



A Study of Grievance Handling Mechanisms and Employee Relations

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Abstract:-This study is about grievance handling mechanisms and their importance in maintaining good employee relations in an organization. A grievance means any kind of complaint, problem, or dissatisfaction that an employee faces at the workplace. These problems can be related to salary, working conditions, workload, promotion, behavior of supervisors, or company rules. If these issues are not solved on time, they can create a negative work environment and reduce employee performance. The main aim of this study is to understand how organizations handle employee grievances and how these systems affect the relationship between employees and management. Employee relations play a very important role in the success of any organization. When employees are happy and satisfied, they work more efficiently and contribute positively to organizational growth. This study is based on both primary and secondary data. Primary data is collected through questionnaires and interviews with employees to understand their opinions and experiences regarding grievance handling. Secondary data is collected from books, research articles, company reports, and online sources.

Keywords- For this study include grievance, employee complaints, workplace dissatisfaction, grievance handling mechanism, employee relations, organizational behavior, job satisfaction, working conditions, salary issues, promotion, supervisor behavior, conflict resolution, employee performance, management response, communication, workplace environment, primary data, secondary data, questionnaires, interviews, and organizational growth.

I. INTRODUCTION:

In every organization, employees may face different kinds of problems or dissatisfaction related to their work. These problems are known as grievances. A grievance can arise due to many reasons such as unfair treatment, low salary, poor working conditions, heavy workload, lack of communication, or conflicts with supervisors and co-workers. If these grievances are not handled properly, they can affect the performance of employees and create a negative work environment.

Grievance handling mechanisms are the methods and procedures used by organizations to address and resolve employee complaints. These mechanisms provide employees with a proper platform to express their concerns and seek solutions. A well-designed grievance handling system ensures that issues are resolved fairly, quickly, and without bias. It also helps in maintaining discipline and

harmony within the organization. Employee relations refer to the relationship between employees and management. Good employee relations are essential for the smooth functioning and success of any organization. When employees feel that they are treated fairly and their problems are taken seriously, they develop trust and loyalty towards the organization. This leads to higher job satisfaction, better teamwork, and increased productivity.

II. OBJECTIVES OF THE STUDY:

- To study existing grievance handling mechanisms.
- To evaluate effectiveness in resolving complaints.
- To identify causes of employee grievances.
- To study the relationship between grievance handling and employee relations.
- To identify employee satisfaction.



III. SIGNIFICANCE OF THE STUDY:

Helps organizations improve grievance systems:-

This study helps organizations identify the strengths and weaknesses of their current grievance handling process. By understanding these areas, companies can make improvements to ensure that employee complaints are handled more effectively, fairly, and quickly.

Maintains workplace harmony:-

Proper grievance handling helps in maintaining peace and harmony in the workplace. When issues are resolved on time, it reduces misunderstandings and creates a friendly and cooperative work

Builds employee trust:-

When employees feel that their problems are heard and solved fairly, they develop trust in the management. This trust strengthens the relationship between employees and the organization and increases loyalty.

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Improves communication and morale

A proper grievance system encourages open communication between employees and management. Employees feel free to share their concerns without fear.

IV. LITERATURE REVIEW

According to various studies, grievance handling mechanisms play a key role in creating a healthy relationship between employees and management. A study by Rupali Taru (2018) identified that common causes of grievances include salary issues, poor working conditions, lack of communication, and problems in promotions or transfers. The study also highlighted that effective grievance handling helps organizations run smoothly and improves productivity.

Similarly, Balamurugan and Shenbagapandian (2016) explained that grievance handling involves identifying the

root cause of employee dissatisfaction and resolving it through proper procedures. Their research emphasized that organizations must adopt suitable grievance redressal methods to maintain good employee relations and ensure organizational success.

Another study by Veena Balakrishnan showed that grievance handling mechanisms are directly related to employee satisfaction. The findings indicated that when employee complaints are resolved properly, it creates harmony in the organization and leads to a positive attitude among employees.

Recent research also supports the importance of grievance handling in industrial relations. A literature review by Dhawale and Dasnur (2024) stated that grievance handling systems provide a structured way to address employee complaints and prevent conflicts. The study highlighted that proper grievance procedures help in building trust, improving communication, and increasing employee morale.

V. RESEARCH METHODOLOGY

Research Design:

This study follows a descriptive research design, which focuses on describing the existing grievance handling practices in an organization. It helps in understanding how the current system works and how it affects employee relations. This type of research does not manipulate any variables but studies the situation as it exists.

The main focus of this research is on employee perceptions and satisfaction levels regarding grievance handling mechanisms. It aims to understand how employees feel about the way their complaints are handled and whether they are satisfied with the process. Employee opinions are important because they directly influence morale, trust, and workplace relationships.

VI. SOURCE OF DATA:

Primary data:

The data collection made in this project is done through a questionnaire. The primary data has been collected through well framed questionnaires from employees.



Secondary data:

The secondary data were collected from websites, articles and online journals.

Sampling Technique:

Convenient Sampling Method

The study uses convenience sampling, which means employees are selected based on their availability and willingness to participate. This method is simple, time-saving, and suitable for collecting data quickly. It allows the researcher to gather information from employees who are easily accessible within the organization.

Employees from Different Departments :

To make the study more effective and balanced, employees are selected from different departments such as HR, production, finance, marketing, and administration. This helps in collecting diverse opinions and experiences related to grievance handling mechanisms.

Sample Size

A sample of employees (for example, 50–100 respondents) is chosen depending on availability. Including employees from various departments ensures that the study represents different perspectives within the organization.

VII. RESULT AND FINDING :

Results:

The data shows that employees are generally aware of proper workplace behavior and prefer structured grievance handling methods. A large number of respondents choose actions like reporting issues, escalating to higher authority, and formally complaining, indicating trust in organizational systems. At the same time, a noticeable portion of employees still avoid action by ignoring problems or staying silent. The responses also highlight that fairness, salary, and equal treatment are key concerns among employees. Additionally, most employees believe that delays in handling grievances negatively impact the situation and workplace environment.

Findings:

The study finds that employees have a positive attitude towards grievance redressal mechanisms but there are still

challenges. While most employees rely on HR and management for solutions, some lack confidence or fear consequences. Perceptions of inequality and dissatisfaction with delays suggest areas for improvement. Overall, the organization has a functional system, but it needs to focus more on building trust, reducing fear, and ensuring timely resolution of issues.

VIII. DISCUSSION:

The findings indicate that organizations have a reasonably effective grievance handling system, as employees largely trust formal channels like HR and higher authorities. The preference for communication and reporting shows a positive work culture. However, the presence of fear, silence, and dissatisfaction in some responses highlights gaps in trust and openness. Issues like perceived inequality, delayed resolutions, and hesitation to raise concerns suggest that organizations need to improve transparency, responsiveness, and employee confidence. Strengthening communication and ensuring equal treatment can further improve employee relations.

IX. CONCLUSION

The study concludes that grievance handling mechanisms play an important role in maintaining good employee relations. Most employees support formal systems and believe in resolving issues through proper channels. While the system is generally effective, there is still a need to reduce fear, encourage open communication, and ensure quick and fair resolutions. Improving these areas will help organizations build stronger trust, increase employee satisfaction, and create a more positive work environment.

X. SUGGESTIONS

- The company should encourage open communication so employees feel safe to share problems without fear.
- Grievances should be resolved quickly to avoid escalation and dissatisfaction.
- Management should ensure equal treatment of all employees to reduce feelings of unfairness.
- Regular feedback sessions can help identify issues early.
- HR should conduct awareness programs about grievance procedures.



- Managers should be trained in handling employee concerns respectfully and effectively.
- A transparent system should be maintained so employees trust the process.

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