

# Impact of Employee Grievance Identification Strategies on Job Performance with Special Reference to Info Park and Techno Park, Kerala

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**Abstract** - Employee grievance management is considered as the most important aspects of every organization. These grievances may arise from working conditions, health and safety, performance appraisal, relationship with superior and subordinates, training and development activities and personal aspects. Some of the psychological and behavioral aspects are also leads to employee grievances. Grievances are not complaints. The registered complaints or complaints followed formal structure are known as grievances. IT industry faced many challenges over years. Talent management and change management issues, performance management and digitalization are some of the key areas. Hence lot of grievance is filed by employees related with these aspects also. Hence a better grievance management system is essential for every organization which significantly contributes towards job commitment, job involvement, job attachment, productivity, and morale. This paper tries to prove the relationship between various grievance management techniques with job performance of employees in Techno Park and Info Park in Kerala.

**Keywords:** Grievance Management, Job Performance, Open Door Policy, Step Ladder Policy, Grip Box, Exit Interviews

## I. INTRODUCTION

Indian IT sector consisting of software companies, hard ware companies and business outsourcing companies. IT sector is considered as one of the prominent sector where employees are filed huge number of grievances. Grievances management consisting of various dimensions such as grievance identification, grievance reporting, grievance management, resolution and follow up. Employee grievance management is considered as the most important factor which influenced employee job performance. Many IT companies are adopted various methods for grievance identification. Open door policy, Mail reporting, grip boxes, step ladder policy, exit interviews are important grievance identification strategies used in Indian IT companies. In Info Park and Techno Park, mail reporting and open door policy are commonly used methods. Poor working condition, lack of technical knowhow, sexual harassment, overtime, lack of proper training and career advancement opportunities, bad relationship with supervisors and coworkers ,inappropriate salaries, autocratic leadership style, lack of proper health and safety measures, poor performance appraisal system are the major reasons of employee grievances in IT sector. Studies proved that these grievances made great impact on

morale, commitment and organizational justice. Another dimension of grievance management is behavioral and psychological aspects. These factors made a significant impact on emotional intelligence, stress management and psychological detachment.

## II. OBJECTIVES OF THE STUDY

1. To identify various grievance management techniques used by techno park and info park, Kerala.
2. To study employee's perception on various grievance management techniques used by techno park and info park.
3. To analyze the relationship between grievance management techniques and employee job performance.
4. To measure the impact of grievance management techniques on job performance of employees in info park and techno park, Kerala.

## III. RESEARCH METHODOLOGY

The study follows descriptive and causal research method. Both primary and secondary data are used in the study. The primary data was collected through a well-structured questionnaire. Secondary data was collected from academic journals and websites. The sample size taken for the purpose of the study is 200 IT employees in Info Park and techno park, Kerala. Simple random sampling is used as sampling technique. Exploratory factor analysis, ANOVA, correlation and multiple regressions are used for data analysis.

## IV. REVIEW OF LITERATURE

Adithi Pradeep, Alfiya Niha, Gopika Gopan, Vinod Kumar K (2018) made a study on best practices in grievance handling mechanism: a study in Kerala. The objective of the study is to understand the effectiveness of grievance handling system of HOMCO and employee satisfaction on grievance management. The primary data was collected through interview method, questionnaire distributed to employees.

Findings proves that majority of the employees in the organization are not aware about the grievance handling system in the organization. Majority of the employees complaints are related with working conditions and salaries. Sushmapreethi and Guru P (2016) studied employee grievance management at Neyveli Lignite Corporation limited. The key objective of the study is to analyze the level of satisfaction on grievance management and to study

the attitude of supervisors towards the grieved employees. Simple random sampling technique is used for selecting 153 sample respondents. Findings revealed that the attitude of supervisor towards the grieved employees largely depends on frequency of grievance received in the organization. If the management properly consider this bias and try to reduce it, then the level of satisfaction towards the grievance management system increased.

## V. ANALYSIS AND INTERPRETATION

### A. Exploratory Factor Analysis

TABLE I GRIEVANCE MANAGEMENT TECHNIQUES

Factor and Variance Explained	Components	Rotated Factor Loadings
Open door policy	This method facilitates easy reporting	.946
	It provided better follow up	.923
	This allows increase confidence	.863
Step ladder policy	This method is more convenient	.847
	This helps to maintain good relation with supervisor	.827
	This method consumes less time	.666
Grip box system	This provides file grievances without any fear	.850
	This method ensure more privacy	.825
	This method helps to avoid fear of punishment	.792
E mail reporting	This is most easy method of grievance filing	.740
	This methods allows maintain secret nature of grievance	.737
	This allows easy filing, resolution and communication	.664

Source: primary data

The above table shows the factor extraction from the loaded items. 12 statements were loaded to extract 4 factors using principal component analysis. The identified factors are named after thorough measuring relationship with statements. The first factor identified as ‘open door policy’ second factor ‘step ladder policy’, third factor ‘grip box system’ and fourth factor named as ‘email reporting’.

### Anova

$H_{01}$ : There is no significant difference between age of the respondents and perception on various grievance management techniques.

TABLE II SIGNIFICANT DIFFERENCE BETWEEN AGE AND PERCEPTION ON VARIOUS GRIEVANCE MANAGEMENT TECHNIQUES

Sl. No.	Particulars	Significance
1	Open door policy	0.001
2	Step ladder policy	0.005
3	Grip box system	0.032
4	Email reporting	0.005

Source: primary data

Table II states the significant difference on the perception of IT employees towards various grievance management strategies based on age of the respondents. The P value for each construct is less than 0.05, which indicates the null hypothesis is rejected. Thus there is a significant difference in the perception of employees on grievance management techniques based on their age.

### B. Correlation Analysis

$H_{02}$ : There is no relationship between employee grievance management techniques and job performance.

TABLE III RELATIONSHIP BETWEEN EMPLOYEE GRIEVANCE MANAGEMENT TECHNIQUES AND JOB PERFORMANCE

Independent variable	Dependent variable	Pearson correlation	P Value
Employee Grievance Management techniques	Job commitment	.550	.000
	Job involvement	.647	.000
	Job attachment	.644	.000

Source: primary data

Table III portrays the correlation between the dependent variable employee job performance and independent

variable employee grievance management techniques. Job commitment has shown highest significant relation with P value .000.

### C. Regression Analysis

$H_02$ : There is no significant impact of employee grievance management techniques on job performance.

TABLE IV IMPACT OF EMPLOYEE GRIEVANCE MANAGEMENT TECHNIQUES ON JOB PERFORMANCE

Model	R square	Adjusted R square
Impact of employee grievance management techniques on job performance	0.566	0.525
Predictors: open door policy, step ladder policy, grip boxes, email reporting Dependent variable: employee job performance		

Table IV reveals the results of regression analysis. Employee job performance is considered as dependent variable and employee grievance management techniques in selected IT parks are considered as predictors. The results revealed that any change in the chosen predictors will yield 56% changes in the dependent variable that is job performance of employees in selected IT parks.

### VI. FINDINGS OF THE STUDY

1. Majority of the respondents are aware about the grievance identification strategies used in selected IT parks.
2. Factor analysis revealed that open door policy, step ladder policy, grip box system, and email reporting are considered as the major grievance management strategies in selected IT parks in Kerala.
3. Grievance management techniques made a significant impact on employee job performance.
4. There is a significant impact of grievance management techniques on job performance of employees in selected IT parks.

5. There is a significant difference in employees perception on grievance management techniques based on their age.

### VII. CONCLUSION

Employee grievance management techniques made a significant impact on job commitment, job attachment and job involvement. Hence the IT companies should give more importance on employee grievance management strategies. Open door policy allows the employees to report their grievances before of any higher officials of the companies. In step ladder policy the grievances are reported to immediate superior only. Hence this method consumes more time for resolution. Grip boxes allow maintain secret nature of grievance and file grievance without any fear. Exit interviews are more beneficial for management but selected IT companies are not frequently used this technique. As per the perception of employees email reporting is considered as the most easy and convenient method.

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