

## A CASE STUDY OF GRIEVANCE HANDLING OF HIGHER EDUCATION DEPARTMENT OF JAMMU AND KASHMIR (UT)

*Aabid Yousuf*  
*Research scholar*  
*Gulzarpora*  
*Awantipora*

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### **ABSTRACT**

*The primary objective of this study is to find out the effectiveness of grievance handling procedure of the employees of higher education department of Jammu and Kashmir (UT). The second objective of this study is to identify the awareness level of the employees about the grievance handling mechanism and to know the level of satisfaction towards the grievance handling procedure of the department. The study is descriptive in nature, which help in developing the concepts and in decision making. The secondary data is used for the study which is gathering from the internet.*

**KEYWORDS:** *Grievance handling procedure, level of satisfaction, and awareness level*

### **INTRODUCTION**

A grievance can be defined as any sort of dissatisfaction, which needs to be redressed in order to bring about the soft functioning of the individual in the organization. Broadly, a grievance can be defined as any dissatisfaction with any aspect of the organization. It can be real or imaginary, legitimate or ridiculous, rated or unvoiced, written or oral; it must be however, find expression in some form of the other.

Grievance is concern, complaints or dissatisfaction that employees may have in relation to their work, working conditions or interaction with colleagues or supervisors to address the grievance effectively, organizations establish grievance handling procedure. A grievance handling procedure outlines the steps and processes to be followed when an employee raises a complaint or grievance. According to Randolph & Blanchard (2007) protests are symptoms of absence of feedback and recognition, unfair standards, lack of proper compensation and benefits amongst many others. Potgieter & Muller (1998) and Kochan (2004) on the other hand have identified promotion, job content and conditions of work, treatment by supervisor as other causes of grievances. In an organization the grievance procedure plays very important role of compliance, judicial and administrative, Lewin & Peterson (1988) Thomson (1974).

The primary objectives of a grievance handling procedure are to provide a fair and transparent mechanism for employees to express their concerns, resolve conflicts, and maintain a harmonious work environment. Here is a general overview of a typical grievance handling procedure:

### **LITERATURE OF REVIEW**

Grievance procedures play a critical role in contributing to the organizational justice by resolving the dispute between management and the workforce by collecting the information about the employee relations, expressing of the grievances by

employees and safeguarding workplace equality and justice as observed by Greenberg & Scott (2005). The theory of organizational justice comprises of three diverse perspectives that include: distributive, procedural and interactional justices (Taylor, et al., 2000;) Gordon and Miller (1984)” states that the studies the influence of the supervisors” approach in identifying the issue of grievance It is also cited that the rules should be set up so that supervisors are directed by their predominant Employee put more focus on procedural justice since it assures them of unbiased outcomes – as opposed to guaranteeing the maximization of any results or outcomes (Van den Bos, 2005). Tjosvold & Morishima (1999) recommended that “supervisors must have competence and willingness to discuss the difficulty with the employee and union rep at initial stage” also supervisory elegance affects grievance rate and their disposition

### **OBJECTIVE OF THE STUDY**

- To study the effectiveness of Grievance Handling Procedure
- To identify whether the employees are aware of the grievance handling mechanism

### **SCOPE OF THE STUDY**

- The study throws light on need for Grievance handling procedure and this study facilitates the management for further improvement on the same
- This study will be useful when similar kind of research is undertaken.

### **Grievance Handling procedure**

- The grievance procedure apply to all the staff whether non business or in industrial grades. The grievance will not be practical where: Disciplinary and Inadequacy procedures are separate appeals procedures for the Disciplinary and Incompetence→ complain. (Discipline, Inadequacy Sickness, Absence or Incompetence Performance).
- Every employee has the right to practice the Grievance Procedure.
- If one has raised a grief he will not be offended for having raised the grievance.

### **The Proper Grievance Procedure Involves That:**

- Explore all grievances raised under the proper procedure.→
- All grievances and unhappiness should be dealt by administration disrespective of whether they are in written or spoken form.
- It should be the objective of the administration to solve problem at the lowest possible level rather than to go to the
- proper procedure of grievance to solve.
- Raising the Grievance
- The Grievance Gathering.
- The Appeal

- Additional Appeal

## **RESEARCH METHODOLOGY**

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge”.

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

### **Sources of data**

The data was collected through the secondary means I,e books and internet

### **Limitations of the study**

- Some of the records and information cannot be shared and it is not available because of the confidentiality. It is a big limitation
- Information provided here is on general nature only.
- Due to time constraint it is difficult to conduct a detailed study.

### **Findings**

- Maximum respondents are satisfied with the working condition, wage and salary and redressal committee in the organization.
- The workers were highly aware to whom they should communicate when faced with grievances, the various committees that redress grievance, levels of grievance handling procedure and whom to communicate and present their grievance.
- Thus level of awareness of grievance handling procedure is high among workers as most of the employees had an experience of more than 10 years in the same company.
- They were satisfied with the grievance handling procedure.
- The respondents said that union influences and plays a major role in redressing the grievances

### **Suggestions**

- The organization can conduct grievance awareness survey half yearly or yearly to find out whether the new entrants are aware about such procedure.
- If not then take appropriate steps to ensure that all are aware about grievance handling mechanism. Arbitration is not acceptable by workers, therefore organization can find out the reasons and take further steps
- As most of the time the grievances are regarding wages and salary, management should revise their wage and salary policies.

- Organization can improve working conditions to avoid grievances.
- Management should consider introduction of unit level grievance handling system
- Grievances are to be solved whenever they are at the budding stage.
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## CONCLUSIONS

The study reveals that the Grievance handling procedure is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Most of the surveyed employees are satisfied with the method adopted by the organization for redressing the grievances or complaints of the employees.

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