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Workers' Satisfaction with Grievance-Handling Procedure: A Study on the Selected Garment Factories in Bangladesh

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Abstract. Employees are the most important asset in the organization. There should always be a good relationship between employer and employee. If employees are happy in the organization, then the organization can move towards success. Satisfaction towards grievance handling procedure is important in this regard since one of the most important consequences of mishandling of grievances is labor unrest. An employee's grievance can be over the wage and salary, working hours, condition of work premises, employment conditions, etc. Keeping the views in mind, this study was conducted to examine the level of satisfaction towards different dimensions of grievance handling procedure and its influence on overall satisfaction among workers in some selected factories in the Readymade Garments (RMG) sector in Bangladesh. Data was collected using the Grievance Handling Procedure Questionnaire. A total of 284 garment workers from different garment factories located in Dhaka, Gazipur, and Narayanganj took part in the survey. Measures of central tendency, dispersion, and association have been used as part of descriptive statistics while multiple linear regression analysis has been used to identify significant predictors of turnover intention. The results indicated that four dimensions of grievance handling procedure, i.e., a decision given, time taken for solving grievance, follow up mechanism, and attitude of supervisors significantly predict workers' overall satisfaction. However, structural features of the grievance procedure were found statistically insignificant. Finally, it was concluded that if managers and supervisors are well trained and workers' grievances are handled effectively, they will be encouraged, assured, and will have positive feelings towards their organization and this would increase their overall satisfaction and, thereby, productivity.

Keywords: Grievance management; garments industry; grievance; structural features; worker's satisfaction; labor union.

Introduction

Any production setting is a complex place due to various reasons. Global environment, economic condition, demand-supply gap, production target, buyers demand, maintenance of compliance, the pattern of industrial relations, skills of the employee, these kinds of multi-faceted issues, are encompassed within a working environment. Among all these actors, the most sensitive element is human resources. To meet the production target and organizational performance, it is natural that sometimes authority ignores the discontentment status of employees and takes various adverse decisions. Several studies show that the mental discontentment of employees affects organizational performance.

Effective management of employee grievance is essential for harmonious workplace relationships, bolstering of employee loyalty and commitment, as well as improvement of overall organizational productivity and performance. Discontentment of employees that we label grievances should be addressed in time to uphold the employee's mental status to work with a minimum level of satisfaction to achieve organizational performance in

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general and individual performance in particular. An aggrieved employee suffers from mental agony; thus, it has an impact directly on productivity, which can be minimized by a proper grievance handling mechanism. Effective employee grievance management is vital for an effective harmonious management-labor relationship which helps to enhance organizational performance (Onyebuchi & Eke, 2019).

The grievance handling system has been adopted in many organizations formally or informally, but it seems it does not work as it is expected. It has also been seen that the mechanism is just an eyewash as a part of compliance or meant to appear to the outer world as an updated organization. People involved in the grievance system cannot offer their services properly due to low emphasis on this issue by the higher authority or inappropriate approach by the mid-level management. Most organizations do not pay due attention to the issue of grievance management. The impact of poor grievance management cannot be understood apparently, but it has a significant effect on productivity and the performance of the organization. It is worth mentioning that dissatisfaction and demotivation have a direct impact on productivity. The aggravation of industrial problems depends, to a great extent, on the manager's approaches and attitude in the effective handling of employee grievances (Gomathi, 2014). The effectiveness of grievance procedures is related to union members' overall satisfaction with the union. In other words, the procedure has been found to be related to union commitment, employer commitment, and dual commitment (Shenbaham & Ramya, 2014).

There is a positive association between effective grievance settlement procedures and dispute settlements. Moreover, effective grievance handling procedure is positively and significantly correlated with favorable Labor Management Relationship of the executive level employees of the apparel industry in Sri Lanka (Gamage & Hewagama, 2007). Given the context, this study was undertaken to measure the workers' satisfaction with the grievance-handling procedure to have an understanding of the present status, so that the organization can take the necessary steps to implement appropriate grievance handling procedures, enhancing thus productivity. According to Radhamani et al. (2018), employees feel free to express their grievances to the higher authority through the Union. The majority of the grievance issues of the respondents are recorded through the Union (42%) and directly (20%).

The study identifies a lack of educated and skilled workers, lack of safe and healthy working environment, lack of proper managerial knowledge, gender discrimination among workers, low wage rate, irregularities in payment of wages, lack of discussion opportunity with management, lack of compliance, long working hours, harassment, international conspiracy and political intervention, mistreatment with workers, etc. as the major causes of grievances or labor unrest in this sector (Arif, 2015). As aforementioned, effective employee grievance management is vital for an effective harmonious management-labor relationship, which helps to enhance organizational performance (Obiekwe & Uchechi, 2019).

The major objective of this study is to measure workers' satisfaction towards grievance handling procedures, especially among the workers employed in selected garment factories of Bangladesh. To achieve the major objective, the following specific objectives are formulated: to determine the workers' level of satisfaction towards different dimensions of grievance handling procedure; to find out the workers' overall satisfaction with the Grievance-Handling Procedure of the organization, and to explore the relationships between different dimensions of, and overall grievance-handling procedure of the organization.

Literature review

A grievance is a sign of an employee's discontent with the job and its nature. A grievance is mainly because of the differences between the employee's expectations and management practice. Most grievances seriously disturb the employee and all supervisors can't solve the grievances at their end. Hence, there must be an effective grievance handling procedure in place in organizations. This study aims to identify the level of awareness among the employees about the grievance redressal mechanism of the company and to find out the level of satisfaction towards the grievance redressal procedure of the company. The findings of this study concluded that the Grievance redressal Procedure followed by the company is effective and satisfactory (Dhanushya et al., 2018). A study focused on understanding the effectiveness of the Grievance Handling Mechanism in tertiary care hospitals in Cochin from the perspective of employees. The objective of the study was to find the effectiveness of the grievance handling mechanism being followed in hospitals. The study outcome revealed that the grievance management system followed in hospitals is very effective and most of the employees were highly satisfied with the grievance management mechanism being followed (Aruchamy et al., 2017). A study sought to examine the impact of organizational grievance handling procedures on employees' contextual performance in money deposit banks. A cross-sectional research survey method was adopted and data collected by means of the Likert scale were analyzed using descriptive statistics involving the mean, standard deviation, multiple regressions and inferential statistics. Dimensions of organizational grievance handling procedures were found significantly and positively impact on employee's contextual performance. While it could be averred that grievance handling may not address all employees' workplace-related issues, a pragmatic approach to managing employees' discontentment will create platform for employees to seek grievance-redress in a harmonious working setting. It is suggested that banks should act promptly to establish effective and efficient grievance handling mechanisms, revolved around organization justice; pursuing deliberate policies to abridge the length of time for grievance resolution, and putting policies in place an effective organizational structure that encourages their employees to air their grievances (Godbless et. al., 2020).

Grievance is very much present in every workplace especially in today's era of globalization, and, if not tackled on time, a minute grievance can become a conflict. A lack of interest has been found in the organization to handle the grievance and also to use the grievance handling as a tool to motivate the employees. This empirical research discusses the various motivational theories and various grievance handling styles and, at last, the relationship between these two factors through the various cases that were based on the objective of finding the relationship between grievances of employees and their motivation. Findings from this study will help manager motivate their employees by handling employees' grievances at the earliest. The managers will learn to take care of even a minute grievance of employees (Garima, 2017). Researchers were expected to add value to the existing literature on grievance handling by departing from previous studies on satisfaction measures of grievance procedures, in which the predominant issue has been perceived fairness. The findings may be useful for the improvement of workers' satisfaction with grievance handling procedures in any organization (Geetika et al., 2014).

The study sought to determine the effect of grievance handling on organizational commitment. The objectives of the study were to establish how grievance handling procedures and causes of employee grievances affect employee commitment. It is revealed that grievances at the NHIF Thika branch were handled to the employees' satisfaction, which enhances their commitment to the workplace. The paper also found that the causes of grievances are most likely to affect employee commitment (Kemuma Bichang'a, & Namusonge, 2013). A grievance procedure is necessary for a large

organization that has numerous personnel at many levels with the result that the manager is unable to keep a check on each individual or be involved in every aspect of working. The primary value of grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon cooperation & productivity. This paper aims to Study the "Effectiveness of Grievance Handling Procedure "at Bhilai Jaypee Cement Limited" (Sukhdani, 2016). A paper aims to evaluate the reasons for dissatisfaction or grievance among faculty members arising out of anything connected with any aspect of the organization and to check the availability of grievance handling mechanisms in the selected management colleges of NCR. The study is based on secondary and primary data from various sources. The research paper suggests the importance of effective grievance handling mechanism to ensure the cultivation of a favorable learning environment (Sharma, 2015). A grievance is a feeling of discontentment, dissatisfaction or distress, or suffering or grief among the workers. The dissatisfaction, when expressed, becomes a complaint and, when the employee believes that some injustice is being committed, it becomes a grievance (Saluja & Surjeet Kaur, 2014). One of the critical factors for poor quality management education erupts from the fact that management institutes are in abundance. It was aimed to evaluate the reasons for dissatisfaction or grievance among faculty members arising out of anything connected with any aspect of the organization and to check the availability of grievance handling mechanisms in the selected management colleges of NCR. The study is based on secondary and primary data from various sources. The research paper suggests the importance of an effective grievance handling mechanism to ensure the cultivation of a favorable learning environment (Sharma, 2015).

A study revealed that grievance handling is necessary for better productivity of the organization. The comparative result shows the grievance handling procedure of two cellular provider organizations (Tiwari & Singh, 2019). It is essential to have one or more people in an organization specifically to do the work of monitoring trends and regulations. Local workers are needed to supply information regarding the local scene and culture; it is inefficient for people from outside a country to do clinical work there, not knowing perfectly the language and culture (Tiwari & Singh, 2019). Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear. This research discusses styles in handling grievances among heads of departments at a telecommunication company located in Peninsular Malaysia and the influence of training and experiences in selecting the appropriate grievance handling styles. This quantitative study is conducted to achieve two main objectives which are to investigate the styles that managers use in handling employees' grievances and to examine the influence of training and experience on grievance handling styles. Factor analysis has resulted that the styles in handling grievance used by respondents are integrating, compromising, and dominating. In general, this study reveals that after attending training in grievance handling, managers will not utilizing integrating style due to this particular style demands a longer period to perform (Daud et al., 2013). Grievance management is an important topic in the area of industrial relations. Research on grievance management discusses the styles in handling grievances among heads of departments at a telecommunication headquarters and the determinant of personalities in selecting the appropriate styles. It was conducted to achieve two main objectives which are to investigate the styles managers use in handling employee grievances and to examine the influence of personalities in choosing styles used by the managers in handling grievances. The result of factor analysis reveals that the grievance handling styles used by managers in this study are integrating, compromising, and dominating. In general, the paper reveals that extraversion is negatively and significantly influences the selection of integrating style. Conscientiousness contributes significantly to the prediction of dominating style. Finally, emotional stability is positively and significantly influences compromising style in handling grievances (Daud et al., 2011).

Theoretical conception and research framework

The review of the literature identified the following dimensions of the Grievance-Handling procedure:

Time:

The review of the literature on time as one of the dimensions of the grievance-handling procedure has been arranged in terms of two commonly found parameters in the literature: speed of settlement and delay in settlement.

Speed of settlement:

Dissatisfaction with traditional grievance procedures, as observed, is apparent in the steadily increasing time and cost of resolving grievances criticized by company and union spokespersons, government officials, arbitrators, and academics. Addressing workers' concerns promptly is a principle of effective grievance management (Nurse & Devonish, 2007). According to these authors, an efficient and responsive grievance system handles worker complaints in a timely manner and also ensures that decisions are made on time. The former refers to the time that elapses between the issue of a complaint and initiation of any action by the management; the latter refers to the length of time spent in reaching a formal resolution for a grievance or complaint raised.

Timeliness and impartiality have been considered to be the desirable outcomes of fair and orderly grievance procedures as per the 'due process approach' (Olson-Buchanan & Boswell, 2008). The 'speed' literature, as stated by Walker and Hamilton (2011), focuses on the length of time until settlement (Lewin & Peterson, 1988; Ponak & Olson, 1992; Ponak et al., 1996), the 'level' or step at which settlement occurs and settlement rates (Dastmalchian & Ng, 1990; Lewin & Peterson, 1988; Lewin, 1999; Ng & Dastmalchian, 1989). Provisions for expedited grievance handling have been found to be related to quicker and higher settlement levels and also to higher arbitration rates by Lewin and Peterson (1988). White (1989) suggests that the time limit must be set at each step of the grievance procedure, and such a limit must be rigidly adhered to, for the speedy settlement of any grievance. Opatha (1994) opines that the mere existence of a grievance settlement procedure will not ensure the successful handling of employee grievances and proposes speedy settlement to be a characteristic of such a procedure. Promptness has been found to be one of the four established characteristics of an effective grievance-handling procedure (Adikaram & Rupasiri, 2008). However, speed has been considered to be less important than the fairness of the process in some research (e.g., Gordon & Bowlby, 1989; Lewin, 1999).

Delay in settlement:

Ponak et al. (1996) claim that delay in grievance settlement is harmful to employees, the arbitration process, and the union-management relationship. Examples of such negative consequences are, among others, harmful to formal contract negotiations and inequities created for the grievant in terms of the financial remedies available. Thornicroft (1995) examined three delay components in the grievance arbitration process: delay in proceeding to a hearing, delay from hearing to written award, and overall delay. Findings show that the arbitration hearing format, use of legal counsel, and individual arbitrators themselves are significant sources of delay.

Decision given:

The extant literature on the outcome of a grievance-handling procedure has been found to concentrate largely on justice. Another aspect of the decision given in such a procedure has been observed to be the provision for appeal. We have accordingly discussed past

research on the decision given in a grievance-handling procedure in terms of these two parameters.

Justice:

Justice and fairness at the workplace have always been matters of prime concern to employees. Alexander et al. (1995) have pointed out that 'the concepts of justice and fairness appear central to our understanding of the impact of changing employment relationships. Formal employee grievance programs and procedures are symbolic of workplace justice, though there is no guarantee that aggrieved employees will receive just outcomes to their grievances (Selznick, 1996). A robust mechanism of grievance handling would conform to the principle of 'due process' (Mante-Meija, 1991), which guarantees the application of procedural justice and ethical decision-making in any organization.

Brockner and Wiesenfeld (1991) have observed that, when grievance procedures are viewed as unfair, employees respond much more favorably to relatively high distributive justice. Equitable outcomes, on the contrary, had much less of an impact when procedures were viewed as fair (procedural justice), that is, organization members were not as concerned about whether outcomes were based on similar facts and circumstances (distributive justice) (Haraway, 2004). Peterson and Lewin (2000) observe that 'a grievance system that is perceived by employees to be procedurally just or fair is likely to be used and to be regarded as effective.' This suggests that when employees perceive the procedures attached to the system as fair and just, they are more likely to perceive the outcomes as fair, even when such outcomes are not in their favor (Nurse & Devonish, 2007).

Appeal:

The procedure must have an avenue of appeal, so that the grievant may be able to refer the grievance to higher levels of management if he fails to get satisfaction from the immediate supervisor whom he had approached (D'Cruz, 1999; Gordon & Miller, 1984).

Structure:

Research on the structure of a grievance-handling procedure is focused on parameters such as formal versus informal procedure, features of the procedure, and simplicity.

Formal versus informal grievance procedures:

A substantial body of literature is available on formal versus informal grievance procedures. Polster (2011) observes that over the last fifty years, non-union employers have increasingly adopted formal grievance procedures to minimize liability and ensure employee productivity; such formal procedures allow employees to challenge a company's decision or policy. Antcliff and Saundry (2009) argue that the relationship between higher rates of disciplinary sanctions and procedural formality stems from workplaces that are prone to disciplinary problems adopting more formal procedures in response. Davy et al. (1992) think that formal grievance procedures have positive effects on resolution rates, with fewer going for arbitration.

Characteristics of the procedure:

Several studies have included characteristics of the grievance procedure as explanatory variables. A grievance resolution process involves a sequence of different steps and many individuals can become involved as a dispute progresses, with a shift from first-line, local staff in the early stages to more senior staff from the union and the employer (and their professional advisors) as the dispute progresses to higher levels (Walker et al., 2011). Lewin and Peterson (1988) found a positive relationship between the structure of a grievance procedure and grievance rates.

Simplicity of the procedure:

A good grievance procedure should be simple and devoid of technicalities for an average employee to understand (Mills, 1994; Salamon, 2000; Singh et al., 1990). Several levels and simplicity of the procedure have been pointed out as important elements of the procedure by Opatha and Ismail (2001). An employee who has a grievance should know whom to approach, and the organization must provide guidelines to employees on the grievance procedure that is in place (D'Cruz, 1999; Gordon & Miller, 1984). The formal procedure, a settlement at the lowest level, and simplicity of the procedure were some of the established characteristics of a grievance settlement procedure in a study of the apparel industry in Sri Lanka by Gamage and Hewagama (2007).

Stakeholders:

Apart from employees, the principal stakeholders in a grievance procedure are trade unions and management (including supervisors).

Supervisors:

Researchers concerned with the impact of supervisors on employee grievance tend to focus on two main types of indicators: supervisor capabilities and leadership style (Bemmels & Foley, 1996). A relatively strong and consistent inverse relationship has been found between supervisory capabilities and grievances (Bacharach & Bamberger, 2004). Allen and Keaveny (1985) found that in comparison to grievants, non-grievants held a significantly more favorable attitude about the competence of their supervisors. In their study on steward perceptions of supervision, Bemmels et al. (1991) and Bemmels (1991) found that higher perceived supervisor capabilities (e.g., better knowledge of the collective bargaining agreement) were linked to lower frequencies of employee complaints and lower grievance rates as well.

One of the factors in the assessment of the attractiveness of filing a grievance is how receptive supervisors are to informal problem-solving. Constructive grievance handling largely depends on the ability of managers and supervisors to recognize, diagnose and correct the causes of potential employee dissatisfaction, before they become formal grievances (Chaykowski & Slotsve, 1992; Tan, 1994).

Unions:

It was common in early studies to focus on the relationship between the perceived quality of the union-management relationship (ranging from cooperation to conflict) and grievance rates (Bemmels & Foley, 1996). Lewin and Peterson (1988) found that union policies of 'committing grievances to write' and 'taking certain grievances through the procedure' were positively related to grievance rates. Meyer (1994) projected that as the relationship between management and union would evolve, grievance handling would become more efficient and effective. Oxenbridge and Brown (2004) emphasized that one of the main benefits of strong workplace partnerships between unions and employers was the early and informal resolution of disputes.

Follow up:

The working of the grievance procedure should be reviewed periodically by the HR department. The department should periodically review the procedure and introduce the essential structural changes making it more effective.

Based on the above features with reference to a model grievance procedure, the following conceptual framework was developed.

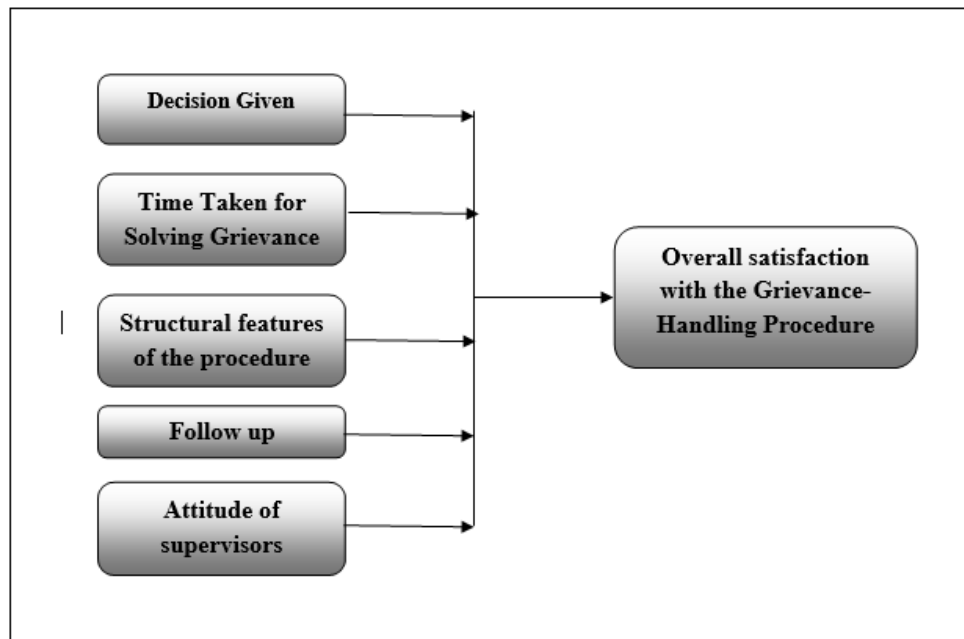


Figure 1. Sources of satisfaction through grievance handling procedures

Source: Compiled by the authors

Methodology of the study

The study utilized a cross-sectional survey design aimed at understanding the level of satisfaction of the workers of the selected RMG factories from the existing grievance-handling procedure at their workplace. The paper used both descriptive and causal research methods to meet the objectives and find answers to the research propositions framed. Both primary and secondary data have been used for conducting this research. Secondary collected from different books, published journals, websites, and the internet. Primary data was collected from a survey with a structured questionnaire. The survey questionnaires were distributed hand to hand to the employees of the different levels of employees in the garments industry in Bangladesh.

A total of 284 workers were interviewed. The sample was randomly drawn from conveniently selected 32 RMG factories located in Dhaka, Gazipur, and Narayanganj districts in Bangladesh. The study used a set of structured questionnaires. The questionnaire is divided into three parts: (I) profile of the respondents, (II) their level of satisfaction towards different dimensions of grievance handling procedure, and (III) their overall satisfaction towards grievance handling procedure of the organization. Part I of the questionnaire consisted of questions seeking general information about the respondent including age, gender, level of education, and the number of years they have worked in the RMG industry. Part II of the questionnaire sought to measure the workers' satisfaction towards different dimensions of grievance handling procedure. Here the researcher adopted the Grievance Handling Procedure Questionnaire developed by Geetika et al. (2014). The questionnaire consists of eleven statements dividing into five dimensions, namely, a decision given, time taken for solving grievance, structural features of the procedure, follow up and attitude of supervisors. Each dimension was measured based on the responses on a 5-point scale ranged between "very dissatisfied (1)" and "very satisfied (5)". Finally, Part III of the questionnaire measured the workers' overall satisfaction with the grievance handling procedure. Here the researcher directly asked them about their overall satisfaction towards grievance handling procedure of the

organization. The instrument also uses a 5-point Likert Scale ranging from 1= “very dissatisfied” to 5= “very satisfied”.

Measures of central tendency, dispersion, and association (i.e., mean, standard deviation, and correlation) were used as part of descriptive statistics while multiple linear regression was used to identify significant predictors of overall satisfaction towards the grievance handling procedure of the organization. Statistical software the Statistical Package for Social Sciences (SPSS) version 20 was used to analyze the data.

Hypotheses of the study

In light of the objectives of the study, the following hypotheses were proposed:

- H1: Time taken for solving a grievance is significant in predicting the overall satisfaction of workers with the grievance procedure.
- H2: Decision given is significant in predicting the overall satisfaction of workers with the grievance procedure.
- H3: Structural features of the procedure are significant in predicting the overall satisfaction of workers with the grievance procedure.
- H4: Attitudes of supervisors are significant in predicting the overall satisfaction of workers with the grievance procedure.
- H5: Follow-up of the procedure is significant in predicting the overall satisfaction of workers with the grievance procedure.

Analysis and findings

Table 1. Descriptive statistics of the demographic profile of the respondents

Demographic Variables	Categories of Each Variable	Frequency	Percent
Gender	Male	103	36.27
	Female	181	63.73
	Total	284	100
Marital Status	Single	85	29.9
	Married	183	64.4
	Divorced	10	3.5
	Widow	6	2.1
	Total	284	100.0
Educational Level	Can sign only	21	7.4
	Primary School Certificate	68	23.9
	Junior School Certificate	156	54.9
	Secondary School Certificate and above	39	13.7
	Total	284	100.0
Age Group	Up to 20 Years	84	29.6
	21-30 Years	164	57.7
	31- 40 Years	36	12.7
	Total	284	100.0
Industry Experience	Less than 2 Years	57	20.1
	2-3 Years	33	11.6
	3-5 Years	89	31.3
	5-7 Years	67	23.6
	Above 7 Years	38	13.4
	Total	284	100.0

Source: Field Survey, February to March 2020

Table 1 indicates that about two-thirds of the respondents were female (64%) while slightly over one-third were male (36%). Table 1 shows that over six in every ten respondents (64%) were married while three in every ten respondents (30%) were single. A very insignificant number of respondents were divorced and widow (4% and 2% respectively). Table 1 specifies that more than half of the respondents (55%) passed junior school certificates and just one-fourth (24%) completed primary school certificates. Only 14% of the respondents obtained a secondary school certificate and above. Besides, the lowest number of respondents (7%) was able to sign only. Results presented above (Table 1) show that around six in every ten respondents (58%) were between the age group of 21-30 years while just three in every ten respondents (29%) were up to 20 years and over one in every ten respondents (13%) were between the age group of 31-40 years. Table 1 indicated that the majority of the respondents (31%) had 3-5 years of experience, followed by 5-7 years (24%), <2 years (20%), >7 years (13%), and 2-3 years (12%).

Table 2. Mean and SD for Satisfaction towards Grievance Handling Procedure by Items

Dimensions	Items	Level of Satisfaction	
		Mean	SD
Decision Given	Fairness of the decision given corresponding to your grievance	2.86	.841
	Flexibility in approaching a higher authority in case you are not satisfied with a decision given	2.49	.631
	Acceptability of the decision given	3.15	.765
Time Taken for Solving Grievance	Time taken by the supervisor in giving decision	2.66	0.70
	Promptness of HR Department in the redressal of grievance	2.46	0.67
Structural features of the procedure	Number of levels in the procedure	2.99	.735
	Simplicity of the Process	2.51	.720
Follow up	Implementation of the decision given	3.08	.704
	Check on recurrence of the cause of grievance	2.50	.710
Attitude of supervisors	Alertness of supervisors towards the grievance filed	2.93	0.80
	Sincerity of supervisors in the identification of the cause of grievance	2.79	0.83

Source: Field Survey, February to March 2020

As indicated in Table 2, the respondents were moderately satisfied with the time taken by a supervisor in giving decision (mean=3.15), sincerity of supervisors in the identification of the cause of grievance (mean=3.08), simplicity of the process (mean=2.99), promptness of HR Department in the redressal of grievance (mean=2.93), fairness of the decision given corresponding to your grievance (mean=2.86), and number of levels in the procedure (mean=2.79). In contrast, respondents marked fairly reasonable satisfaction with the implementation of the decision given (mean=2.66), flexibility in approaching a higher authority in case you are not satisfied with a decision given (mean=2.51), check on recurrence of a cause of grievance (mean=2.50), alertness of supervisors towards the grievance filed (mean=2.49), and acceptability of the decision given (mean=2.46).

Table 3. Mean and SD for Satisfaction towards Grievance Procedure by Dimension

Dimensions of Grievance Handling Procedure	Level of Satisfaction	
	Mean	SD
Decision Given	2.83	.75
Time Taken for Solving Grievance	2.56	0.69
Structural features of the procedure	2.75	0.73
Follow up	2.79	0.71
Attitude of supervisors	2.86	0.82

Source: Field Survey, February to March 2020

Table 3 clearly shows that the respondents marked varying degrees of satisfaction with different dimensions of compensation. The highest mean score was 2.86 together with a standard deviation of 0.82 for satisfaction towards attitudes of supervisor followed by decisions given (mean=2.83, standard deviation=0.75), follow up (mean=2.79, standard deviation=0.71), structural features of the procedure (mean=2,75, standard deviation=0.73), and time taken for solving grievance (mean=2.56, standard deviation=0.69).

Overall satisfaction with the grievance-handling procedure of the organization

To determine the level of workers' satisfaction towards overall satisfaction with the grievance-handling procedure of the organization (research objective No. 2) data were analyzed by the frequency and percentage of responses. The results are presented below in Table 4.

Table 4. Overall satisfaction with the grievance-handling procedure of the organization

Level of Overall Satisfaction	Frequency	Percent
Dissatisfied	134	47.2
Neither satisfied nor dissatisfied	113	39.8
Satisfied	37	13.0
Total	284	100.0

Source: Field Survey, February to March 2020

Table 4 indicates that about five in every ten respondents (47 %) were overall dissatisfied while four in every ten respondents were neutral and over one in every ten respondents (13%) were overall satisfied with the grievance-handling procedure of the organization.

Correlation between dimensions of, and overall satisfaction with the grievance-handling procedure of the organization

To meet the research objective No. 3, the relationship between the dimensions of, and overall satisfaction with the grievance-handling procedure of the organization was tested by applying the Pearson correlation. The correlation matrix is given below, in Table 5.

Table 5. Correlation Matrix

	SATIS	DESCN	TIME	STRUC	FOLLOW	ATTI
Overall satisfaction with the grievance-handling procedure of the organization (SATIS)	-					
Decision Given (DESCN)	.296**	-				

Time Taken for Solving Grievance (TIME)	.690**	.135*	-			
Structural features of the procedure (STRUC)	.173*	.109	.090	-		
Follow up (FOLLOW)	.410**	.163**	.175**	.141	-	
Attitude of supervisors (ATTI)	.453**	.187**	.371**	.090	.227**	-

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

Source: Field Survey, February to March 2020

As can be seen in Table 5, all the dimensions of grievance handling procedure, except structural features of the procedure, are positively and significantly correlated with overall satisfaction with the grievance-handling procedure of the organization at a 1% level of significance. Structural features and overall satisfaction are correlated at a 5% level of significance. However, among the dimensions of grievance handling procedure, there are no significant relationships of structural features of the procedure with other dimensions of grievance handling procedure.

Effect of different dimensions of grievance handling procedure on overall satisfaction

The following regression model has been developed to test the hypothesis of whether different dimensions of grievance handling procedure significantly and positively affect workers' overall satisfaction towards grievance handling mechanism.

Overall Satisfaction (SATIS) = $\beta_0 + \beta_1$ Decision Given (DESCN) + β_2 Time Taken for Solving Grievance (TIME) + β_3 Structural Features of the Procedure (STRUC) + β_4 Follow up (FOLLOW) + β_5 Attitude of Supervisors (ATTI) + ϵ

The results of multiple linear regression analysis are given below.

Table 6. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.785 ^a	0.617	0.610	0.435

a. Predictors: (Constant), ATTI, DESCN, STRUC, TIME, FOLLOW

Source: Field Survey, February to March 2020

As can be seen in the model summary, the value of Adjusted R Square is 0.610. Therefore, it can be concluded that 61% of overall satisfaction is affected by various dimensions of grievance handling procedure, while the rest 39.0% is influenced by other factors that have not been examined.

Table 7. ANOVA^a

	Sum of Squares	df	Mean Square	F	Sig.
Regression	85.046	5	17.009	89.515	.000 ^b
Residual	52.824	278	.190		
Total	137.870	283			

a. Dependent Variable: SATIS (Overall satisfaction with the grievance-handling procedure of the organization)

b. Predictors: (Constant), ATTI, DESCN, STRUC, TIME, FOLLOW

Source: Field Survey, February to March 2020

The ANOVA table provides results of the overall acceptability of the regression model. As can be seen from the above table, the P-value for the F-test is 0.000 which is less than any reasonable α (e.g. $\alpha = 0.05$ or $\alpha = 0.01$), so there is sufficient evidence that the overall model is fit. This means at least one of the independent variables is significant.

Table 8. Coefficients^a

Variables	Unstandardized Coefficients		Standardized Coefficients	t	P-Value
	B	Std. Error	Beta		
(Constant)	-1.513	.230		-6.583	.000
DESCN	.241	.054	.168	4.421	.000
TIME	.838	.061	.557	13.773	.000
STRUC	-.113	.087	-.091	-1.298	.195
FOLLOW	.390	.087	.323	4.505	.000
ATTI	.199	.049	.167	4.046	.000

a. Dependent Variable: SATIS (Overall satisfaction with the grievance-handling procedure of the organization)

Source: Field Survey, February to March 2020

The coefficients table represents the coefficients of the regression line (B values under the unstandardized coefficients column). It can be concluded from the table that four predictor variables, i.e., decision given (DESCN), time taken for solving grievance (TIME), follow up (FOLLOW) and attitude of supervisors (ATTI) are found statistically significant at the 99 percent significance level as their corresponding P-values (0.000 in both cases) are less than 0.01. However, the remaining one predictor variable, i.e., structural features of the procedure (STRUC) is found statistically insignificant even at a 5% level of significance as its corresponding P-value (0.195) is greater than 0.05. Thus, this dimension of grievance handling procedure has no effect on the overall satisfaction, that is, its effect is statistically equal to zero (according to the results). As a result, the coefficients table shows the following regression equation including four significant predictor variables:

$$\text{Overall Satisfaction (SATIS)} = \beta_0 + 0.241 \times \text{Decision Given (DESCN)} + 0.838 \times \text{Time Taken for Solving Grievance (TIME)} + 0.390 \times \text{Follow up (FOLLOW)} + 0.199 \times \text{Attitude of Supervisors (ATTI)} + \varepsilon$$

From the regression equation, it is clearly evidenced that all the four dimensions included in the restricted model have a significant positive effect on overall satisfaction with the grievance-handling procedure of the organization. According to their B values under the unstandardized coefficients column, the following inferences can be made:

A one-unit increase in satisfaction towards decision given will lead to a 0.241 unit increase in overall satisfaction;

A one-unit increase in satisfaction towards time taken for solving grievance will lead to a 0.838 unit increase in overall satisfaction;

A one-unit increase in satisfaction towards follow up will lead to a 0.390 unit increase in overall satisfaction; and

A one-unit increase in satisfaction towards the attitude of supervisors will lead to a 0.199 unit increase in overall satisfaction.

Finally, the dimensions are ranked below based upon the Beta values under standardized Coefficients.

Table 9. Ranking of Factors based on Beta values

Dimensions of Compensation	Standardized Coefficients (Beta)	Rank
1. Time taken for solving grievance	0.557	1
2. Follow up	0.323	2
3. Decision Given	0.168	3
4. Attitude of supervisors	0.167	4

Source: Field Survey, February to March 2020

Summarizing all the discussions and facts related to the regression model developed in the study, hypotheses No. 1, 2, 4, and 5 have been accepted. Hence, we can conclude that:

- Time taken for solving a grievance is significant in predicting the overall satisfaction of workers with the grievance procedure.
- Decision given is significant in predicting the overall satisfaction of workers with the grievance procedure.
- Attitudes of supervisors are significant in predicting the overall satisfaction of workers with the grievance procedure.
- Follow-up of the procedure is significant in predicting the overall satisfaction of workers with the grievance procedure.

However, hypothesis No. 3 has not been accepted. Hence, we can conclude that structural features of the procedure are not significant in predicting the overall satisfaction of workers with the grievance procedure.

Conclusion

This study is expected to contribute to the field of grievance management in realizing the significance of suitable strategies for grievance handling procedures in such organizations. Since this is a thinly researched area, especially in the context of Bangladesh, the findings from this study are expected to be very useful, both for management practitioners as well as for academicians.

The results of the study strengthen the fact that there is a very strong and positive correlation between overall satisfaction and different dimensions of grievance handling mechanisms. The survey also reveals that workers' overall satisfaction is significantly caused by various dimensions of grievance handling procedure, viz. time taken for solving grievance, decision given, attitudes of supervisors, and follow up. However, as per the study findings, the workers working at the factory level in the garment industries in Bangladesh indicate a moderate level of satisfaction towards different dimensions of grievance handling procedure followed by their organizations. These findings may be a cause of concern for the management of the surveyed organizations. Therefore, managerial interventions are necessary to develop appropriate grievance handling procedures to make the workers satisfied and thereby increase their overall satisfaction and productivity.

Further, employees are an important ingredient for the survival and productivity of organizations. The ability of management to ensure that their grievances are handled in an unbiased, just, and fair manner is a plus to any management team as proper management of employee grievance ensure a harmonious relationship between management and workers. In contrast, suppressed workers' grievances are known to have given rise to accidents at the workplace, absenteeism, strike actions, and different forms of industrial sabotage, low morale, and reduction in employee commitment. Therefore, when the management of employee grievance is in place, workers' morale improves, commitment increases, and even organizational citizenship behavior develops, all of

which are vital for improved organizational performance. Organizations, therefore, should ensure that those in charge of employee's grievance management are well trained to handle grievance and conflict issues very well, and should also educate their employees about grievance procedure arrangements available in their organization, and the need to follow laid down grievance procedure when presenting their grievances.

As a final point, the present study makes useful additions to the current knowledge base by examining the association between overall satisfaction and different dimensions of grievance handling procedure. However, there were some limitations to this study. One of the key limitations was the limited sample size of only 284 workers. Another limitation of this study was that it covered only garments factories located in Dhaka, Gazipur, and Narayanganj districts in Bangladesh. Thus, future studies should use a less restricted sample, involving more organizations representing different industries to extend the applicability of the findings of this study.

Recommendations

After analyzing the findings, the researchers of the study suggest that grievances should be handled as quickly as they are reported to ensure that the negative consequences of unresolved grievance are drastically reduced in the workplace. It has also been suggested by the researchers that there should be a laid down grievance management procedure that managers will use as a guide to manage grievance occurrence within the workplace to ensure harmony, and improved employees' morale, which is important for organizational improved performance. Timeliness and impartiality shall be considered to be the desirable outcomes of fair and orderly grievance procedures. Procedural justice and ethical decision-making principles shall be taken into consideration to ensure fairness in the grievance handling procedure. The procedure must have an avenue of appeal, so that the grievant may be able to refer the grievance to higher levels of management if he fails to get satisfaction from the immediate supervisor whom he had approached. An employee who has a grievance should know whom to approach, and the organization must provide guidelines to employees on the grievance procedure that is in place. The grievance procedure should be simple and devoid of technicalities for an average employee to understand. Organizations should educate their employees about the grievance procedure currently available in their organization.

Managers and supervisors should be trained to enhance their ability to recognize, diagnose and correct the causes of potential employee dissatisfaction before they become formal grievances. The working of the grievance procedure should be reviewed periodically by the HR department. Finally, it could be said that strong and effective trade unions and participation committees are required to facilitate the day-to-day resolution of workplace grievances.

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