

# A Study on Effectiveness of Employee Grievance Management Practices in Enhancing Workplace Productivity at Opulence Co-Working Pvt Ltd

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**Abstract** - Employee grievance management is a key function of Human Resource Management that influences employee satisfaction, workplace harmony, and organizational productivity. This study, titled “A Study on Effectiveness of Employee Grievance Management Practices in Enhancing Workplace Productivity,” evaluates the efficiency and fairness of grievance redressal systems and their impact on productivity. A descriptive research design was adopted, with primary data collected from 170 respondents through structured questionnaires, and secondary data from journals and reports. Analytical tools such as percentage analysis, Likert scales, correlation, Chi-square test, and Kruskal-Wallis test were used. The findings indicate that effective grievance management enhances employee satisfaction, engagement, and performance. However, issues like lack of awareness, delays, and fear of repercussions still exist. The study emphasizes the importance of transparent, timely, and unbiased grievance mechanisms to improve trust, communication, and overall organizational effectiveness.

**Key Words:** Employee Grievance Management, Workplace Productivity, Employee Satisfaction, Grievance Redressal, Organizational Commitment, Employee Engagement, HR Practices, Workplace Harmony.

## INTRODUCTION

Employee grievance management practices refer to the structured policies, procedures, and mechanisms adopted by an organization to identify, record, investigate, and resolve employee complaints. These practices include formal grievance redressal procedures, grievance committees, open-door policies, suggestion systems, feedback mechanisms, and HR intervention strategies. The effectiveness of these practices depends on factors such as transparency, accessibility, fairness, timeliness of resolution, confidentiality, and management support. An effective grievance management system builds trust between employees and management, strengthens

organizational culture, and promotes a sense of justice within the workplace. Workplace productivity refers to the efficiency and effectiveness with which employees perform their assigned tasks and contribute toward achieving organizational goals. In the modern organizational context, understanding employee concerns has become crucial for achieving higher productivity and efficiency. This study is important as it examines the role of employee grievance management in influencing workplace performance and employee satisfaction. It provides a clear understanding of how effectively grievances are handled and how these practices impact employee morale, motivation, and commitment. The study also helps in identifying the gaps and challenges in existing grievance handling systems, enabling organizations to improve their processes. Moreover, it emphasizes the need for transparency, fairness, and timely resolution of employee issues, which are essential for maintaining a healthy work environment and strong employee relations.

## NEED OF THE STUDY

1. To enhance teamwork and collaboration, it is necessary to understand how effective grievance redressal reduces misunderstandings and conflicts among employees.
2. Through effective managerial support, grievance handling processes can be strengthened, making it essential to study leadership involvement in conflict resolution.
3. As employee engagement directly influences productivity, analyzing grievance management effectiveness provides insights into strengthening commitment and accountability.
4. By utilizing grievance-related feedback, organizations can improve policies and procedures to enhance operational efficiency and employee well-being.
5. To maintain workplace discipline and uninterrupted workflow, structured grievance handling mechanisms must be examined carefully.

## OBJECTIVES OF THE STUDY

- To identify how grievance management contributes in building a positive employee – employer relationship.
- To analyze the influence of grievance management in employee engagement and organizational commitment.
- To assess the impact of grievance handling practices on workplace productivity.
- To examine the impact of grievance management on employee morale and motivation and satisfaction level.
- To suggest measures for improving grievance management practices to enhance productivity and organizational effectiveness.

## SCOPE OF THE STUDY

1. This study evaluates the effectiveness of grievance management practices and their impact on workplace productivity within Opulence Co-Working Company organizational environment.
2. It examines grievance redressal mechanisms, focusing on systematic handling, proper documentation, and timely resolution of employee complaints within the organization.
3. The research analyzes transparency, accessibility, fairness, and timeliness of grievance procedures, along with employee awareness of available reporting channels.
4. It studies employee perceptions, trust in management, and satisfaction levels regarding grievance handling outcomes and their influence on morale and performance.
5. The study identifies common workplace grievances such as communication gaps, workload imbalance, interpersonal conflicts, and policy issues affecting employee productivity.

## REVIEW OF LITERATURE

Mishra & Kapoor (2026) - Digital Grievance Platforms and Organizational Effectiveness how technology-enabled grievance systems enhance transparency, accessibility, and efficiency in resolving employee complaints. Using a mixed-method approach, it found that digital platforms allow employees to submit grievances confidentially and track their status, thereby increasing trust in management. Faster resolution of issues helps reduce dissatisfaction and prevents workplace conflicts. Employees who viewed the system as reliable reported higher job satisfaction and engagement. Additionally, automated tracking improves accountability and supports better decision-making within HR departments. The study concludes that digital grievance systems improve organizational effectiveness and recommends adopting such technologies for better productivity and workplace harmony.

**Mr. Tariq Anwar A (2026) – A study on Employee Satisfaction with grievance handling procedure** the study explores the relationship between grievance handling procedures and employee satisfaction across various sectors in India. It focuses on fairness, transparency, responsiveness, and effectiveness of grievance systems. Using survey data, the study found that employees who perceive grievance procedures as fair and responsive report higher job satisfaction, commitment, and trust in management. In contrast, ineffective or biased systems lead to dissatisfaction, low morale, and increased turnover intentions. The study concludes that well-structured, employee-centric grievance systems promote workplace harmony, enhance engagement, and should be considered a strategic HR function for improving organizational stability and performance.

**Arora & Menon (2025) - Organizational Performance and HR Grievance Policies** integrating grievance management with broader HR strategies influences employee outcomes and productivity. Using survey data and performance indicators, it found that organizations with transparent grievance policies experience higher employee trust and job satisfaction. Employees who perceive grievance procedures as fair and accessible show greater commitment and engagement. Effective grievance handling also reduces workplace conflicts, absenteeism, and turnover intentions, improving overall efficiency.

**Das Gupta & Reddy (2025) - Grievance Systems as Foundational HR Practices in Indian Organizations.** grievance management as a key HR practice for maintaining trust and workplace harmony in Indian organizations. It found that organizations with structured grievance procedures experience lower conflict and better employee relations. Employees who perceive fairness in grievance handling show stronger commitment and improved performance. Effective grievance systems also enhance engagement and retention by reducing workplace disruptions. The study emphasizes that grievance management should be a proactive HR strategy rather than a reactive process.

## RESEARCH METHODOLOGY

### RESEARCH DESIGN

The study adopts a descriptive research design, as it focuses on analyzing existing recruitment and selection practices and employee perceptions without manipulating any variables.

### DESCRIPTIVE RESEARCH

The term descriptive research describes the nature of situation or an event which exists at the time of study. It primarily concerned with finding out “who, what, where, when, how.” It includes survey and facts finding enquires

of different kinds. The researcher has no control over the variables; he can only report what has happened or what is happening.

**DATA COLLECTION**

**Primary Data:** Collected through a structured questionnaire from employees.

**SAMPLING METHOD**

The study uses non-probability sampling.

**SAMPLING TECHNIQUE**

Convenience sampling was adopted, where respondents were selected based on accessibility and willingness.

**SAMPLE SIZE**

A total of 170 employees of opulence co working pvt. Ltd..were selected as respondents. The sample size is considered adequate to represent the population

**STATISTICAL TOOLS USED**

The gathered information was examined using:

- The Kruskal-Wallis H Test
- Correlation of Spearman Rank
- Chi – Square test

**DATA ANALYSIS**

The collected data were analyzed using statistical tools to interpret employee responses

$$\text{Percentage} = (\text{Number of Respondents} / \text{Total Respondents}) \times 100$$

**RESULTS & DISCUSSION**

**Table -1 KRUSKAL WALLIS OR H-TEST**

	How would you rate the impact of grievance management practices on the following aspects of employee engagement and organizational commitment? [Employee engagement ]	N	Mean Rank
Years of work experience	1	118	89.93
	2	20	85.88
	3	28	68.29
	4	4	73.50
	Total	170	

**RANKS**

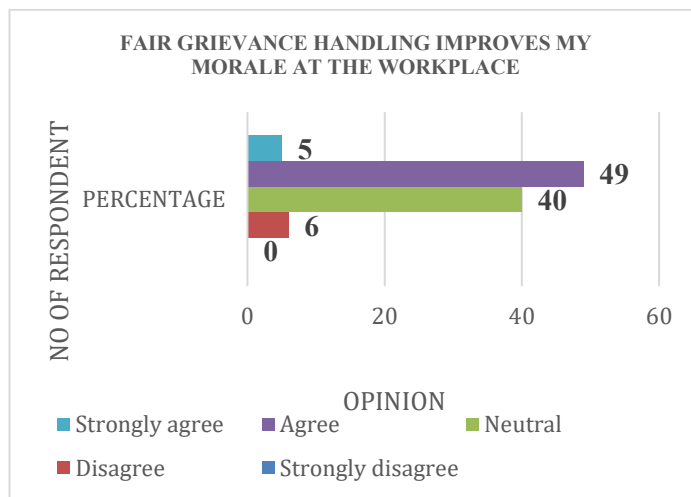
The Kruskal–Wallis H test was conducted to determine whether years of work experience significantly influence employees’ perceptions regarding the impact of grievance management practices on employee engagement. The mean rank values indicate that employees with one year of experience (89.93) have the highest perception, followed by those with two years (85.88), while employees with four years (73.50) and three years (68.29) show comparatively lower perceptions. Although there are observable differences in mean ranks, the p-value (0.155) is greater than the significance level of 0.05, indicating that these differences are not statistically significant. Therefore, the null hypothesis is accepted, concluding that work experience does not significantly affect perceptions. The Kruskal–Wallis test is a non-parametric statistical method used to compare differences between three or more independent groups. It is an alternative to one-way ANOVA when the data does not follow a normal distribution. This test ranks all data points and evaluates whether the median values differ significantly across groups. The output includes the H value, degrees of freedom (df), and significance value (p-value). If the p-value is less than 0.05, it indicates a significant difference between groups; otherwise, no significant difference exists. It is widely used in research studies involving ordinal data, such as Likert scale responses.

**Table -2: SPEARMAN’S CORRELATION**

		Employees feel comfortable sharing their grievances with their supervisors or management.
	GENDER	
Correlation Coefficient	1.000	.153*
Sig. (2-tailed)	.	.046
N	170	170
Correlation Coefficient	.153*	1.000
Sig. (2-tailed)	.046	.
N	170	170

The correlation analysis was conducted to examine the relationship between gender and employees' comfort in sharing their grievances with supervisors or management. The results show a positive correlation coefficient of 0.153, indicating a weak positive relationship between the variables. This suggests that there is a slight association between gender and the level of comfort in expressing grievances. The significance value ( $p = 0.046$ ) is less than the threshold value of 0.05, indicating that the relationship is statistically significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. However, since the correlation is weak, gender has only a minimal influence on employees' willingness to share grievances. Overall, the findings suggest that while gender plays a role, other factors such as organizational culture and management support may have a stronger impact on employee comfort levels.

**FIG NO 1: FAIR GRIEVANCE HANDLING IMPROVES EMPLOYEE MORALE AT THE WORKPLACE**



The above table shows that 49 percent of the respondents are agree, 40 percent of the respondents are neutral, 6 percent of the respondents are disagree, 5 percent of the respondents are strongly agree, 0 percent of the respondents are strongly disagree.

### SUGGESTIONS

Organizations can establish clear and structured grievance policies that ensure transparency, accessibility, and fairness, encouraging employees to raise concerns confidently. Open communication, regular training for managers, and confidential systems can enhance trust and effective resolution. Timely handling of grievances, supported by digital systems, helps improve accountability and reduces conflicts. Collecting employee feedback, creating awareness, and ensuring equal treatment strengthen the grievance process. Organizations can also promote a positive culture, involve employees in policy design, monitor grievance trends, and ensure strong leadership support. Proper documentation, continuous improvement, and

recognition of effective practices further enhance employee satisfaction, engagement, and overall organizational productivity.

### CONCLUSION

The present study on the effectiveness of employee grievance management practices in enhancing workplace productivity emphasizes that a well-organized grievance system is essential for maintaining a healthy and productive work environment. Based on the responses collected from 170 employees, it is evident that employees prefer organizations that actively listen and respond to their concerns in a timely and fair manner. When grievances are handled efficiently, it reduces dissatisfaction, minimizes conflicts, and builds a sense of psychological safety among employees. The study further highlights that supportive leadership, transparent procedures, and proper communication significantly influence the success of grievance handling mechanisms. Employees who perceive the system as unbiased and reliable are more likely to remain engaged, committed, and motivated in their roles. On the other hand, ineffective grievance practices, such as delays or lack of proper follow-up, can lead to decreased morale and productivity. Therefore, organizations must focus on strengthening their grievance redressal frameworks through regular monitoring, employee awareness programs, and continuous improvements. Overall, the study concludes that effective grievance management is not just a conflict resolution tool but a strategic approach that enhances employee satisfaction, promotes organizational harmony, and ultimately contributes to improved workplace productivity and long-term organizational performance.

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