

Role of Innovative Grievance Management Strategies on Workplace Justice

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Abstract: Grievances are complaints that have been formally registered in accordance with the procedure. Business used effective policies and procedures to resolve the different types of employee grievances. Some employees will use grievance procedures just to express frustration, while others will file a grievance to influence future contract related negotiations or protest unlawful practices. In all cases, managers should strive for the most effective possible resolution that will satisfy both parties. IT companies offer a proper digitalisation plan, adoption of latest technologies to overcome new challenges. Digitalisation can open new avenues of innovation for today's business environment, in turn, improve their outcomes while significantly increase the return. It will also help to face the competition and exploit the opportunities. The IT sector employees are working under digitalised working environment. They face many issues and problems relating to working condition, health and safety and management policies. Management employs different innovative strategies for managing grievances like root cause analysis and quality circle. This paper deals with the grievances of employees in a digital work environment and role of innovative grievance management strategies on workplace justice.

Keywords: Perception, Grievance, Digitalisation, Grievance root cause analysis, Quality circle.

1. INTRODUCTION

A grievance is any dissatisfaction or feeling of injustice, having connection with one's employment situation which is brought to the attention of management in the organization. Speaking broadly, a grievance is any dissatisfaction that adversely affects organizational relations and productivity. Employee's grievances are the dissatisfaction that must arise out of employment and not due to personal or family problems. Grievances may occur due to certain reasons. It may be related to wage adjustments, unsatisfactory work environment, attitude of supervisor, organizational change, employee relations or miscellaneous. If the grievances are not identified and redressed, it may affect workers, managers, and the organization. A grievance handling system serves as an outlet for employee frustrations, discontents. The existence of an effective grievance procedure reduces the need of arbitrary action by supervisors, because supervisors know that the employees are able to protect such behavior and make protests to be heard by top level management.

Employees perception is the process by which the employees are translate sensory impressions in to a coherent and unified view of the world around them. In employee relations perception is a major factor. Most of the time it is formed by organizational roles, authority and responsibility, supervision, style of leadership at the workplace etc. it is very important that the organization be able to form the correct perception in the minds of the employees working in the organization.

Objectives of the Study

- To know about employees perception on grievance management mechanism in digital workenvironment.
- To understand the nature of employees grievances in digitalized organization.
- To understand the impact of employee grievance management strategies on workplace justice.

2. RESEARCH METHODOLOGY

The study follows the descriptive research method. Both primary and secondary data are used in the study to satisfy the objectives of the study. The primary data was collected through questionnaire and personal interviews. Secondary data was collected from academic journals and websites. The sample size taken for the purpose of the study is 80 from 2 private sector IT companies in Malappuram district, kerala . The selected companies are ecom and techworld, Malappuram. Simple random sampling is used as sampling technique and the study is conducted at Malappuram district, Kerala. Chi square test, independent sample t test , and correlation are used for data analysis. All the tests are carried out with the help of SPSS software.

Review of Literature

Chaudhary and Supriya (2016) conducted a study on redressal and settlement of employee's grievances in selected industrial units. The objectives of the study are to access a wide spectrum of working of the machinery for handling grievances in selected industries in India. The study covers 10 organizations from 3 centers of UP, Delhi and Haryana. The study uses both primary and secondary data. Primary data collected through questionnaire, personnel interviews and observation. Questionnaire was administered to 100 managers and 400 employees to elicit the companies' policies and perception regarding various aspects of grievances. The study concludes that the contents of grievances machinery vary from company to company. Six companies using open door policy for its identification.

Kapur and Kavitha (2007) conducted a study on consumer behavior towards grievance settlement in the purchase of textile products. The sole objective of the study is to measure the consumer awareness and related practices of grievance redressal on the purchase of textile products. The study follows descriptive research method and collecting both primary and secondary data. The entire study was conducted in Chandigarh. Simple random sampling and stratified sampling are used for selecting different wards. The conclusion reveals that education has no impact on customer behavior relating to grievance settlement.

DeshpandeRajashri and Shishir (2013) conduct a study on customer protection and grievance redressal system in banking industry. The objectives of the study are to understand the level of knowledge regarding customer protection and ombudsman scheme among bankers. The study uses both descriptive and analytical methods of research. The study was conducted in Thane district in Maharashtra. Stratified sampling technic is used for sampling purpose and questionnaire distributed to 104 managers, 234 employees, and 3025 customers. Chi square test and ANOVA were used for analysis. The study suggest that the bank should provide a separate help desk for day today complaint settlement and bank should give regular training to the staff members with reference to handling customer complaints.

Lawrence (2016) conducts a study on grievance management and its links to workplace justice. The objective of the study is to explore the influence of workers demographic characteristics on their perception of procedural justice from grievance management. The study is based on a survey of 660 employees across the public and private sectors. Perceptions were measured with the use of a dichotomous scale and logistic regression analysis was applied to test the relationship between dependent and independent variables. Findings of the study prove that except for the education demographic characteristics made no significant difference to workers perceptions of procedural justice.

Venkatakumar (2016) conduct a study on grievance handling procedure in selected major industrial units a case study of APSRTC. The study aims at enquiring the working of public sector enterprises in general and Andhra Pradesh state road transport corporation in particular and identify the dispute redressal mechanism of APSRTC. The study is both descriptive and analytical in nature. Secondary data collected from corporation headquarters at Hyderabad. Findings of the study reveal the role of conciliator in redressal of disputes should be better appreciated by both the management as well as union representatives and there should be provision for workers participation in management.

Analysis and Interpretation

Chi-Square Test

H01: There is no association between gender of the respondents and reason for grievance in digital work environment.

Table showing the association between gender and reason for grievance in digital work environment.

Gender	Reason for grievance.	
	Chi-square	Not significance (p)
	4.345	.275

Source: primary data.

Table 5.1 states the chi-square association between the gender and reason for grievance. It is inferred from the table gender and reason for grievance has no significant association with chi-square value 4.345.

H02: There is no association between gender of the respondents and channel of grievance in digitalised environment.

Table showing the association between gender and channel of grievance in digitalised environment.

Gender	Channel of grievance	
	Chi-square	Not significance
	1.113	.602

Source: primary data.

Table 5.2 states the chi square value for the gender and grievance channel is 1.113 with P value .602, which indicates that there is no association between the type of grievance channel and gender of the respondents.

H03: There is no association between age of respondents and grievance carried forward authority in the workplace.

Table showing the association between age and grievance carried forward authority in the workplace.

Age	Grievance carried forward authority.	
	Chi-square	Significance
	25.456	.000

Source: primary data.

Table 5.3 depicts the chi-square value of age and grievance carried forward authority is 25.456 with P value .000, which indicates that there is a significant association between the age and type of carried forward authority. Phi and Cramer's V analysis is conducted for identify the association. The Cramer's value is .467, which is less than .5, hence there is a lower association between age and type of grievance carried forward authority.

H04: There is no association between age of the respondents and type of grievance machinery in the digital work environment.

Table showing association between age and type of grievance machinery in the digital work environment.

Age	Type of grievance machinery	
	Chi-square	significance.
	14.345	.011

Source: primary data.

Table 5.4 states the chi-square association between age and type of grievance machinery. It is inferred from the table age and type of grievance machinery has n significant association with chi square value 14.345with P value .011.

Independent Sample T Test

H05: There is no significant difference on the perception of employees based on gender and satisfaction on grievance management.

Table showing significant difference between perceptions of employees based on gender and satisfaction on grievance management.

Particulars	Label	Sig
Satisfaction on grievance management.	Male	.843
	Female	

Source: primary data.

Table 5.5 states the perception of employees regarding grievance management based on the gender and satisfaction on grievance management. The P value is .843, which is greater than 0.05, which indicates that the null hypothesis is accepted. Thus there is no significance difference between the perception of employees based on gender and their satisfaction on grievance management. Thus the male and female employees feel same

level of satisfaction on grievance management.

Multiple Regression Analysis

H06: There is no significant impact between grievance management strategies on workplace justice.

Table 5.6 Significant Impact of grievance management strategies on workplace justice

Model	R square	Adjusted R square
Impact of grievance management strategies on workplace justice	0.729	0.732
Predictors: Grievance root cause analysis, Quality circle Dependent variable: Workplace justice		

Source: (Primary Data)

The above table shows the impact of grievance management strategies on workplace justice. The R- Square value shows that any change in the chosen predictors will yield 72.9% changes in the dependent variable that is the workplace justice. Hence the null hypothesis is rejected and concluded that there is a significant impact of grievance management strategies on workplace justice.

Findings and Suggestions

- The study highlights that of 74% of the respondents who experienced grievance in their organization relating to various aspects of digitalization.
- 57% of them share with their friends, 29 % raise their concern to their immediate supervisor or coordinator, 14% share with their manager.
- 74% of those who expressed their grievance said that their grievance was redressed within a week, 26% said it was resolved within 1-2 weeks.
- Lack of proper health and safety measures, improper job assignments, job burnout and anxiety, information overload, techno insecurity are the major causes of grievance in digital environment.
- 84% of the employees carry their grievance through word of mouth. It is believed that the formal grievance procedure takes long time and their stress level is also increased.
- Majority of the employees would like to solve the issue through informal methods; minor percentage of employees prefers formal methods.
- 55 % of the employees are comfortable with the clarity and openness of grievance handling procedure and 45% affirm that grievances are handled without any discrimination and facts of grievances are checked rather than hearsay.
- Management should use other grievance identification methods along with email log in method.
- Management should give importance to informal grievance management strategies like teambuilding, and quality circles for improving effectiveness of grievance management in digital workplace.
- Timely remove the challenges like anxiety and job burnout related with use of

ICT.

3. CONCLUSION

If grievances are handled and solved at earliest, it can be proven as a great tool of motivation. In today's digital work environment of increasing mental work and decreased physical work grievance management can be used as a great motivation tool to all the organizations reviewing their motivational methods to increase the morale and performance of the employees. If the employees has grievance regarding work environment it can it can also be solved through different training methods. Grievance mainly exists in the organization because of dissatisfaction of employees. Hence the management should give importance to grievances reported by the employees and properly redress the grievances. It definitely increases the morale and performance of employees. Existing grievance management strategies like grievance root cause analysis and quality circle made a significant impact on workplace justice of employees in selected companies.

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