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RESEARCH ARTICLE

THE MORPHOLOGY OF GRIEVANCE

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Abstract

Employees/ Workers are the one of the important factors of production in any organisation. A grievance is a term that refers to any discord, discontent, or sense of injustice that arises between an employer and an employee in the workplace. There are various forms of grievances and methods of resolution. This topic will help the organisations to identify the Identify the grievance and its resolution. Worker voice is mainly concerned with Labour. All human beings are different in trainings, skills, Education, family background, attitude, & productivity. Every individual has set of expectations from the organisation and unmet expectations, stressful lives, and self-beliefs (including wicked thoughts) are some of the factors that lead to discontent.

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Introduction:-

Etymology:-

Word Grievance is derived from French word grievance, from the verb grever (“to irritate; to bother; to annoy”) + -ance.

Grievance is what workers say when they don't like the rules and policies of their company that affect their jobs or the way they work, because they think the company has broken the law.

According to Dale S. Beach, “Grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of management.”

According to Keith Davis, “Grievance is any real or imaginary feeling of personal injustice which an employee has concerning his employment relationship

A grievance is merely a non-compliance with a promise or commitment made, or believed to be made, to the party who feels wronged.

Grievances may be of three types:-

- Real or Factual-** Grievances due to genuine reasons, For example:- Employment conditions, Unsafe working conditions, behaviour of supervisors, Missed promotion, Unreasonable targets Etc., In other words, legitimate needs are not fulfilled.
- Imaginary or based on perception-** Grievances that are not based on facts but on their feelings or perception. Reasons for such grievances are mainly misunderstanding, miscommunication or biases. Because these concerns are based on inaccurate information as well as false employee perceptions, organisations do not feel responsible for them in any way. These complaints may have far-reaching effects on the company since the

workers may grow to have a completely negative attitude towards it, which will reduce their productivity and engagement at work.

- c) **Disguised or Vague-** When an employee is unhappy for reasons they are unaware of, it is known as a disguised grievance. Disguised grievances may be brought on by external reasons such as mental strain or frustration. It is not related to work.

Any disappointment may be voiced or unvoiced, Written or spoken or still needs to be expressed in some way. It can be underreported or over expressed or overreacted.

Sometimes employees complain and overreactions from the Manager further increase the problem instead of solving it.

On management sides, unattended grievances are due to Management incapability, Biases, lingering attitude on the part of management.

Grievances

- **Grievance**

- Any factor involving wages, hours, or conditions of employment that is used as a complaint against the employer



- **Sources of Grievances**

- Discipline
- Seniority
- Job evaluations
- Work assignments
- Overtime
- Vacations
- Incentive plans
- Holiday pay
- Problem employees

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Source: http://images.slideplayer.com/25/8090039/slides/slide_15.jpg

Main causes of Grievance are as under:-

- Economic:-** Pay & Benefits, Issues related to Salary, Bonuses, Overtime & Leave with Holidays (Including Computation).
- Work Environment/Working conditions:-** Physical workplace aspects like safety standards, Equipment Quality & Health
- Work life balance:-** Problems related to Overtime, Rigid schedules, Insufficient breaks
- Supervisor/Manager-** Poor Communication, Favouritism & Abuse of Authority, Unfair Treatment based on pre-set notions, biases, Gender, Race, Age, Religion, Sexual Orientation, Disability and all forms of Harassments
- Interpersonal conflict:-** Clashes with Colleagues or with Management, including communication issues & conflict over responsibilities. Refusal to return certificates, Experience Certificate.
- Management:-** Seniority, Promotion, Transfer, Changes in Policies, No time frame for Grievance
- Organizational changes:-** If policies change or workplaces move, workers may not be able to adapt to the new conditions, which can also be a reason for complaints.

For every complaint/ Grievance, there are two views; Management view & Worker view.

There are people (third party) who are mere spectators & always try to add fuel to the existing problem. It happens when Management believes whatever he listen or Worker is doubtful and lack trust in the management.

There need to be resolution mechanism for every Grievance.

For examples:-

CAUSES OF GRIEVANCES	Types of Grievances	Employee view	Middle management view	Resolution mechanism	End result
Economic	Pay & Benefits				
	Issues related to Salary, Bonuses, Overtime & Leave with Holidays (Including Computation)	Factory wrongly or miscalculate the salary, bonuses, Leave with Wages	Workers unnecessary complain about the salary, Overtime Etc.,	HR Manager need to sit with worker, investigate and rectify the problem and accept in case there is wrong calculation or train the workers on Salary computation & ensure workers that they are getting as per agreed terms & conditions & the law of the land.	Satisfied Worker

When an Employee or a worker comes, just consider the following parameters:-

- Violates the law of the land.
- Violate the previous Work place practices.
- Violated the contract/terms & conditions.
- Violates the Employee's rights.

If the answer is "yes" to the above criteria, there are chances that Complaint is a Legitimate Grievance. Grievances are always against the Management. When there is dispute between two workers.

Grievances could be at Individual level or Group level or Union level.

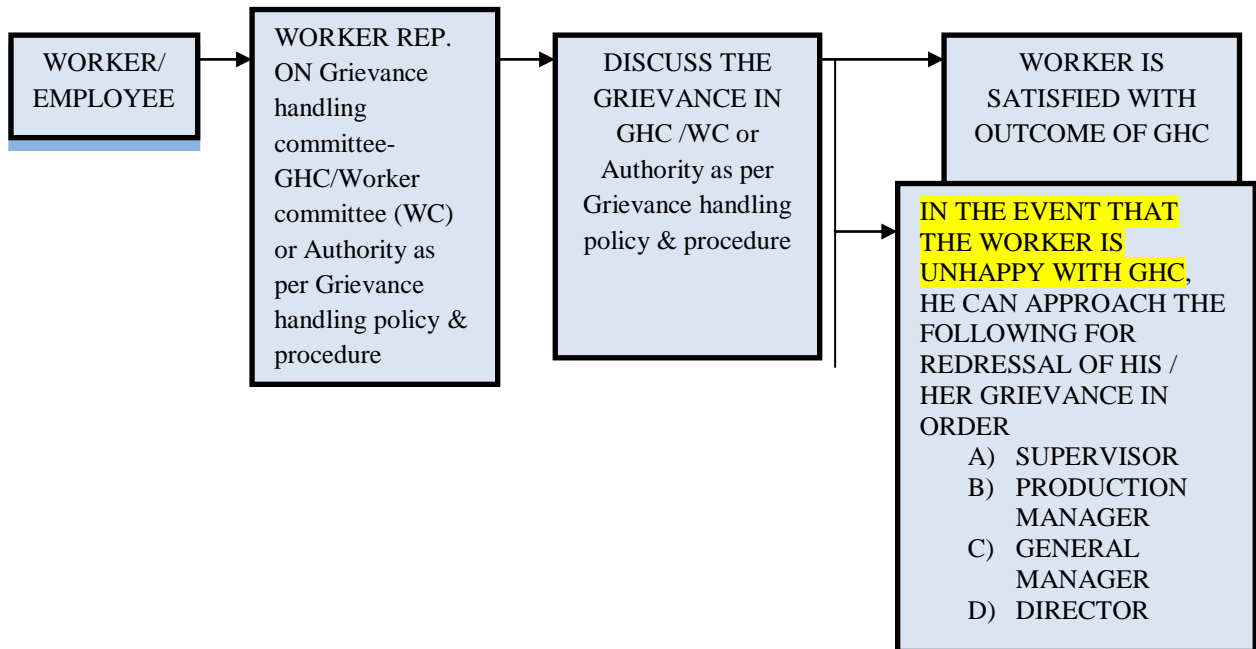
Grievances may result in indiscipline, strain on labor-management relations, and a decrease in productivity and performance, however if grievance is not identified, the rate of absenteeism and labour turnover will increase. A decrease in punctuality, sincerity, and commitment will result in a rise in the number of accidents and a decrease in employee morale. There will be no sense of belongingness.

Individual Grievances are those when an individual employee has complaints and is experiencing a problem, the problem may be related to Discrimination, Excessive workload, Pay & Benefits, Intimidation or lack of promotion policy.

Group Grievances are those when group of employees have same complaints and experiencing same problem. This could be Sexual harassment of female workers, Pay gaps for female workers or Shift timings.

Union Grievances are those when Union feel that worker's rights are not protected or Management is not deducting Union fee from the salary of the workers.

Most grievance procedures follow a similar structure:



1. Filing a written grievance with the supervisor or the grievance handling committee or any authority as per company policy.
2. The appointed investigator will not have any direct or indirect affiliation with the grievance.
3. Invitation to the first meeting and the first meeting
4. Carrying out the Investigation:- When conducting the Investigation, the investigator should make sure of the following when working on the case:-
 - Investigates every claim received, considering the specifics and gravity of the allegation.
 - Documents all claims, together with the findings of any investigations.
 - Grievance handling mechanisms are guaranteed to ensure the following:-
 - Regular implementation
 - Successful investigations
 - Remedial measures that work
5. **Report presentation**
6. Decision- The decision should be based on evidences & after doing proper root cause analysis so that Corrective action & preventive actions can be taken effectively.
7. Appeal: Chance for the subject of any inquiry to be heard when there can be unfavourable outcomes

Techniques for resolving grievances:

Businesses must use an approach that is both structured and compassionate to address the concerns of their employees in order to decrease these complaints and create a healthy work environment.

1. Establish guidelines, a policy, and training for supervisors, managers, and upper management about grievance handling: Workers, managers, and supervisors will receive training on this, and these rules and policies are readily available.
2. Transparency during this first phase sets the tone for a just and fair resolution process.
3. Thorough & Effective Investigation.
4. Investigation need to be time bound.
5. Encourage open Communication & Anonymous channels (Managers or HR. Regular avenues of contact, Worker committees, Production meetings, Grievance handling committees, Complaint boxes, Hot lines, Suggestion boxes, WhatsApp, or Surveys or feedback).

6. Offer mediation in case of interpersonal conflicts.
7. Resolution
8. Follow up after Grievance handling resolution & measure employee satisfaction index.

Implementing a grievance handling mechanism at the unit level should be considered by management. Supervisors ought to receive training on how to properly handle complaints.

There should be feedback system for grievance redressal mechanism.

In an organisation, effective worker committees are thought to be the finest grievance dealing mechanism. Increased attention should be paid to enhancing its efficacy and efficiency. When grievances are in the early stages of development, they should be resolved. The grievances should be handled by management right away.

Salary, Age & Gender have direct co-relation with grievances. Young workers have more grievances than older workers. Male workers have more grievances than female workers. Workers with low salary have more grievances than workers with higher salary.

Good labour relations require cooperation and a little bit of giving on both sides. Establishing strong relationships is essential for positive labour relations.

Unattended, Unvoiced & Mismanagement of Grievance:-

if Grievances are un-attended, Unvoiced or mismanaged, then it will cause long term problems for the organisation. It may create unrest, lower morale of employees, lower productivity, increase absenteeism rate & increase labour attrition rate.

Hidden cost of unvoiced, unattended or mismanaged grievance may be huge.

Conclusion:-

Economic factors, unfavourable working conditions, Imbalanced Work-life, Management policies, supervisors and managers, Interpersonal disputes, and organisational changes, can all be contributing factors to grievances.

Finding the complaints' underlying reasons and resolving them successfully are essential. Grievances that go unanswered, unreported, or improperly handled will eventually generate issues for the organisation. It might lead to discontent, decreased worker morale, decreased productivity, a rise in absenteeism, and a rise in labour attrition.

Unvoiced, neglected, or improperly handled grievances may have significant hidden costs.

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