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GRT ROLE OF EFFECTIVE GRIEVANCES MANAGEMENT FOR WORKFORCE BETTERMENT

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Abstract:-A grievance may be defined as discontentment or dissatisfaction which arises out of any dispute between the employer and employee. It is not possible to express it and may be not even valid. It arises when the employee feels that something has gone wrong with him who he may find unfair, unjust and inequitable. There can be many reasons for the grievances in an organisation like long working hours, poor working facilities, unfair treatment in promotion, low level of job satisfaction etc. Management should be concerned with the grievances and thus should have an effective procedure for handling the grievances. The need for effective grievances management is in the organisation because it is the indicator of problems in the main workforce. Without grievance management the management will not be able to respond to employee concerns because managers are unaware of them. To support these shifts in perspective, we should identify several enablers of interdisciplinary approaches, such as models and dashboards, organizational architecture, and integrative processes. Therefore a formal and effective Grievances Management procedure is a vital tool for communication.

Keywords:Grievances, Job satisfaction, Discontentment.

1.INTRODUCTION

According to Michael Jucius, “ A grievance can be any discontent or dissatisfaction, whether expressed or not, whether valid or not, and arising out of anything connected with the company that an employee thinks, believes, or even feels as unfair, unjust, or inequitable.” Grievances are the symptom of conflicts in the organisation. This may lead to the unhappiness among the employees. While solving the grievances the subordinate should know that a grievance may not be real. He should be aware that grievances may occur not because of one reason but multifarious causes and every individual may not give expression to his grievances.

Grievance procedures are basically formal communication system which is designed to solve the grievances as soon as possible it arrives. Grievances procedure are means of resolving disputes that are used to deal with grievances against staff management or settle disputes between the company and its suppliers, customers or competitors. It is advised to build a strong and flexible grievances procedure in the organisation for the maintenance of the flow of the working of the Organisation. The procedure should be simple enough that even the employee at lower level can understand it easily. Though the system of procedures may differ from other organisation but there are few principles which should be kept in mind while developing Grievances procedure. The first principle emphasis that it should start with the lowest level. It means if the grievance arises then the employee should report it to the immediate supervisor. It helps to settle out the issue on the spot and it will be end of it. If the grievance is not solved at least the supervisor will be aware of what is happening. The next principle says that the employee should be aware of that if he is not satisfied by the response from his supervisor then he has the authority to take the matter to next higher authority. The Grievances management should ensure that the grievances should be dealt speedily. The delay will lead to the frustration and rumours around the organisation. The management should take the grievances as a priority and should be treated as a major issue. The Grievances procedure should be designed with the active participation of the employees and it should be applicable to all in the organisation. This will help to bring more equality and sense of justification among the employees.

2. OBJECTIVES OF THE STUDY

- 1-To study the Grievances management System.
- 2-To study relevance and contribution of Grievances management in current times.

3-To study various elements that makes Grievances management success/failure in current times.

4-To generate some recommendations for making Grievances management more relevant and fruitful organisations.

3. LITERATURE REVIEW

Grievances arise due to the discontentment and dissatisfaction in any employee resulting out of anything in any organisation. It occurs due to genuine or fantasy reaction of unhappiness/dissatisfaction or injustice which an employee may feel regarding his work and job nature and about the management policies and procedures. The employee should report the grievances to its superiors and communicate accordingly to the organization and its management. If the grievances are not dealt speedily then it will result in the dissatisfaction, frustration .the employee may not take interest in his work and displeasure takes place. This displeasure will lead create issues with the employment. Grievances may have many forms in terms of their nature. The grievances may occur on the basis of the facts. An employee may be unhappy with the job or that practices adopted by the management or for any genuine or factual reasons is said to have factual grievances. When the grievances occur due to the wrong perception, wrong attitude or wrong information of the employee is known as imaginary grievances. Though is not the fault of the management but it has to be dealt by the management as it may increases the chances of confusion and more unhappiness and frustration among the employees. Disguised grievances are the grievances which occur of the reasons about which the employee is not aware himself. This may be because of other reasons like frustration and stress caused by personal life. Poor health, imbalanced life or may be the negative environment around him will lead to disguised grievances. It is essential to know and identify the grievances which can be done by many ways like exit interviews, open door policy, gripe boxes and opinion survey. Employees usually quit organisations due to dissatisfaction and better prospects elsewhere. Hence, if exit interview conducted properly, the main reasons for the dissatisfaction and quitting the organisation can be known. This will help the organisation to know about the lack of management practices and improve the organisation working style. Gripe Boxes are the boxes which are not a same as suggestion boxes. In the gripe boxes, the employees drop their anonymous complaints. This helps the organisation to get the feedback from the employees and solve the complaints of the employees. Opinion survey can also help the organisation for being proactive by conducting periodical meetings with employees, collective bargaining etc. through which one can get the information about employee's dissatisfaction and complaints. This will help the organisation to reduce the conversion of dissatisfaction into grievances. Open door policy also plays an important role in which the employees are authorized to enter the room of manager and report his grievances. The management should organize formal and informal get together to interact with the employees. Above are the techniques which help in identifying the grievances and settle it as soon as possible to stop the dissatisfaction and grievances.

4. MAIN BODY AND DISCUSSION

4.1 Causes of Grievances

The causes of grievances may be classified into few categories. One of the main reasons for the grievances may be the working conditions. Working conditions causes grievances in the employees. The grievances may occur due to the improper match of the work of the job with the abilities of the employee. The non availability of the tools, machines and environment will also lead to the grievances. The poor working conditions and the poor employee relationship also results in the arise of grievances in the organisation. The grievances may rise because of the management policy. In terms of management policy, wage payments, leaves, transfer, promotion, lack of role clarity, lack of career planning also lead to the generation of the grievances in the organisation. The personal reasons of the employee also cause grievances. If the employee is over ambitious, impractical attitude towards life and low self esteem will lead to the grievances. The attitude and mental status of the employee also causes grievances.

4.2 Effects of Grievances

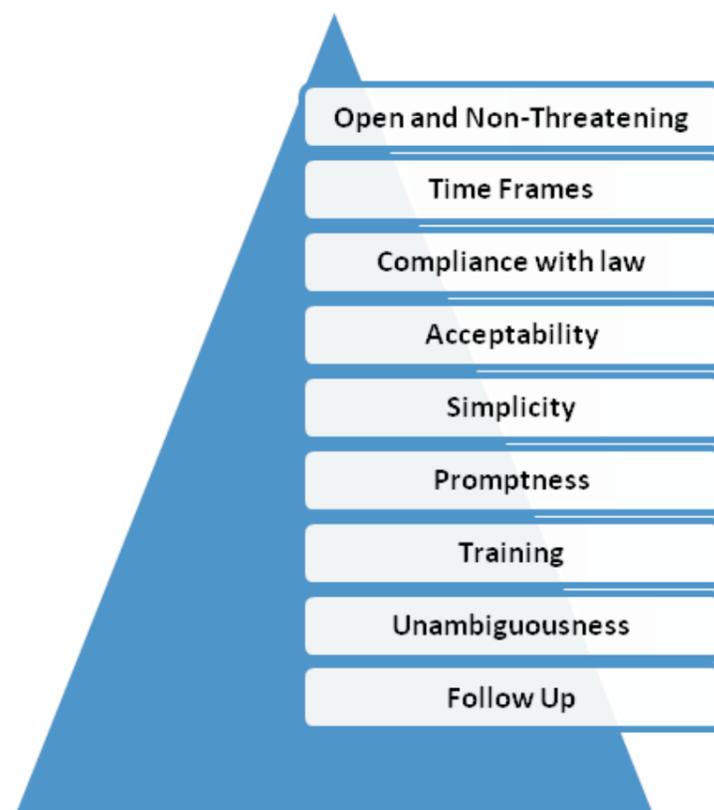
The grievances affect the working of the employee. It reduces the interest of the employee in his job and thus reducing the productivity of his work. Grievances if not dealt speedily will lead to the frustration and slackness in the employees. It creates a negative attitude towards organisation and employee feels completely lack of motivation. The employee avoids his work and the rate of to get absenteeism increases. The increased absenteeism and low productivity leads to the wastage of important resources and increases the cost. The discipline is completely lost in the organisation and is surrounded by the negative environment.

4.3 Need for Grievances procedure

There are many advantages of using grievances procedure in the organisation. The procedure helps the management to know the employee feelings and opinions about the organisation policies and practices. It helps to get the feedback from the employees and thus enabling the changes in the practices and policies. The grievances procedure gives the opportunity to employees to ventilate his feelings. It provides employee an official channel to express his problem to his supervisor. There are

certain problems which are not solved by line supervisor, for these supervisor lack the expertise that the top management has. The presence of the grievances procedure helps in building the high morale of the employee. The employee feels motivated and increases their productivity. The employee feels more confident and maintains code of discipline. The Grievances management helps in bringing uniformity in handling grievances. It helps to reduce the personal conflicts of the employee and develops the faith of justice and equality among employees. It acts as a pressure valve and provides judicial protection to the employees. The grievances management helps the parties to discuss and investigate the problem. it enables the parties to settle the differences peaceful, orderly, and expeditious manner. Grievances management presents avenues to present the problems. Thus, the organisation should form a strong and flexible grievance procedure which is applicable to all employees in the organisation. The grievances procedure should be designed with active participation of the employees and by taking the inputs from all the employees. The grievances procedure should be easy to understand so that the employee from lowest level can also understand the system.

5. KEYS TO EFFECTIVE GRIEVANCES MANAGEMENT



5.1 Open and Non-Threatening

It is essential that the Grievance management procedures are open and non-threatening. If the employee felt that their job will be in danger if they report a grievance then they will never pursue communication with the management. In fact, rather pursuing communication with the management, the employee will decide to quit their job and may file civil litigation against the organisation. Hence it is advised to make the management accessible and give the freedom to the employees to report their grievances without fear of reprisal. This will work as one key to an effective grievances management procedure.

5.2 Time Frames

Grievance management procedure can be only effective if it is linked with the time frame to settle out the grievances. The grievances reported by the employees should be dealt speedily as it increases the frustration and uneasiness in the employees. It is important that grievance management procedure is to set expectations and a time frame on both reporting and responding to claims. The management should clearly define the schedule as to when the grievances should be reported, whom the employees should report to and how the process will be handled by the supervisor after the report of grievances. This will

help the company to show employees that the process is effective. In addition, defining the time frame and will work as another key for an effective grievance management as employees will be aware that their grievances will not be ignored. This will help the organisation to build an environment of equality and justice in the company.

5.3 Compliance with law

The grievance management procedure should be designed in conformity with the existing of law provisions. The grievances management procedures are checked by the government organizations should not be deviated very much from law. The management should deal with the cases like sexual harassment, racial differences, gender discrimination, unsafe working conditions etc. As per the federal guidelines to avoid fines, law suits or nay other punishment from federal agencies.

5.4 Acceptability

The grievance management procedure should be applicable to all the employees in the organisation. It should be accepted at all levels in the organisation. The biggest advantage of this is to bring sense of fair decisions and equality in the organisation. It includes reasonable and active participation of the employees and the union. This helps to reduce the conflicts and building good employer-employee relationships. Thus the organisations should make sure that the grievances management procedure is accepted and applicable to all in the organisation.

5.5 Simplicity

The grievance management procedure designed by the organisation should be very simple and easy to understand. It should have as few steps as possible and easy enough to be understood by each employee at all levels. The management should make sure that the channels of handling grievances are developed carefully and are efficient enough to solve/settle the grievance once the report is made. The employee should know the authorities to be contacted to report the grievances. The employees should be provided about all the information about the grievances management procedure thorough notice, emails, diagrams, chats.

5.6 Promptness

The grievances management procedure should deal with settlement of the grievances speedily. The procedure should focus on the removal of grievances as soon as possible. It should be remembered that justice delayed is justice denied. The management should try that as far as possible that grievances should be disposed at lowest level. If there are different types of grievances then it should be forwarded to relevant authorities .The grievances should be disposed within the time limit and should be rigidly followed at all levels in the organisation.

5.7 Training

In order to implement the grievances management procedure effectively the organisation should provide training to the supervisors and the managers for working efficiently and effectively in the grievances procedure. All the policies and the rules should be conveyed to the concerned authorities. This will work as key for an effective grievance management procedure in the organisation.

5.8 Unambiguousness

The organisations should make sure that all the policies, rules, procedures and other information is disseminated among all the employees in the organisation. There should be no confusion or unambiguity regarding the procedure in the organisation. The redressing official should know about their authorities and the time limit to settle out the grievances and responding to the employees.

5.9 Follow Up

Human Resource Management plays an important role in the effective implementation of the grievances management procedure in the organisation. The personnel manager should regularly follow up and should review the working of the grievances management procedure periodically. Most of the organisations generally ignore this exercise but it helps to build the faith in the employees. Therefore it is necessary that grievances management procedure is periodically reviewed as and when required.

6-GRIEVANCES MANAGEMENT IN INDIAN INDUSTRY

Today the organisations understand the importance and relevance of the Grievances management. At present there are three legislations which help in dealing with the grievances of the workers in the Indian industry. First, the Industrial Employment (Standing orders) Act, 1946 requires that every employer with more than 100 or more workers need to have standing orders. The factories Act 1948, provides for the appointment of welfare office in the organisation having more than 500 employees. Besides this Industrial Dispute Act 1947, amended in 1947 also take care of the dispose of the grievances and disputes of the workers. However, it is noticed that the legal legislation is not completely implemented by the employer. There is a lack of fairness on their part. Even the welfare officers and management does not show their interest in solving the grievances of the employees. Even in certain cases, they play a doubted role. It is also unfortunate that the private sectors are not implementing this management system properly though they should set example in front of others. In India, Model Grievances procedure was adopted by the Indian labour conference in its 16th session held in 1958. In Current times the organisation are either adopting the model grievances procedure or changing few things in it and then implementing in the organisation. In other words grievances management procedure is voluntary in nature.

7. SUGGESTIONS

The organisation should understand about the importance of the grievances management procedure. The organisation should involve the participation from employees. The managers should take the ideas, suggestions and feedback from the employees as this will help to build high morale and confidence of the employees thus resulting in the job satisfaction. The organisation should provide the recreational facilities like sports, game, picnic, and gym and yoga room as this will help to reduce the stress of the employees. This will surely help the employees to be physically and mentally fit and will help them to make wise decisions. The Organisation should relook the performance appraisal policies to measure the performance of the employees. This will help the employee to have faith in the organisation. A system of suggestion box can be made where the employees can drop their suggestions. This will help the company to get the feedback and ideas from the employees. A proper counselling of the employee should be done to remove or to settle out the grievances. This will help to know the problem of the employees and to solve them efficiently. This will result in the job satisfaction among the employee.

CONCLUSION

Employee grievance is one of the prime reasons for the better performance of the employee. The organisation which has fewer grievances in the employees proves to be more productive and perform at all sections. There is no doubt that solving employee grievances will lead to job satisfaction, improved productivity and less wastage of scarce resources. It helps to build the high morale and build confidence in the employees perform efficiently and effectively. Grievance management benefits both the employee as well as the organisation. Today Grievance management system is a major challenge in the company as the expectation of the employees is rising day by day. Each and every employee would want to work in a good organisation and thus raises their expectation from the organisation. Therefore it becomes difficult to fulfil all their expectations but the major expectations can be fulfilled. The organisation should make efforts to implement a better grievances management system for the betterment of the employees and as well as the organisation.

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