

## An evaluation of the effectiveness of employee grievance on management organisations

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### ABSTRACT

The effect of employee grievance handling on organisational performance was theoretically studied in this article. According to the study, handling employee complaints effectively is crucial for maintaining a positive work environment, boosting employee engagement and retention, and enhancing productivity and overall company success. Instead, the lack of or improper handling of employee complaints in businesses results in detrimental organisational effects including decreased productivity, absenteeism problems, disobedience of instructions, disorderly behaviour, and decreased quality of work. The study came to the conclusion that efficient handling of employee complaints is essential to a successful and cordial working relationship and enhances organisational performance. It is advised, among other things, that complaints be resolved as soon as possible. Are reported to ensure that the negative consequences of unresolved workplace grievances are drastically reduced. In addition, there should be an established grievance handling procedure that managers use as a guide to manage the occurrence of grievances in the workplace to ensure harmony and improve employee morale Important for improving business performance. Organizations should ensure that employee grievance officers are well trained so that they are very good at handling grievances and disputes and should also educate their employees about the grievance mechanisms available in their organization and the need to stay put Reduce the grievance process when filing your grievances

**KEYWORDS:** Grievance procedures, in disciplinary actions, industrial peace, misconduct, unfair treatment.

### INTRODUCTION

Dealing with employee complaints has now become a major and crucial organisational problem as a result of the need to preserve harmony in the workplace in order to raise employee morale, improve organisational effectiveness, and increase organisational production. In today's business environment, handling employee complaints has become a top priority for many considerate managers and managers. Organizations that want to bring out the best in each of their employees must be able to maintain a positive working relationship between management and employees to maintain work that is essential to the survival, success, effectiveness, and performance enhancement of the organisation. Organizations have redesigned their operational processes to account for their employees' feelings, ideas, and perspectives in order to obtain the best possible results from addressing employee grievances, loyalty and whole hearted commitment, especially when it comes to employees having channels to express their grievances to the management.

The nature and dimensions of challenges been witnessed today arising from poor management of employee grievance is something every organization must try to avoid at all cost. In fact, any organization that neglects to put in a place a proper employee grievance mechanism is

making itself vulnerable to systemic inefficiencies that may likely consume the entire organization. Employee grievance management therefore is vital for continuous industrial harmony and organizational productivity. Grievance procedures are borne out of employee feeling of been violated by fellow employees or management. When a good grievance management procedure is in place, the organization is more likely to experience high employee morale, commitment, opportunity for reconciliation, and harmonious management-employee relations which is a vital necessity for improve organizational performance.

### **REVIEW OF LITERATURE:**

Complaint refers to any real or imagined feeling of dissatisfaction or unfairness experienced by an employee in relation to their job and the nature of it, in relation to management policies and procedures expressed by the employee and made known to management and the organization brings (Juneja, 2018). )

Rose (2004) defines complaint as any dissatisfaction about the work and workplace that the employee formally communicates to their immediate manager. Complaints are indications of the individual member's dissatisfaction with the work at their workplace. Therefore, the employee's complaint relates to any action by Employee's dissatisfaction with his or her immediate supervisor about his/her job and workplace (Rose, 2004).

The complaint also relates to a matter raised by the employee to express dissatisfaction with management's behaviour and is an attempt to bring about change (D'Cruz, 1999).

It is any dissatisfaction, expressed or not, and whether justified or not, resulting from something related to the organization that the employee considers unfair, unjust or unjust that he has suffered (Dwivedi, 2009).

Due to various changes that have occurred in organizations and also due to differences in the way people are behaves and perceives something, there is a chance that grievances and disputes may exist in the workplace. A complaint could therefore result from a misinterpretation, administration or alleged violation of the general or specific conditions of the collective agreement between the management and the employees and if the expectations of the employees have not been met since Organization, causing a sense of dissatisfaction and dissatisfaction. The complaint is usually made by an employee when he believes that his rights have been violated or that aspect of the employment contract he has with an organization either personally or through a collective agreement of the union or relevant agencies has been modified.

Bean (1994) believes so complaints are generally associated with an employee's dissatisfaction with their working conditions and procedures Employee grievances represent a feeling of dissatisfaction or dissatisfaction on the part of an employee as a result of the actions or decisions of supervisors or management. It is any sense of personal injustice, real or imagined, that an employee has in relation to their employment.

Hardeman (2004) defines the grievance process as a method through which employees express their opinions about management practices and/or decisions so that they are appropriately resolved. Jones and Gorge (2000) posit that disagreement is always an inevitable part of organizational life.

However, management always implements some processes and procedures that can be followed to ensure that all such disputes and complaints are resolved. These processes are known as employee grievance procedures and are in line with the "due process" principle (Mante-Meija and Enid (1991)), which includes the

Application of legal process and ethical decision-making in the organization. Arvey and Jones (1985) view the grievance mechanism as a process by which an employee can escalate concerns in the workplace to higher levels of management. These definitions imply that a good The articulated grievance process can improve positive organizational outcomes and contribute to management effectiveness and the creation of a harmonious relationship between management and employees. The process is more formal and requires it to be strictly followed. Consequently Individual grievances handled at different stages as described in collective grievances are resolved through a meeting between management and the union. In other words, the grievance mechanism is an upward communication mechanism put in place by industry associations to surface worker grievances for resolution.

These definitions imply that a well-formulated grievance mechanism can enhance positive organizational outcomes and contribute to management effectiveness, as well as create harmonious relationships between management and workers. According to Ubeku (1975; 211), “an employee cannot do effective work if he or she is feel offended against your manager or the organization in general. The depression you experience because of your ailments will cause your morale to drop and, as a result, your ability to perform, whether you enjoy the job or whether it pays well or not, will cause your morale to drop. .Unless the person If you get the job done and feel you're being treated fairly, your morale will be negatively affected.” However, if an employee feels disadvantaged because of the negligence, unfair or unfair decisions or actions of the manager or line manager, there are ways to admit it allow their feelings or complaints to be communicated to management through the established complaints procedures Address.

According to Juneja (2018), complaints reduce employee morale and efficiency and, if left unaddressed, lead to frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism.

### **IMPORTANCE OF GRIEVANCE PROCEDURE:**

The potential for complaints is always present at work. Almost no company can operate without some form of complaints. However, the manner and speed with which these complaints are handled says a lot about harmony, productivity and performance of the organization will be. Therefore, dealing with grievances through proper procedures plays a key role in addressing management weaknesses and failures. If handled with due care and consideration, complaints will initiate positive changes in the organization and thereby improve organizational productivity and employee satisfaction. The importance of having a grievance procedure in an organization is that when an employee is not given the opportunity to raise their grievance, there are negative organizational repercussions that can include reduced productivity, absenteeism, disregard for instructions.

Among other things, undisciplined behaviour and reduced quality of work. According to Bagraim (2007), the rationale for grievance mechanisms is to help the individual organization achieve the best in terms of employee performance and service delivery. However, he noticed that in most in some cases, the procedures are directed towards management and may not allow employees to express their dissatisfaction with their work situation.

A good grievance procedure helps management to understand employees' feelings and attitudes towards the organization's policies, practices and rules, thereby helping them to make necessary improvements to the policies and rules. It also serves as a means of upward communication with the organization's top management and raising awareness of Employee frustration, problems and general

expectations. As a result, it helps an employee relieve the pressure built up by the complaint. It serves as a tool for management to maintain an open and harmonious relationship with employees within the Workplace, identifies questionable practices and areas of dissatisfaction in the organization and provides action to correct questionable or flawed practices or policies, and reduces the likelihood of arbitrary action by managers, knowing that employees can protest such behaviour , to contact management

#### **DIMENSIONS OF EMPLOYEE COMPLAINT MANAGEMENT:**

Effective complaint management is an essential part of human resources management; It is the management process to more productively deal with grievances that have arisen in the workplace. Effective management of employee grievances creates a peaceful and harmonious environment Work environment because it rectifies the complaint to the mutual satisfaction of both employees and managers and helps management to formulate policies and procedures that are acceptable to employees. Dissatisfaction of employees fair. Mante-Meija and Enid (1991) independently argue that choosing an effective employee grievance handling ensures fairness in dealing with employee grievances and helps managers to base their decisions on ethical codes of conduct.

#### **ORGANIZATIONAL PERFORMANCE CONCEPT:**

Organizational performance can be viewed as the actual product or results that an organization has achieved (or goals and objectives). It is the degree to which an organization has been able to perform compared to its goals, targets or proposals. with those of your competitor.

According to Emenike (2016), company performance refers to “how the company performs based on criteria such as profitability, market share, return on investment and return on investment. In other words, the level of profitability, the market share that the company controls in the industry. , and the returns of Its assets and investments determine the organization's performance”.

Darroch and Mcnaughton (2005) define corporate performance as a company's position in an industry relative to its competitors and the industry average. The organizational performance is therefore the result of the Performance of individuals and all groups in the organization. Individual performance leads to group performance (unit/department) and the performance of all groups becomes corporate performance.

Scholam, Rose, and Krupp (2005) argued that “organizational performance can be They work on many aspects including "profitability, market share, return on investment or return on investment, changes in market share or profitability, and new product success. They also identified customer loyalty, business growth, revenue, and long-term survival. They argue that "Business performance can be satisfactory or unsatisfactory depending on whether it is high or low.

Drucker (1994) postulates that company performance is the balance between all factors of production (human and material) that produces the highest output with the least effort. “.In the words of Chen et al. (2006) the organizational performance is the “conversion of inputs” on products to achieve specific results.

Madanchian, Hussein, Noordin, and Teherdoost (2006) pointed out that an organization's ability to achieve its goals is organizational performance. Daft (2000) defines organizational performance as "the ability of a Organization to achieve its goals through the effective and efficient use of resources". Profitability Achieving benefits is important to any business organization.

Obiekwe (2012) points out that profitability is the primary goal of any commercial enterprise. Without profit, it will be very difficult for any business to survive in the long term. The main reason shop businesses are adopting diverseenterprisetechniques in different to advantageaggressive advantages withinside thetruth that they are able together the economicassets to maintain human

element which power the organizational, and to retain to offer items and offerings within side the maximum expedient manner that they want. Enekwe et al. (2013) posit that income is the cap potential of an employer to get enough go back at the capital and the personnel used within side the enterprise operation. Obiekwe (2012) contend that “profitability is measured with profits and dreams of all enterprise ventures. Marianne (2013) notes that profitability is the number one arm of companies and additionally the maximum suitable measures of performance in aggressive enterprise.

### **RELATIONSHIP AMONG THE EMPLOYEE GRIEVANCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE:**

People are critical component for the survival and productiveness of businesses. The cap potential of managements to make certain that their grievances are dealt with in an unbiased, simply and honest manner is a plus to any control group as right control of worker complaint make certain a harmonious courting among control and employees. When harmonious control- employees family members exist, personnel come to be greater dedicated and this makes them to install greater efforts, which enable to enhance overall performance. Melchades (2013) say that “worker overall performance is suffering from any nature of complaint, and complaint control deal directly with employees and all that problem them, so can have an impact on employees overall performance and productiveness of businesses”. Suppressed employees grievances are acknowledged to have given get up to injuries on the workplace, absenteeism, strike actions, and one of a kind varieties of business sabotage, low morale and discount in worker’s dedication. Therefore whilst control of worker complaint is in place, employees morale improves, dedication increases, or even organizational citizenship conduct develops, all of which can be important for advanced organizational overall performance. According to Akanji (2005) a well-built and powerful worker complaint control induces a tremendous overall performance, whilst poorly designed worker complaint control procedure is damaging because it heats up the painting surroundings and brings approximately dislocation and disharmony of the whole agency with attendant discount in productiveness and overall performance of businesses. Through precise warfare control techniques, weaknesses within side the organizational decision-making are uncovered which can also additionally set off the status quo to effect modifications and look for tremendous solutions (Longe, 2015). Hence, control are responsibility bound to solve warfare well for the sake of growing organizational overall performance, due to the fact the final results of such movement will bring about precise communication, time control, precise cooperation and growth company productiveness (Obasan, 2011)

### **CONCLUSION**

Management may better comprehend employees' thoughts and attitudes regarding corporate rules, procedures, and standards by handling employee complaints skilfully. Policies that might lead to employee complaints should be taken into account and used as a tool by management to maintain a cordial and open connection with staff members at work, so minimising unneeded crises that encourage subpar performance and organisational inefficiencies. Additionally, managing employee complaints is a strategy that aids managers in spotting dubious ones proposes activities to address dubious or defective processes or policies, as well as practises and areas of unhappiness inside the company. The study also highlights the value of employing collective bargaining as a grievance management technique for a successful and cordial interaction between management and employees. This will assist to boost the profitability and market share of firms, leading to better organizational performance, effectiveness and survival.

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