

Effective ways of Grievance Handling Provision in Nepal Police

Amod Domzone

Ph. D scholar, Human Resource Management, Singhania University, Rajasthan. India

Email.- doc@info.com.np

Abstract: This study focuses on Effective ways of Grievance Handling Provision in Nepal Police. Grievance is any kind of dissatisfaction with regard to pay, promotion, suspension, working condition etc.. The objective of the study was to find the effective ways of grievance handling provision being followed whether the grievance handling provision ensures that employee's problems are recognized and appropriately reviewed in a prompt and timely manner. The grievance provision has acted as a foundation for a harmonious and healthy relationship between non officers to officers (seniors).The grievance provision has ensured 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. The study inferred that most of staffs were highly satisfied with the provision being followed.

Key Words: grievance, provision, satisfied, employees, effectiveness, relationship, treatment, performance.

1. INTRODUCTION:

A **grievance** may be defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1982). Most grievances relate to unfair treatment by the employer, broken employment agreement, and employer communications and defamation from employees side. The most common disciplinary actions raised from employers' side are absenteeism, insubordination, misconduct, substance abuse, unsatisfactory performance, and safety and health violations. This article relate to the issues of Nepal police (NP).

Nepal Police is the organization, which mobilizes 72,700 Nepali citizens in 75 districts in the name of police force to maintain peace and security of the country. When they join Nepal Police, they are not only for economic earning more over they have adamant commitment to serve the nation, so a profession for pride and honour of the individual . More than millions of people apply to join the police service but few thousands only get enrolment that depend on their educational, physical, mental and personal character. Eventually, policemen/women obey their duty and responsibility under strict discipline and morale. They are ranked according to their post so each policeman is under the command of his/her superior. During the service, a policeman/woman may have disagreement with his/her officers regarding their duty, allowances, leave and others. Such conditions, dissatisfaction takes place and that dissatisfaction develops into grievance. Due to this grievance the policeman/woman can't perform duty well, become disloyal to their senior officers. This is what creates distance between high ranked officers to lower officers or staffs. This grievance is the root cause behind poor quality service provided to people from police.

2. LITERATURE REVIEW:

The literature has paid much attention to the importance of grievance statistics as a barometer for measuring satisfaction with trade unions and labour-management relations (Holley et al., 2001; Gordon and Fryxell, 1993). However, we are mindful of the pitfalls that stand in the way of drawing definitive conclusions from an analysis that relies solely on grievance statistics. For example, grievance rates parse, do not necessarily indicate whether labour relations are good or bad. Other factors that may influence these rates include the competence of union stewards and their fear of retaliation by management; the motives behind filing grievances; the motives of supervisors for preventing complaints to reach the stage of a grievance and other kinds of "political" factors as well (Holley et al., 2001). a study was found conducted by Nurse and Devonish (2006), stating the opinion of employees on the practices of existing justice. Though the grievance caused may have been many major reasons, there are some case studies and research works have been made in different sectors and places. Most studies of the grievance process have concentrated on the determinants of grievance filing activity. Among the factors that

have been studied are the demographic and personal characteristics of the grievant, group and organizational characteristics, and features of the union- management relationship. The studies of demographic characteristic of grievant and non-grievant suggest that age, gender, and work experience are among the factors that have an impact on the grievance filing behaviour of individuals .

3. OBJECTIVES OF THE STUDY:

The general purpose of the study is to explore the effective way of harmonious working environment among police personnel in the organization. Nevertheless, the specific purpose of the study is to examine the perception of senior officers, junior officers and junior staffs to identify their specific views while working in team for short period or long period. This research study will mainly concentrate on major roots and foundations of grievance and its management in Nepal Police. However, the following objectives have been addressed in this study.

Major Objectives

- To study the effectiveness of grievance handling mechanism in Nepal Police.
- To identify the factors influencing the effectiveness of the grievance handling in the organization.

4. MATERIAL AND METHODS:

This paper is primarily literature driven. It is based on the analysis of the data collected by the Nepal Law Commission Service report on grievance trends in the public service 2007. Other relevant data was collected using unstructured interviews with some selected police officers and non police officers of the respective police departments of the Nepal Police. The Nepal Police grievance rules were also compared to a few other internet sourced grievance procedures. The aim was to find out whether existing procedures were in line with the best practices. The data accessed was analysed using descriptive statistics. Data was collected using Questionnaire. This method is quite popular in case of big enquires. Private individuals, research workers, private and public organizations and even government are adopting it. A questionnaire consists of a number of question involves both specific and general question related to Grievance Handling. The two sources of data collection were applied-**primary & secondary**.

Primary Data

Primary data were fresh data collected through survey from the employees using questionnaire and personal interviews.

Secondary Data

Secondary data were collected from books and internet, journals. In the courses of my literature reviews, different articles, journals and publications concerned in grievance have varieties of views and enlightenment with experiment and case studied in grievance practices. Nepal Police also publishes its annual bulletin and journals which can be followed as part of review. However, the grievance is dissatisfaction that an employee or group of employees express their disagreement with the management.

5. DISCUSSION AND RESULT:

Nepal Government has following ranking gazetted and non-gazetted police personnel in Nepal Police. **The Table 1 reveals the total human strength of Nepal Police. The table classifies police personnel as per their rank.**

Table1: Human Strength of Nepal Police, Gazetted and Non Gazetted Ranks

Rank	Classification and level	N0
Gazetted Ranks	Inspector General of Police	1
	Additional Inspector General of Police	8
	Deputy Inspector General of Police	34
	Senior Superintendent of Police	77
	Superintendent of Police	153
	Deputy Superintendent of Police	422
	Police Inspector	1362

Non-Gazetted Ranks	Sub Inspector of Police	4045
	Assistant Sub Inspector of Police	7231
	Police Head Constable	13675
	Police Constable	42254
	Recruit	650
	Auxiliary Staff (Followers)	2647
	Trainee (Inspector)	30
	Trainee (Assistant Sub-Inspector)	130
	Total Strength	72719

(Source: Nepal Police website)

The Nepal Police Organization has total 72,719 police personnel all over the nation for this running fiscal year 2016. The Nepal Police Organization has been remained under control of Home Ministry of Nepal. The police personnel have been classified as presented above.

Inspector General of Police (IGP) is the chief person in the organization, lies his office in the police headquarter. Next to him, Additional Inspector General of Police (AIGP) is the second, they are 8 in number and Deputy Inspector General of Police (DIGP) in 34 numbers like wise Superintendent of police to police inspector, larger number in the officer post whereas sub inspector of police to police constable (non officers) are the largest number serving in Nepal Police. The survey defines that the present number of police is not enough to provide service satisfactorily whole over the nation as per respondents' voice.

During the course of my study, the following points have been identified then presented below, here they are,

Human Resource Management:

Human Resource Management (HRM) is the set of most effective set of activities directed towards effective use of human resources in an organization. The hall mark of this work is to use standard economic tools applied to the special circumstances of managing police personnel within organization. Human resource management is the management of people at work incorporating acquisition, development, motivation, utilization and maintenance of employees. HRM is a management function concerned with hiring, motivating and maintaining people in an organization.

High Decisions; Low Morale

Organizational structure of Nepal Police is designed for the senior police officers to make the decisions, the credit for solutions and creative problem-solving remains at the top. Employees who are actually getting the work done may feel that this reporting structure is unfair. The lack of recognition at the employee level could result in low morale and lack of creative motivation. Work irresponsibility, poor work performance and rude behaviour with general public may arise among low ranked police personnel.

Rigid Policies

Organizational structures that have rigid policies may result in lax performance. Employees want to know they are trusted and appreciated. If the policies are too rigid, it may send a negative message of distrust and suspicious. In return, employees may become lax (careless) in their quality of work and adopt absenteeism and tardiness (slowness) issues. So Nepal Police should maintain very cohesive policies that may suit for every police personnel.

Unfair Treatment

When unfair treatment is perceived by employees, they may experience a decrease in loyalty. In addition, the act of being singled out for things that others are not required to do can possibly lead to lower self-esteem. Police departments execute each job activities with good discipline and system. Low ranked police personnel are highly loyal, attentive and sincere to their senior officers. In case they are treated unfairly by the seniors may spoil the balanced working environment. They may begin to care less about their jobs and demonstrate a negative attitude. Some unfair situations could lead to self-termination or legal issues.

Workplace/Employee injustice

Workplace injustice whether caused by unfair employee treatment or unequal distribution of pay can cause significant psychological distress among employees. In order to avoid creating the feeling of injustice in the workplace, high ranking officers should consider creating clear boundaries between different levels of employees (police).

Organizational Culture

Organizational culture encompasses values and behaviours that "contribute to the unique social and psychological environment of an organization." According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations. It is also the pattern of such collective behaviour and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization. This is how personnel of Nepal Police is the major organs of the entire police organization. The entire organization glows and shines with positive job performance of each police personnel.

Especially Nepal Police is facing challenges and back biting on several fronts against their efforts to remain competitive. These challenges include the need to increase productivity, to develop new technologies, to respond changes in the nation, to develop skilled and flexible workforce and to bring about significant organizational change. These challenges are emerging in the context of the changing needs of the workforce, the changing attitudes of society, and the heightened legal requirements.

Organizational Effectiveness

There are many ways to measure the effectiveness of an organization. Nepal Police Organization is not a business identity; it is a disciplinary conducting authority in the nation for peace and security. Each police personnel is accountable and responsible for its value worth. So they go through every training and schooling of Nepal Police from different course of action. That is why; the nation has spent a large scale of budget in police force. However, during training and tenure of police, if they are treated well enough regarding their remuneration, duty, promotion, transfer and other priorities may create healthy and satisfactory working environment. There is no question of grievance at all. Different theoretical perspectives can account for the diversity in usage of effectiveness measurements. Rational perspectives emphasize goal attainment and focus on output variables such as quality, productivity, and efficiency. Natural system perspectives focus on the support goals of the organization such as participant satisfaction, morale, interpersonal skills, etc. Open system perspectives focus on the exchanges with the environment -- this includes information processing, profitability, flexibility, and adaptability. Effectiveness criteria also vary with time, and often subgroups have different effectiveness criteria.

High and Quality Productivity

The natural and fair atmosphere develops in the organization which provide easy access to the employees to perform their duties effectively and efficiently once there remains no grievance in between employee and the employers (senior to junior ranked police officers) in the working zone. Due to this, higher ranked officers may give fair and right decision at service and low ranked police person remain responsible and loyal to their duty assigned. Therefore, a quality of services with high quantity is assured at any time.

Employee/Job Satisfaction

Police is regarded as nation's pride and dignity. Police satisfaction is said to be the mental satisfaction, a healthy mind and healthy physique may perform the any job at maximum level. So, job satisfaction is pleasurable emotional feelings of police personnel from their jobs. It is mental satisfaction derived from job performance. The satisfaction may be related to job responsibility, remuneration, working hours, promotion, transfer and numerous other aspects of their jobs. Job satisfaction is a set of favourable or unfavourable feelings with which employees

view their work (Newstrom, 2009). Job satisfaction and employee turnover is interrelated factor. Generally, job satisfaction has positive impact on turnover intention of employees in organization.

The purpose of the study was to examine to what extent police personnel were utilizing the grievance procedures in the various departments in the organization. There were specific guiding research objectives that focused on to identify the number of grievance cases in different departments, to identify the main causes of grievances, to identify the grievance the distribution of cases of grievance that were reported from the different organized groups and finally to identify the cases of grievances in according to ranking.

The aim of this paper was to explore police personnel's perceptions about the justice of outcomes that derive from the use of grievance procedures in organizations where they perform the duty, and to assess the role that grievance management plays as a process for delivering justice outcomes. While my findings suggested that formal mechanisms existed in a majority of the sampled organizations, there was no support for the notion that union membership status, compared with non-union status, made a significant difference to employees' perceptions about any of the grievance management procedural justice items used in this study. The findings also did not confirm that age or gender make a difference to employees' perceptions about grievance management procedural justice. They however suggested that educational background was a major factor that influences employees' perceptions on four of these procedural justice items, namely, the adequacy of opportunities for airing complaints, adequacy of the procedures for handling grievances, the timely handling of complaints and the fair handling of grievances. Respondents with only primary education generally expressed more favourable perceptions concerning the above procedural justice items than senior officers in other educational groups. This result supports our contention that staffs (non-officers) with less education would be more inclined than others with a better educational background to agree that they experienced higher levels of procedural justice from grievance management.

With the exception of education level, these findings remained consistent with those of a meta-analytic study, explored the effects of various demographic characteristics, including age, gender, tenure and education level of employees on perceptions of justice in organizations but found that they had played a marginal role in perceived procedural justice. Similarly, (Fryxell 1992) found that demographic factors, excluding educational background, were not significant predictors of perceived workplace justice. However, Fryxell found that educated staffs perceived higher levels of workplace justice, whereas the current study found the opposite. In my analysis, more research is needed to determine whether or not demographic factors are strong enough to influence perceptions of justice; further investigation needs to be undertaken, especially focusing on different (social, cultural and economic) working environments in other countries.

6. CONCLUSION:

Disciplined culture within Nepal Police organization is very important, playing a large role in whether or not the organization is a happy and healthy place to work. Through communicating and promoting the organizational vision to subordinates, and in getting their acknowledgement of the vision, it was possible to influence their work behaviour and attitudes. When there was good interaction between the seniors and subordinates, there would be contributions to team communication and collaboration, and encouragement of subordinates to accomplish the mission and objectives assigned by the organization, which in turn enhances job satisfaction among them. It has identified that the seniors (officers level) must be loyal and positive to their subordinate and juniors (non-officers) for authority delivery that can be effective to build good team work.

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