

Role of Employee Grievance Management on Job Commitment and Organizational Justice

Dr. M. Dhanabhakayam¹ & Monish P^{2*}

¹Professor and Dean, Department of Commerce, Bharathiar University, Coimbatore, India.

²Research Scholar, UGC Junior Research Fellow (JRF), Department of Commerce, Bharathiar University, Coimbatore, India.
Corresponding Author Email: monishunni352@gmail.com*



DOI: <http://doi.org/10.46382/MJBAS.2022.6105>

Copyright: © 2022 Dr. M. Dhanabhakayam & Monish P. This is an open access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

Article Received: 21 November 2021

Article Accepted: 26 February 2022

Article Published: 30 March 2022

ABSTRACT

Employee grievance management is considered as the most significant human resource strategy for improving organizational effectiveness and commitment. Dissatisfied employees are critical for every organizations. This dissatisfaction would leads to employee employer conflicts, job burnout and employee turnover. Hence it is essential to design effective grievance management strategies in companies. Information technology employees have been facing many challenges and problems in their workplace. Such challenges lead to reporting of employee grievances. Management should take care of those grievances and redress it within a short time span. This paper made an attempt to measure the perception of information technology employees on grievance management strategies and analyzed the role of grievance management on job commitment and organizational justice. Findings proved that employee grievance management made a significant impact on job commitment and organizational justice.

Keywords: Employee grievance management, Job commitment, Organizational justice, Quality circles, Grievance committees, Team management.

1. Introduction

Grievance management strategies are used to managing existing grievances in an organization. Various companies used different techniques for grievance identification and various strategies for grievance management. Grievance handling procedure is entirely different from grievance identification methods and grievance management strategies. Formal and informal grievance handling procedures can be adopted by different companies. Informal grievance handling procedure is much complicated in nature.

Hence most of the companies adopted formal grievance handling procedure. Grievance identification methods are used for employee grievance lodging. These methods includes email login system and grip box system. Some of the IT companies also used exit interviews and grievance committees for identification of employee grievances.

In addition to these methods and procedures companies implement some key strategies for effective grievance management. This includes team development, quality circles and third party peace keeping.

Grievances have great ability to influence organizational effectiveness and mental well-being of employees. Hence organizations should increase their efforts to implement an effective grievance management system in their organization. In manufacturing industries trade unions plays an important role in employee grievance management, but role of trade unions in grievance management of IT companies are comparatively less. Trade unions are promoted employees peace, equity and well-being.

An effective grievance management system removes dissatisfaction among the employees and ensures that after their grievance redressal employees are more committed towards the organization. Nature of grievance varies according to time, people and organization. But the surprising fact is that the root causes of grievances are similar in most of the times. After diagnosing the root cause management should provide resolution within reasonable

time. A list of techniques can be used for extracting suitable solutions. Brainstorming, in-basket training, and sensitivity training are the commonly used technics for extracting solutions.

2. Objectives of the study

(1) To measure the perception of IT employees on grievance management strategies used in their companies. (2) To explore various causes of employee grievances in IT companies. (3) To measure the relationship between grievance management strategies and employee satisfaction. (4) To measure the impact of employee grievance management strategies on job commitment and organizational justice.

3. Data and Methodology

This study follows descriptive and empirical research methods. Researcher tries to analyse grievance management strategies in IT companies by adopting survey method and observation method. Both primary and secondary data were used for extracting the results and reached at meaningful conclusion. 260 employees are considered for this study. Sample respondents worked in various IT companies at Info Park, Ernakulum and techno park, Trivandrum, Kerala. Stratified sampling technique is executed for choosing samples from the population. Various parametric tests and multivariate technics are used for data analysis.

4. Analysis and interpretation

4.1. Independent sample t test

H_{01} : There is no significant difference in the perception of IT employees on grievance management strategies used in IT companies

Table 1. Significant difference in the perception of IT employees on grievance management strategies

Particulars	Label	t	Significance
Employee grievance management strategies	Male	3.321	0.018
	Female		

Source: primary data

Result of independent sample t test reveals that p value is less than 0.05. Hence it is concluded that null hypothesis is rejected and confirms that IT employees have different opinion on grievance management strategies.

4.2. Correlation analysis

H_{02} : There is no correlation exist between grievance management strategies and satisfaction of employees.

Table 2. Relationship between grievance management strategies and employee satisfaction

Outcome variable	Predictor variable	Pearson's value	Probability value
Satisfaction of employees	Grievance committees	.643	.000
	Quality circle	.532	.000
	Team development	.436	.000

Source: (Primary Data)

Correlation result proves the relationship between employee grievance management strategies and employee satisfaction. P value for all the constructs are below 0.05. Hence null hypothesis is rejected and concludes that there is a correlation between selected constructs. It is also noted that among the grievance management strategies, grievance committees shows high correlation with employee satisfaction.

4.3. Regression Analysis

H₀₃: There is no impact of grievance management strategies on job commitment of employees in IT sector.

Table 3. Impact of employee grievance management strategies on job commitment

Measurement	R square value	Adjusted R square value
Impact of grievance management strategies on job commitment	0.743	0.745
Predictors: Grievance committees, Quality circle, Team development Dependent variable: Job commitment		

Source: (Primary Data)

Result of regression analysis reveals that employee grievance management strategies made 74.3% impact on job commitment of IT sector employees. Among the independent variables team development contributes more towards job commitment. Hence the researcher rejected null hypothesis.

H₀₄: There is no impact of grievance management strategies on organizational justice.

Table 4. Impact of employee grievance management strategies on organizational justice

Measurement	R square value	Adjusted R square value
Impact of grievance management strategies on organizational justice	0.832	0.835
Predictors: Grievance committees, Quality circle, Team development Dependent variable: Organizational justice		

Source: (Primary Data)

Regression analysis is performed to measure the effect of employee grievance management strategies on organization justice. R square value shows that employee grievance management strategies made 83.2% effect on organizational justice. Among the selected predictors in regression model, team development contributes more towards organizational justice.

5. Findings and suggestions

(i) Result of independent sample t test shows that there is a significant difference in the opinion of IT employees on grievance management strategies.

(ii) Result of correlation analysis proves that there is correlation between employee grievance management strategies and employee satisfaction. Among the three strategies grievance committee shows highest correlation with employee satisfaction.

(iii) Result of multiple regression analysis reveals that employee grievance management strategies made 74.3% impact on job commitment. Among the predictor variables team development contributes more towards job commitment of selected IT employees.

(iv) Result of multiple regression analysis indicates that employee grievance management strategies made 83.2% effect on organizational justice. It is also noted that team development contributes more towards organizational justice in selected IT companies.

(v) It is suggested that the companies should add more strategies for improve the effectiveness of grievance management.

(vi) Management should take measures to improve the time factor in employee grievance management.

(vii) It is also suggested that provide temporary relief to employees before final solution.

(viii) It is noted that quality circles in selected companies not contributed much towards organizational justice. Hence the management should revise exiting strategy and add some modifications.

6. Conclusion

The demand for implementing an effective grievance management in organization increases day by day due to change management, technology adoption and talent retention. Management always intends to retain satisfied employees, because those employees contribute more towards productivity and organizational performance. Dissatisfied employees are burden for such organizations. Hence organizations used various grievance management strategies to increase the satisfaction level of employees. Findings of this study prove that grievance committees, quality circle, and team development made a significant impact on organizational justice and job commitment of IT employees. Hence management should provide proper care while implementing such strategies. Further companies should ensure that proper feedback system is implemented for employee grievance management.

Declarations

Source of Funding

This research did not receive any grant from funding agencies in the public, commercial, or not-for-profit sectors.

Competing Interests Statement

The authors declare no competing financial, professional and personal interests.

Consent for publication

Authors declare that they consented for the publication of this research work.

References

- [1] Turner, T., & Sullivan, M. (2013). Speaking up: employee voice and attitude to union and non-union US multinational firm. *Industrial Relations*, 44(2): 154-170.
- [2] Gordon, M. E., & Bowlby, R. L. (1988). Propositions about grievance settlements: finally, consultation with grievants. *Personnel Psychology*, 41: 309-29.
- [3] Monish, P., & Dhanabhakym, M. (2021). Sustainability Strategies for Developing SMEs and Entrepreneurship. In *Handbook of Research on Sustaining SMEs and Entrepreneurial Innovation in the Post-COVID-19 Era* (pp. 527-547). IGI Global.
- [4] Brown, S., Frick, B., & Sessions, J. (1997). Unemployment, vacancies and unjust dismissals: the cyclical demand for individual grievance procedures in Germany and Great Britain. *Review of Labour Economics and Industrial Relations*, 11: 329-349.
- [5] Dhanabhakym, M., & Monish, P. (2021). Impact of Employee Grievance Identification Strategies on Job Performance with Special Reference to Info Park and Techno Park, Kerala. *Asian J. of Manag. Sci.*, 10(1): 33-35.
- [6] Mowbray, P. K., Wilkinson, A., & Tse, H. H. M. (2015). An integrative review of employee voice: identifying a common conceptualization and research agenda. *International Journal of Management Reviews*, 17: 382-400.
- [7] T.S, S., & C.D, J. (2018). Environmental accounting : A conceptual study. *International Journal of Applied Research*, 4(12): 147-149.
- [8] Dhanabhakym, M., & Monish, P. (2019). Impact of employee grievance management on job commitment in Cyber Park Kozhikode.
- [9] Sujith, T. S. (2016). A study on economic benefits of Goods and Services Tax on Indian Tax Scenario. *International Journal of Current Research in Multidisciplinary*, 2(17): 10-13.
- [10] Dhanabhakym, M., & Monish, P. (2021). Impact of Employee Grievance Identification Strategies on Job Performance with Special Reference to Info Park and Techno Park, Kerala.
- [11] Sheppard, B. H., Blumenfeld Jones, K., Minton, J. W. et al. (1994). Informal conflict intervention: advice and dissent. *Employee Responsibilities and Rights Journal*, 7 (1): 53-72.
- [12] Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: a reanalysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71: 219-231.
- [13] Dhanabhakym, M., & Monish, P. A Study of Employees Perception on Grievance Redressal Mechanism in Non Banking Financial Institutions in Kozhikode City.
- [14] Harrison, D. A., Newman, D. A., & Roth, P. L. (2006). How important are job attitudes? Meta analytic comparisons of integrative behavioural outcomes and time sequences. *Academy of Management Journal*, 49(2): 305-325.

- [15] Bambacas, M., & Patrickson, M. (2008). Interpersonal communication skills that enhance organizational commitment. *Journal of Communication Management*, 12(1): 51-72.
- [16] Monish, P. (2022). ROLE of Innovative Grievance Management Strategies on Workplace Justice.
- [17] Saleem, Q., Shahid, M., & Naseem, A. (2011). Degree of influence of training and development on employees' behaviour. *International Journal of Computing and Business Research*, 1-13.
- [18] Dhanabhakym, M., & Joseph, E. Conceptualizing Digitalization in SMEs of Kerala.
- [19] Joseph, E., & Dhanabhakym, M. M. (2022). Role of Digitalization Post-Pandemic for Development of SMEs. In *Research Anthology on Business Continuity and Navigating Times of Crisis* (pp. 727-747). IGI Global.