review of literature. The first factor identified as 'Salary and incentives' second factor 'attitude of management', third factor 'relationship with supervisor' and fourth factor named as 'performance appraisal'.

Correlation analysis

H01: There is no relationship between employee grievance management and work place justice

Table 5.2 relationship between employee grievance management and work place justice

Independent variable	Dependent variable	Pearson correlation	P Value
Employee Grievance Management	Distributive Justice	.550	.000
	Procedural Justice	.647	.000
	Interactional Justice	.644	.000

Table 5.2 portrays the correlation between the dependent variable workplace justice and independent variable employee grievance management. Procedural justice has shown highest significant relation with P value .000.

H02: There is no relationship between employee grievance management and employee job commitment

Table 5.3 relationship between employee grievance management and employee job commitment

Independent variable	Dependent variable	Pearson correlation	P Value
Employee Grievance Management	Affective commitment	.559	.000
	Continuance commitment	.645	.000

	Normative commitment	.624	.000
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Table 5.3 portrays the correlation between the dependent variable employee job commitment and independent variable employee grievance management. Continuance commitment has shown highest significant relation with P value .000.

Regression analysis

H03: There is no significant impact of employee grievance management on workplace justice

Table 5.4 significant impact of employee grievance management on workplace justice

Model	R square	Adjusted R square
Impact of employee grievance management on workplace justice	0.566	0.525
Predictors: salary and incentives, attitude of management, relationship with supervisor, performance appraisal		
Dependent variable: workplace justice		

Table 5.4 reveals the results of multiple regression analysis. Workplace justice is considered as dependent variable and employee grievance management is considered as predictors. The results showed that any change in the chosen predictors will yield 56% changes in the dependent variable that is workplace justice of IT employees.

H04: There is no significant impact of employee grievance management on job commitment

Table 5.4 significant impact of employee grievance management on job commitment

Model	R square	Adjusted R square
Impact of employee grievance management on job commitment	0.803	0.813

Predictors: salary and incentives, attitude of management, relationship with supervisor, performance appraisal

Dependent variable: job commitment

Table 5.4 reveals the results of multiple regression analysis. Job commitment is considered as dependent variable and employee grievance management is considered as predictors. The results showed that any change in the chosen predictors will yield 80% changes in the dependent variable that is job commitment of IT employees.

6. Findings of the study

- Gender of the respondents and awareness level of grievance management are closely associated.
- Majority of the respondents are satisfied with the existing grievance management practices in selected IT companies
- Factor analysis revealed that salary and incentives, attitude of management, relationship with supervisor are considered as the most important factors for grievance filing
- Grievance management is closely related with their job commitment
- There is a significant relationship between grievance management and workplace justice
- Grievance management practices made a significant impact on job commitment and workplace justice

7. Conclusion

Employee grievance management is considered as the most important tool for workplace justice and performance management. IT companies are made a significant importance in their decision making for grievance management strategies and methods. IT companies like TCS and INFOSYS implemented various methods for employee grievance identification. These methods consisted of open door method, step ladder method, grip box method and exit interviews. This study revealed importance of grievance management in IT companies and proved that it was closely associated with workplace justice and organizational commitment.

8. References

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