Perception Of Grievance Management Process In Selected Health Care Institution

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Abstract

The research on grievance management has mostly focused on its utilitarian aspects for both organizations and individuals. With the growing apprehension of healthy work culture in organizations, it is important to investigate the perception of the employees on grievance management process in their respective organizations. In this context the present study investigated a sample of 221 regular employees in one of the leading health care institutions in India. Using structural equation modeling, the results of the study support the investigation by approving the association between various constructs and also suggest a positive role played by these constructs such as acceptance of grievance by the supervisor, the attitude of supervisor and the mutual trust between the supervisor and the employees in the final resolution of grievance through the path model. The study delivers implications for organizations to prevent chaos, stress and conflict at the workplace.

Keywords: Grievance Process, Grievance Management, Supervisor, Workplace, Equity, Hospital.

Introduction

As a fundamental axiom, a grievance is an inherent part of the employee-employer relationship (Gunnigle & Brady, 1984; Holdford & Lovelace-Elmore, 2001; Syed & Yan, 2012; Singh & Mehra, 2012; Budd, 2020; Wu, Lin & Wang, 2021; Ochieng & Kamau, 2021; Casper, 2021; Dichner, 2021). In relation to the working environment in organizations grievance management has been the most persistent area of study at all times. As people in an organization work in a culture different from the society they live, they embrace some perception psychologically towards their organization and work culture. As a service institution, the performance of hospital staff has always been the focus of public and society in particular. As the COVID-19 pandemic reformed the whole health care system, it is clear that that entire hospital staff has always been committed and dedicated to their schedule. Because of this busy schedule hospital staff has to maintain a tough work-life balance. In developing countries hospitals (especially public hospitals) always remain overloaded with patients and the health employee works tirelessly in delivering the services to the public and in turn expects the attention of management to be acknowledged. If the health workers are not very well motivated and concerned in delivering their service then the entire system may break down and society will suffer. This may be primarily due to the grievances of employees with their management or employers. With a serious role to play, the management of hospitals must always rectify the problems of staff at the earliest.

Hospitals are an important social institution of human society without which the condition of human life will worsen and will always remain in threat or danger. The sole responsibility lies on the shoulders of staff (be it a doctor, a nurse, a pharmacist, an attendant, helper staff, security, etc.) who work day and night treating and assisting patients to improve their lives. One can quote numerous examples where these hospital staff has proved their credibility and valor, as in the recent COVID-19 pandemic, where they have treated and saved millions of people from the deadly infection. Every human being and every community have appreciated their efforts in these difficult times. Many health workers have sacrificed their lives for the community but people will never forget them as their service to the community is outstanding and cannot be compensated by any means. Being overloaded with patients a hospital staff working day and night might feel tired and stressed.

A grievance is any actual or perceived sense of personal discrimination in an employee's working relationship. Therefore, grievance is a deterioration of human relations and would include any discontent or disappointment experienced by an employee affecting the performance of the organization directly or indirectly. It is the moral responsibility of administrators and researchers to have a timely check whether the people who work in organizations feel satisfied with their employers or not? Do they have any kind of grievance? Are their grievances heard and mitigated properly? Is there justice, equity and transparency? What is the employee turnover rate? Why is it happening?, and many other issues alike. This paper explores the opinions of employees and highlights the principal factors influencing the resolution of grievance in one of the leading hospitals of the Kashmir division regarding the handling of grievances in their respective organization by their supervisors. The researcher here investigates whether the grievance management process leads to a favorable attitude towards the management and organization.

In organizations there are chances of disagreement and there might be different explanations for the event of complaints (Klaas, 1989a), such as, an excess of responsibility, job shifts, inability to have common trust, absence of acknowledgment, unmanageable work pressure, absence of offices, absence of collaboration, and absence of regard for the people. Complaints need to be addressed immediately; otherwise confrontational issues may escalate. Although unresolved conflicts do not often result in confrontational conflicts, they can contribute to destructive employee behavior that is detrimental to productivity (Klaas, 1989b). As a result, dispute handling is a major issue in Industrial relations/human resource management (Harlos, 2010).

A reasonable management tackles and corrects grievances when they appear, while outstanding management anticipates and avoids them from occurring. Wages, bonuses, rewards, rewards for continuity of services, administrative action, fines, raises, leave, medical care, essence of the work, termination of wages, recovery of dues, superannuation, Safety appliance, supersession, transfer, conditions of work, supervision are some of the reasons for grievance. In this methodology, the idea of conflict in the workplace is understated or even not acknowledged. It arose at first in the US during the 1990s as different political and monetary elements thrilled sensational changes to the work environment resolution of disputes (Lipsky et al., 2003). Rather than relying on regulatory or aggregate approaches to resolve workplace disputes, employers increasingly prefer personal (high accountability) tactics and voice instruments (Klaas, 1989a; Seeber & Lipsky, 2006).

Literature Review

Research on grievance management is promising, and yet the consideration of its background and consequences remain amorphous. In spite of the fact that organizations attempt to determine the issues of their inner clients by their own technique and practices, yet what amount fulfilled a worker is with the system or the movement of complaint the executives in their organizations involve concern. In view of this different scholars and researchers have given their own findings to understand how employees actually feel about the

grievance management in their organizations. The effective use of grievance mediation frameworks by organizations is crucial in resolving member concerns as a genuine subject for advancing justice and avoiding controversy or confrontation. This is further elaborated as follows.

Causes of grievance

Agreeing with Averineni (2012), grievance involves employee discontent which typically arises in the presence of unequal treatment. Incompetence exposed by company managers to maintain the actual code of ethics and repetitive processes at different corporate levels inevitably raises employee dissatisfaction. According to Baumruk (2010), the management of a company is highly engaged towards enhancing the aims of the company and is inattentive towards increasing the stress level among employees, not enough holidays are offered and are left leave less, directed towards work. An employee comes under huge mental, physical and psychological pressure and might get sick. This later terminates into a grievance. According to Hunter & Kleiner (2004), some of the most frequent employee grievances include unequal treatment by the boss, violated contract arrangements, and employer correspondence and defamation.

Absenteeism, insubordination, misconduct, drug misuse, unsatisfactory results, and safety and health breaches are the most frequent workplace concerns of employers. Employees' views of the attractiveness of both the grievance operation and any possible solutions to inequity would be influenced by whether they use such a logical, calculative method when deciding whether to file a grievance (Klaas, 1989b). Individual and authoritative components cause grievances in organizations. Individual factors such as employee personality/character, values, perspectives, convictions, information, capacities, and abilities can add to the conflict (Zakari et al., 2010; Mosadeghrad, 2014a; Aktar, 2021; Raphael, 2021). The fundamental explanations behind conflict in organizations as proposed by (Mosadeghrad, 2014a; Pavlakis et al., 2011; Graham, 2009) include authoritative variables, including substantial responsibility, time pressure,

asset shortage, indistinct sets of responsibilities and obligations, job equivocalness, work vulnerability, helpless correspondence, word related pressure, vague guidelines and approaches, administrative assumptions, and hierarchical changes. There may be many causes of grievance to rise but only certain important causes are addressed through the literature cited above.

Resolution approaches

Two general approaches to workplace dispute management were recognized by Roche & Teague (2012) one is the conventional complaint management technique, which is built up by a bunch of formal and progressive methods, may also include an outsider (outside the association). The activity of this basic procedural methodology has been analyzed for its adequacy and significance in assorted public settings (Roche & Teague, 2012; Cooke & Saini, 2015; Seeber & Lipsky, 2006). By advising representatives to share responsibility for the organization's objectives through the arrangement of normal interests and social qualities, high responsibility HRM strategies and practices intend to forestall complaints through creating an atmosphere of recognition and inclusion (Roche & Teague 2012). To effectively manage grievances, a company must scrutinize the actual reason behind the grievances of employees (Chebat 2003). Providing a system to address employee disputes and the position of managers is essential for maintaining a harmonious working atmosphere (Rose 2004).

When managers are educated and trained, they are more able to choose suitable dispute management styles (Bohlander & Snell, 2004). Likewise Mondy & Noe (2005), mentioned that labour relations issues will escalate if a supervisor lacks the necessary skills and expertise to resolve them at the outset, and that an aggrieved person can turn the grievance into a conflict (Rose, 2004). Other factors such as age, gender, work experience, and education may also affect grievance filing rates, as evidenced by recent studies (Bemmels, 1994; Bemmels, 1991; Bemmels & Foley, 1996;

Bemmels & Lau, 2001; Gordon & Miller, 1984; Bemmels et al, 1991; Lewin & Peterson 1988; Peterson & Lewin, 2000; Kimotho & Ogol, 2021; Gotzmann & Bainton, 2021; An, Cooke & Liu, 2021). In contrast, among demographic factors, excluding educational background, Fryxell (1992) found that perceived workplace justice was not significantly influenced by demographic factors. Although the current study tracked an inverse correlation, employees with higher levels of education have more workplace equity. In complaint management, a number of people are likely to be involved as a debate progresses, from first-line, neighborhood staff to higher-level staff from the organization and professional advisors as the issue reaches higher levels. In this way, the full spectrum of development can be gathered in a complaint management process (Walker & Hamilton, 2011).

Almost every organization faces grievances and commonly used ways to identify grievances are; Open Door Policy: This is an effective way in which employees can meet their managers at any time and talk over their grievances. Opinion Survey: Group meetings and periodical interviews with employees help to get information about employees' dissatisfaction before it turns in to a grievance, Exit Interviews: Employees typically leave a company due to disappointment (or) a greater opportunity elsewhere. Gripe Boxes: containers in which workers anonymously lodge their grievances. Thus different organizations have different focuses on handling grievances in order to manage and maintain their employees in their own culture and environment. A dispute process enables employers to implement a consistent labor strategy. This will result in an early resolution of disputes or the correction of contested job problems. In comparison, the grievance process allows for the discovery of processes, activities, and management policies that trigger employee grievances, calling for improvements to be considered. Grievance management procedures assist a company in improving its corporate structure and general climate by bringing complaints into the open so that management can be aware of them and take

appropriate steps to resolve them. It assists in avoiding grievances from reaching dangerous levels by encouraging management to settle a grievance before escalating into a dispute. It is a comprehensive and timely way of addressing complaints, and it also helps managers to hear about workers' perceptions, actions, and emotions toward the organization's policies, rules, and procedures. With such knowledge organizations necessarily improve in making the environment of their organization favorable for their employees.

Incidence of grievance management studies

Several studies have advanced over a period of time in the field of grievance management and have contributed in making the grievance system more robust and active. According to Nurse & Devonish, (2007); Beugre, (1998) the grievance system and frameworks should possess certain characteristics, to ensure their adequacy; executives must possess certain characteristics and demonstrate the application of specific criteria. Hierarchical equity, which involves a worker's relationship with managers, subordinates, superiors, and the organization as a whole, refers to "the apparent reasonableness of the transactions taking place in an organization" (Nurse & Devonish, 2007; Beugre, 1998). As identified by Myer (1994), a labour management climate that emphasizes friendliness and concord lower grievance rates, increases grievance resolution, and minimizes steward political participation.

However, there are well-established theories relating to various levels at which the grievance method applies as enquiry advances (Walker & Hamilton, 2011). The use of a suitable style or mixture of styles to address complaints would aid in the settlement of grievances in a mutually beneficial and satisfactory manner (Rollinson, 2000). As per the workers, the disposition of directors, the time taken to give the choice, and the subsequent system are generally essential for the viability of the method. The development of relationships among laborers and executives is a way to accomplish effective industrial relations (Geetika et al., 2014). Powerful complaint

handling is a critical component of building great representative relationships and operating a fair, efficient, and profitable work environment (Geetika et al., 2014). The most ideal approach to settle a protest or complaint is at the least level (Rose, 2004). The likelihood of filing complaints was negatively associated with attempting to determine debates casually among shop-stewards (Bemmels, 1991). In the assessment of Tjosvold & Morishima (1999), organization agents and grievant representatives should have the capacity and eagerness to discuss the issue at the initial stage and is in agreement with various philosophers such as (Olson-Buchanan & Boswell, 2008; Bemmels & Foley, 1996; Lipsky, Seeber, & Fincher, 2003: Lewin, 1999).

Among various mechanisms for workplace dispute management, unionized complaint strategies have been examined to the principal degree. There has been a considerable amount of research into the factors that influence the initiation of complaints (Bemmels, 1994; Bacharach & Bamberger, 2004), grievance processes, as well as attitudes about and satisfaction with them (Bemmels, 1995; Bemmels & Lau, 2001), the pace at which grievances are processed (Lewin & Peterson, 1988; Ponak et al., 1996), factors that influence grievance results (Klaas, 1989a; Meyer and Cooke, 1988), affiliation of individual and organizational success with grievance filing (Kleiner, et al., 1995; Lewin & Peterson, 1988; Boswell & Olson-Buchanan, 2004) and as well a bunch of other similar issues. But there is an absence of acknowledged measurements for assessing complaint systems.

According to Benson (2000), a unionized workplace tends to have a higher level of control than a company without a union. Besides a "unidirectional" connection between procedural equity and distributive equity insights, was tracked down by Robbins et al. (2000), where apparent distributive equity is emphatically influenced by procedural equity, not the other way around.

To formulate workers' general assessment of the viability of complaint frameworks and its outcome, Peterson and Lewin (2000) developed a fundamental complaint handling methodology

(Dhanabhakyam & Monish, 2021; Aktar, 2021; Moish, 2022; Singh & Agarwal, 2022). Various studies have shown that a modest use of superior human resource strategies improves employees' "belongingness," empowerment, mission participation, job satisfaction, esteem, engagement, and citizenship actions, like Huselid, 1995; Huselid, et al., 1997; Farias & Varma, 1998; Handel & Gittleman, 2004 establish the same results. The ability to manage disputes expresses itself across five dimensions as suggested by Rai (2007), as: artfulness, diplomacy, detachedness, fair-mindedness, and sagacity. Walker (2009), built up a grounded hypothetical model of business and representative choice dependent on a force reliance system, as a feature of a more extensive complaint measure model. Complaints address a significant region of contemporary employment relations. In the midst of the ebb and flow political discussions, there is a requirement for research-based proof instead of manner of speaking; anyway at this point the restricted existing nearby examination regularly gives clashing outcomes without clear examples (Walker & Hamilton, 2009).

Syed & Yan (2012), indicated that particular predominant practices of HRM like occupation pivot, worker participation, strengthening, merit-based advancements and execution based compensation and complaint dealing with measures could impact work fulfillment, job satisfaction, employee commitment and employee productivity. Employee job-related issues and complaints that are not addressed easily and successfully result in lower morale and lower work efficiency and client services, dissatisfaction with the company's priorities, lack of faith and miss-communication between employees and supervisors, low self-esteem and job dissatisfaction (Syed & Yan, 2012). As a result, there will be industrial challenges, higher skiving and staff attrition, lack of status for the employee, and decreased working hours for everyone involved. Employees who discover successful grievance mediation measures in the workplace can be more relaxed performing, more dedicated to the organization, and more pleased with their employment (Kleiner et al., 1995; Lewin & Peterson, 1988).

Conceptual Framework and Hypothesis Development

To date, speed and satisfaction have been two of the most important estimates of grievance methods (Budd & Colvin, 2008). The speed reviews normally investigates what amount of time it requires to determine complaints and at what step of the interaction complaints are settled. The satisfaction knowledge regularly reviews effectiveness to the complaint methodology to gauge their impression on viability of complaint strategy viability (Budd & Colvin, 2008).

Supervisors' reactions to employees engaged in grievance operation can affect performance levels (Klaas 1989a; 1989b). Previous research, on the other hand, has found that socioeconomic influences do not have a substantial impact on views of organizational justice (Cohen-Carash & Spector, 2001). Across a range of ages, genders, races, educational levels, and tenures, people perceive justice similarly. Similarly there exist a relationships between age, education, union membership (Fryxell, 1992). Here two main intents of grievance procedures become obvious in the literature: (1) Resolving employee complaints efficiently, fairly, and economically should be the objective of the procedure; and (2) The lowest level of grievance settlement should be encouraged with all efforts (Graham & Heshizer, 1979; Knight, 1986; Briggs, 1981). The speed of grievance resolution before mediation has been a significant determinant of the efficacy of grievance management (Knight, 1985; Peterson & Lewin, 1981). In this way, the capacity of an organization and the board to determine debates at the least conceivable level without outsider intercession is a significant proportion of compelling complaint methods (Knight, 1986). One such factor which affects grievance easing is labour-management relations. There has been a marked increase in complaints among employees and directors where there is a significant strain or difficulty between the two. This has not been limited to only large or small companies or associations, nor to a specific industry or organization. (Davy et al., 1992).

Some important conciliation skills are empathy and equality (Lippitt, 1982), capacity to see problems for what they really are (Bottles, 2001), acceptance of discrepancies (Lee, 1998), and also ability to safeguard all parties' self-esteem (Shell, 1999). To improve the ability of executives at the work environment, grievance management should frame advancement training and leadership development programmes. This would upgrade labourers' feeling of hierarchical equity and may build their obligation to the firm (Cooke et al., 2016). To prevent and oversee work environment strains, grievance management should be considered an essential component of HRM. (Cooke et al., 2016; McClean et al., 2013).

Generally, there must be three conditions before any formal or informal complaint arrangement can be set up, as recommended by the First National Commission on Labor, (1969) in India, specifically: satisfaction for the individual specialist, prudent exercise of power by the director, and associational interest. Budd & Colvin (2008), suggest that grievance-handling procedures should be correlated and appraised based on three central concepts: value, performance, and voice. The proper execution of a grievance-handling framework is at the core of its efficacy. The engagement of all stakeholders is the most critical component of this operation. To make the grievance system successful, all workers, especially managers, should be the champions of the process (Geetika et al., 2014). The demeanor of the supervisor mirrors the philosophy and reasoning of the employer. Supervisors who listen to complaints, formulate a correspondence strategy, and take disciplinary action would not have a problem with handling complaints. According to Swann (1981), by posting complaint methodology and related data on the intranet, organization manuals, bulletins and notice sheets, senior managers can improve refinement and correspondence as well as educate and train subordinates and managers about how to properly enforce it. While summarizing the above literature the statements/variables which form the structured questionnaire of the study with reference to grievance management/grievance handling is presented as:

The relationship between demographic indicators like; age, gender, marital status, education and

grievance perception is approved by Mueller & Mulinge (2001); Nurse & Small, (2002); Gomathi, (2014); Fryxell, (1992); Peterson & Lewin, (2000); Gamage & Hewagama, (2007); Cohen-Carash & Spector, (2001); Silva & Malalage, (2021); Austin, et al., (2021). Acceptance of grievance as factor considers variables like; Grievance filing, acceptance, settlement and preventive conflict resolution approaches by (Lewin, 1999; Rahim, 1983; Xie, Song, & Stringfellow 1998), Simplicity of grievance procedure reported by Mills (1994); Geetika et al (2014); Salamon (2000); Opatha & Ismail, (2001); Gordon & Miller, (1984); Singh et al., (1990); Gomathi (2014); Gamage & Hewagama, (2007); D'Cruz, (1999), grievance processes by Bemmels, (1995); Bemmels & Lau, (2001); Silva & Malalage, (2021).

H₁: Acceptance of grievance has a significant association with final resolution of grievance.

Attitude of Supervisor as factor specified by variables like; Supervisor skills and experience by (Rollinson, 2000; Klaas, (1989a), supervisor knows the procedure of handling grievance by Rollinson, (2000); Nurse & Devonish, (2007), supervisor leadership style by Jules et al., (2021), diplomacy, detachedness, fair-mindedness, and sagacity of supervisor by Rai, (2007), supervisors ability and willingness approach by Lewin (1999); Tjosvold & Morishima, (1999); Bemmels & Foley, (1996); ; Chaykowski & Slotsve, (1992); Lipsky et al., (2003); Peterson & Lewin, (2000); Olson-Buchanan & Boswell, (2008), attitude of supervisor by Gamage & Hewagama, (2007); Geetika et al (2014); Monish, (2022); Gomathi, (2014).

H₂: Positive Attitude of supervisor has a significant association with final resolution of grievance.

Mutual Trust as factor is ascertained by variables like; Matters of grievance are kept confidential by (Rahim 1983; Xie et al., 1998; Jules et al., 2021),

ability to safeguard all parties' self-esteem by Shell (1999), to resolve grievance through mutual discussion by Gomathi, (2014; Gamage & Hewagama, (2007); Jules et al., (2021); Rollinson, (2000), Friendliness and concord with grievant by Myer (1994). Final Resolution as factor is determined by variables like; Speed of settlement of grievances (in timely manner) by Geetika et al., (2014); Gamage & Hewagama (2007); Nurse & Devonish, (2007), Lewin & Peterson, (1988;1999); Ponak et al., (1996), speed and satisfaction in grievance management by Budd & Colvin (2008); Gamage & Hewagama, (2007); Nurse & Devonish (2007); Gomathi (2014); Lewin & Peterson, (1988;1999); Ponak et al. (1996), satisfaction with and attitude about grievance management by Bemmels & Lau, 2001; Lewin & Peterson, (1999); (Bemmels, 1995, Procedural Justice/fairness/effectiveness by Mante-Meija, (1991); Haraway (2002); Rahim, (1983); Peterson & Lewin, (2000); Nurse & Devonish, (2007); Walker & Hamilton, (2011); Gamage & Hewagama, (2007); Geetika et al., (2014); Nurse & Devonish, (2007); Jules et al., (2021).

Moreover a few statements were adapted based on expert advice as per the need of the study. So the authors propose the following hypothesis with reference to the above context:

H₃: Mutual trust has a significant association with final resolution of grievance.

Conceptual model development

In context to the above literature the present study revolves around the following (see Figure 1) conceptual/interactive model, which has been developed in order to test the relation between the proposed variables. Sixteen variables have been correlated with the final construct. The researcher proposes the hypothesis in terms of relation between the variables with final resolution of grievance.
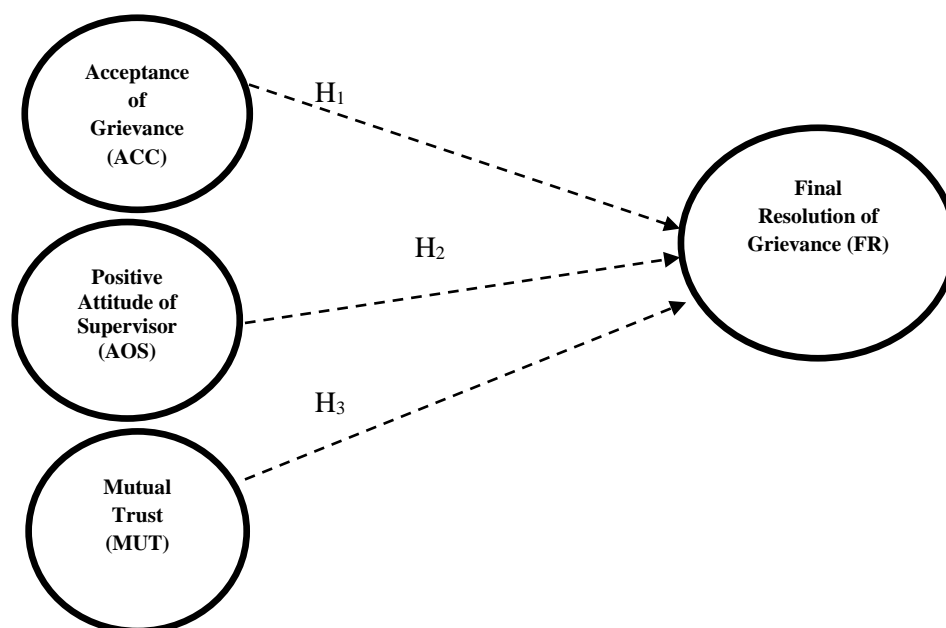
Figure 1. Conceptual Model

Research Objectives

The researcher tries to investigate whether the grievance management process in selected health institution/hospital leads to a favorable attitude towards the management and organization as whole in the form of overall satisfaction (final resolution) with grievance management. This study attempts to highlight principal factors influencing the grievance management procedure in the respective health care institution.

Methodology

Target Population Characteristics
The present research is an exploratory study on the perception of employee with the grievance management process in one of the leading health care institution/hospital (SKIMS Deemed University) in Kashmir division in March-June 2022. The selected health institution has more 5000+ staff with 50 different departments including surgery, medicine, cardiology, nephrology, neurology, urology, CVTS, Anesthesiology, endocrinology, nuclear medicine etc., and other allied departments like administration, pharmacy, lab, maintenance etc. the hospital treats on an average of 2000 to 2500 outward patients daily. Authors have not found any exclusive study regarding grievance

management with respect to such a renowned medical institute. The motive to uncover the underlying opinion of employees of the respective institution becomes the main reason to select the institution.

Methods
The study uses a structured questionnaire as research instrument in order to get the diverse response of employees' opinion on grievance management process followed by their respective organization. The structured questionnaire was distributed personally to the respondents of selected health care institution (job designation- doctors, nurses, lab staff, pharmacy staff, maintenance staff, clerical staff and other staff). An equal number of responses was collected from each of the job designation mentioned. As hospital employees have 24/7 busy schedule, taking the time constraints and busy schedule of hospital staff into consideration a short structured questionnaire (first part refers to 4 demographic variables, evaluated on dichotomous scale and second part consists of 16 statements, evaluated on five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was adopted based on the previous literature and was anticipated for the study.

Sample Size

Sample was chosen through judgmental/purposive sampling to make the sample inclusive and representative of the population, the structured questionnaire was distributed personally to the 240 respondents of the target population (doctors, nurses, lab staff, pharmacy staff and other staff) and only 221 responses were observed as correct responses and 19 responses were later dropped due to biased or incomplete responses. The structured questionnaire was initially pilot tested for reliability. Initially 55 responses were collected and tested for internal consistency; value of $\alpha >$ 0.70 confirmed the reliability for further gathering of data. Statistical analysis such as descriptive statistics, exploratory and confirmatory factor analysis were used to generate results through SPSS-AMOS.

Analysis and Results

Respondent Profile

Overall, 221 responses were used for statistical analysis. More males 150 (69.7 per cent) than females 71 (32.1 per cent) have responded. In the age bracket of up to 35 (51.1 per cent) and above 35 which amounts to 108 (48.9 per cent) lie majority of the respondents. According to the education profile, 92 (41.6 per cent) of the respondents are diploma/under graduate and 129 (58.4 per cent) are post graduates and above. The number of respondents married were 155 (70.1 per cent and 66 (29.9 per cent) were unmarried. Additionally, all the respondents witness grievance in one or the other way.

Measurement, Reliability and Validity Tests

We conducted principal component analysis using SPSS 22.0 with varimax rotation to extract statistically significant factors based on correlation. The Cronbach alpha value is 0.734 and the KMO level of sampling adequacy is 0.735, which is above the threshold of 0.70 suggested by Demo et al., (2012), Hair et al., (1998), Hair et al., (2006; 2007). Moreover Demo et al., 2012, Nunnally, 1978, demonstrate that the loadings in the range of 0.60 to 0.70 are good, however loadings above 0.70 are considered excellent (Demo et al., 2012, Nunnally, 1978). 1st order confirmatory factor analysis using Amos 20.0 was performed and the indicies show good model fitness. EFA and CFA loadings and values of Cronbach's α, composite reliability and AVE are represented in table 1. Chi-Square is in the acceptable range of 3:1 with value CMIN/dF; 153.585/98 = 1.567 (Bagozzi & Yi, 1988). This model demonstrates satisfactory fit with RMSEA of 0.051 (Byrne, 2013; Bentler & Bonett, 1980); it also possesses additional parameters confirmation of maximum fit (implicit fit measures, measured by Hair et al., 2010; Bagozzi & Yi, 1988), such as GFI=0.924, NFI=0.809, IFI=0.921, RFI=0.766, and TLI=0.900, also Parsimony fit measures lie in the acceptable range (PCFI= 0.750 and PNFI= 0.660); FMIN=0.698.

Table 1: EFA & CFA and convergent validity results of scale items

Items (Scale: Cronbach's α =0 .734; KMO=0.735)	EFA Item Loading	CFA Item Loadings
Acceptance of Grievance (ACC)		
Cronbach's α =0.776, VE=34.651, CR=0 .872 and AVE=0.534		
Employees feel open to share grievance	0.698	0.531
Grievance procedure/filing grievance is simple and easy	0.774	0.643
Grievance is properly attended	0.785	0.800
Grievance filed is immediately processed	0.777	0.753
Non-discriminatory treatment with grievant	0.662	0.582
Real basis of problem is identified	0.681	0.540
Positive Attitude of Supervisor (AOS)		
Cronbach's α = 0.719 VE=23.305, CR= 0 .814 and AVE=0.522		
Temporary relief is provided until final decision is reached	0.785	0.502

Supervisors have friendly/sociable approach with grievant	0.692	0.531
Supervisors understand grievance	0.731	0.559
Supervisors are authorized to take decision	0.687	0.656

Mutual Trust (MUT)
Cronbach's α = 0.731, VE=20.32, CR= 0 .819 and AVE=0.600

Grievance confidentiality is maintained	0.767	0.660
Grievance resolved through mutual discussion also	0.789	0.731
Proper records are maintained	0.769	0.560

Final Resolution (FR)
Cronbach's α = 0.713, VE=16.305, CR= 0.761 and AVE=0.513

Grievance is resolved on time	0.697	0.590
Grievance mechanism is robust	0.759	0.700
Final decision favors justice	0.699	0.520

Source: Authors' work

Structural Model

Three indices (factor loadings, AVE, CR as presented in table 2) were used to examine the convergent validity A threshold of 0.50 for factor loadings, an AVE of 0.50 for the constructs, and a composite reliability (CR) of 0.70 for each construct were recommended by (Fornell & Larcker, 1981; Hair et al., 2006). There was sufficient reliability and validity in the proposed model, according to the results. As each construct's AVE exceeded its squared correlation estimate, discriminant validity could be demonstrated (Hair et al., 2006; Fornell & Larcker, 1981).

Table 2: Convergent and Discriminant Validity

	CR	AVE	MSV	ACC	AOS	MUT	FR
ACC	0.872	0.534	0.121	**(0.730)**			
AOS	0.814	0.522	0.149	0.349	**(0.722)**		
MUT	0.819	0.600	0.071	0.061	0.171	**(0.774)**	
FR	0.761	0.513	0.149	0.102	0.387	0.267	**(0.716)**

Source: Authors' work

Notes: The highlighted values in diagonal of the above matrix are square root of variance; AVE=average variance extracted, MSV= maximum shared variance; CR= composite reliability.

Hypothesis Testing

As proposed through the conceptual model, the path analysis was further utilized to test the relationship between independent and dependent variables. The results were obtained using AMOS 20.0 show and acceptable model fit for the structural model with value of Chi-Square is (CMIN/dF; 170.250/101 = 1.686), Fit index base line comparisons (NFI=0.788, RFI=0.748, IFI=0.901, TLI=0.879, CFI=0.899): Parsimony-Adjusted Measures (PNFI=0.663; PCFI=0.756); FMIN=0.774; RMSEA=0.056.

According to the results of the relationship between constructs as presented in table 3, acceptance of grievance (ACC) has a significant impact on final resolution (FR) (β=0.028; p<0.05; VE=34.651). Similarly attitude of supervisor has significant impact on final resolution (FR) (β=0.353; p<0.01; VE=23.305). Moreover mutual trust (MUT) plays a dominant role and has a significant impact on final resolution of grievance (FR) (β=0.222; p<0.01; VE=20.32). Based on the test results, it can be stated that H1, H2 and H3 are supported.

Table 3: Hypothesis Testing

Path	Estimates	S.E.	C.R.	P	Hypothesis
FR <--- ACC	0.028	0.023	1.210	0.026**	H1-supported
FR <--- MUT	0.353	0.062	5.664	0.006***	H2-supported
FR <--- AOS	0.222	0.049	2.434	0.005***	H3-supported
*** significant at <0.01, ** significant at <0.05					

Source: Authors' work

Discussions

The inferences derived out of most of the studies referred to grievance management are in agreement with the present study. Like Myer (1994), identified that a labour management climate that emphasizes friendliness and concord will lower grievance rates and increase grievance resolution, and minimize steward political participation. Similarly Geetika et al. (2014), express that as per the workers, the disposition of directors, the time is taken in giving the choice and the subsequent system are generally essential for the viability of the grievance method. Tjosvold & Morishima (1999), determined that administrators should have the capacity and eagerness to examine the issue with the grievant and association agents at the underlying stage itself and is in agreement with various other philosophers like (Lewin, 1999; Bemmels & Foley, 1996; Lipsky, et al., 2003; Olson-Buchanan & Boswell, 2008). Use of a suitable style or mixture of styles in addressing complaints would aid in the settlement of grievances in a mutually beneficial and satisfactory manner (Rollinson, 2000). As part of several studies, determinants of complaints (Bacharach & Bamberger, 2004; Bemmels, 1994), attitudes and satisfaction with grievance processes (Bemmels, 1995; Bemmels & Lau 2001). A particular pace is set for processing grievance filings (Lewin & Peterson, 1988; Ponak et al., 1996), factors influencing grievance outcome (Klaas, 1989a; Meyer & Cooke, 1988), and organizational and individual success are connected with grievance filings (Boswell & Olson-Buchanan 2004; Kleiner, Nickelsburg, & Pilarski, 1995; Lewin & Peterson, 1988) are interconnected studies.

Similarly artfulness, diplomacy, detachedness, fair-mindedness, and sagacity, and described effective negotiation ability of supervisors as suggested by Rai (2007), are important dimensions expressed in managing disputes and act as a set of abilities/skills needed to negotiate and handle disputes. Similarly Rose (2004) supports the investigation that providing a system to address employee disputes and the position of managers was seen as essential in maintaining a harmonious working atmosphere. When managers are educated and trained, they are more able to choose suitable dispute management styles (Bohlander & Snell, 2004). This is parallel with Mondy & Noe, (2005) and Rose (2004), as the authors mentioned that labour relations issues will escalate if a supervisor lacks the necessary skills and expertise to resolve them at the outset, and that an aggrieved person can turn the grievance into a conflict. Klaas (1989b), established that supervisors' reactions to employees engaged in grievance operation can affect performance levels. The researchers also conclude that grievance procedures have three primary objectives: fostering an efficient, equitable, and economical resolution of employee complaints and at settling grievance at lowermost level in the organization (Knight, 1986; Briggs, 1981; Graham & Heshizer, 1979). Similarly Godbless et al. (2020), concludes that regardless of the outcome of the grievance handling process, grievances are handled according to well-defined, efficient, equitable and fair procedures, which management continues to promote to employees.

The present study did not find any significant impact of demographics on grievance management perception or final resolution of grievance. Previous research has also found that socioeconomic influences do not have a substantial impact on views of organizational justice (Cohen-Carash & Spector, 2001). These researchers argued that people tend to perceive justice similarly a perceived sense of justice in the workplace was not significantly influenced by

age, gender, race, educational level, or tenure according to Fryxell, (1992). So there seems little or no consensus between socioeconomic profile and perception on grievance handling by some researchers. But unlike our results researchers like (Bemmels, 1994; Lewin & Peterson 1998; Bemmels, 1991; Bemmels & Foley, 1996; Gordon & Miller, 1984; Bemmels et al., 1991; Bemmels & Lau, 2001; Peterson & Lewin, 2000) make differing arguments A significant influence on grievance filing rates is also exerted by variables such as age, gender, work experience, and education. So, no complete theory of dispute handling process exists (Bemmels & Foley, 1996) as it still remains an open topic of debate until any general consensus is reached.

Conclusions

The potential contribution that the mechanisms for addressing complaints by corporate with justice will only be maximized if administrators and trade-union officials pay attention to the efficacy of the governance systems they use to cope with occupational grievances, as well as the consistency of the outcomes that result from their use (Nurse & Devonish, 2007). Ominous conditions and changes in strategies for activity lead to expansions in complaint rates (Slichter, et al., 1960). A few administration arrangements have an impact on complaint management. Consultation and interview with the organization preceding the presentation of changes that influence labourers is a regularly referenced arrangement thought to lessen complaints (Kaplan, 1950; Fleming & Witte, 1959; Slichter, et al., 1960; Pettefer, 1970; Peach & Livernash, 1974; Gandz, 1979). Low complaint rates won where the board maintained the conditions of its work arrangement and didn't modify starting situations on complaints; high rates won where the executives unyieldingly disregarded the work understanding or mollified the organization by consenting to its situations on grievances (Slichter, et al., 1960).

In the event that the act of work environment is a instrument for advancing fairness in organizations, so a non-unionized organization and a unionized organization should carefully consider the options available to them for settling complaints and grievances, and ensure that those complaints and grievances are satisfactorily. Exit-Voice-Loyalty model by Hirschman's, (1970) has been the dominant employee decision-making model. Moreover Freeman & Medoff, (1985) while applying this model to industrial relations suggested that, by giving employees 'voice', unions shaped positive benefits for organizations (Boroff & Lewin, 1997; Lewin, 2005). A voice-based solution rather than exit, would help employers reduce turnover, learn about problems more quickly, and gain more specific information to address the issues by allowing them to speak up rather than leave is the projection of the above model. Accordingly the conventional astuteness turned into the voice activity, through complaints, was best for both bosses and workers (Feuille & Delaney, 1992). Also, organizatons have been changed as of late through liberation, the decay of assembling, and innovative change. Work ideas have also changed, with the redesign of the working environment to accept high-performance work frameworks, leveled hierarchies, and group-based approaches (Colvin, 2003a; Lipsky & Avgar, 2004; Bamberger, et al., 2008).

Over the past few decades, legitimate, industrial relations, and organizational behavior scholars have been concentrating through hypothesis and practice, the change of authoritative dispute resolution toward an organized and proactive approach (Avgar et al., 2013; Bendersky, 2007; Colvin, 2003b; Eigen & Litwin, 2014; Bendersky, 2007; Colvin, 2004a; Avgar, 2015). Similarly the study of Lipsky et al. (2012), in USA 33 percent of Fortune 1000 companies in the research had adopted highlights related to ICMSs as a way to deal with overseeing disputes. Organizations strive to maximize employee engagement and maintain competitiveness by encouraging peace-making, as experienced in the United States, by incorporating innovative and incorporated approaches (such as peer auditing). As part of human resource strategies, organizations strive to make incorporated and inventive approaches (for example, peer auditing) more respectable (Colvin, 2004b). It is therefore possible to align and integrate conflict management systems with the

culture and strategy of such organizations (Lipsky & Avgar, 2010; Latreille & Saundry, 2016).

A combination of rights and interest-based processes characteristic of ICMS has clearly been developed as an important means of administering contention (Bendersky, 2003; Lipsky et al., 2003). The company should understand the value of employee loyalty and retention. Managers must show no discretion when addressing the issue and identifying the pros and cons of the situation. A proper process for addressing employee complaints within the sense of employee involvement builds workers' trust in the company. They also aid in identifying opportunities for change in order to boost employee productivity and happiness Sharma, (2015). Budd & Colvin (2008), viewed that results in an even-handed dispute resolution framework would be predictable with the judgment of a sensible individual with no personal stake in one or the other side and they are upheld by target proof. People in comparable conditions ought to get comparable treatment. A fair framework would approach the individual members with respect, sensitivity and privacy.

Implications

The primary responsibility of HR and senior management should be to control conflict settlement, ensuring that the mechanism is working correctly, and that any new problems are dealt with effectively. The organizational hierarchy should ensure that proper preparation is in place and that line managers receive adequate assistance and after line managers have been unable to settle conflicts they should become personally involved (Hamberger, 2018). A neutral dispute resolution system/framework, as suggested by Budd & Colvin (2008), would include shields, such as the ability to offer nonpartisan parties' options, as well as straightforwardness to prevent self-assured or eccentric dynamics and enhance accountability and responsibility. Further Hamberger (2018), suggests that the process for settling conflicts should be reasonable, not exclusively should results mirror the benefits of the issue. Decision makers ought to be honest, conscious and

accommodating in imparting choices, and ought to clarify the reasoning for their choices. To interact better with different stakeholders, managers should primarily use collaborating, compromising, and accommodating conflict management styles. By using the appropriate conflict management types and techniques, managers can keep conflicts positive by participating in relevant preparation and training programmes (Mosadeghrad & Mojbafan, 2019; Oya & Schaefer, 2021; Russel, 2021).

Employees encountering an excessive amount of contention become more passionate and may lose their emphasis on undertakings and obligations and become less profitable. Broken or dangerous clash can debilitate staff, decline inspiration and fulfilment, increment truancy and turnover, diminish the coordinated effort and commitment to deliver (Brinkert, 2010; Graham, 2009; Monish, 2022; Mosadeghrad, 2014b; Aktar, 2021; Dhanabhakyam & Monish, 2021, Wood & Lehdonvirta, 2021). Henceforth, contention should be overseen viably; else, it brings about additional issues and lessens authoritative efficiency. Administrators in medical care institutions should have the option to recognize the struggle and its sources, along these lines, they can utilize fitting compromise procedures to contest or animate clash (Brinkert, 2010; Graham, 2009; Mosadeghrad, 2014b).

Future Research

There is a need for additional advancement in the organizational environment for grievance management and handling complaints effectively, the probability of adoption shown by the above model has yielded the expected outcome and the coefficients show that the factors have influenced the overall satisfaction with grievance management by apt number of times for a unit increase in the corresponding independent variables. The efficiency of grievance management could be improved by the respective health institution while all the parameters being addressed cautiously. The process should be made reasonable at any organizational level as refining the practical environment can increase approval of employees with a better upshot and would also

improve their attitude towards organizational culture and environment as whole. Managers must take care to ensure that the governance structures they use for managing workplace grievances are efficient if grievance management can contribute to promoting more organizational fairness. This will derive quality outcome from their employees. There is need to further investigate, explore and contemplate other parameters of grievance management which the present study may not have considered as this domain of human resource management stands important, diverse and boundless.

Limitations

The present study is limited to a particular health institution in a particular geographical area and has correlated only few important variables through a sample size of 221 only. Moreover, the present model proposed in the study has shown an overall significant contribution of factors and individually all the underlying variables have also shown a substantial relationship. Further research in the grievance management may be extended to include more variables and more parameters, may also take a large population & larger geographical area, in order to acquire more better and significant results. Moreover, this study is not the representative of perception of employees on grievance management in all the health institutions of India.

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