

Grievance Handling Procedure and Employee Satisfaction: A Study of Indian Organizations

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Abstract

Purpose- The paper is aimed at empirically testing the effect of grievance handling procedure on the satisfaction of employees in the Indian Corporate Sector.

Design/methodology/approach- For the present study, only top and middle-level employees of Indian companies were targeted. A self-structured questionnaire was used to collect the primary data. Out of 250 questionnaires, 196 usable questionnaires were analyzed for further study. Exploratory factor analysis, confirmatory factor Analysis, Karl Pearson correlation analysis, and multiple linear regression analysis with bootstrapping effect were used to analyze the data.

Findings- At first, grievance handling procedure and employee satisfaction has been found positively and significantly correlated. Next, multiple linear regression analysis highlighted the positive and significant effect of grievance handling procedure on employee satisfaction. Further, bootstrapping analysis confirms the positive effect of grievance handling procedures on employee satisfaction.

Practical implications- The paper extracted that the grievance handling procedure of any organization should be very sound for enhancing employee satisfaction. It is suggested to the human resource management of the corporate sector to develop an effective policy, practice, and procedure to handle grievances and add some effective sources also to detect the employee's grievances.

Originality/value- The authors claim that this is the first study that added some knowledge to the existing literature of employee grievances by analyzing the role of grievance handling procedure's awareness, reporting, and grievance identification sources collectively on employee satisfaction.

Keywords Grievances, Grievance handling procedure's awareness, Grievance reporting, Grievance identification sources, Employee satisfaction, India

Paper type Research paper.

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Introduction of the study

In the corporate sector of India, the number of grievances and disputes is rapidly increasing day by day. Though some people have the misconception that it is easy to deal with these problems/grievances/disputes, but the fact is that for an Arbitrator/Resolution Committee or HR department it is one of the challenging tasks, as they bear a great moral obligation towards the industry and society. To identify the grievance issue of employees and to resolve the same there is need to observe the meaning of grievance in depth firstly (Davidow, 2003). Grievance can be defined as a made-up feeling of injustice or dissatisfaction expressed on the basis of his/her job experience (Rachitha, 2019). Opatha (2019) writes “A grievance may be submitted by a worker, or several workers, in respect of any measure or situation which directly affects, or is likely to affect, the conditions of employment of one or several workers in the organization. Where a grievance is transformed into a general claim either by the union or by a large number of workers it falls outside the grievance procedure and normally comes under the purview of collective bargaining”. Grievances’ presence for a long time may take shape of dispute/conflict in future. According to Industrial Dispute act, (1947) “Industrial dispute defined as any dispute or difference between employers and employees or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour, of any person” (Tarar, 2020). An employee tries to bring these issues in notice of organization (Juneja, 2018). Both formal and informal way is adopted for reporting their grievances to the top management (Thompson and Catley, 2021). Grievance is work related dissatisfaction or discontent where formal way is used for reporting the grievance to the immediate supervisor (Obiekwe and Eke, 2019). Immediate supervisor does investigation of the reported issues (Linton *et al.*, 2016). HR department have to be ready to solve all sort of problems/grievances/queries that an employee can have. As the employees spend more time within the organization, which intensifies the problems of employment in their career leading to stress, aggression, and frustrations. Organization should remain alert to know the reason behind the origin of grievances occurrence (Edelman *et al.*, 1999). There could be many reasons behind the grievance’s occurrence. Some study explains the relation of grievance occurrence with the behaviour. Balamurugan and Shenbagapandian (2016) elaborated that the behaviour and wants differ from person to person. In the same study some highlighted issues of grievances were “Wage fixation, overtime, bonus, wage revision, poor physical conditions of workplace, tight production norms, defective tools and equipment, poor quality of materials, unfair rules, lack of recognition,” etc. Similarly, another study detailed some issues related to the attitude of immediate supervisor such as “bias, favoritism, nepotism, caste affiliations, regional feelings, suffer from feelings of neglect, victimization, etc.” (Taru, 2016). Grievance procedures include the presence of procedural justice that allows distributive justice to the employees (Nurse and

Devonish, 2007). Effective grievance handling procedures should be implemented in every organization to provide justice to the employees. Grievance handling procedure refers to the practice provided by the organization to give an avenue to the employees to file their dissatisfactions. In different words, grievance handling procedures are the arranged mechanisms through which workers' grievances are reported and resolved (Daud *et al.*, 2011). Employee satisfaction is the terminology used to label whether employees are happy, fulfilling their desires and needs at workplace (Sageer *et al.*, 2012). A satisfied employee increases their role in the improvement of the work environment (Jyoti and Sharma, 2012). The presence of grievance in any organization may affect employee motivation and employee productivity. To tackle these kinds of situations, employee satisfaction towards grievance handling procedure has been studied and analyzed in the current study. The outcome of this study may be very beneficial for the corporate sector of India.

This study intends to explore the following research question: is there any relation between grievance handling procedure and employee satisfaction? To answer this research question, the main objective of the current study is derived to investigate the effect of grievance handling procedure on employee satisfaction. Further to achieve this main objective, the following sub-objectives were derived:

- *To investigate the effect of grievance handling procedure's awareness on employee satisfaction.*
- *To investigate the effect of grievance reporting on employee satisfaction.*
- *To investigate the effect of grievance identification sources on employee satisfaction.*

Literature review and hypotheses formulation

In the vast competitive era of a corporate environment, employee satisfaction and listening the voice of employees have become critically important for organizational sustainability and development (Damanpour and Gopalakrishnan, 2001; Forrester, 2000). According to Hunter and Kleiner (2004), an effective grievance handling procedure of any organization have to follow some standardized guidelines that aim to achieve the satisfaction of employees. Dimitrov (2014) states that employees are not bound to suffer grievances and complaints about the short and long periods because it does not come with their prescribed work requirements. With the effect of time, grievances take shape into conflict and the presence of conflict for a long time may create a big disputant condition for an organization (Smith and Martinez, 2009). As different studies, elaborate unresolved issues/grievances can take the form of conflict with a slight ellipse of time. Likewise, if the conflicts are not resolved on time, then it can result in a dispute (Roberts, 1993). Unresolved grievances can imbalance the organizational workplace (Obiekwe and Eke, 2019). For an Effective Grievance handling procedure, an organization/employer needs to follow some rules (Melchades, 2013). The study by Hunter and Kleiner (2004) discussed some actions that should be taken by the employer to make effective grievance handling procedures related to disciplinary action, punishment, penalty and

warning. Some evidence found that for healthy and long-term relations, it is most important and preferable to settle grievances at the initial stage of occurrence (Gordon and Bowlby, 1988). For an effective grievance handling procedure, an organization needs to ensure that they are allowing being heard to the voice of employees (Feuille and Chachere, 1995). As per the grievance handling procedure, various influencing elements are presently affecting workplace productivity due to their dissatisfaction (Ichniowski, 1986). Various research studies exposed that there were some consequences that arise for individual behavior by grievance administration (Klaas, 1989). It has been discussed in the study that employee awareness/behavior as a factor can influence and discourage employee performance at the job, employee satisfaction and the relationship between the trio i.e., aggrieved party, employer and trade union respectively (Gordon and Bowlby, 1988; Klaas and Denisi, 1989; Fiortio *et al.*, 1988; Fryxell and Gordon, 1989). So, the organization has to take some critical steps to sort out the current problem of employees whether using formal or informal procedures (Matlay, 1999).

Huhtala and Parzefall (2007) specified the importance of grievance handling procedure's awareness among the employees. Mansi (2016) conducted a study to know the awareness level of grievance handling procedures among the staff working in banks. The study recommended organization to conduct an awareness survey on yearly or half-yearly basis to detect whether employees are aware of the procedure or not. It is an indication towards the importance of grievance handling procedure awareness among employees.

Readings have discovered the various relationship of grievance handling procedure with employee performance, disciplinary action and workplace productivity (Assafuah, 2017; Ichniowski, 1986). The effective grievance handling procedure has been found useful element for diversifying the outcomes of employees such as organizational productivity, employee involvement, positive attitude, workplace connectivity, employee satisfaction, job satisfaction and motivation (Samie *et al.*, 2015; Hassan, 2013; Mukherjee and Malhotra, 2005). The relationship of grievance handling procedure with these outcomes is still unclear due to the shortage of adequate research. Very few studies have explored that employee productivity is affected by grievance handling procedure (Ichniowski, 1986). likewise, some studies have advocated that worker satisfaction is influenced by grievance handling procedure that indicate its importance in human resource management (Geetika *et al.*, 2014).

In the words of Melián-González *et al.* (2015) employee satisfaction is a highlighted term decoded as an employee attitude. The flow of employee satisfaction runs directly or indirectly towards organizational performance. A study based on the efficacy of induction program for the retention of high quality employee explained the role of awareness among employees to bring satisfaction at workplace (Shockley *et al.*, 2013). This relationship indicates that the disclosure of every procedure including grievance handling procedure should be informed to employees so that reporting process

would become easy for them. The existing literature establishes some highlights regarding grievance handling procedure and its impact on various HR practices in various different manner. Employee satisfaction and grievance handling procedure separately is left somewhere, the reason behind this variations may be preceding studies have ignored the effect of grievance handling procedure elements individually on employee satisfaction while reviewing grievance and its effect on HR practices. The current study aims to fill this opening by studying the grievance handling procedure in the relationship with employee satisfaction. However easy to report grievances; awareness of available grievance handling procedure; and sources to identify employee grievances have not been studied collectively. To report these gaps, the researcher recommends to conduct a study on the role of grievance handling procedure (grievance handling procedure's awareness, grievance reporting, grievance identification source) on employee satisfaction. So, the main objective of the current study is derived to investigate the effect of grievance handling procedure on employee satisfaction.

To achieve the objectives following hypotheses were formulated.

Hypothesis 1: Grievance handling procedure's awareness has a positive and significant effect on employee satisfaction.

Hypothesis 2: Grievance reporting has a positive and significant effect on employee satisfaction.

Hypothesis 3: Grievance identification sources have a positive and significant effect on employee satisfaction.

The next portion of the research paper will discuss the research methodology, analysis results, discussion/practical implications of the study, and boundaries/tips for future research.

Research Design

Sample and characteristics of the respondents

To set up this study, 250 questionnaires were distributed among the top and middle level employees of Indian corporate sector. Out of total, 32 questionnaires were not filled by the respondents due to confidentiality of organizational information. 218 completely filled up responses were received, out of which 22 were not considered for analysis due to poor and repetitive responses. Rest 196 usable questionnaire were taken for analysis. The data covered Indian organizations including manufacturing as well as service companies.

Table I. Selected background and characteristics of the respondents

Variables	Categories	Respondents	Percentage (%)	Average
Nature	Manufacturing Co.	81	59.1	
	Service Co.	115	40.9	
	Total	196	100	

Age (in yrs.)	Up to 25	87	44.1
	26 to 35	105	53.4
	36 to 45	3	1.7
	46 to 55	1	0.8
	Total	196	100
Gender	Male	127	65.2
	Female	69	34.8
	Total	196	100
Marital status	Married	155	20.8
	Unmarried	41	79.2
	Total	196	100
Qualifications	Under Graduation	63	32.2
	Post-Graduation	66	33.9
	Professional Degree	60	31.4
	Other	7	2.5
	Total	196	100
Employment Status	Permanent	172	87.7
	Temporary (Part-time, Contractual)	24	12.3
	Total	196	100
Income (in Rs.)	Upto 25,000	46	23.7
	25,001-50,000	52	26.7
	50,001-75,000	32	15.7
	75,001-1,00,000	38	19.5
	Above 1,00,001	28	14.4
	Total	196	100
Experience (in yrs.)	In present organization		2.3
	Total Experience		4.3
Sector	Public	22	11.9
	Private	173	88.1
	Total	196	100

Source: Survey Data

Table 1 shows that 44.1% of respondents were up to 25 yrs. of age group and 53.4% were from 26 to 35 yrs. of age. 65.2% males and 34.8% females gave the responses out of which 79.2% were unmarried and 20.8% were married. Out of the total, 87.7% of employees were working as permanent

employees and rest 12.3% were working temporarily. Table I shows that the majority of responses were collected from undergraduate, postgraduate and from professional employees with 32.2%, 33.9% and 31.4%. The majority of data were received from the private sector (88.1%) and the rest were from the public sector. The average experience of employees in the present organization was 2.3 yrs. and total average experience was 4.3 yrs. Moreover, the detail of the income and qualification data can be observed in Table I.

Research design and data collection

The self-structured scales viz grievance handling procedure and employee satisfaction were used for the study (Table II). Grievance handling procedure (includes grievance handling procedure’s awareness, grievance reporting, and grievance identification sources) was taken as independent variable and employee satisfaction considered as dependent variable and Cronbach’s alpha was derived from the same. All the statements were measured on a five-point Likert scale ranging from “strongly disagree” (one) to “strongly agree” (five). Grievance handling procedure’s awareness consisted of four statements whose Cronbach’s alpha was 0.862, grievance reporting consists of three statements whose Cronbach’s alpha was recorded as 0.793 and in the same manner grievance identification sources included five statements and its Cronbach’s alpha was recorded as 0.907. Employee satisfaction (dependent variable) was comprised of seven statements whose Cronbach’s alpha’ was recorded as 0.934 (Hair *et al.*, 2006).

Table II. Factor analysis, reliability and validity results of grievance handling procedure’s awareness, grievance reporting, grievances identification sources

Factors and measured items	EFA loadings	CFA loadings	Cronbach’s alpha	Composite reliability	Average variance extracted
GHP Awareness (GHPA)			0.862	0.877	0.645
Well Defined GHP is available in my organization.	0.627	0.817			
I am aware of which GHP is working in my organization.	0.805	0.876			
I am aware of time taken in GHP.	0.847	0.891			

I am aware of union role in whole GHP.	0.722	0.592		
Grievance Reporting (GR)			0.793	0.793
I know whom to report, while facing grievance.	0.781	0.726		0.562
Head of Department is reported directly in case of any grievance.	0.730	0.739		
Immediate supervisor is available for reporting grievances.	0.787	0.782		
Grievance Identification Sources (GIS)			0.907	0.909
Employee grievances are discovered through direct observations.	0.697	0.765		0.669
Suggestion Box are used to identify employee grievances.	0.839	0.844		
Suggestion boxes facilitate time saving in direct communication.	0.846	0.871		
Opinion survey is used to identify employee grievances.	0.780	0.866		
Exit interview is used for knowing grievances.	0.680	0.733		

Notes: (a) EFA refers to exploratory factor analysis; (b) CFA refers to confirmatory factor analysis; (c) GHPA refers to grievance handling procedure's awareness; GR refers to grievance reporting; GIS refers to grievance identification sources.

Control variables

In the study, the age and income of the employees were considered as control variables. Income was coded in five slabs (Upto 25,000; 25,001-50,000; 50,001-75,000; 75,001-1,00,000; Above 1,00,001)

and ranked from one to five as well as age is also coded in four slabs from one to four (Upto 25 yrs; 26 to 35 yrs; 36 to 45 yrs; 46 and above).

Statistical tools applied

Various statistical techniques were used to perform the analysis of the data including means, standard deviations, correlations, exploratory factor analysis, confirmatory factor Analysis, multiple linear regressions with bootstrapping effect.

Common method bias

In the primary study, the self-structured questionnaire is a solely dependent method of data collection, this form of data collection increases the chance of upholding the common method bias. To overcome this bias firstly nameless responses are maintained and then Harman’s one-factor analysis was executed and found that the first component is representing 29.633% of the variance. Hence, it confirms that there is no common bias in the data.

Factor analysis

Both the scales viz grievance handling procedure (12 statements) and employee satisfaction (7 statements) were exposed to exploratory factor analysis and principal component analysis with varimax rotation. In the case of grievance handling procedure construct, exploratory factor analysis resulted in three factors named as grievance handling procedure’s awareness, grievance reporting, and grievance identification sources. The loading on grievance handling procedure’s awareness fluctuated between 0.627 to 0.847; whereas loading on grievance reporting and grievance identification sources were fluctuated between 0.730 to 0.787 and 0.680 to 0.846. Next, the loading on employee satisfaction ranged between 0.845 to 0.910.

Table III. Factor analysis, reliability and validity results of employee Satisfaction

Factor and measured items	EFA loadings	CFA loadings	Cronbach’s alpha	Composite reliability	Average variance extracted
Employee Satisfaction (ES)			0.934	0.951	0.734
I am satisfied with the fair and transparent decisions of the Grievance Handling Committee (GHC).	0.879	0.866			

I am satisfied that previous cases are considered while dealing with new Grievance.	0.845	0.809
I am satisfied that employee grievances are settled as per organizational time frame.	0.910	0.901
I am satisfied with the decision of grievance handling procedure.	0.901	0.887
I am satisfied with immediately implementation of decisions made through GHP.	0.855	0.818
I am satisfied with the communication channel used between the employees and grievance committee.	0.885	0.864
I am satisfied that my grievance is conveyed in the original form using step ladder policy	0.873	0.849

Notes: (a) EFA refers to exploratory factor analysis; (b) CFA refers to confirmatory factor analysis; (c) ES refers to employee satisfaction.

Further, confirmatory factor analysis was used to check the validity of the variables (Figure 1). The model-fit indices were found acceptable (Hair *et al.*, 1998) as CMIN/df = 2.645; CFI = 0.922; TLI = 0.908; NFI = 0.881; RMSEA = 0.092. Composite reliability (CR) for the grievance handling procedure's awareness; grievance reporting, grievance identification sources, and employee satisfaction (0.877, 0.793, 0.909, and 0.951) were above the threshold value of 0.07 (Hair *et al.*, 1998). The average variance extracted (AVE) values for grievance handling procedure's awareness, grievance reporting, grievance identification sources were found 0.645, 0.562, 0.669, and for employee satisfaction was 0.734 (Table II and Table III), which was also above the acceptable limit of 0.05 and CR was higher than AVE for all the constructs. The above results proved the convergent validity of the latent factors.

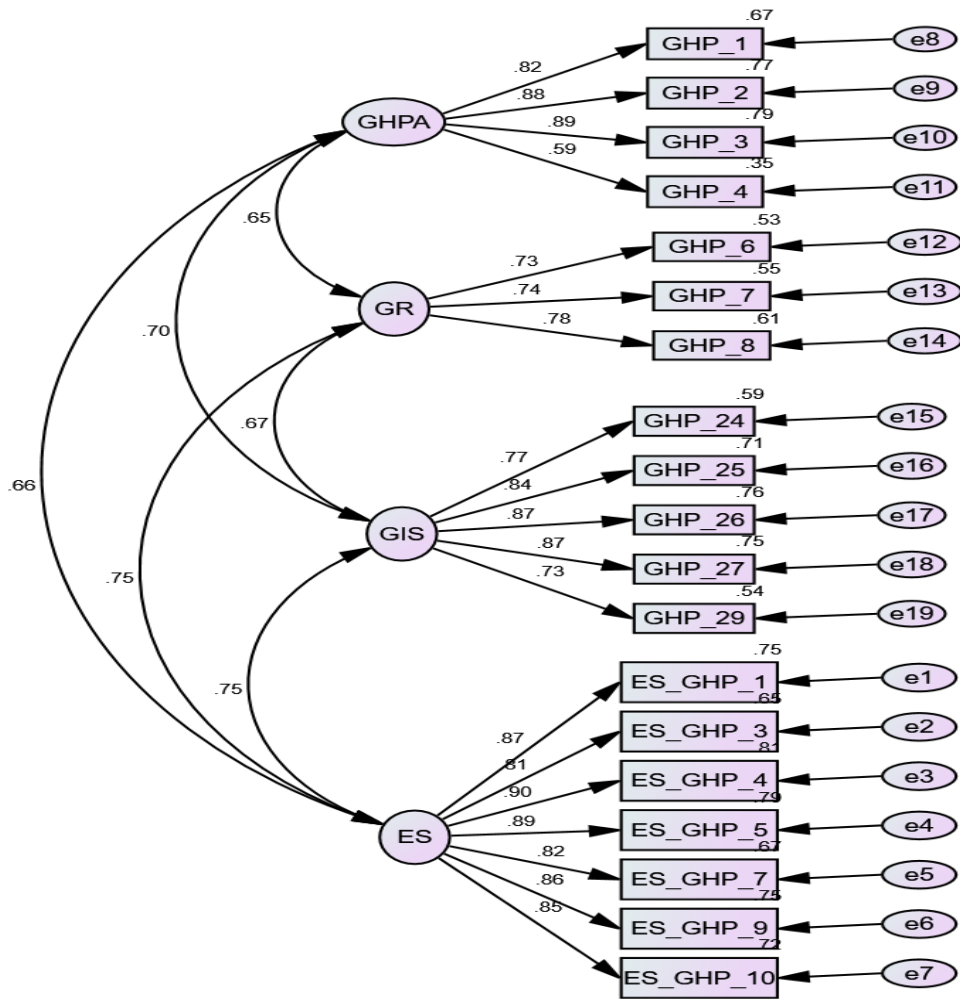


Figure 1 : Confirmatory factor analysis model

Descriptive measurements of the survey

Table IV shows the mean, standard deviation and correlations among variables. The mean values of three independent variables grievance handling procedure’s awareness, grievance reporting, grievance identification sources were 3.229, 3.656, 3.376 and for employee satisfaction (dependent variable) was 3.557. This showed the positive result for all the constructs. The standard deviation values (1.018; 0.992; 1.000 and 0.902) showed that the variation of all the construct was within the parameter of acceptability.

Table IV shows that there was a correlation between age and income ($r = 0.524, p \leq 0.01$), employee satisfaction and income ($r = 0.144, p \leq 0.05$), employee satisfaction and grievance handling procedure awareness ($r = 0.614, p \leq 0.01$), employee satisfaction and grievance reporting ($r = 0.652, p \leq 0.01$), employee satisfaction and grievance handling procedure ($r = 0.724, p \leq 0.01$). Hence, correlations among all variables were found positively significant which encouraged to conduct further analysis.

Table IV. Means, standard deviations and correlations

Independent variables	Number of items	Mean	SD	1	2	3	4	5	6
1. Age		1.566	0.526						
2. Income		2.658	1.410	0.524**					
3. GHPA	4	3.229	1.018	0.003	0.070				
4. GR	3	3.656	0.992	0.119	0.078	0.526**			
5. GIS	5	3.376	1.000	0.043	0.140	0.664**	0.587**		
6. ES	7	3.557	0.902	0.066	0.144*	0.614**	0.652**	0.724**	

Notes: ** $p \leq 0.01$; * $p \leq 0.05$; ES: employee satisfaction.

Regression analysis of the survey

Moreover, to test the hypotheses, multiple linear regression was run on the available data. In Model 1 of Table V, grievance handling procedure’s awareness was found positively significant in causing employee satisfaction ($\beta = 0.691, p \leq 0.001$).

Table V. Results of multiple regression analysis

Dependent variable →	ES		
	Model 1	Model 2	Model 3
Independent variable ↓			
Age	0.003	-0.061	0.504
Income	0.081	0.091	0.030
GHPA	0.691***		
GR		0.823***	
GIS			0.792***
R2	0.495	0.689	0.637
Adjusted R2	0.487	0.684	0.631
F Statistics	62.822***	142.021***	112.341***
N	196	196	196

Notes: *** $p \leq 0.001$

Model 2 shows a positive significant effect of grievance reporting on employee satisfaction ($\beta = 0.823, p \leq 0.001$). And Model 3 highlights the positively significant effect of grievance identification sources on employee satisfaction ($\beta = 0.792, p \leq 0.001$). Therefore, the findings indicate that hypothesis 1, hypothesis 2, and hypothesis 3 are accepted.

Based on bootstrap results with 10,000 re-samples and “bias-corrected and accelerated” (BCa) 95 percent confidence interval, as recommended (Preacher and Hayes, 2008; Montoya and Hayes, 2017), zero did not hold in the whole sequence of confidence interval.

Table VI. Bootstrapping effect of GHP awareness, grievance reporting and grievance identification sources on employee satisfaction

Effects	Beta coefficient	Boot SE	Boot LLCI	Boot ULCI
GHPA	0.144	0.057	0.034	0.255
GR	0.390	0.071	0.254	0.543
GIS	0.284	0.060	0.164	0.395

Note: “Boot LLCI stands for bootstrapped accelerated lower limit confidence interval and Boot ULCI for bootstrapped accelerated upper limit confidence interval”; SE stands for standard error.

Table VI shows the beta coefficient effects and confidence intervals of three independent variables and one dependent. The beta coefficient of grievance handling procedure awareness is 0.144 with a standard error 0.057 having LLCI and ULCI from 0.034 to 0.255 showing a positive and significant effect of grievance handling procedure’s awareness on employee satisfaction, thus H1 was reconfirmed. Further, the Beta coefficient of grievance reporting is 0.390 with a standing error 0.071, having LLCI and ULCI from 0.254 to 0.543 showing a positive and significant effect of grievance reporting on employee satisfaction, again H2 was reconfirmed. Likewise, the beta coefficient of grievance identification sources is 0.284 with a standard error 0.060 having LLCI and ULCI from 0.164 to 0.395 showing a positive and significant effect of grievance identification sources on employee satisfaction and similarly, H3 was also reconfirmed.

Discussion and Conclusion

Rapidly increasing employee turnover due to their dissatisfaction, in this era of competition is a critical issue to focus for every organization for their sustainability in long run. Along with this, it becomes necessary to know the reasons behind employee dissatisfaction. Employee grievances could be one of the reasons that affect employee dissatisfaction as well as employee turnover (Fleishman and Harris, 1962). So, this study is developed to empirically test the effect of grievance handling procedure awareness, grievance reporting, and grievance identification sources on the satisfaction of employees. The study targeted manufacturing and service companies falling under the public and private sectors of Indian organization. 196 responses were recorded and checked the reliability of each variable. To identify the relationship among all the variables correlations were checked and found that they are highly correlated with each other. Hypothesized relationships were found

significantly proved through the application of regression analysis. The result revealing the effect of independent variables (grievance handling procedure's awareness, grievance reporting, and grievance identification sources) over dependent variable (employee satisfaction) was also supported by Geetika *et al.* (2014).

The study is contributing to the existing literature of employee satisfaction towards grievance handling procedures. The measurements indicated that the organizations who have effective grievance handling procedures and knowledge of how to enter in this process, their employees are more satisfied as compared to those who don't have grievance handling procedure and their awareness among employees. In this competitive time, it is difficult to keep stable employees in the same organization; likewise, employees are turning more outside for other organization because of grievances that arises in the organization. Organizations need solutions to overcome employee dissatisfaction so that employees can differentiate their attractiveness and responsiveness within the organization.

Practical implications of the study

Based on the results of the study, some fruitful suggestions are recommended to the corporate sector that should spread over organizations as a whole. The present study recommends grievance handling committee experts to pay attention to grievance identification sources so that, they can detect the exact and relevant issue/grievance of employees before conversion into conflict at the workplace. Indeed, it is a rational decision for organizations to enforce as soon as possible. A satisfied employee is a healthy and long elastic asset for an organization that can benefit an organization by a reduction in employee turnover, more engagement/involvement and loyalty, and less risk of privacy disclosure of information. The human resource department's duty is to maintain a healthy and peaceful environment in the organization and also to maintain harmony all around at the workplace. In the implication of the study, it is also suggested to the human resource management to develop some powerful to sort but easy to adaptable grievance handling procedures in their organizations. The best impact of this initiative taken by human resource management would result in trust towards the human resource department specifically and upon the organization overall. As if employee satisfaction from grievance handling procedure is giving benefits to the corporate sector as a whole so organizations should take some initiative at their level to develop an effective handling procedure and make the employees more aware about it and also develop the easiest ways of grievance reporting. Human resource management leads the mental working of employees in the organization so, this department plays a key role to make aware the employees about the procedures applied or followed and make to the employee feel as comfortable to report the issues/grievances. This support will enhance the job satisfaction level of employees in the present organization. As job satisfaction is a part of employee satisfaction so the overall results will come into the form of employee

satisfaction. Overall, the implication of this study recommends to the human resource department to develop practices for grievance handling procedures and enforce the same practices within an organization in favor of employees working there and try to keep employees satisfy with it.

Boundaries and direction of future research

As it is not obvious for every researcher to cover all the boundaries of the related topic in research, that's why every research study has some limitations and this research has too. The uncovered variable would be a limitation for the present researcher but, it could be a focus area to consider for further research. Due to the self-structured questionnaire and same data collection followed by the primary study researcher, there are increased chances of common biasness. To overcome this, some safeguards were taken during data collection and at the statistical analysis step. As this study's limitation would be scope and objective for another researcher, so they can differentiate and eliminate this limitation through the changes in data collection methods for both dependent and independent variables collectively and individually too (Podsakoff, 2003).

This study's limitations also highlight that they can also make changes in demographic variables that were not considered here. The present study develops to target the direct effect of grievance handling procedure's awareness, grievance reporting, and grievance identification sources on employee satisfaction and analyzed the same and also found significant and positive relationship and effect. Likewise, the further researcher can develop a study by taking any moderator like union instrumentality and mediating variables like employee motivation/engagement to detect the direct and indirect relationships. Comparison-based study among targeted industries (such as manufacturing /service and other academic) and sector-wise (public and private) can also be developed by the interested future coming researcher. They can also take other factors too that effect employee satisfaction differently. Future studies can be based on the overall procedure of grievance handling and their impact on engagement, employee turnover, organization performance, firm performance, etc.

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