

Employee Grievances on Organizational Performance in Pharmaceutical Sector

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Abstract

Effective management of employee grievance is essential to maintain harmonious relationship at work place, booster employee loyalty and commitment as well as to improve overall organizational performance and productivity. This study examines the impact of employee grievance management on organizational performance. On the contrary, lack of or poor employee grievance management gives rise to negative organizational outcomes such as low productivity, absenteeism, disobeying orders, indiscipline and poor quality of work. The study concluded that effective management of employee grievances is essential for harmonious relationship between employee-employer to enhance organizational productivity and performance. It is suggested that grievances should be handle as quickly as possible in order to ensure that the negative consequences of unresolved grievance are drastically reduced in the workplace. In addition, there should be rigid grievance management procedures acts as a guide to the managers to handle grievance incidence at the workplace in order to ensure harmony and improve employee morale which is an essential element in the organizational performance. Organizations should ensure that the persons in grievance management well trained and enable them to handle grievance and conflicts very well. Organizations should also educate their employees time to time about grievance procedures that are available in the organizations and the need to follow laid down grievances management whenever they present the grievances. This paper seeks to utilize a theoretical approach to examine the impact of employee grievance management on organizational performance in workplaces. Some causes of workplace grievance were identified and valuable recommendations were offered, among others.

Keywords: Grievance, absenteeism, employee loyalty, commitment, productivity, performance

INTRODUCTION

In any organization, it is essential to maintain a good, healthy and harmonious relationship at workplace in order to enhance employee morale, organizational effectiveness and improve productivity and performance has given the employee grievance management at the top priority. It helps the organization to restructure their operating procedures to hold employee's feelings, opinions and views in order to gain employee's trust, loyalty and commitment when it comes to employees having channels to express their grievances to the management.

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Received Date: September 01, 2021

Accepted Date: November 11, 2021

Published Date: December 15, 2021

Citation: Anoosha G, Kiran Kumar Thoti. Employee Grievances on Organizational Performance in Pharmaceutical Sector. NOLEGEIN Journal of Organizational Behavior Management. 2021; 4(2): 9-21p.

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. Grievances are therefore indications of dissatisfaction on the part of individual members of an organization, and groups with members that have common interest. The suppression of grievances has far-reaching implications for the survival, growth and performance of industrial organizations. Suppressed workers grievances can give rise to informal strikes, sabotage, high degree of absenteeism, low morale, quarrels, suspicion, lack of commitment and accidents at the workplace with its serious consequences on productivity and improved performance.

Due to various changes taken place in organizations, and also because of differences in the ways people behaves and perceive thing, there are chances that complaints and disputes must exist at workplaces. A grievance therefore could arise out of poorly or wrongly interpretation, administration or alleged violation of the general or specific terms of the collective agreement between managements and labor, and when employees' expectations are not fulfilled from the organization as a result of which a feeling of discontentment and dissatisfaction arises. Grievance is usually filled by an employee when he or she feels that his rights has been violated or that aspect of work agreement he entered with an organization either personally or through collective agreement of union or relevant agencies has been altered. Importance of Grievance Procedures the potential of grievances is always present at work. There is hardly any firm that can operate without one form of grievance or the other. However, the manner and speed with which those grievances are handled speaks much about the how the harmony, productivity and performance of the organization will be. Hence, handling grievance through appropriate procedures plays a key role in the settlement of management's mistakes and weakness. If grievances are handled with a proper concern and consideration, they will initiate positive changes in the organization, thereby enhancing organizational productivity and employee satisfaction. The importance of having grievance procedure in place in an organization is that if an employee does not have opportunity to express his or her grievance, it will create some negative organizational impact which may include reduced productivity, absenteeism problem, disobeying of orders, indiscipline behavior and reduced quality of work, among others. Indeed, the management's role and objective does not end with employee retention, motivation, sanctions necessary to elicit employee behavior responses, but also to ensure that an effective grievance management procedure took place within the organization. (Bean, 1996) [1] noted that issues of grievance results from employees been dissatisfaction with treatment meted out on them. Grievances do also results from employee's disagreement with their company's policy (Ayadurai, 1996) [2]. In other words, when a company policy is not clear to an employee and does not specifically state what and how things should be done, earned, or ways to express dissatisfaction by employees, grievance is likely to result. Hardeman (2004) [3] observed that issue of grievance within the organization is identified as the protest of the employee against the application of the policies that are considered to be unjust or unfair. In his opinion, Salamon (2000) [4] state that grievance is bound to occur when management fails to honor or live up to the terms of agreement it entered with the employees and, or their representatives. However, since it may not be totally possible to stop grievances from occurring in organization, settling it as fast as it occurs at it root is very vital in order to stop the grievance from escalating to the point where it becomes a problem that may likely consume an organization. When grievance occurs, productivity goes down as employee's morale and commitments are generally affected (Juneja, 2018) [5]. Effective handling of employee grievance is a vital role of the personnel managers in organizations today. (Danku, Apeteley, Aboagye and Benyebaar 2015) [6] contend that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management-labor relationships and negatively affect the productivity of the

organization, therefore, must be tackled with all seriousness. (ACAS, 2011) [7] post it that managers try to reduce grievances and other challenges that do arise within an organization's workplace by utilizing laid down procedure. Management and immediate supervisors therefore have a serious role to play in effective management of employees' grievance. Meyer contends that a confirmed grievance showed that a manager's behavior breached a workers right. Noe, Hollenbeck, Gerhart and Wright (2003) [8] contend that the presence of much grievances in an organization is a sign of much problem just as too few grievance. Therefore, little or no grievance rate may suggest a fear of filling a grievance, signifying lack of faith in it or that the grievance procedure is not effective. Thus, organizations desiring effectiveness and increase performance must have a well-structured employee grievance handling procedure.

As indicated by Michael Jucius, "A grievance can be any discontent or disappointment, regardless of whether communicated or not, whether valid or not, and emerging out of anything associated with the organization that an employee considers, accepts or even feels as out of line or biased." A grievance implies any uneasiness or disappointment in an employee emerging out of anything identified with the undertaking where he is working. It may not be communicated and even may not be substantial. It arises when an employee feels that something has occurred or will happen which is unfair, out of line or discriminatory. In this way a grievance speaks to a circumstance in which an employee feels that something unfavorable to him occurred or will occur. In an industrial venture, an employee may have grievance as a result of extended periods of time of work, non-satisfaction of terms of service by the administration, out of line treatment in advancement, poor working offices and so on.

SCOPE OF THE STUDY

The study focus on grievances in general and pharmaceutical and drugs sector in particular. The researcher identified few grievances which are out of provisions of statutes during the pandemic period. Even tribunals, industry labor department, industrial relations bill and union home ministry couldn't solve certain issues related to grievance redressal in peculiar situation and couldn't support neither employee nor employer. In such a hanged situation researcher purposively selected the topic from pharmaceutical sector. First of its kind across world the sector badly after the identity of drugs and pharmaceutical which is ever green all times from the day Adam and eve found on the earth. Researchers and authors first time puzzled about the existence and sustainability of the sector in view of the COVID, because of the situation that many medical research institutes reluctant to take up any medical cases including general medicine and specialist medicine and not even for curing COVID itself. Professional doctors, paramedical staff and pharmacists too panic about the situation and dropped their guns down. In this situation from one side employees and their unions raised voice against layoff and layout of pharmacy companies. The industrialists on the other side seek their rescue from central government in such a worst situation of selling or marketing their products which are subjected to specific expiry dates and buy back agreements with medical retail organizations as a matter of lives of patient those who are using these drugs. Because many of the drugs in general got expiry date especially with pharmaceutical sector expires within 24 months. Industrialist found difficulty with warehousing, logistics, supply chain and inventory control issues which in turn leads to working capital irregularities in addition labor tribunal issues and social security issues of employees.

PROBLEM STATEMENT

- Grievances Handling Procedures, Mechanism and redressal process during period of COVID and awards assessment in view of loss of turnover.
- Statutory boards and their stands towards grievance redressal
- Role of trade unions and government towards grievance-handling
- Stand of government (s) with reference to social security legislations and labor welfare measures and role of employers to protect the interest of their employees with regards to

COVID situation and industry affects in profit making, retention of sales and deliverable to their stakeholders.

Objectives

- To assess the sources of grievances in the organization.
- To understand the attitude and behavior of the superior.
- To analyze the remedial measures should be taken to increase the productivity.

Hypothesis

- There is no significant impact of employee grievances on organizational productivity.
- There are no significant differences in sources of grievances
- There is no significant difference in methods addressing employee grievances.

METHODOLOGY

The study is on “impact of employee grievance on the productivity”. The study is confined to drugs and pharmaceutical sector which means companies in and around Hyderabad. Authors purposively selected pharmaceutical sector because this is ever-green profit making sector, which was collapsed due to pandemic on one side and employee-grievances increasing on the other side. In fact this should be the sector that can hold economy from deep depressions of both psychological and financial. A sample size of 100 employees at randomly selected from various pharmaceutical companies. Primary Data was collected through schedule/questionnaire/interviews/e-reports and general observation. The two sources of data collection are namely primary and secondary. Primary data are fresh data collected through survey from the employees using questionnaire. Secondary data are collected from books and internet. Chi Square test & weighted average mean method are used for the data analysis. Chi-Square test is used to study the impact between two variables and weighted average mean method is used to find an average resulting from the multiplication of each component by a factor reflecting its importance.

LIMITATIONS OF THE STUDY

- Private records of companies not accessible regarding statutory compliances.
- Personal bias of respondents, hallow effect and may be pretended
- Collection of data with accuracy and specificity is in question.
- Limitation by number of employees and organizations in one state and at one location.
- The situation may be different in different states if not ruled by central government
- Similar studies might be required to get grass root level resolutions

REVIEW OF LITERATURE

Grievance Procedure Grievance refers to any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures which are expressed by the employee and brought to the notice of the management and the organization (Juneja, 2018) [5]. Rose (2004) [9] defines grievance as any dissatisfaction regarding work and workplace expressed by employee in a formal way to his immediate supervisor. Grievances are indications of dissatisfaction of individual member with the ways things are playing out in their workplaces. Thus, employee grievance refers to any act of employee dissatisfaction cause by his immediate supervisor as regarding his work and workplace (Rose, 2004) [9]. It is any discontent dissatisfaction, expressed or not, and whether valid or not, arising out of anything connected with the organization which the employee thinks, believed, or even feels is unfair, unjust or inequitable that he has suffered (Dwivedi, 2009) [10]. Hardeman defines grievance procedure as a method through which employees make their voice known about management practices and/or decisions, in order to have them properly resolved. Jones and Gorge (2000) [11] posit that disagreements are always an inevitable part of organizational life. However, management always put in place some processes and procedures which can be followed to ensure that every of such conflicts and grievance are resolved. These processes are known as employee grievance procedures and are

much in line with the principle of “due process” (Mante-Meija and Enid (1991) [12] which guarantees the application of procedural of justice and ethical decision making in organization. According to Juneja (2018) [5], grievance lower employees morale and efficiency, and when unattended to, result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, According to Bagraim (2007) [13], the rationale for grievance procedures is to help individual organization attain its best in terms of employee’s performance and service delivery. He however pointed out that in most cases the procedures are management centered and may not allow employees to initiate expression of their dissatisfaction with regard to their work situations. According to Poole and Warner (2001) [14], collective bargaining is the institutional processes by which union workers and their management or employers negotiate with the aim of determining the appropriate terms and conditions of workers employment. It is the process through which agreement between management and workers is reached with regards to wages, working hours and working conditions of employees at the organization [15]. Workplace negotiations are usually undertaken by employees’ union on behalf of an employee or employees in order to present a formidable front which management finds difficult to turn down. It usually covers general negotiations on employee’s work hours, health and safety, salaries and grievances, training, overtime, grievance mechanisms, and even employee’s rights to participate in workplace (Futureofworking.com 2016) [16]. According to Emenike (2016) [17] organizational performance refers to “how corporation performs on contain criteria as profitability, market share, return on asset, and return on investment. In other words, level of profitability, market share which the firm control in the industry, and the returns from their assets and investment defines an organizational performance”. Darroch & Mcnaughton (2005) [18] define corporate performance as a firm’s position in an industry in relation to competition and industry average”. Organizational performance thus is the outcome of the performance or individuals and the entire groups in the organization. Individual performance lead to group (unit/department) performance and the performance of all the groups translate to the organization’s performance. Scholam, Rose and Krupp (2005) [19] argued that “organizational performance can be operationalized in many ways which includes “profitability, market share, return on assets or investment, changes in market share or profitability and new product success. They also identified customer’s loyalty, sales growth and long-term survival.

They contend that “corporate performance can be satisfactory or unsatisfactory depending on if it is high or low respectively. In the words of Chen, et al (2006) [20], organizational performance is the “transformation of inputs into outputs for achieving certain outcomes. Madanchian, Hussein, Noordin and Teherdoost (2006) [21] noted that the ability of an organization to achieve its goals is organizational performance. In his view, Daft (2000) [22] defines organizational performance as “the ability of an organization to attain its goals by using resources in an effective and efficient manner”. Profitability Profit making is important for every business organization. Obiekwe (2012) [23] notes profitability is the primary goal of every business venture. Without profit, it will be very difficult for any business to survive in the long term. The major reason why business organizations are adopting various business strategies in other to gain competitive advantages in the fact that they can acquire the financial resources to sustain human component which drive the organizational, and to continue to provide goods and services in the most expedient way that they want. Enekwe et al. (2013) [24] posit that profit is the ability of an enterprise to get sufficient return on the capital and the employees used in the business operation. Obiekwe (2012) [23] contend that “profitability is measured with income and goals of all business ventures. Marianne (2013) [25] notes that profitability is the primary arm of firms and also the most appropriate measures of efficiency in competitive business. Relationship between the Employee Grievance Management and Organizational Performance People are important ingredient for the survival and productivity of organizations. The ability of managements to ensure that their grievances are handled in an unbiased, just and fair manner is a plus to any management team as proper management of employee grievance ensure a harmonious relationship between management and workers. When harmonious management workers relations exist, employees become more committed and this makes them to put in more efforts, which helps to improve performance. Melchades (2013) [26] say that “employee performance is affected by any nature of grievance, and

grievance management deal directly with workers and all that concern them, so can influence workers performance and productivity of organizations". Suppressed workers grievances are known to have given arise to accidents at the workplace, absenteeism, strike actions, and different forms of industrial sabotage, low morale and reduction in employee's commitment. Therefore when management of employee grievance is in place, workers morale improves, commitment increases, and even organizational citizenship behavior develops, all of which are vital for improved organizational performance. According to Akanji (2005) [27] a well-constructed and effective employee grievance management induces a positive performance, while poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony of the entire organization with attendant reduction in productivity and performance of organizations. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions (Longe, 2015) [28]. Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011) [29].

Question wise Analysis & Result Discussion based on questionnaire/schedule canvassed to different respondents working in pharmacy sector in and around Hyderabad

It is found that 87% of the employees are between the age group 19 to 25 years, 7% of the employees are between the age group 26 to 30 years and 6% of the employees are above 30 years of age. And further observed that 73% people are male and 27% people are female of them; Around 81% of the employees have experience between 1 to 3 years, 13% have experience between 4 to 10 years and 6% of the employees have above 10 years of experience.

Distribution of respondents based on their individual grievances found that, around, 60% of the employees have grievance on working conditions, 25% of the employees have grievances on wages and salaries, 5% on promotions, 8% on others and 2% on discipline. From the above analysis, it is clear that many of the employees in the Pharmaceutical organization are having grievance about working conditions and the next majority is wages. So the managements should take measures to over these problems. 5% on promotions that means management should take care of promotions and 8% on others should be taken care off. It is identified that about 3% of employees are strongly agreed that they have grievances on management policies, 45% of employees are agreed, 40% of employees are neutral, 7% of employees are strongly disagreed and 5% are disagreed that they have grievances on management policies. From the above analysis, the management is good to do modifications in management policies that are the reasoning of having grievances by the employees because 45% of employees are having grievances on management policies which is a bad sign to the organization.

Around 5% of employees are strongly agreed that they have grievance on working conditions, 35% of employees are agreed, 50% of employees are neutral, 6% of employees are strongly disagreed and 4% of employees are disagree that they have grievances on working conditions. From the above analysis, the management should take of working conditions to make the employees satisfied so that the organization performance will increase.

It studied about interpersonal factors and grievances and found that, 3% of employees are strongly agreed that they have grievances on interpersonal factors, 7% of employees are agreed, 70% are neutral, 5% of employees are strongly disagreed and 15% of employees are disagreed that they have grievance on interpersonal factors. From the analysis, it is clear that 70% of the employees are neutral in interpersonal factors which a bad sign. The management should take measures to improve the interpersonal factors to increase their productivity so that it also increases the organization performance.

Distribution of respondents based on the relationship with their superior during work observed that around 5% of employees have excellent relationship with their superior, 40% of employees have good relationship, 53% of employees have fair and 2% of employees have poor relationship with their superior at work. From the above analysis, 40% of employees have good relationship with their superior which is a good sign for the organization performance, but 53% are only fair so the management should make implementation in building a good relationship between superiors and employees.

It is observed from responses that 90% of employees are sharing their grievances with the head of the HR department, 7% with their colleagues and 3% with their superiors. From the analysis, most of the employees where sharing their grievance with their head of the HR department which is a good sign so that good communication is built which helps in increase in organization performance. And 100% of the employees are known by the grievance handling procedure by the organization, which is a good sign for the organization. It helps the employee to know how to make notice of their grievance. It is observed that around 34% of employees don't know why they have not been given an opportunity in decision making.

It is observed from the responses that, 32% of employees think that the grievance handling is major component of organization performance, 5% think that the grievance handling is not a major component of organization performance and 63% are not sure that the grievance handling is major component of organization performance.

It is observed from the responses that around 94% of the employees have awareness of grievances redressal committee and 6% of employees have no idea about the grievance redressal committee. From the analysis, 94% of the employees have awareness of grievance redressal committee which is a good sign.

It is further observed that about 33% of employees express their grievance by discussion, 33% of employees express by letter writing or mailing and 34% of employees express using both discussion and letter writing or mailing to the top management.

It is also found that 66% of employees accepts the grievance effect their commitment and belongingness to the organization, 1% of employees didn't accept it and 43% are not sure whether the grievance effect their commitment and belongingness to the organization or not.

Distribution of respondents based on organization fairness in grievance policy gives motivation to perform their task of the job in the organization and 5% of employees are strongly agreed that the organization fairness gives motivation to perform their task of the job in the organization, 60% of employees are agreed that the organization fairness gives motivation to perform their task of the job in the organization, 33% of employees are neutral and 2% are strongly disagreed that the organization fairness gives motivation to perform their task of the job in the organization.

It is found that about 3% of employees are strongly agreed that the management acts quickly upon ascertaining the facts, 30% of employees are agreed that the management acts quickly upon ascertaining the facts, 64% of employees are neutral, 1% is strongly disagreed and 2% of employees are disagreed that the management acts quickly upon ascertaining the facts. From the analysis, it is a good sign for the organization because employees believe that the management acts quickly upon ascertaining the facts about the grievances.

It is observed from respondents that around 12% of employees are strongly agreed that the management efforts to dispense the grievances procedurals to ensure justice and satisfaction to employees, 15% of employees are agreed, 60% of employees are neutral, 5% of employees are

strongly disagree and 8% of employees are disagreed management efforts to dispense the grievances procedurals to ensure justice and satisfaction to employees. From the analysis, it is interpreted that the management should make more efforts to make the neutral people to believe in the management effort to dispense the grievance procedurals ensuring employees justice and satisfaction.

It is understood that participative decision making is in place to rule out grievance issues to this affect, 3% of the employees are strongly agreed that there is satisfaction in the employees in the decision taken by the top management, 32% of employees are agreed, 32% of employees are neutral, 23% of employees are strongly disagreed and 10% of employees are disagreed. From the analysis, 32% are agreed that there is satisfaction in the employees in the decision taken by the top management which is a good sign but 32% are neutral management should work out on that employees and make them satisfied with the decisions so that the employees get satisfied which increases the organization performance.

A chi-square test employed to the effect of grievance management policies and found that at 4 degrees of freedom and at 5% level of significance it is tested and found that there is no significant impact of gender with reference to grievance management policies.

From Table 1 the analysis of P value is .359 greater than 0.05 no gender management policies.

Table 1. A chi-square test employed to the effect of grievance management policies.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.362 ^a	4	0.359
Likelihood Ratio	4.27	4	0.371
Linear-by-Linear Association	0.072	1	0.789

A chi-square test employed to the effect of grievance on working conditions of management and found that at 4 degrees of freedom and at 5% level of significance it is tested and found that there is no significant impact of gender with reference to working conditions of employees.

From Table 2 P value is .586 greater than 0.05 no gender differences on Grievances on working conditions.

Table 2. A chi-square test employed to the effect of grievance on working conditions of management.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.835 ^a	4	0.586
Likelihood Ratio	2.805	4	0.591
Linear-by-Linear Association	1.239	1	0.266

A chi-square test employed to the effect of grievance on interpersonal factors and found that at 4 degrees of freedom and at 5% level of significance it is tested and found that there is no significant impact of gender with reference to interpersonal relationship of employees.

Table 3 P value is .189 greater than 0.05 no gender differences on Interpersonal factors.

Table 3. A chi-square test employed to the effect of grievance on interpersonal factors.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.255 ^a	4	0.181
Likelihood Ratio	6.304	4	0.178
Linear-by-Linear Association	1.416	1	0.234

A chi-square test employed to the effect of grievance on gender based bias and found that at 4 degrees of freedom and at 5% level of significance it is tested and found that there is no significant impact of gender with reference to gender based bias of employees.

From Table 4, the above analysis P value is .413 greater than 0.05 no gender differences on problem identified factors.

Table 4. A chi-square test employed to the effect of grievance on gender based bias.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.950 ^a	4	0.413
Likelihood Ratio	4.043	4	0.4
Linear-by-Linear Association	2.093	1	0.148

A chi-square test employed to the effect of grievance on age based bias and found that at 4 degrees of freedom and at 5% level of significance it is tested and found that there is no significant impact of gender with reference to age based bias of employees.

From Table 5, the P value is .413 greater than 0.05 no gender differences on problem identified factors.

Table 5. A chi-square test employed to the effect of grievance on age based bias.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.281 ^a	8	0.139
Likelihood Ratio	12.344	8	0.136
Linear-by-Linear Association	0.026	1	0.873

A chi-square test employed to the effect of grievance on age based and interpersonal issues and found that at 4 degrees of freedom and at 5% level of significance it is tested and found that there is no significant impact of gender with reference to age based age based and interpersonal issues of employees.

From Table 6, P value is .481 greater than 0.05 no age group differences on Interpersonal factors.

Table 6. A chi-square test employed to the effect of grievance on age based and interpersonal issues.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.526 ^a	8	0.481
Likelihood Ratio	11.055	8	0.199
Linear-by-Linear Association	2.027	1	0.155

SUMMARY AND RECOMMENDATIONS

- It is inferred that 87% of the employees are between the age group 19 to 25 years, 7% of the employees are between the age group 26 to 30 years and 6% of the employees are above 30 years of age.
- The sampling 73% people are male and 27% people are female.
- In the organization, 81% of the employees have experience between 1 to 3 years, 13% have experience between 4 to 10 years and 6% of the employees have above 10 years of experience.
- In pharmaceutical sector the grievances are found to be, 60% of the employees have grievance on working conditions, 25% of the employees have grievances on wages and salaries, 5% on promotions, 8% on others and 2% on discipline.
- It is observed that 3% of employees are strongly agreed that they have grievances on management policies, 45% of employees are agreed, 40% of employees are neutral, 7% of

employees are strongly disagreed and 5% are disagreed that they have grievances on management policies.

- By the employees the satisfaction towards the working conditions of the company are stated as 5% of employees are strongly agreed that they have grievance on working conditions, 35% of employees are agreed, 50% of employees are neutral, 6% of employees are strongly disagreed and 4% of employees are disagree that they have grievances on working conditions.
- It is found that the employees having grievances on their interpersonal factors that 3% of employees are strongly agreed that they have grievances on interpersonal factors, 7% of employees are agreed, 70% are neutral, 5% of employees are strongly disagreed and 15% of employees are disagreed that they have grievance on interpersonal factors.
- The relationship between the employees and superiors are found that 5% of employees have excellent relationship with their superior, 40% of employees have good relationship, 53% of employees have fair and 2% of employees have poor relationship with their superior at work.
- On the study of identification of the problem by the management if any grievances arises it is found that 5% of employees are strongly agreed that the real bases of their problem identified, 15% of employees are agreed, 70% are neutral, 4% of employees are strongly disagreed and 6% of employees are disagreed that the real bases of their problems are identified.
- Grievances shared by employees are stated has 90% of employees are sharing their grievances with the head of the HR department, 7% with their colleagues and 3% with their superiors.
- By the analysis 100% of employees are known about the grievance handling procedurals followed in their organization.
- The opportunity given to the employees to take their grievances to higher officials, 66% of employees said that an opportunity is given to them to take the grievance to higher official in case if the decision is not satisfactory, 1% of employees are not agreed and 33% are couldn't say anything about it.
- Grievances handling impact on organization performance is stated by the employees has 32% of employees think that the grievance handling is major component of organization performance, 5% think that the grievance handling is not a major component of organization performance and 63% are not sure that the grievance handling is major component of organization performance.
- Grievance redressal committee known to employees has 94% of the employees have awareness of grievances redressal committee and 6% of employees have no idea about the grievance redressal committee.

RECOMMENDATIONS

- Most of the employees are facing grievances are based on working conditions. It is good for the management to improve working environment and all existing circumstances affecting employees in work place, including job hours, physical aspects, legal rights and responsibilities.
- Management should also take care about the management policies in the Pharmaceutical organization.
- Management should provide some training and development for the employees so that the employees can develop their interpersonal skills which help the organization to improve its performance.
- Satisfaction of the employees is important to improve the organization performance, the real bases of the grievances should be identified so that the problem can be solved permanently.
- It is also important to the organization to follow up regularly after solving the grievance to ensure whether the right decision is taken or not.
- The workload should be taken care off by the management because many of the employees are agreed that their workload had increased than before which makes the employee to leave the organization.
- It is also important that the management should train the superiors to get awareness on different grievances. So, that they can solve the grievances of employees in the early stage without any

delay which helps to increase the employees performance which also results in increase in organization performance.

- A good grievance procedure help management understand the feelings and attitude, of the workers concerning the organizations' polices, practices and rules, thereby helping them to make necessary improvement in policies and rules.
- It also serves as a medium for upward communication to organization top management, and makes them become more aware of employee's frustration, problems and general expectation. As a result, help an employee to release the pressures that has accumulated because of the grievance.

CONCLUSION

Effective management of employee grievance help management understands the feelings and attitude of the workers concerning the organizations' polices practices and rules. It serves as a medium for upward communication to organization top management and provides the means of identifying the appropriate practices, procedures, and administrative policies that can cause the employee's complaints to be considered, and it serves as a tool for management to maintain an open and harmonious relationship with the employees within the workplace, thereby reducing unnecessary crises which promotes organizational poor performances and inefficiency. In addition, employee grievance management practice helps managers to identify questionable practices and areas of discontents in the organization and provides measures of correcting the questionable or faulty practices or policies. The study also reveals the importance of utilizing collective bargaining as vital grievance management tool for effective harmonious management-labor relationship which helps to promote profitability and increase in market share of organizations, hence lead to enhanced organizational performance, effectiveness and survival.

Recommendations Based on our literature and conclusion drawn, we recommend that grievances should be handle as quickly as possible as they are reported in order to ensure that the negative consequences of unresolved grievance does not manifest in the workplace. Secondly, since most grievances in workplaces are related to performance appraisal, rewards and incentives, salary, and general working conditions, management should ensure that it improves working conditions of her employees. In addition, organizations should ensure that those in-charges of employees grievance management should be well trained to enable them acquire the requisite human relations skills, and knowledge of the country's labor and industrial laws to increase their capacity in grievance and conflict handling. It serves as a tool for management to maintain an open and harmonious relationship with the employees within the workplace, identify questionable practices and areas of discontents in the organization and provides measures of correcting the questionable or faulty practices or policies, and reduces the likelihood or arbitrary action by supervisors as they know that employees can protest such behavior to tap management, where the supervisor may even be cautioned. Dimensions of Employee Grievance Management Effective grievance management are an essential part of personnel management; it is the management process of handling the grievance that occurred in a work place in more productive way. An effective employee grievance management ensures a peaceful harmonious work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers, and also helps the management to frame policies and procedures acceptable to the employees.

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