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## A study on impact of managing employee grievances on employee productivity

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DR. PRASANNA SIVANANDAM<sup>1</sup>, MS. SHUBHEE CHATURVEDI<sup>2</sup>

<sup>1</sup>Dean and Professor, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai- 77

<sup>2</sup>MBA Student, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai- 77

Email ID:dean.ssm@saveetha.com

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**Abstract:** Employee grievances are considered to be one of the most crucial factors in the workplace. Any workplace which is flooded with grievances have a direct impact on productivity of employees, which ultimately leads to an adverse impact on overall productivity of organisation. This study is to find out the impact of employee grievances on the job productivity and the sample size is 44 which includes the responses of the employees from the following sectors : Information technology, Aviation, Education, Healthcare. Grievances are mostly connected with Compensation, motivating forces, Work pressure and security and if not well taken care of, it will lead to dissatisfied employees who are consistently demotivated and disappointed in their job which ultimately affects the job productivity.

**Keywords:** Grievances, innovation, employee contentment, work responsibilities, productivity.

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### INTRODUCTION

Today, the need to keep up with an amicable relationship in the work environment is to motivate the spirits of employees, and to improve organisation's efficiency. And to achieve these milestones it is necessary to understand the importance of Management of employee grievances in an organisation and the reason why it should be kept as a priority.

Employee grievance is concerned with employees who express discontentment towards the working environment and especially when it is concerned with objections which are left unanswered and unattended. Human Resource management is the most effective factor in grievance practices. The hallmark of this work is to use standard economic tools applied to the special circumstances of managing personnel within an organisation.

When the needs of employees are not satisfied by the organisation like promotions, pay increases, working conditions, examination and a lot more things that employee expects from the organisation. At that point employees become less motivated and less profitable, it likewise affects the overall productivity and performance of the staff in the organisation.

When employees have complaints and these are not changed appropriately, the outcome is dissatisfaction, discontent, and lack of interest to work, helpless resolve, and low profitability. A grievance handling framework fills in as a source for employee disappointments, discontents, and issues like a pressing factor. Employees don't need to keep their disappointments bottled up so that it becomes a bigger concern. A decent complaint instrument guarantees that it manages all the employees interests in a legitimate way with no unbiasedness.

The winning situation for an organisation is when productivity is obvious due to the efforts of employees. These efforts are a sign of employee contentment which can be awarded by giving intriguing work, professional security, recognition, development, legitimate working conditions and authoritative help at need. In the event that any of the above isn't fulfilled prompts complaint of the employees, which should be identified at the beginning phase and attempt to provide a solution should be made as fast as could reasonably be expected so it does not transform into impediment for efficiency.

From this it is evident how important it is to have a reasonable grievance handling system where goal of association is to resolve different complaints in the workplace, especially in the initial stage with proactive behaviour . This system will assist with drawing in and holding the deserving employees who are committed to work. Different organizations are giving various strategies to recognise employee grievances. Thus this study highlights the impact of employee's grievances on work responsibilities.

Without grievance process in place, a workplace dispute could escalate unnecessarily. Furthermore, by employees voicing their concerns through this process, the employer is able to focus on problem areas and bring about solutions. This reinforces improvised morale and increase of self confidence, faith and regard to each other and harmony overall in and outside the organisation resulting in increased productivity of employees. Our research idea is based on the rich knowledge acquired by our peer teams across the university. (A.C.Gomathi, S.R.Xavier

Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). The paper here focuses on how an effective grievance management system is in an organisation and its direct impact on employee productivity.

## REVIEW OF LITERATURE

(Obiekwe and Eke, 2019) has inspected the effect of employee grievance of the executives on the authoritative exhibition. The paper noticed that compelling administration of employee grievances is fundamental for an agreeable work environment relationship.

(Assafuah, 2017) Highlighted the main objective to examine how the grievance handling procedure influences employees' Performance and to identify styles used in handling employee grievance.

(Wable, 2017) This paper focuses on taking care of grievances successfully which is significant for each organisation whether unionised or not. The goal of the paper was to set up a level of attention to grievance taking systems among the workers of Birla Precision Technologies Limited.

(Khatoun, n.d.) (2014) Studied that a successful employee grievance board is crucial for a compelling amicable administration work relationship which serves to improve hierarchical execution.

(Pradeep et al., 2018) highlighted the main aim to know whether the employees are happy with the current grievance handling mechanism and how they are profited. The organization is perceiving the need to fulfill the employees and holding them.

(Ramya and Shenbaham, 2014) studied that a grievance is any discontent or sentiment of injustice and in the work environment, it ought to relate to work. A grievance is more profound than an objection.

(Balamurugan and Shenbagapandian, 2016) highlighted the objectives to identify the relationship between the employer and employee, to find the employee satisfaction after the redressal of grievance and to make suggestions for grievance handling procedures.

(Rawat and Sukhdani, n.d.) studied that employees vary as persons, in their requirements, desires and conduct. At the point when their needs are not fulfilled or their goals are not accomplished, the outcome is employee dissatisfaction .

(Tiwari and Singh, n.d.) studied that grievance is a matter raised by a representative to communicate disappointment with the board of conduct and is an endeavor to bring out changes.

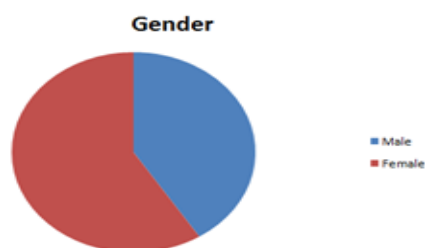
(Gomathi, 2014) An effective grievance mechanism creates a fundamental place in developing great employee relations and running a reasonable, effective, and profitable work environment.

## METHODOLOGY AND ANALYSIS

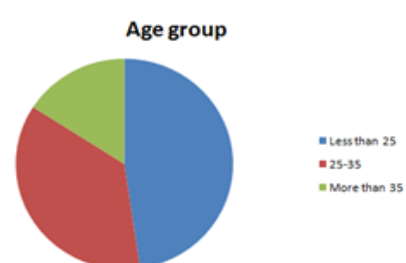
For the study, data collection was done and the sources of data are Primary sources and secondary sources, These researches are based on primary data, and required data were collected from Questionnaire. Secondary data sources are reports, journals, company websites. For the study, we used a primary data collection method (survey) to get information from employees by filling up questionnaires. The sample size for the study is 44, it included responses of employees from the four sectors (IT, aviation, education, healthcare)

The collected data were classified tabulated and analyzed with statistical tools like Frequency analysis and Mean analysis.

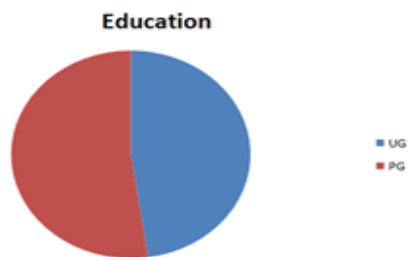
The sample profile of the study is represented through the following pie charts,



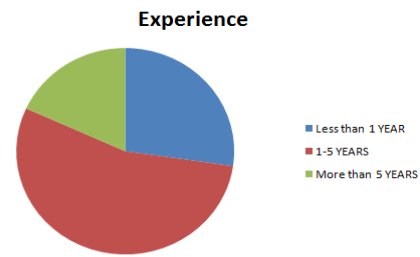
**Fig.1: Indicates the percentage values of gender. It is analysed that the majority of the employees are female (59.1 %) when compared with male (40.9%).**



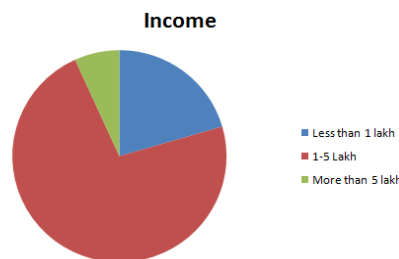
**Fig.2: Indicates the percentage values of age group. It is analysed that the majority of the respondents are below 25 years (47.7%) followed by 25-35 (36.4%) and above 35 (15.9%).**



**Fig.3: Indicates the percentage values of educational qualification. It is analysed that the majority of the employees are Post graduate (52.3%) followed by Undergraduates (47.7%).**



**Fig.4: Indicates the percentage values of working experience. It is analysed that majority of the respondents have experience between 1-5 years (54.5%) followed by less than one year (27.3%) and more than five years (18.2%).**



**Fig.5: Indicates the frequency and percentage values of annual income. It is analysed that the majority of the employees earn between 1-5 lakhs (72.7%) followed by less than 1 lakhs (20.5%) and more than 5 lakh (6.8%).**

**Table 1: Mean Analysis**

S.NO	Factors of Employee Grievance	Mean	RANK
1	JOB PRODUCTIVITY	4.11	1
2	JOB SATISFACTION	4.11	2
3	EMPLOYEE MORALE	4.02	3
4	REMEDIAL SOLUTIONS	3.90	4
5	JOB PRODUCTIVITY	3.88	5
6	PROCEDURES	3.88	6
7	ORGANISATIONAL EFFORTS	3.81	7
8	GRIEVANCE HANDLING	3.79	8
9	PROMPT ACTIONS	3.79	9
10	EQUITABLE TREATMENT	3.72	10
11	TIME FRAME	3.68	11

This analysis displays the mean values of 11 variables. It is evident from mean analysis table that effective grievance handling can improve job productivity (4.11) also grievance redressal plays a major role in the job satisfaction (4.11) followed by other variables which implies that the majority of the employees felt that effective grievance handling can lead to improvement in morale (4.02) and management which puts efforts to bring out solution to the issue addressed (3.90) with prompt actions (3.79) have a direct impact on their productivity (3.88) and if their issues are solved within given time frame (3.68) and if the grievance policy ingrains consistent and equitable treatment (3.72) to all employees in the organization it will encourage them to work efficiently and effectively (3.81).

### CONCLUSION

From the study we can conclude that effective grievance management does have a major role in employee's job productivity and satisfaction. The same was agreed by all the respondents in the study. The study also revealed that there is a majority of female employees (59.1 %) than male which may highlight the point that females were preferred more for the job roles offered in organizations from the selected four sectors (59.1 %). Most of the employees are post graduate (52.3%) which implies that organizations had specific criteria and set of qualification

expectations in relation with the job role. The data analysis showed that employees are satisfied with the working conditions and environment. From the mean analysis it is evident that employees strongly believe that effective grievance handling had a major impact on their job productivity as well as job satisfaction and that is why it was ranked first among all the other factors. From the study we can conclude that resolving grievances of employees at the workplace is not just an option but a necessity which helps the employees to focus on their jobs in order to work efficiently and effectively. This efficiency helps the employees give their best in their jobs and ultimately increase organisational productivity.

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