

Paper Title: Management of employee grievance in Higher education institutions

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Abstract—Effective management of employee grievances in educational institutions is crucial for maintaining a harmonious work environment, enhancing job satisfaction, and improving overall institutional performance. This study examines the impact of grievance management practices on employee satisfaction and retention within educational settings. Utilizing a descriptive research design, the study collects primary data through structured questionnaires and semi-structured interviews from a stratified random sample of teaching and non-teaching staff across various educational institutions. Secondary data is gathered from institutional records and relevant literature.

Data analysis employs both descriptive and inferential statistical methods to identify patterns and relationships between grievance management practices and employee outcomes. The findings indicate that prompt and fair grievance handling procedures significantly enhance employee satisfaction and reduce turnover intentions. Moreover, the study highlights the importance of clear communication, transparency, and the involvement of employees in the grievance resolution process.

The research contributes to the understanding of grievance management in educational institutions and provides practical recommendations for policymakers and administrators to improve grievance handling mechanisms. By addressing employee concerns effectively, institutions can foster a positive organizational culture, leading to improved employee morale and institutional success.

I. INTRODUCTION

In modern days of business, grievance management is one of the most crucial challenges for human resource management to handle effectively. With the increase in business complexity, the changes related to business operation and increasing multicultural business activities has made grievance management challenging.

Management of grievances at the workplace is one of the most effective tools for operating an organization

smoothly. Effective grievance management leads to the proper utilization of human resources with their highest efficiency. Employee's job satisfaction and moral development is moreover associated with the proper grievance management. Overall, the management of grievances at the workplace is key to the success of the organization with the proper coordination and harmony in the organization.

Grievance and its nature: It is unfairness of act which influence the employee behavior or performance, and that act come from the managers or supervisors. Some of grievances come because of the condition of the organization. Also, some time the grievances comes because of discrimination in the workplace, whether that discrimination in the distribution of bonuses and promotion or that discrimination related to the way of dealing between the employees is different. The grievance is the complaints that management of the institution receives from its employees and try to solve that complaints as soon as possible to avoid any problem that may occur in the future, for example loss the staff which have a good experiences and high skills, and weaken the performance of the institution and its reputation. Every organization try to make its worker or employee satisfied to get benefit from their experiences, skills, and abilities while at the same time make their employees comfortable and trying to keep them not complain about anything.

- A grievance considers discontentment or dissatisfaction a sensation of unfairness.
- The discontentment should increase out of employment but not personality problems.
- The uneasiness may be communicated or inferred. A grievance might be communicated verbally or in composing. Tattling, desirous, argumentation, tactless use of materials, poor workmanship, confused housekeeping, etc. are verbal grievances. Composed grievances are consistently called protests. Wandering off in

fantasy land, non-attendance, lateness, lack of interest to work, work turnover, et cetera. Demonstrate construed grievances.

- The dissatisfaction might be valid, irrational, ridiculous or wrong.
- A grievance increases only when an employee sense that unfairness has been done to him.

Nature and causes of grievance: In some organizations, an employee or group of employees presents a grievance in relation to work procedures, which has a significant impact on the individual and affects many workers at work. A grievance becomes general claim if many of the employees present a grievance. Because of collective grievance, the claim becomes outside the grievance procedure.

Grievances arising out of working conditions: Grievances arise in work due to Poor physical conditions in the workplace, not providing appropriate tools, unplanned events in plans and schedules, Lack of discipline in the workplace, workers dissatisfaction with the job and poor relationship between worker and supervisor.

Grievances increase from Management Policy: They incorporate; Wage rates and technique for wage installment; Overtime and motivating force plans; Seniority; Transfers; Promotion, downgrade and release; Lack of chances for vocation development; Penalties forced for offense; Leave.

Grievances increase from Alleged Violation of agreement like: The aggregate bartering understanding, Company standards and controls, past practice; Focal and state laws; and Responsibilities of administration

Grievances increase out of Personal Maladjustment: They incorporate; Over-aspiration, extreme confidence, and illogical demeanor to life.

Problem statement: Employee grievances in educational institutions encompass a range of issues, including interpersonal conflicts, unfair treatment, administrative decisions, and concerns over working conditions. These grievances, if not addressed promptly and effectively, can lead to diminished job satisfaction, decreased productivity, and a negative impact on the institution's overall performance. For instance, a study in India highlighted that teachers' grievances, when handled through compromising and integrating approaches, resulted in higher job satisfaction, whereas dominating or avoiding strategies led to lower satisfaction. Despite the

importance of grievance management, many educational institutions face challenges in implementing effective systems. These challenges include lack of awareness among employees, insufficient resources, and resistance to change. Moreover, without a clear and accessible grievance redressal system, employees may feel unsupported, leading to increased dissatisfaction and potential attrition.

Objective of study:

- To examine the types and causes of employee grievances in educational institutions
- To analyses the relationship between grievance management and employee job satisfaction
- To investigate the impact of grievance management on organizational performance

Research Questions

- What are the common types and causes of employee grievances in educational institutions?
- What is the relationship between grievance management and employee job satisfaction in educational institutions?
- How do unresolved grievances affect organizational performance in educational institutions?

Significant of the study: This project aims to evaluate the ways of the management grievances policy to develop performance of the work within the organizations. That evaluation or assessment leads to help the management and the one who make decision to create a good decision and improving an impactful and easy ways to deal with the grievances and try to manage it in the organizations. Additionally, it will also help the management and others who must get the best solutions to solve those grievances and complaints to manage those grievances successfully. Moreover, it gives a strong introduction to learn the different ways of managing the grievances and to those complaints can affect the performance of the employees in the organization and the best approach to deal with them. The study additionally is useful for the management of the institution to determine and to decide the way they can deal with the causes and nature of the grievances in the organization.

Limitation of the study:

- Data collection from the employees and the educational institution is concerned with limited access where may employees are not interested in

sharing such information where leading with managed to get information is limited.

- Employees may have personal biases or fears of retaliation that could influence their willingness to report grievances or participate in the study.
- Changes in institutional policies or external regulations during the study period may impact the consistency of data and findings.
- Lack of basic HR records, poor and incapable data concern grievances management system.

1.5 Definition of terms:

The worker's lack of satisfaction with his job or work in the organization and perhaps because of the lack of good relationship with employees in the workplace. The grievances are often increased by the day-to-day dealing employees in the organization. In some organization, grievances arise by one employee or group of employees, for several reasons in relation to any action or event affecting the worker directly or in any way will affect the labor laws of some of the workers.

- Employee grievance: A complaint filed by an employee because of disputes with other employees or dissatisfaction with his work
- Grievance Management: The systematic process of addressing and resolving employee grievances to ensure a fair and harmonious work environment.
- Job Satisfaction: The level of contentment employees feels towards their work, which can be influenced by effective grievance management.
- Organizational Performance: The effectiveness with which an organization meets its objectives, often impacted by employee satisfaction and grievance handling.
- Human Resource Management (HRM): The strategic approach to managing an organization's employees, encompassing recruitment, development, and grievance handling.
- Grievance Redressal Mechanism: The system or procedures established within an institution to address and resolve grievances.
- Employee Relations: The management of relationships between employers and employees, focusing on resolving issues and fostering a positive work environment.

- Institutional Policy: The guidelines and rules established by an institution to govern its operations and employee conduct.

II. RELATED LITERATURE REVIEW

This includes the past studies from several persons in several years which related to the management of employee grievance in an organization, also, will show the conceptual framework of Higher College of Technology.

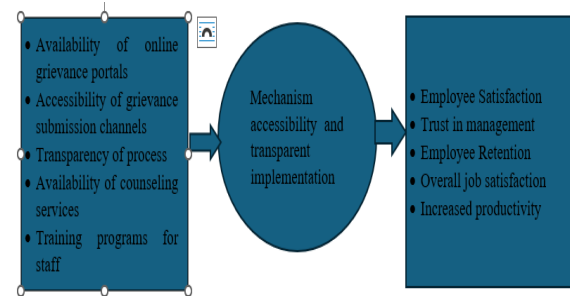
Related literature:

- Balamurugan G. & Shenbagapandian V. (2016): The study recognizes the most widely standard element for emerging the grievances are wages and compensation, working condition, advancements, exchange, absence of correspondence, interdepartmental relationship, and so forth. The review likewise searches for the foundation of grievance confronted by a worker, grievance dealing with methods, and the administration methodology of settling the grievances. Compelling grievance dealing with is a basic piece of developing great representative relations and running the association easily, effectively and picking up the great efficiency of work”.
- Bălăneasa C & Manolescu A. (2011) has studied the procedures form the collection of rules and norms with the help of labor relations that should be conducted, but they are also working tools utilized by the parties in handling various matters that arise daily. It is not uncommon that large organizations hold a set of procedures which appeal to the majority, if not all, areas of interest to each party, such as: union recognition procedures, individual representation procedures, procedures for negotiation and dispute settling, procedures for consulting, grievance settling procedures, dismissal procedures, disciplinary procedures, performance appraisal procedures, promotion and transfer procedures. In most of the countries, there are laws that require the presence of these procedures, but there is little likelihood that the law will implement them in all the situations mentioned above. This paper refers only to one of these procedures and this is the formation and solution of employee complaints

procedure and a practical overview for this procedure utilized in some Romanian firms.

- Ratnama & Srivastava, 2008. They studied and analyzed the complaints include dissatisfaction of employee which influence the organization performance or the productivity of the institution. The grievance which comes from the employees may be because of the behavior which receives from the administration, or from the condition of the organization.
- S. Goamathi (2014) has studies “Grievances happen in each work environment and dealing with them legitimately is imperative for keeping up a symphonious and gainful workplace. Grievance administration is about how well the issues are tended to (and illuminated). It is extremely basic in the present world. Presently a-days there are many organizations who proclaim that their HR are their most imperative resources, and it is not any more HR however Human Capital. Henceforth these announcements are to be checked whether it is valid or not. This should be possible by measuring how quicker the workers issues are tended to and unraveled. On the off chance that it is done speedier, then it can be closed by saying that the worker concern is altogether present in the association. The grievances of the representatives are identified with the agreement, work run or control, approach or method, wellbeing what's more, wellbeing direction, past work on, changing the social standards singularly, singular exploitation, wage, reward, and so on. Here, the mentality with respect to administration in their push to comprehend the issues of workers and resolve the issues genially has better likelihood to keep up a culture of elite. Supervisors must be instructed about the significance of the grievance procedure and their part in keeping up positive relations with the union. Compelling grievance taking care of is a fundamental piece of developing great representative relations and running a reasonable, fruitful, and profitable work environment. Positive work relations are two-way road both sides must give a little and attempt to cooperate. Relationship building is the way to effective work relations”.

Conceptual frameworks:



- Independent Variables: These are the factors that can be manipulated or controlled within the institution to influence outcomes. They include the mechanisms through which grievances are reported, the procedures followed to handle these grievances, and the support systems available to employees.
- Dependent Variables: These are the outcomes that are measured to assess the effectiveness of the grievance management system. They reflect the impact of the independent variables on employees and the institution.

Visual Representation: A visual representation of this framework can be depicted using a flowchart or diagram, where arrows indicate the influence of independent variables on the dependent variables. For instance:

- Grievance Reporting Mechanisms → Employee Satisfaction
- Grievance Handling Procedures → Employee Retention
- Organizational Support Systems → Institutional Performance

This conceptual framework serves as a foundation for further research and analysis in the field of employee grievance management within educational institutions.

III. RESEARCH METHODOLOGY

Research methodology is the soul of the research work. Researcher must have to be highly focused on the selection of the research technique. The outcome and validation of the project and the research is purely depended on the techniques of research selections. Here the proper research methodology will help to collect the correct information from the respondents

and to proceed them in meaningful way with minimum error of research.

Research Design: This study adopts a descriptive research design, aiming to systematically describe the characteristics of grievance management systems within educational institutions. The design facilitates an in-depth understanding of the existing procedures, employee perceptions, and the effectiveness of grievance redressal mechanisms. This approach is particularly suitable for exploring the nuances of grievance management in the educational sector, where qualitative insights are crucial.

Sampling Technique: A stratified random sampling method will be employed to ensure representation across various categories of employees, including teaching and non-teaching staff. This technique allows for the collection of diverse perspectives, enhancing the generalizability of the findings within the institution. The sample size will be determined using established statistical formulas to ensure reliability and validity.

Data Collection Methods:

- **Primary Data:** Data will be gathered through structured questionnaires and semi-structured interviews. The questionnaires will incorporate Likert-scale items to assess employee satisfaction and perceptions regarding grievance handling. Interviews will provide qualitative insights into the experiences and suggestions of employees.
- **Secondary Data:** Existing records, policies, and reports related to grievance management will be analyzed to understand the institutional framework and historical context.

Data Analysis Techniques:

- **Quantitative Data:** Responses from questionnaires will be analyzed using descriptive statistics, including frequencies, percentages, and mean scores, to quantify employee perceptions and satisfaction levels.
- **Qualitative Data:** Interview transcripts will be subjected to thematic analysis to identify recurring themes and patterns related to grievance experiences and management effectiveness.

This mixed-methods approach allows for a comprehensive analysis, combining numerical data with rich qualitative insights.

Data Analysis Techniques

The analysis phase employs both descriptive and inferential statistical methods to interpret the data:

- **Descriptive Statistics:** Utilizing measures such as frequencies, percentages, means, and standard deviations to summarize and describe the characteristics of the data.
- **Inferential Statistics:** Applying tests like chi-square, t-tests, or regression analysis to make inferences about the population based on sample data.

These techniques help in understanding patterns, relationships, and differences within the data, providing insights into the management of employee grievances.

Data Interpretation and Reporting

After analysis, the results are interpreted to draw meaningful conclusions:

- **Synthesizing findings:** Integrating quantitative and qualitative results to provide a comprehensive understanding of the data.
- **Drawing conclusions:** Making inferences about the effectiveness of grievance management practices based on the analyzed data.
- **Reporting results:** Presenting findings in a clear and structured format, including tables, graphs, and narrative descriptions, to communicate the outcomes effectively.

This process ensures that the research findings are valid, reliable, and contribute valuable insights into the management of employee grievances in educational institutions.

Ethical Considerations

The study will adhere to ethical guidelines by ensuring:

- **Informed Consent:** Participants will be fully informed about the study's purpose and procedures, and their consent will be obtained before participation.
- **Confidentiality:** All data will be anonymized, and personal identifiers will be removed to protect participant privacy.
- **Voluntary Participation:** Participation will be voluntary, with participants free to withdraw at any time without consequence.

Data Analysis, and Interpretation

Data analysis process ensures that all stakeholders have a common understanding of the terms and concepts being discussed, which is crucial for the consistency and validity of the research. The following analysis table has been retrieved after the analysis. Data analysis has used statistical tools to understand the chronology of the dependent and independent variables.

Questions	Strongly disagree		Disagree		Not sure		Agree		Strongly agree	
There are many grievances in the institutions.	0	0%	2	10%	6	30%	8	40%	4	20%
Work environment is one of the major causes of grievance in the institution.	1	5%	4	20%	3	15%	7	35%	5	25%
The ways of managing grievance in the institution is satisfactory.	0	0%	4	20%	5	25%	8		1	5%
Institution takes a long time to solve grievances.	2	10%	3	15%	7	35%	6	30%	2	10%
The staff satisfies with the decision taken by the management related to their grievance.	1	5%	7	35%	8	40%	5	25%	0	0%
The resolution of the grievance in the institution is based on rules and laws.	0	0%	5	25%	6	30%	8	40%	1	5%
A lot of grievances affect the work performance in institution.	0	0%	2	10%	3	13%	7	35%	6	30%
The grievances are one of the causes of employee's turnover.	0	0%	3	15%	5	25%	4	20%	7	35%
Training is the best solution to avoid grievances.	1	5%	4	20%	2	10%	4	20%	8	40%
The grievance influences the productivity of staff.	0	0%	1	5%	3	15%	7	35%	9	45%

Summary of Findings

- Most of the staff and members not sure there is active grievances redressal unit there in the human resource department.
- The employees agree about that the work environment is one of the major causes of grievances in the institutions.
- The staff in the institutions are not sure about the ways which using in managing the complaints; it is satisfy the employees or not.
- Most of the faculties and staff are not sure about the institute takes a long time in order to solve or to get solution for the grievances.
- The employees not sure about if the decisions taken by the management are satisfy them.

- Staff considers that grievances in the institute affect the performance of the work.
- Most of the faculties and non-teaching staff are agree about that the training is the best solution to avoid any grievances will happen in the future.

In fact, every organization face a lot of grievance related challenges in educational institutions, it includes compensation and physical recourse allocations, salary, research resources, timing of work, leave & holiday and other work related to quality assurance.

IV. RECOMMENDATIONS

- Educational institutions should form a team to manage grievances and take transparent actions.
- Educational institutions should provide training to all employee to avoid grievances, and continuous orientation is need in case of new policy management
- Educational institutions focus on constructive work environment to avoid any grievances in workplace or between employees
- Grievances must be handled seriously and confidentiality
- Employees should be guided in accordance to follow the laws to ensure to build an environment free from a grievance.

V. CONCLUSION

Most employees agreed that there are many grievances in the institutions while, a big number of staff converse that the work environment is one of the major causes of grievances. In addition, the ways of managing grievance in the institutions is just satisfactory which need to improve by bringing more transparency. Long time to solve grievances causing employees dissatisfaction which has a negative impact on performance and productivity. In addition, the resolution of the grievance in the institution is based on rules and laws which seek to control and disposal the grievances. Furthermore, the grievances are one of the causes of employee's turnover on the other hand a lot of employees strongly agree that training is the best solution to avoid grievances.

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