

# The Grievance - the root cause for demonstrating negative attitude in the organizations

**Amod Domzone**

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

Email.-[doc@info.com.np](mailto:doc@info.com.np)

**Abstract:** This study explores the answer to the question can negligence of grievance mechanism give birth to negative attitude to employees. The study is based on a survey of 25 employees (chief/executive level officers) across the public and private sectors companies. Perceptions were measured with the use of dichotomous scales. The opinion were collected and analysed regarding grievance mechanism and negative attitude to employees. Delimitation in research is done on small sample of respondents carefully to generate hypothesis for an extensive research on the issue of grievance and its relation to employee attitude.

**Key Words:** grievance mechanism, management policies,

## 1. INTRODUCTION:

**Grievance** may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and it's nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization. Grievances take the form of collective disputes when they are not resolved. Also they will then lower the morale and efficiency of the employees. Unattended grievances result in frustration, dissatisfaction, low productivity, lack of interest at work, absenteeism, etc. which are negative attitude from those employees. In short, grievance arises when employees' expectations are not fulfilled from the organization as a result of which a feeling of discontentment and dissatisfaction arises. So, this dissatisfaction must crop up from employment issues and not from personal issues.

## 2. AIMS OF THE STUDY:

This paper explores workers' perceptions about the justice of outcomes that derive from the use of grievance procedures in organizations where they work. It assessed the role that grievance management plays as a process for delivering just outcomes in organizations. The results of this study will shed some light on the extent to which workers' experience or perceive procedural and distributive justice as outcomes derived from the use of grievance mechanisms. More particularly, it has explored the influence of workers' attitude characteristics on their perceptions of procedural justice derived from grievance management.

## 3. LITERATURE REVIEW:

Human behaviour is affected by the justice one perceives, applicable to employees and employers alike. Interest in this subject is linked to a concern about fair employee treatment and the creation and maintenance of fair working environment. The personal character of justice judgements and perceptions is an affirmation that employees and their trade unions have a strong vested interest in justice outcomes. The results of this study will shed light on how workers feel about the way both their employers and trade unions engage in the process, and with what results.

In general, 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. 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, per se, 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 (see, for example, Holley et al., 2001). The focus of this project was therefore on a range of workers’ perceptions of justice rather than simply on an analysis of grievance statistics.

Grievance systems and grievance management should possess certain characteristics and demonstrate the use of certain principles to ensure their effectiveness. One of the cardinal principles of effective complaints and grievance management is that workers must be aware of and have unencumbered access to well-defined procedures that are easy to understand and use. Another principle of effective grievance management is that workers’ concerns should be addressed in a timely fashion. For this to happen, one of the conditions that must be present in the unionized environment is that there should be a sufficient number of competent trade-union representatives and supervisors at the workplace. The same holds for union officials who must be available for providing this essential service to union members, in the event disagreements and misunderstandings are not resolved at the local level, and especially if third party assistance in the form of conciliation or grievance arbitration is required.

Grievance systems should also specify employees’ rights to representation and allow for appeal against decisions with which they disagree. Effective grievance management ultimately affords workers an ability to assist in shaping decisions at the workplace that affect them. Feuille and Chachere (1995) observe that employees view work systems as fair when these procedures allow them the opportunity to contribute or participate in management decision-making.

### **Principles of modern governance**

The principles that must be cultivated within any big organizations are legitimacy, accountability, performance, and fairness. If these principles are fostered within the organization, then they will transfer outside of the organization into the work performed by officers in their communities. All too often senior officers are instructed that there will be a change in the organization, or method of management without any due regard for those carrying out the function (Marks, 2005).

### **Legitimacy**

The traditional organizations are hierarchically structured apparatus of command and control. These organizations are constantly embattled with attempting to achieve and maintain some form of legitimacy among the communities in which they operate (Crank and Langworthy, 1992; Herbert, 2006). Under such a practice, agents of the organization become committed to the democratic/community process on the organizational level. Moreover, the direct experiences of agents within the organization are more likely to be transferred to their operation outside of the organization and therefore the checked discretion of the management of the organization will equate to check discretion of the officer level.

### **Accountability**

Traditionally, the organizations, be the unions or associations, have served an adversarial role within organizational systems (Kadleck, 2003). However, under the new governance paradigm, representative associations are to be encouraged as they aid in ensuring accountability and transparency within the organization. This is not to say that managers or department routinely and arbitrarily abuse power, but simply that the presence and ability to participate in such representative organizations by officers presents an air of organizational accountability and transparency. Further, the ability to partake in representative organizations aids in building a consensus based approach within organizations where employees have the ability to freely access information and are satisfied with their position within the information flow (Marks, 2005).

### **Performance**

The organization must become more responsive, efficient, and effective under the new governance paradigm. This again will require a move towards a more philosophical base. Over a decade ago, Bayley (1994) advocated that the performance of the executives should be judged based upon effectiveness, efficiency, and rectitude. Efficiency and effectiveness are important because they aid in the mitigation of role ambiguity in a given task environment, and therefore act as a mechanism of control over discretion.

## Fairness

Equity and the rule of law are vital aspects to the promotion and perception of fairness. For democracy to be fostered inside the organization and subsequently transferred to the community, then all persons existing within the organization and those served by it must have the opportunity to receive the level of service desired. Taking an open systems approach, organizations exist to aid people. This last tenet of good governance is pivotal to the conversation about shaping the character and use of discretion.

## 4. RESEARCH METHODOLOGY:

The survey described in this thesis was based on questionnaires with opened and closed ended questions along with personal interviews. Each question was pre-tested for improvement.

### Sample and procedure

The sample comprised of 30 employees drawn from 5 organizations. The study was based on the responses of 25 employees, representing above 80 percent response rate.

### Research design and data collection

The questionnaires included several multidimensional questions intended to generate measures of a variety of respondent attitudes toward the trade union. A cover letter outlining the purpose of the research was included with the questionnaire. Respondents were told that participation was voluntary. In particular, the instrument was designed to enable us to test respondents' perceptions about grievance management, performance appraisal and promotions practice, compensation and benefits management and the effectiveness of collective bargaining. The analysis in this paper is restricted to the workers' perceptions about grievance management.

### Characteristics of the respondents

The characteristics of the respondents appear in the table. Of the respondents, all were male. A total of 60 percent were in the "30-35 years and under" age group, and 40 percent were in the "over 36-50 age group". The number of the respondents were found in banks (70%) and the smallest number in semi-government (30%) in public service respectively.

## 5. RESULT AND DISCUSSION:

The below drawn Table 1 has demonstrated the response of the respondents through their interviews and questionnaires.

Table 1: The description of the respondents

Questionnaires	agree	disagree	total
Do you agree with satisfactory level management in your office?	3	2	5
Do you agree the management provide discussion and reference?	3	2	5
Do you agree the remuneration and other benefits are satisfactory?	2	3	5
Do you agree the management deliver enough authorities to second man?	1	4	5
Do you agree the management level authority discriminate to their subordinates?	3	2	5
Total	12	13	25

The respondents have different views regarding their experience in their management service. More than 50% respondents have disagreement whereas less than 50% respondents have satisfactory agreement with the management. The respondents' disagreement might cause disloyalty, carelessness, poor productivity and demotivated at their job responsibilities. Finally, absenteeism and quitting the present job has become high priority among those respondents.

The aim of this paper was to explore workers' perceptions, attitude about the justice of outcomes that derive from the use of grievance procedures in organizations where they work, and to assess the role that grievance management plays as a process for delivering justice outcomes. While findings suggest 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 do not confirm that age or gender makes a difference to employees' perceptions about grievance management procedural justice. They however suggest that educational background is 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. With the exception of education level, these findings remain consistent with those of Cohen-Charash and Spector (2001). These authors, in 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 play a marginal role in perceived procedural justice. Similarly, Fryxell (1992) found that demographic factors, excluding educational background, were non-significant predictors of perceived workplace justice. However, Fryxell found that educated workers perceived higher levels of workplace justice, whereas the current study found the opposite.

## 6. CONCLUSION/FINDINGS:

Educational background and age have also been examined in the context of organizational justice. Fryxell (1992) explored relationships between age, education and union participation and workplace justice. He found that education was the only significant predictor of perceived justice, and concluded that educated workers were more likely to find their workplaces to be more just but that these perceptions may not be related to the grievance system.

Given the above, two principal research questions that we investigated in this paper are: whether office management, age, gender, and educational background make a difference to workers' perceptions about procedural justice from grievance management. It is plausible to assume, for example, that a worker's age is likely to influence certain attitudes and perceptions. Younger workers are assumed to have made less of a career investment than older workers, therefore may not have as much to protect as older workers. For these reasons, they may be more inclined to challenge, and are also likely to be less tolerant of perceived injustice than their older counterparts. Female workers may also be more likely to experience higher levels of injustice because of the pervasiveness of gender inequality in developing countries, as argued by Mueller and Mulinge (2001). Furthermore, workers who have been exposed to more formal education than others are more likely to have higher expectations regarding fair treatment than those with less formal education. They are likely to be more articulate, with a keener sense of justice (injustice) their attitude become totally vibrant than others.

The culture within an organization is very important, playing a large role in whether it is a happy and healthy environment in which to work. In communicating and promoting the organizational ethos to employees, their acknowledgement and acceptance of it can influence their work behaviour and attitudes. When the interaction between the employer and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction.

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