



Grievance Management – Need of an Hour

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Abstract

In any educational institution, the effective and efficient environment depends on fair communication, mutual understanding, and timely resolution of employee concerns. Appropriate handling of grievances helps to maintain discipline, trust, and cooperation within an institution. An effective grievance management system increases staff satisfaction, improves institutional efficiency, and promotes harmonious relationships between management and staff. This article focuses on the concept of grievance, the causes of grievance and the concept of grievance management, process, kinds and handling procedures concerning educational institutions.

Keywords: Grievance, grievance management, process, kinds, causes, handling procedures.

Introduction

Every institution requires being free from grievances to run it effectively and efficiently. It is some displeasure or sense of discrimination associated with one's job condition that comes to the notice of the administration. Approximately, it is some displeasure that negatively impacts organisational relationships and output. A grievance is an official complaint that displays any dissatisfaction of a staff member, commencing from the components related to their duty. In short, it is a condition of dissatisfaction, spoken or unspoken, penned or unpenned, justified or unjustified, having a link with the job position.

Grievance is defined as a scripted complaint recorded by a staff member or subordinate appealing for unbiased conduct.

Grievance means a complaint by one or more staff members or subordinates with regard to salary or wage payments, late shifts, leave, promotion, transfer, superiority, work tasks, and relieve from duty comprise grievances.

It is a displeasure or a sense of prejudice associated with one's work state that is brought to the notice of the administration.

To comprehend what it is. A grievance is essential to differentiate between displeasure, objection, and grievance.

- Displeasure is a condition or sense of dissatisfaction, spoken or unspoken.
- A displeasure that is verbally created and transferred by one staff member to another staff member is called an objection.
- An objection converts a grievance after this displeasure, typically associated with the job, comes to the attention of the administration.

A Grievance is Therefore,

- i) A term that comprises displeasure that contains single or more than a single of the following factors
 - It might be specified by a superior.
 - It might be verbal or written.
 - It might be lawful and legal, fictitious, two-faced or unreasonable and
 - It might result from something linked to the institution or job.
- ii) A staff member experiences that unfair treatment has been done.

Causes of Grievances

The main reasons for grievance may be categorised into the following four ways

- **Grievances ensuing from Management Policy:**
 - i). Holidays taken or leave
 - ii). Relocation or Transfer
 - iii). Demotion or promotion
 - iv). Absence of job forecasting and staff members' growth plan
 - v). Additional hours and overtime
 - vi). Superiority
- **Grievances Ensuing from Working Conditions:**
 - i). Shifts in plans or processes
 - ii). Negative infrastructural resources at the job
 - iii). Unavailability of sufficient infrastructural resources for executing the work.

- iv). Inadequate relationship with the superior
- v). Modification in plans or processes
- vi). Inadequate fitting of the staff member with the work.

- **Grievances Ensuing from Individual Instability:**

- i). Extreme pride
- ii). Unrealistic attitude towards life, etc
- iii). Over ambition

- **Grievances Ensuing from Unproven Violation:**

- i). Central or state laws
- ii). Government rules
- iii). Management's accountability
- iv). Previous tradition

No matter what type of institution it is, in everyday functioning, ecological issues occur quite often, which demand realistic answers. Each and every complaint should be handled carefully and properly. The basic goal should be to settle grievances unofficially. Nevertheless, if the complaint is of a crucial type, the staff members can mention or raise a formal grievance.

Legally, every institution should have a grievance strategy. The official, penned document should be known to each staff member. If they have any issues, then they should follow the process.

Concept of Grievance Management

Grievance management is the management of staff members' displeasure or complaints (e.g., impartiality, job harassment, or salary reduction). It provides a secure environment for the staff members if institutions establish formal grievance handling procedures.

Need for Grievance Handling/Management

- **Motivates Staff:** It motivates staff members to improve their affairs without fear of punishment. A teacher feels that the timetable assigned to her is too heavy compared to others. Through the grievance procedure, she confidently reports the issue to the principal without fear of reprisal.
- **Avoid Disputes:** Two teachers disagree over classroom allocation. The grievance procedure helps settle the matter early before it turns into a serious conflict among staff members. It avoids minor disputes from developing into more major disagreements.
- **Saves Time and Money:** It protects valuable minutes and cash as answers are found for job-related issues. A dispute regarding salary calculation is immediately addressed through the grievance process, avoiding legal action and saving the school both time and expenses.
- **Dealing with Complaints:** It provides a reasonable and quick means of solving complaints. A lab assistant complains about the lack of proper science equipment. The school grievance committee listens to the complaint and resolves it quickly by arranging the required materials.
- **Develop an Organisational Climate:** It develops to create an institutional climate based on honesty and faith. Teachers feel comfortable sharing concerns about workload and school policies because the school maintains an open and trusting environment through proper grievance handling.
- **Organisational Objectives:** It achieves the organisational objectives. When staff grievances about

the lack of teaching resources are solved, teachers work more efficiently, helping the school achieve better academic results.

- **Clarifies:** It refines the nature of the grievance. It enables the employee to hear his/her grievance. A teacher complains about unfair performance appraisal. During the grievance meeting, the exact issue is clearly explained and understood by both the teacher and the management.
- **Investigation:** It investigates the reason for dissatisfaction. It informs the employee of his/her right. Students complain that a teacher is frequently absent. The principal investigates the matter, checks attendance records, and informs the concerned teacher about the findings and school rules.
- **Appropriate Actions:** It takes appropriate actions & ensure that promises are kept. After receiving complaints about unsafe classroom wiring, the school management immediately repairs the electrical system and ensures student safety.
- **Speedy Resolution:** It obtains a speedy resolution to the problem. A peon reports delayed payment of overtime wages. The administration quickly verifies the records and clears the pending payment within a few days.

Process of Grievance Redressal

- A grievance process is an official procedure that is primary to an arbitration, which provides the parties with a means to try to solve their issues in a calm, systematic and prompt way.
- The process may have two steps or more steps, conditional on the extent of the institution.
- It can be of an open-door or step ladder type.

Types of Process

- **Open Door Policy:** In this policy, one or more staff members can directly meet with the management about their problems. It is applicable in minor institutions.
- **The Step Ladders:** This type of process will have 3, 4, or 5 stages.

The Step Ladder Process

- **Step One:** The distressed staff member justifies his problems to his immediate superior verbally or in a symposium/conversation especially conducted for this aim.
- **Step Two:** This step is considered if the grievance is not solved by the immediate superior. The grievance is forwarded to top-level management.
- **Step Three:** The grievance is forwarded to the Grievance Committee, as the choice of the immediate superior and top-level management was not resolved the issue. The Committee will comprise peer staff members and cover some members of the Union and administration.
- **Step Four:** If the choice of the Committee is unacceptable, then it will be reviewed by the administration.
- **Step Five:** The last step is taken and presented to a judge or arbitrator, who is approved by the staff member as well as the administration members.

Grievance Management Process

A grievance management process is a sequence of processes organised in a ladder of rising difficulty and association. Every institution needs a procedure of pacification to enable

the settlement of disputes and to ensure that a staff member with a grievance that his case will be given an unbiased hearing. The number of steps in the grievance process differentiates with the extent of the institution. A minor institution only has two or three steps, while a major institution may have eight to ten steps of the grievance management process. In general, while managing a grievance, the following process has to be followed.

- **Step I: Stating and explaining the characteristics of the grievance as vividly as possible** - Stating and explaining the grievance states that it has been written. In an Educational Institution, the teacher submits a complaint to the principal stating that she has been given more teaching periods than other teachers, which is causing stress and workload imbalance.
- **Step II: Gather all details that help to clarify how, when, where, why and to whom the grievance arose.** After explaining the grievance, the subsequent step is to collect all important details associated with the case. The individual managing the grievance must know the assumed grievance was first faced, whether it has been recurring or not, how and where it took place and the conditions under which it emerged. The staff member should be fully persuaded that management is perfectly honest in seeing that justice is done. In an Educational Institution, the principal checks the timetable records, discusses the issue with the timetable committee, and verifies how many periods each teacher has been assigned. The principal also asks when the issue started and whether similar complaints were raised earlier.
- **Step III: Ascertaining a provisional answer to the grievance** - Once obtaining a perfect idea of the grievance, another stage covers ascertaining a provisional answer. In an Educational Institution, after reviewing the situation, the principal tentatively decides that the workload may be redistributed equally among staff members by adjusting the timetable.
- **Step IV: Gather extra information to examine the validity of the provisional answer** - Based on the provisional answer, details are collected. The superior establishes a provisional answer and then examines essentially whether their assumption is right or wrong. If the philosopher is wrong, he establishes a provisional answer and continues with it till he gets the perfect solution. In an Educational Institution, the principal further examines subject requirements, teacher availability, and class schedules to ensure that timetable changes are practical and fair for all teachers.
- **Step V: Utilising the answer** - To utilise the answer, the superior may conduct a conference with the distressed staff members and question other staff members. The answer should be applied without delay if they have reached a final decision. In an Educational Institution, the principal revises the timetable and reduces the extra classes assigned to the aggrieved teacher while distributing the workload equally among other teachers.
- **Step VI: Follow-up** - The superior should not end that the grievance has been addressed until a test is made to decide whether the staff members' behaviour has been favourably modified. Examining can be done through informal examination while the staff members are

employed, and a choice can be made positively or negatively. Another way is to ask the other staff members about the distressed staff member's response.

In an Educational Institution, after a few weeks, the principal informally interacts with the teacher and observes her attitude and performance to ensure that she is satisfied with the revised arrangement and that the grievance has been properly resolved.

Conclusion

The fruitful operation of a grievance process requires the preservation of adequate records, experience and reasonable conduct for all. However, there might be some special situations when the above-mentioned procedure needs to be changed for the better. The Human Resource Department preserves the right to review the same as essential and suitable.

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