

## **The Impact of the Quality of Grievance Handling on Job Satisfaction among Middle-Level Employees in ABC (Pvt) Ltd**

Dilakshi, G. P. P.<sup>1</sup> and Devadas, U. M.<sup>2</sup>

The Sri Lankan apparel industry is deeply committed to ensure the satisfaction level of its employees. Accordingly, the main purpose of this study is to see whether there is an impact of the quality of grievance handling on job satisfaction among middle-level employees at ABC (Pvt) Ltd. According to the literature, the research on the impact of quality of grievance handling on job satisfaction among middle-level employees in the apparel sector in Sri Lanka is skeletal. This study was conducted to determine the level of quality of grievance handling, the level of job satisfaction, and the impact of quality of grievance handling on job satisfaction among middle-level employees at ABC (Pvt) Ltd. Questionnaires were distributed among 59 selected respondents to collect data. The sample was drawn from its population using a simple, probabilistic random sampling technique. The Statistical Package for Social Sciences was used to analyze descriptive statistics, regression and correlation analysis. Accordingly, the analysis identified a significant positive relationship between the quality of grievance handling and job satisfaction among middle-level employees at ABC (Pvt) Ltd. The findings showed that dimensions of quality of grievance handling, such as timeliness, structure of grievance handling, justice and collaborative participation of managers and trade unions, also have a positive and significant impact on the job satisfaction of middle-level employees. Researcher is recommended by improving of commitment of all stakeholders and by implementing simple, transparent, timely manner grievance handling structure can easily enhance the quality of grievance handling in any organization.

**Keywords:** *Collaborative Participation, Job Satisfaction, Justice, Quality of Grievance Handling, Structure of Grievance Handling, Timeliness*

---

<sup>1</sup> Department of Human Resource Management, University of Kelaniya, Sri Lanka  
([piumidilakshi2019@gmail.com](mailto:piumidilakshi2019@gmail.com))

<sup>2</sup> Department of Human Resource Management, University of Kelaniya, Sri Lanka  
([udayamohan@kln.ac.lk](mailto:udayamohan@kln.ac.lk))

## **Introduction**

The apparel sector is vital to any country's economy. (Embuldeniya, 2018) discovered a positive relationship between the apparel industry and the economy of Sri Lanka. Sri Lanka's apparel industry began to expand rapidly following the country's open economic policy in 1977 (Industry capability report Sri Lankan apparel sector, 2022). Due to trade-friendly environment factors, more foreign investment came into Sri Lanka after the implementation of a free financial plan. Due to its open economic policy and Multi-Fiber Arrangements (MFA), Sri Lanka has become a more appealing country for the apparel industry (Dheerasinghe, 2009).

In this study we can identify dependent variable as a job satisfaction and independent variable as a quality of grievance handling. Increasing no of employee grievances is the one of most critical factors that cause to decreasing level of job satisfaction among the employees in this industry. Other than that, in this study we can identify major four dimensions under quality of grievance handling procedure. Most of the organizations do not pay sufficient attention to the issues that relevant to the grievance management. The impact of poor grievance management is difficult to understand, but it has a significant impact on organizational productivity and performance. It is important to note that dissatisfaction and demotivation have a direct effect on productivity. The severity of industrial problems is greatly influenced by managers' approaches and attitudes toward the effective handling of employee grievances. (Gomathi, 2014).

The below table shows annual turnover ratios in last three years in ABC (Pvt) Ltd.

**Table 1***Annual Turnover Ratio ABC (Pvt) Ltd*

<b>Year</b>	<b>Annual Turnover rate of middle level employees</b>
2022	6%
2021	5%
2020	3%

*Source – Internal Records of ABC (Pvt) Ltd*

When an employee raises a workplace grievance, we have to take them very seriously. Because whether we do not take our employees 'grievances as a valid thing, then employees can be dissatisfied with the management also it could be having a negative effect on them. That menace employees' morale, productivity level as well as satisfaction level might have dropped as well as employee turnover ratio of the organization can be increased. A negative perception of a company can led to job dissatisfaction and an increase in turnover. When the work environment lacks flexibility or a source of amusement for the employees, dissatisfaction can arise, resulting in turnover (Kaye & Jordan-Evans, 1999). Accordingly, this table is indicated turnover ratios has increased in those years.

The following table shows the average no of reported grievances in ABC (Pvt) Ltd.

**Table 2***The Average Number of Reported Grievances ABC (Pvt) Ltd*

<b>Year</b>	<b>Monthly Grievances</b>	<b>Annually Grievances</b>
2022	6	29
2021	4	20
2020	4	16

*Source – Internal Records of ABC (Pvt) Ltd*

This is indicated by the increased general grievances of ABC (Pvt) Ltd. Despite the nature of the grievance, an upward trend is noted in here. It is noteworthy to mention the radical rise of these numbers in 2022.

According to literature some researchers have conducted to see whether there is relationship between grievance handling procedure and job satisfaction. Grievance handling procedure and employee satisfaction: a study of Indian organizations (Priyanka, 2021), Measuring workers' satisfaction with grievance-handling procedure: study of a power distribution major in India (Goel, G. ,2014), The impact of grievances handling procedure on job satisfaction: a study of lower level managers in a selected private bank, Sri Lanka (Tharuka,2020) and Workers' Satisfaction with Grievance-Handling Procedure: A Study on the Selected Garment Factories in Bangladesh(Aktar. S. & Alam., M. M. 2021) are some research studies relevant to grievance handling procedure and job satisfaction. But according to the literature, the research on the impact of the quality of grievance handling on job satisfaction among middle level employees in the apparel sector in Sri Lanka is Skeletal. Therefore, it can be identified as a performance gap of this study. The purpose of this study is to examine the connection between the quality of grievance handling procedure and employee satisfaction in the apparel sector in Sri Lanka.

### **Objectives of the Research Study**

- 01) To determine the level of the quality of grievance handling in ABC (Pvt) Ltd.
- 02) To determine the level of job satisfaction among middle level employees in ABC (Pvt) Ltd.
- 03) To determine the impact of quality of grievance handling on job satisfaction among middle level employees in ABC (Pvt) Ltd.

According to third research objective the following research objectives are derived.

- To determine the impact of timeliness of current grievances handling on job satisfaction among middle level employees in ABC (Pvt) Ltd.
- To determine the impact of structure of the current grievances handling on job satisfaction among middle level employees in ABC (Pvt) Ltd.
- To determine the impact of justice assured by current grievances handling on job satisfaction among middle level employees in ABC (Pvt) Ltd.
- To determine the impact of collaborative participation assured by current grievances handling on job satisfaction among middle level employees in ABC (Pvt) Ltd.

## **Literature Review**

According to the research, the independent variable is quality of grievance handling, the dependent variable is job satisfaction, and the independent variable consists of four dimensions as, timeliness, structure of the grievance handling procedure, justice and collaborative participation. When considering a workplace, it is likely to have employee's complaints and issues arise from time to time. Therefore, it is really important that organizations have an effective grievance handling mechanism to redress such issues raised by the employees.

One of the most commonly cited definitions of job satisfaction is that provided by Spector, who believes that job satisfaction has to do with how individuals feel about their job and its different aspects. It has to do with the degree to which people like or dislike their jobs. As a result, job satisfaction and dissatisfaction can easily appear in every given work setting. Job satisfaction is a combination of positive and negative feelings that employees have about their jobs. Meanwhile, when a worker gets employed with in a business, he brings with him the needs, desires, and experiences that indicate the expectations that he has rejected. Job satisfaction measures the extent to which expectations are and comparison to actual awards. Job

satisfaction is strongly related to an individual's behavior within the workplace (Davis et al, 1985).

### **Theories of Job Satisfaction**

Theories of job satisfaction and theories of human motivation share many similarities. Maslow's needs hierarchy theory and Herzberg's motivator-hygiene theory are two of the most commonly used theories in this field.

#### *Hierarchy of Needs*

Maslow's hierarchy of needs describes basic human needs in which physical or extrinsic needs are the foundation or must be met first, and psychological needs are at the top of the pyramid, building on physical needs (Ghatak & Singh, 2019; Maslow, 1943).

#### *Motivator-Hygiene Theory*

Extrinsic and intrinsic factors influence an employee's relationship with the job, workplace, coworkers, and supervisors (Herzberg, 1987; Ryan & Deci, 2017; Weiss et al., 1967). Various authors have defined the term "grievances" in various ways. Opatha (2009) cited evidence from the author listed below, where Grievance is defined. Any discontent or dissatisfaction, whether expressed or not, valid or invalid, arising out of anything connected with the company that an employee, believes, or even feels is unfair, unjust, or inequitable (Tripathi, 1992).

### **Dimensions of Grievance Handling Procedure**

#### *Timeliness*

The term "Timeliness" is used by the researcher to describe the time it takes to resolve the grievance. One of the most important principles of effective grievance management is responding to employee concerns in a timely manner. The time spent

making the decision focuses on dealing with employee complaints in a timely manner while also ensuring that decisions are made on time. (Buchanan and Boswell, 2008).

### **Structure of the Grievance Handling Procedure**

The formality and simplicity of the grievance handling procedure are two parameters studied in the structure of a grievance handling procedure.

We could be identified one of indicator as a formality of the grievance handling procedure. There is a substantial body of literature on formal versus informal grievance procedures. The presence and use of a grievance procedure allows employees to express themselves in a formal manner (Peterson and Lewin, 2000). According to Opatha (2009), one of the characteristics of an effective grievance handling procedure is formality.

Also, simplicity of the procedure is also very much important indicator that could be find under structure of the grievance handling procedure. A good grievance procedure should be straightforward and free from the jargon because if we add some technical word that can be difficult to understand for the average employees in the company.

### *Justice*

Employees have always been concerned about workplace justice and fairness. 'The concepts of justice and fairness appear central to our understanding of the impact of changing employment relationships. (Alexander et al., 1995). Formal employee grievance procedures and programs are symbols of workplace justice in the organization, but there is no guarantee that aggrieved employees will receive fair resolutions to their grievances (Selznick, 1996).

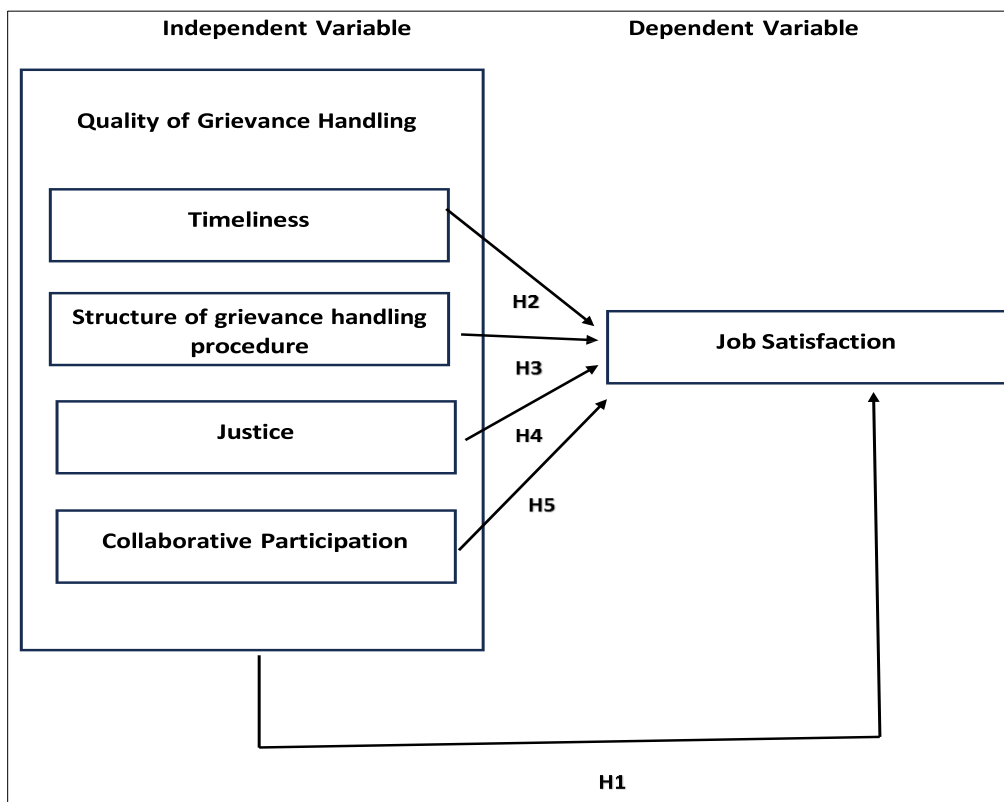
### *Collaborative Participation*

According to Tripathi (1992), an acceptable grievance handling procedure must ensure adequate trade union participation, and managers must be capable of exercising reasonable authority. Meyer (1994) predicted that as the management-union relationship evolved, grievance handling would become more efficient. As a result of the literature review, two stakeholders who support grievance handling procedures as parameters have been identified: trade unions and management. According to that here we can identify collaborative participation as an indicator.

### **Conceptualization & Hypotheses Development**

**Figure 1**

#### *Conceptual Framework*



Source: Developed by researcher, 2023

Accordingly, based on these four-dimension model, researcher developed the following hypotheses:

*H1 - There is significant impact of the quality of grievance handling on job satisfaction among middle-level employees in ABC (Pvt) Ltd.*

According to the literature Geetika (2014) found there was a positive and significant relationship between grievance handling procedure and job satisfaction. Other than that, according to Tharuka (2020), the grievances handling procedure had a positive and significant impact on job satisfaction. The study's findings revealed that the grievances handling procedure had a positive as well as significant impact on the job satisfaction of lower-level managers at the selected private bank. Further Priyanka (2021) highlighted there was a positive effect of grievance handling procedures on employee satisfaction.

*H2 - There is significant impact of timeliness of grievances handling on job satisfaction among middle-level employees in ABC (Pvt) Ltd.*

According to literature (White, 1989; Tripathi, 1992 as cited in Opatha, 2009), a time limit should be set and strictly adhered to at each level in order to expedite the resolution of a grievance. Time limits are one of the characteristics that a good grievance handling procedure must have, according to (Opatha, 2009). According to Opatha (1994), the mere existence of a grievance settlement procedure does not guarantee the successful handling of employee grievances, and he proposes that such a procedure be characterized by speedy settlement. One of the four established characteristics of an effective grievance-handling procedure has been identified as promptness (Adikaram and Rupasiri 2008).

*H3 - There is significant impact of structure of grievances handling on job satisfaction among middle-level employees in ABC (Pvt) Ltd.*

According to literature Polster (2011), non-union employers have increasingly adopted formal grievance procedures over the last fifty years to minimize liability and ensure employee productivity; such formal procedures allow employees to challenge a company decision or policy. Lewin and Peterson (1988) discovered a positive relationship between grievance procedure structure and grievance rates. As a result of the preceding argument, the third hypothesis is certified by the literature.

*H4 - There is significant impact of justice of grievance handling on job satisfaction among middle-level employees in ABC (Pvt) Ltd.*

The majority of the literature on the outcome of a grievance handling procedure focuses on justice. The provision for appeal is another aspect of the outcome in such a procedure. According to Peterson and Lewin (2000: 402), "a grievance system that employees perceive to be procedurally just or fair is likely to be used and regarded as effective." This suggests that when employees perceive the system's procedures to be fair and just, they are more likely to perceive the outcomes to be fair, even when the outcomes are not in their favor (Nurse and Devonish 2007).

*H5 - There is significant impact of collaborative participation of grievance handling on job satisfaction among middle-level employees in ABC (Pvt) Ltd.*

According to Tripathi (1992), an acceptable grievance handling procedure must ensure adequate trade union participation, and managers must be capable of exercising reasonable authority. Meyer (1994) predicted that as the management-union relationship evolved, grievance handling would become more efficient and effective. As a result of the literature review, two stakeholders who support grievance handling procedures as parameters have been identified: trade unions and management.

## **Research Methods**

The study is focusing on positivistic research paradigm and the reasoning approach is deduction. The reasoning approach has selected as deduction based on the researcher's aim to address a contextual gap according to the available literature. Further, the required primary data have been collected via survey. Therefore, the study is a cross-sectional study. This study is a descriptive research design that involves obtaining information concerning the current phenomena. This study has used a quantitative research design. According to this research study the population of this study is 70 middle level employees like department heads of the ABC (Pvt) Ltd (Department of Finance, IT, HR, Engineering, Supply chain and marketing) and Executives of departments in the ABC (Pvt) Ltd.

The sample size is determined by the required level of precision and confidence in predicting population parameters, as well as the population's variability (Sekaran, 2003). According to Morgan table selected sample size of this study is 59. The Sample were selected the using the probability sampling technique. Under probability sampling technique, Simple random sampling is the technique that which researcher uses to collect data. Simple random sampling can be defined as every element in the population has a known and equal chance of being selected as a subject. It is an unrestricted probability sampling design (Sekaran, 2003). Therefore, we can identify the Simple random sample is a randomly selected subset of a population. In this method every member of the population has equal chance of being selected.

Primary data are used to study this research study and it was obtained from the standard structured questionnaire. The questionnaire develops through the Google form. Likert scale questions are especially included in this Google questionnaire with the purpose of respondent's easiness to provide answers. The study used self-admired questionnaire to collect the data and respondents indicated the extent to

which they disagree or agree with each statement using 5 points of Likert Scale. The independent variable of the research model was quality of grievance heading of ABC (Pvt) Ltd which was measured by an instrument consisting of 23 statements developed by (Melchade, V., 2013). The dependent variable of the research model was job satisfaction of middle level employees in ABC (Pvt) Ltd which was measured by an instrument consisting of 10 statements developed by Macdonald and MacIntyre (1997). The validity of the questionnaire has already tested by the developers of the questionnaire. Reliability of questions has tested by using Cronobach's Alpha value.

### **Findings of the Study**

Here, in analyzing the demographic profiles of the sample, the main objective of the researcher is to identify the demographic characteristics of the sample. According to the data collected from the middle level employees in ABC (Pvt) Ltd who responded to the survey, the demographic profiles can be presented as follows.

**Table 3**

*Sample Composition*

<b>Variable</b>	<b>Category</b>	<b>No</b>	<b>%</b>
Gender	Male	38	64%
	Female	21	36%
Marital Status	Single	6	10%
	Married	53	90%
Age Category	20-30 Years	10	17%
	31-45 Years	27	46%
	More than 45 Years	22	37%
Work Experience	Less than 3 years	-	-
	3-6 Years	9	15%

Variable	Category	No	%
	7-10 Years	26	44%
	11-14 Years	24	41%
	More than 14 years	-	-

Source: Analyzed data,2023

**Table 4**

*Validity Statistics*

Variable	KMO Coefficient	Bartlett's Test [Chi-Square]	Sig.
Quality of grievance handling	0.819	914.972	.000
Job Satisfaction	0.836	376.842	.000

Source: Analyzed data,2023

The Kaiser-Meyer-Olkin (KMO) measure should be greater than 0.70 and is inadequate if less than 0.70 and is inadequate if less than 0.50. The KMO test tells us whether or not enough items are predicted by each factor. According to table 2 quality of grievance handling has 0.819 KMO value and Job satisfaction has 0.836 KMO Value. So that is good. Other than that, the Bartlett test should be significant. So, the significant value should be less than 0.05. this means the variables are correlated highly enough to provide a reasonable basis for factor analysis as in this case. So according to this table 2 there is a less than 0.5 significance value to each variable. So that is also good value.

**Table 5***Reliability Statistics*

<b>Variable</b>	<b>Dimension</b>	<b>No of Items</b>	<b>Cronbach alpha</b>
Quality of grievance handling (Cronbach alpha = 0.942)	Timeliness	03	0.757
	Structure of grievance handling procedure	08	0.852
	Justice	06	0.893
	Collaborative Participation	06	0.891
Job Satisfaction (Cronbach alpha = 0.913)		10	0.913

*Source: Analyzed data, 2023*

According to the above table, Quality of grievances'  $\alpha$  value was 0.942. So, it has a better internal consistency. Timeliness has a better reliability because it's  $\alpha$  value was 0.757. Structure of grievance handling procedure  $\alpha$  value was 0.852 and it has a better internal consistency. Also, Justice has a better reliability because it's  $\alpha$  value was 0.893 and Collaborative participation has a better reliability because it's  $\alpha$  value was 0.891. Other than that Job satisfaction has better reliability because it's  $\alpha$  value was 0.913.

As depicted in table 3, Cronbach alpha of internal consistency coefficients of dimensions of independent variable as well as dependent variable are greater than 0.7 indicating that multi-item measurement scales are reliable enough and no bias.

**Data Analysis Related to Research Objectives**

*Objective 01 - To determine the level of the quality of grievance handling in ABC*

*(Pvt) Ltd.*

**Table 6**

*Descriptive Statistics of Quality of Grievance Handling*

<b>Descriptive Statistics</b>	<b>Quality of grievance handling</b>	<b>Timeliness</b>	<b>Structure of grievance handling procedure</b>	<b>Justice</b>	<b>Collaborative Participation</b>
Mean	4.2115	4.1977	4.2500	4.2797	4.0989
Standard Deviation	0.46115	0.56092	0.48468	0.55142	0.584.5
Max	5.00	5.00	5.00	5.00	5.00
Min	3.52	3.00	3.25	3.33	2.67
Range	1.48	2.00	1.75	1.67	2.33
Variance	0.213	0.315	0.235	0.304	0.341
Skewness	0.433	-0.066	0.290	0.220	0.180
Kurtosis	-1.200	-0.0833	-0.920	-1.501	-0.683

*Source: Analyzed data,2023*

The mean and the standard deviation are two basic descriptive statistics measurements extensively employed in social science research. If the standard deviation falls between -2 and +2, the construct's variability is said to be acceptable for statistical analysis. The results of the descriptive analysis were given in table 4. According to the descriptive statistics table, this descriptive statistics data is approximately normally distributed because Skewness and Kurtosis value is very close to the -0.5 and 0.5.

First objective of the study is to determine the level of the quality of grievance handling in ABC (Pvt) Ltd. For those descriptive statistics of the data set were used. The study used self-admired questionnaire to collect the data and respondents indicated the extent to which they disagree or agree with each statement using 5 points of Likert Scale. The number 1 to 5 corresponds to the scale were, 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. Under quality of grievance handling, researcher has identified four dimensions. According to the mean value of the timeliness it can be concluded that most of the respondents have valued timeliness as agree. According to the descriptive statistics of the Structure of grievance handling procedure mean value is 4.25 and minimum value is 3.25 and maximum value is 5. According to the mean value of the Structure of grievance handling procedure it can be concluded that most of the respondents have valued Structure of grievance handling procedure as agree. Therefore, it can be concluded that the Structure of grievance handling procedure is very strong. According to the descriptive statistics of the justice mean value is 4.27 and minimum value is 3.33 and maximum value is 5. According to the mean value of the justice it can be concluded that most of the respondents have valued justice as agree. Therefore, it can be concluded that the justice is very strong. As a final dimension of the quality of grievance handling procedure according to the descriptive statistics of the collaborative participation mean value is 4.21 and minimum value is 3.52 and maximum value is 5. According to the mean value of the collaborative participation

it can be concluded that most of the respondents have valued collaborative participation as agree.

According to the descriptive statistics of the quality of grievance handling mean value is 4.10 and minimum value is 2.67 and maximum value is 5. According to the mean value of the quality of grievance handling it can be concluded that most of the respondents have valued quality of grievance handling as agree. Therefore, it can be concluded that the level of the quality of grievance in ABC (Pvt) Ltd is very strong. Accordingly, first research objective has been achieved.

*Objective 02 - To determine the level of job satisfaction among middle level employees in ABC (Pvt) Ltd.*

**Table 7**

*Descriptive Statistics of Job Satisfaction*

<b>Descriptive Statistics</b>	<b>Job Satisfaction</b>
Mean value	4.3983
Standard Deviation	0.59148
Max	5.00
Min	3.40
Range	1.30
Variance	0.242
Skewness	0.157
Kurtosis	-0.537

*Source: Analyzed data,2023*

According to the descriptive statistics of the job satisfaction mean value is 4.39 and minimum value is 3.40 and maximum value is 5. According to the mean value of the job satisfaction it can be concluded that most of the respondents have valued job satisfaction as agree. Finally, it can be concluded that ABC (Pvt) Ltd organization's job satisfaction at a very strong position.

*Objective 03- To determine the impact of quality of grievance handling on job satisfaction among middle level employees in ABC (Pvt) Ltd.*

### **Table 8**

#### *Correlation Analysis*

	<b>Pearson Correlation Coefficient</b>	<b>Sig. (2 –tailed) test</b>
Quality of grievance handling procedure	0.766	0.000
Timeliness	0.358	0.000
Structure of grievance handling procedure	0.694	0.000
Justice	0.734	0.000
Collaborative Participation	0.684	0.000

*Source: Analyzed data,2023*

Here the researcher used 2 tailed Pearson correlation test. The reason for that is from this study the researcher finds a significant impact of quality of grievance handling procedure on employee job satisfaction. According to the findings of the study, the significance of quality of grievance handling is 0.000 which is less than 0.05 (p-value) and the Pearson correlation value is reported as 0.766. So, the relationship is statistically significant. Therefore, it can be concluded that the relationship between

job satisfaction and quality of grievance handling of ABC (Pvt) Ltd is shown as a strong positive relationship. Therefore, according to the results of the correlation test, hypothesis one is not rejected. Accordingly, a specific objective 3 is achieved. According to the research study researcher finds a significant impact of timeliness on employee job satisfaction. According to the findings of the study, the significance of timeliness is 0.005 which is less than 0.05 (p-value) and the Pearson correlation value is reported as 0.358. So, the relationship is statistically significant. Therefore, it can be concluded that the relationship between job satisfaction and timeliness of ABC (Pvt) Ltd is shown as a moderate positive relationship. Because the Pearson correlation value is very much close to the 0.4. Therefore, according to the results of the correlation test, hypothesis two is not rejected. Accordingly, under third objective 1<sup>st</sup> sub objective is achieved.

According to the findings of the study, the significance of the structure of grievance handling procedure is 0.000 which is less than 0.05 (p-value) and the Pearson correlation value is reported as 0.694. So, the relationship is statistically significant. Therefore, it can be concluded that the relationship between job satisfaction and structure of grievance handling procedure of ABC (Pvt) Ltd is shown as a strong positive relationship. Therefore, according to the results of the correlation test, hypothesis three is not rejected. Accordingly, under third objective 2<sup>nd</sup> sub objective is achieved.

Researcher finds a significant impact of justice on employee job satisfaction. According to the findings of the study, the significance of justice is 0.000 which is less than 0.05 (p-value) and the Pearson correlation value is reported as 0.734. So, the relationship is statistically significant. Therefore, it can be concluded that the relationship between job satisfaction and justice of ABC (Pvt) Ltd is shown as a strong positive relationship. Therefore, according to the results of the correlation test, hypothesis four is not rejected. Accordingly, under third objective 3<sup>rd</sup> sub objective is achieved.

Here the research study researcher finds a significant impact of collaborative participation on employee job satisfaction. According to the findings of the study, the significance of collaborative participation is 0.000 which is less than 0.05 (p-value) and the Pearson correlation value is reported as 0.684. So, the relationship is statistically significant. Therefore, it can be concluded that the relationship between job satisfaction and collaborative participation of ABC (Pvt) Ltd is shown as a strong positive relationship. Therefore, according to the results of the correlation test, hypothesis five is not rejected. Accordingly, under third objective 4<sup>th</sup> sub objective is achieved.

**Table 9***Regression Statistics*

<b>Description</b>	<b>Quality of grievance handling procedure</b>	<b>Timeliness</b>	<b>Structure of grievance handling procedure</b>	<b>Justice</b>	<b>Collaborative Participation</b>
R	0.797	0.358	0.694	0.734	0.684
R Square	0.636	0.128	0.482	0.539	0.468
Adjusted R Square	0.609	0.113	0.472	0.531	0.459
Standard Error	0.30747	0.46296	0.35697	0.33645	0.36150
F	23.549	8.364	52.943	66.760	50.206
$\beta$	-	0.319	0.704	0.655	0.576
Sig.	0.000	0.005	0.000	0.000	0.000

Source: Analyzed data,2023

According to the multiple regression analysis depicts in table 7, the four dimensions of the independent variable in the conceptual framework have a combined effect of 60% (as Adjusted R Square = 0.609) on the determination of the dependent variable; job satisfaction. Adjusted R square value of 0.609 mean that the independent variables explain 60% of the variability of the dependent variable, job satisfaction. Therefore, the analysis is identified there is a significant positive impact of quality of grievance handling procedure on job satisfaction among middle level employees in ABC (Pvt) ltd.

The significance value of the timeliness is reported as the values less than the p-value. ( $P < 0.05$ ). On the other hand, the beta value of the timeliness is identified as 0.319, as per the findings of the beta coefficient analysis when quality of timeliness is increased by 1, job satisfaction will increase by 0.319. Therefore, the analysis is identified there is a significant positive impact of timeliness on job satisfaction among middle level employees in ABC (Pvt) ltd. Therefore, according to the results of the regression analysis, hypothesis two is not rejected. Accordingly, under third objective 1<sup>st</sup> sub objective is achieved.

The significance value of the structure of grievance handling procedure is reported as the values less than the p-value. ( $P < 0.05$ ). On the other hand, the beta value of the structure of the grievance handling procedure is identified as 0.704, as per the findings of the beta coefficient analysis when quality of structure of grievance handling procedure is increased by 1, job satisfaction will increase by 0.704. Therefore, the analysis is identified there is a significant positive impact of structure of grievance handling procedure on job satisfaction among middle level employees in ABC (Pvt) ltd. Therefore, according to the results of the regression analysis, hypothesis three is not rejected. Accordingly, under third objective 2<sup>nd</sup> sub objective is achieved.

The significance value of the justice is reported as the values less than the p-value. ( $P < 0.05$ ). On the other hand, the beta value of the justice is identified as 0.655, as

per the findings of the beta coefficient analysis when justice is increased by 1, job satisfaction will increase by 0.655. According to the results of the regression analysis, hypothesis four is not rejected. Accordingly, under the third objective 3<sup>rd</sup> sub objective is achieved.

The significant value of collaborative participation is reported as the values less than the p-value. ( $P < 0.05$ ). On the other hand, the beta value of the collaborative participation identified as 0.576, as per the findings of the beta coefficient analysis when collaborative participation is increased by 1, job satisfaction will increase by 0.576. Therefore, according to the results of the regression analysis, hypothesis five is not rejected. Accordingly, under third objective 4<sup>th</sup> sub objective is achieved.

## **Discussion and Recommendation**

This section describes the summary of the main findings. This study has focused on the impact of the quality of grievance handling procedure on job satisfaction among middle level employees in ABC (Pvt) Ltd. Then, this has referred to the previous detailed literature and discussion with academicians and industrial experts. The findings showed that dimensions of quality of grievance handling have a positive and significant impact on the job satisfaction of middle level employees. The population of the study is 70 employees in the ABC (Pvt) Ltd of Sri Lanka apparel industry. Therefore, out of the total 70 middle level employees 59 employees selected for the research study. As quantitative research study a standard questionnaire was used to gather primary data and Statistical Package for Social Sciences was used to analyze descriptive statistics, inferential statistics, regression, and correlation analysis. According to the findings of the study, overall impact between quality of grievance handling and job satisfaction that there is a significant positive relationship between quality of grievance handling procedure on job satisfaction among middle level employees in ABC (Pvt) Ltd. In addition to that researcher found significant impact between four dimensions of the independent

variable and job satisfaction. Accordingly, those impact can be concluded as there is a significant positive impact of timeliness on job satisfaction, significant positive impact of structure of grievances handling on job satisfaction, there is a significant positive impact of justice on job satisfaction and finally there is a significant positive impact of collaborative participation on job satisfaction among middle level employees in ABC (Pvt) Ltd. Other than that researcher found there is a high level of job satisfaction among middle level employees and also level of quality of grievance handling procedure also high among middle level employees in ABC (Pvt) Ltd.

## **Conclusion**

The current study is to determine the impact of the quality of grievance handling procedure on job satisfaction among middle level employees in ABC (Pvt) Ltd. To achieve the study's goals the researcher developed hypotheses based on the literature. Under the correlation analysis and regression analysis, the researcher analyze that the research hypothesis was accepted. Having considered the findings reported in the current study concludes that there is a moderate positive correlation is found between timeliness and job satisfaction, and a strong positive correlation is found between structure of grievance handling procedure and job satisfaction. Also, a strong positive correlation is found between justice and job satisfaction as well as collaborative participation and job satisfaction. According to findings this study summarized that the job satisfaction of middle level employees in the ABC (Pvt) Ltd is very high because the level of the quality of grievance is high. Ultimately, a conclusion can be drawn using the analysis that there is a significant positive impact of the quality of grievance handling procedure on job satisfaction among middle level employees in ABC (Pvt) Ltd.

## **Implication of the Research**

According to this research study very much important policy makers as well as management to create a competitive advantage by making and facilitating strong grievance handling procedure and good strategies in the organizations. Other than that, this research provides good understanding to managers and other workers to utilize the grievance handling practices efficiently and effectively in their organization. And also, this study will generate valuable support to managers to create good working environment. This study aims to investigate the impact of grievance handling procedure on job satisfaction of middle level employees in selected apparel company in Gampaha district. As a result, this study focuses on filling the gap in the current research literature by assessing the impact of the quality of grievance handling on job satisfaction of middle level employees in selected apparel company in Gampaha district.

## **Recommendations**

The suggestions and recommendations could be developed based on the statistical analysis of the current research. Commitment of all stakeholders is very much important to maintain quality of grievance handling process. In order to make the grievance procedure effective, all the employees, specifically managers and trade unions, should be the actively involved in the process. For that company top management can provide training to human resource department staff and other relevant staff on grievance resolution techniques, conflict resolution skills as well as communication skills. Further implanting open communication culture is very much important because such kind of communication channels encourage employees to raise their voice without fear. Then easily top management can identify what are the weaknesses of the quality of grievance handling in the company. Moreover, by implementing simple, transparent and timely manner grievance handling structure can easily enhance the quality of grievance handling. Maintaining good quality of

the grievance handling process, which is an essential part of cultivating good employee relations and running a fair, successful and productive workplace.

### **Limitations**

This study was limited to investigate the impact of dimensions of quality of grievances handling on job satisfaction of among middle level employees in ABC (Pvt) Ltd. But these are not only the dimensions reflects the effectiveness of the quality of grievances handling procedure which affects the job satisfaction of employees in the apparel industry in Sri Lanka. Another limitation of this study was that it covered only one apparel company located in Gampaha district in Sri Lanka.

### **Future Research Directions**

This research study is based on mainly apparel industry, but future research can be selected another field in business world such as banking sector, education institute, hospital, insurance, manufacturing etc., and public sector organizations. Furthermore, the current research is a quantitative study, and data were collected through a standard questionnaire in online mode. Hence, the researcher suggests that future researchers do a qualitative study by gathering data from the interview method. The study may be beneficial to do a qualitative analysis to get a depth insight into employees in various sectors. If the interviewing method was used to gather the information it would bring the opportunity to get more comprehensive responses.

## References

- Adikaram, A. S., & Rupasiri, I. (2008). HOW EFFECTIVE ARE GRIEVANCE HANDLING PRACTICES OF SRI LANKAN BANKS. *Proceedings of International Conference on Business Management*, 5. <https://journals.sjp.ac.lk/index.php/icbm/article/view/743>
- Aktar, S., & Alam, M. M. U. (2021). Workers' Satisfaction with Grievance-Handling Procedure: A Study on the Selected Garment Factories in Bangladesh. *DOAJ (DOAJ: Directory of Open Access Journals)*. <https://doaj.org/article/09e37c169eea4b4d94a8687afa54d51f>
- Antcliff, V., & Saundry, R. (2009). Accompaniment, workplace representation and disciplinary outcomes in British workplaces - just a formality? *British Journal of Industrial Relations*, 47(1), 100–121. <https://doi.org/10.1111/j.1467-8543.2008.00709.x>
- Arif, Z. U. (2015). Grievances and Industrial Relations in the Ready-Made Garment Industry of Bangladesh with Special Reference to Falcon Group Limited. *Anveshak: International Journal of Management*, 4(2), 189. <https://doi.org/10.15410/aijm/2015/v4i2/67729>
- Armstrong, M. (2006). *A Handbook of Human resource Management Practice*, Tenth Edition, Kogan Page Publishing, London, p. 264
- Aziri, B. (2008). *Menaxhimi i burimeve njerëzore*, Satisfaksioni nga puna dhe motivimi i punëtorëve, Tringa Design, Gostivar, p. 46
- Dastmalchian, A., & Ng, I. (1990). Industrial Relations Climate and Grievance Outcomes. *Relations Industrielles*, 45(2), 311–25.
- Embuldeniya, A. (2015). Impact of Apparel Industry on the Economy of Sri Lanka. *Research Gate*. <http://repository.kln.ac.lk/bitstream/handle/123456789/10625/1-14.pdf?sequence=1&isAllowed=y>

- Gamage, P. N., & Hewagama, G. V. (2007). An empirical study of grievance settlement and labour management relationship of apparel industry in Sri Lanka. *Kelaniya Journal of Human Resource Management*, 2(2), 170-186.
- Garima. (2017). Grievance handling: motivational tool for employees. *International Journal of Scientific and Research Publications*, 7(3), 130-134. <http://www.ijsrp.org/research-paper-0317.php?rp=P636250>
- Geetika, G., Ghosh, P., Rai, A., Joshi, J. P., & Singh, P. (2014). Measuring Workers' Satisfaction with Grievance-Handling Procedure: Study of a Power Distribution Major in India. *Asian Journal of Management Cases*, 11(2), 139–157. <https://doi.org/10.1177/0972820114538347>
- Gomathi, S. (2014). A study on grievance management in improving employee performance in a Pvt enterprise. *Mediterranean Journal of Social Sciences*. <https://doi.org/10.5901/mjss.2014.v5n20p20>
- Herzberg, H. F. (1976). *Motivation-Hygiene Profiles*, p. 20
- Haraway, W. M. (2002). Rediscovering Process Values in Employee Grievance Procedures. *Administration and Society*, 35(5), 499–517.
- Hoppock, R. (1935). *Job Satisfaction*, Harper and Brothers, New York, p. 47
- Kaliski, B.S. (2007). *Encyclopedia of Business and Finance*, Second edition, Thompson Gale, Detroit, p. 446
- Lawler, E.E. III and Porter, L.W. (1967). *The Effect of Performance on Job Satisfaction*, Industrial Relations, pp. 20-28
- Lazaro, A. B. (2022). Employee grievances Impacts and institution performances: case study of Juba City Council, South Sudan. *International Journal of Innovative Research and Development*, 11(2). <https://doi.org/10.24940/ijird/2022/v11/i2/feb22015>
- Lewin, D., & Peterson, R. B. (1988). *The Modern Grievance Procedure in the United States*. Quorum Books

- Locke, E.A. and Latham, G.P. (1990). *A theory of goal setting and task performance*, Prentice Hall, p.4
- Luthans, F. (1998). *Organizational Behavior*, 8 Edition, McGraw-Hill/Irwin, Boston, p. 147
- Mante-Meija, E. A. (1991). Designing an Instrument for Resolving Individual Conflict in “Total” Institution. *Knowledge & Policy*, 4(3), 58–73.
- Meyer, D. (1994). The Political Effects of Grievance Handling by Stewards in a Local Union. *Journal of Labor Research*, 15(1), 33-51.
- Mills, D. Q. (1994). *Labor-Management Relations* (5th edn.). McGraw Hill Book Co.
- Mullins, J.L. (2005). *Management and organizational behavior*, Seventh Edition, Pearson Education Limited, Essex, p. 700
- Opatha, H.H.D.N.P. and Ismail, Z. (2001). \_Towards Effective Worker Grievance Handling: Some Reflections ‘, *Analisis*, 8(1&2): 111–27.
- Opatha, H.H.D.P. (1994). \_Employee Grievance Settlement Procedure: A Case Study of Two Corporations ‘. *Management Review*. Sri Lanka: Faculty of Management Studies and Commerce, University of Sri Jayewardenepura
- Oxenbridge, S., & Brown, W. (2004). Achieving a New Equilibrium? The Stability of Co-operative Employer– Union Relationships. *Industrial Relations Journal*, 35(5), 388–402.
- Peterson, R.B., & Lewin, D. (2000). Research on Unionized Grievance Procedures: Management Issues and Recommendations. *Human Resources Management*, 39(4), 395–406
- Polster, J. C. (2011). Workplace Grievance Procedures: Signaling Fairness but Escalating Commitment. *New York University Law Review*, 86(2), 638–671.

- Ponak, A., Zerbe, W., Rose, S., & Corliss, O. (1996). Using Event History Analysis to Model Delay in Grievance Arbitration. *Industrial and Labour Relations Review*, 50(1), 105–121.
- Salamon, M. (2000). *Industrial Relations: Theory and Practice* (4th edn.). Prentice Hall.
- Singh, B. P., Chhabra, T. N., & Taneja, P. L. (1990). *Personnel Management and Industrial Relations*. Dhanpat Rai & Sons.
- Spector, P. E. (1997). *Job Satisfaction: Application, assessment, causes, and consequences*. <https://doi.org/10.4135/9781452231549>
- Statt, D. (2004). *The Routledge Dictionary of Business Management*, Third edition, Routledge Publishing, Detroit, p. 78
- Sukhdani, M. (2016). Effectiveness of Grievance Handling Procedure-A Study of Bhilai Jaypee Cement Limited. *Journal of Emerging Technologies and Innovative Research*, 3(2), 68-73.  
<https://www.jetir.org/papers/JETIR1602015.pdf>
- Vroom, V.H. (1964). *Work and motivation*, John Wiley and Sons, New York, p.99
- Walker, B., & Hamilton, R. (2011). Employee–Employer Grievances: A Review. *International Journal of Management Reviews*, 13(1), 40–58.