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## **Impact of Employee Grievances on Employee Job Performance: With Special Reference to Cement Manufacturing Company in Sri Lanka**

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### **Abstract**

*Employee grievance is a critical factor, which can lead to decrease the organizational performance in every organization. Each organization tries to handle employee grievances in order to decrease employee dissatisfaction and enhance organizational performance. The main objective of this study was to assess the impact of employee grievance on employee job performance of operational level employees in a cement manufacturing company. Further, the current study was designed to identify operational employees' perceptions about employee grievance including job-related grievances, working conditions related grievances, management decision-related grievances, alleged violations related grievances and inappropriate behavior related grievances when employees are directly engaging in organizational activities. The researcher used a cross-sectional, descriptive research design and a self-structured questionnaire to collect primary data through a survey. The respondents were 100 operational employees who directly engage in operational activities of the organization. The study revealed that there is a significant negative impact of employee grievances (including job-related grievances, management decision-related grievances, alleged violations related grievances, and inappropriate behaviors related grievances) on operational employees' job performance.*

**Keywords:** *Alleged Violations Related Grievances, Employee Grievances, Employee Performance, Inappropriate Behavior Related Grievances, Job-Related Grievance, Management Decision Related Grievances*

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## **1. Introduction**

In today's turbulent business environment, many determinants may affect the overall success of the entire organization. Among such determinants, job performance is the most critical factor which leads to organizational prosperity. Moreover, job performance is the prime interest of the organization because of the importance of achieving high productivity in the workplace (Hunter & Hunter, 2004). Job performance views the observable behaviors that people do in their jobs that are relevant to the goals of the organization and the performance should focus on behaviors rather than outcomes (Campbell, McHenry, & Wise, 1993). When employees are catering to job demands, they are experiencing several job-related dissatisfactions that may result in grievances (Rollinson, 1996). Therefore, issues of grievances are normally associated with dissatisfaction among employees related to working procedure, working facilities, confusions on provisions stated in the company's policy and violation of provisions in terms and conditions of employment stated in the collective agreement (Salamon, 2000). In resolving grievances, aggrieved employees will file their dissatisfaction through the grievance procedure and their immediate managers or supervisors are responsible to take action within the period given. When considering the importance of increasing employee performance, it was truly beneficial to understand the influence of employee grievances. Thus, this study tends to evaluate the impact of grievances on job performance among operational employees of the company.

### **1.1. Research Problem**

The problem to be addressed is, assessing the impact of grievances on job performance among operational employees in the selected company. Many factors inspire employees to work for an organization and make them retain in the organization for a longer period of time. This phenomenon has been explored by many researchers throughout several decades mainly to identify key factors contributing to employee grievances among various individuals in western orientation (Olson, 1996; Daley, 2007; Obiekwe and Eke, 2019). Lack of compatibility would be due to the vast differences in the cultural settings, demographics, and economic aspects, disparities in financial situations, and so on in the developed and developing contexts. Even though there are factors that will exhibit whether the employees' grievances are addressed and solved properly or not. The factors considered here include awareness of the problem, awareness of the employees whom to report, availability of the concerned person, discussion of problems, causes and effects, methods to avoid such problems in future, directions and instructions regarding how to deal a problem, awareness programs to avoid them for fresh employees, etc. Though many studies dealt with Grievance Management and Procedures, this study is a pioneer attempt in the Private Group of

Enterprises to probe into their Grievance Management to assess the impact of grievances on the job performance of the company. Therefore the level of grievances of an organization will lead to decrease the level of job performance of the organization and that's why the current researcher raised this problem.

According to table 1, the average number of grievances of cement manufacturing company is shown. Further, it revealed that the average number of grievances is varying.

Table 1. Average Numbers of Grievances of the selected Company

Year	Number of grievances per year	The average number of employees per year	Percentage of grievances per year
2013	65	335	19.40%
2014	84	342	24.50%
2015	78	340	22.90%
2016	125	350	35.70%
2017	137	345	39.70%
2018	131	343	38.20%

Source: Internal Company records, 2019

Table 2: Comparison of Annual Grievances Rate, Turnover Rate and Average Profitability of the Company

Year	Percentage of grievances per year	Turnover rate	The profitability of the year as a percentage
2013	19.40%	2.00%	28.00%
2014	24.50%	3.00%	26.70%
2015	22.90%	2.30%	27.20%
2016	35.70%	2.60%	26.10%
2017	39.70%	4.60%	24.60%
2018	38.20%	3.80%	25.40%

Source: Internal Company records, 2019

Further, it revealed that the highest profitability ratio was recorded in 2013 as 28% and the least profitability ration has been recorded as 24.60% in 2017. According to figure 1, it shows that there is a decline in profitability. Further, profitability ratio and turnover rate have varied with the grievance rate of the company and it revealed that there is a relationship among grievance rate, turnover rate and profitability ratio of the company. Thus research

problem of this study is to identify whether there is an impact of employee grievances on employee job performance.

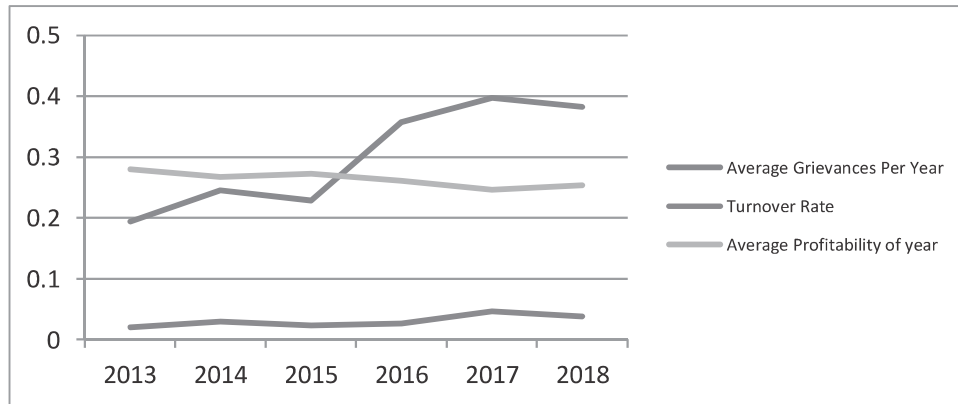


Figure 1: Annual Profitability, Grievance Rate and Turnover Rate of the selected Company

Source: Internal Company records, 2019

## 1.2. Research Questions and Objectives

### 1.2.1. General Question

- What is the impact of employee grievances on job performance among operational employees of the Cement Manufacturing Company?

### 1.2.2. Specific Questions

- What is the impact of job-related grievances on job performance among operational employees of the Company?
- What is the impact of working conditions related grievances on job performance among operational employees of the Company?
- What is the impact of management decisions related grievances on job performance among operational employees of the Company?
- What is the impact of alleged violations related grievances on job performance among operational employees of the Company?
- What is the impact of inappropriate personal behaviors related grievances on job performance among operational employees of the Company?

### *1.2.3. General Objective*

- To assess the impact of grievances on job performance among operational employees of the Cement Manufacturing company.

### *1.2.4. Specific Objectives*

- To assess the impact of job-related grievances on job performance among operational employees of the Company.
- To assess the impact of working conditions related grievances on job performance among operational employees of the Company.
- To assess the impact of management decisions related grievances on job among operational employees of the Company.
- To assess the impact of alleged violations related grievances on job performance among operational employees of the Company.
- To assess the impact of inappropriate personal behaviors related grievances on job performance among operational employees of the Company.

## **2. Literature Review**

### **2.1. Job Performance**

Many environmental factors contribute to find out how performance is carried out and is important to acknowledge that employee performance is dependent on the way in which an organization puts in place a logical strategy to deal with conflicting goals in a sequential manner, (Cyert & March, 1963).

According to Vroom (1964) introduced the Expectancy theory that hypothesized individuals who adjust their behavior in the organization based on the anticipated satisfaction of individually valued goals. Moreover, Job performance is a very significant factor affecting the profitability of an organization (Mohamed, 1992). Inefficient job performance will bring about a tragedy to the organization as associated with lower productivity, profitability and impairment of overall organizational effectiveness (Cooke, 2000; Okoyo & Ezejiofor, 2013). Further, Performance is important for organizations as employee performance leads to business success and performance is important for an individual to accomplish tasks as it can be a source of satisfaction (Muchhal, 2014). According to Opatha (2012) performance has been divided into three categories as traits, behaviors and results.

Traits: Traits refer to particular qualities or characteristics of the employment process. Traits of employees can be assessed. Examples include job knowledge, corporation, trust, honesty, initiative and loyalty. Traits are needed to understand and are appropriate behaviors for success (Opatha, 2012).

Behaviors: Behaviors are the ways the employee acts concerning the job. Basically, behaviors involve particular activities carried out by the employee in performing the job. Examples include punctuality, attendance, planning works, organizing works, developing subordinates and controlling works. Behavior is needed to obtain results (Opatha, 2012).

Results: Results are outcomes produced by the employee. Outcomes or outputs of the employee can be assessed to do performance evaluation. Examples include the number of units produced, the number of units sold etc. Through the quantity of products and the quality of the product show the performance of the employee as well as the productivity of the employee (Opatha, 2012).

## **2.2. Employee Grievances**

According to Opatha (2012), employee grievances create dissatisfaction and it will lead to creating anti attitudes towards management and may ferment. Moreover, opposition leads to confrontation. Further, frustration and perception of unfair treatment have been associated with strikes and it will lead to the reduction of job performance of employees (Bluen, 1994). Thus, frustrations among employees who believe that they are not treated fairly can lead to a variety of counterproductive behaviors such as decreased job performance level or sabotage of work (Spector, 2000). Opatha (2012) states when a worker is suffering from a grievance his/her attention to work will reduce and also his/her motivation for work will result in reduced worker productivity. According to Opatha, (2012) grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service.

## **2.3. Job-related Grievances**

Dynamic and increasingly complex contemporary society requires employees who continuously engage in formal and informal learning activities to develop their competencies at work (Coetzer, 2007; Mayer & Solga, 2008). Informal learning opportunities (opportunities to learn whilst doing the job) have been suggested to provide an effective way to acquire and develop the required skills and competencies (Skule, 2004). In fact, the resulting type of learning is often superior to more formal forms of learning (Skule, 2004;

Desjardins & Tuijnman, 2005). Offering employees with opportunities for workplace learning are considered beneficial to corporate productivity, economic growth and long-term competitiveness (Desjardins & Tuijnman, 2005), as well as employment and employability (Barry & Shapiro, 2000). Several indicators represent job-related grievances such as workload, poor training, poor knowledge and skills to perform a particular job (Opatha, 2012).

Poor training: A training given to perform the job is not adequate or incorrect (Opatha, 2012). Furthermore, poor training will reduce the job performance level of the employee (Opatha 2012).

Workload: According to Opatha (2012) when an employee has been assigned too many duties that he/she could not handle and as a result of that employees may not perform well.

Poor knowledge and skills: Post of employee does not match with employee's knowledge and skills (Opatha, 2012).

#### **2.4. Working Conditions Related Grievances**

Rahim & Magner, (1995) defined working condition as: "working conditions are created by the interaction of employee with their organizational climate and includes psychological as well as physical working conditions" Therefore, researcher adopts the definition of working conditions related grievances as dissatisfaction with the working environment and aspects of an employee's terms and conditions regarding an employment". According to Opatha (2012) changing the working time or place which the employee does not like can be taken as an example for working condition related grievances (Opatha, 2012). When pertaining to a place of employment, the work environment involves physical geographical locations as well as the immediate surroundings of the workplace such a construction site or office building. It also involves other factors relating to the place of employment, such as ventilation, noise level, lightings, temperature, etc (Opatha, 2012).

#### **2.5. Management Decisions Related Grievances**

Management Decisions related Grievances can arise due to dissatisfaction relating to unfair employee salary, dismissal, transfers and unfair disciplinary actions, etc (Spector, 2000).

#### **2.6. Alleged violations Related Grievances**

Unfair disciplinary actions: According to Opatha (2012) making unfair/strong disciplinary

actions for violation of the disciplinary rule. Ignore management responsibilities: This means ignoring the responsibility of the management (Opatha, 2012). Making decisions against past practices: Working/decision making against the past practice/precedent (Opatha, 2012).

## **2.7. Inappropriate Personal Behaviors**

Unpractical attitude: Unpractical attitude is which, cannot be implemented in practical life (Opatha, 2012). Unnecessary lifestyle: Unnecessary lifestyle is that the employee has unbearable lifestyles (Opatha, 2012). Illegal involvements: Employee has illegal involvement within the organization (Opatha, 2012).

## **2.8. Prior Researches**

### *2.8.1. Employee Grievances and Job Performance*

According to Opatha (2012), employee grievances create dissatisfaction and it will lead to creating anti attitudes towards management and may ferment. Moreover, opposition leads to confrontation. Further, frustration and perception of unfair treatment have been associated with strikes and it will lead to the reduction of job performance of employees (Bluen, 1994). Thus, frustrations among employees who believe that they are not treated fairly can lead to a variety of counterproductive behaviors such as decreased job performance level or sabotage of work (Spector, 2000). According to previous research studies (Ichniowski, 1986) grievance filing rates are negatively correlated with workplace productivity or product quality or job performance of employees in a unionized manufacturing plant. Opatha (2012) states when a worker is suffering from a grievance his/her attention to work will reduce and also his/her motivation for work will result in reduced worker productivity.

Mohanasundaram and Saranya (2013) in an investigation on worker grievances at Dharmapuri District Co-Operative Sugar Mills limited observed that organizations are composed of individuals and functions. Further argues that organizations cannot be present with the absence of individuals. Resource of people, cash, materials and equipment are collected, organized and utilized by the efforts of individuals. Combined efforts of individuals play a critical role in the effective utilization of materials and monetary resources hence leading to the achievement of shared objectives. The achievement of organizational goals considerably depend on the united human efforts. Consequently, it is important for grievance handling mechanisms to stimulate and sustain employee satisfaction with his/her working environments for better productivity (Saundry, et al, 2014)



### *2.8.2. Jobs Related Grievances and Job Performance*

Several indicators represent job-related grievances such as workload, poor training, poor knowledge and skills to perform a particular job (Opatha, 2012). The term workload refers to a number of different yet related entities. It is the hypothetical relationship between a group and an individual human operator and task demands (Riley, Lyall & Wiener, 1994). It is the mental effort that human operator devotes to control or provides supervision relative to his/her capacity to expand mental effort (Boles & Law, 1998), the perceived relationship between the amount of mental processing capability or resources, the required amount by the task (Hart & Staveland, 1988), the cost of performing a task in terms of a reduction in the capacity to perform additional tasks that use the same processing resource (Riley, Lyall & Wiener, 1994). (Tsang and Velazquez, 1990) suggests that the workload construct was conceived to explain the inability of the human operator to cope with the requirements of the task, and workload measures are an attempt to characterize the performance of a task relative to the operator's capability. Mental workload is the difference between the capacities of the information processing system that are required for task performance to satisfy performance expectations and the capacity available at any given time (Backs & Ryan, 1992).

### *2.8.3. Working Condition and Job Performance*

Existing research has established a link between working conditions and job performance (Fine & Kobrick, 1978; Mohapatra & Srivastava, 2003; Naharuddin & Sadegi, 2013, Brill, Margulis, & Konar, 1985; Naharuddin & Sadegi, 2013; Chandrasekarr, 2011; Dolden & Ward, 1986; Davis, 1984; Vischer, 2008). Having both physical and psychosocial environmental factors will lead to increase performance (Buhter, 1997; Chandrasekar, 2011). Khan et al. (2011) investigated in their study, the impact of workplace environment and infrastructure on employees' performance considering a sample of 150 respondents from the education sector in Pakistan and concluded that incentives at the workplace had a positive impact on employee's performance while infrastructure had no significant impact on employee performance. A large number of work on environmental studies have been conducted in office environments. For example, one study suggested that the management should make an additional investment in ergonomic tables and chairs to enhance worker's productivity (Miles, 2000). Additionally, some studies have examined the impact of work environmental factors such as the height and thickness of workstation partitions, furniture measurements and the amount and availability of file and work storage on individual and team performance (Visher 2008). Kahya's (2007) study concluded that there is an impact of job characteristics and working conditions on job performance in a manufacturing setting.

#### *2.8.4. Management Decisions and Job Performance*

Employee's performance can increase organizational productivity by varying the inputs needed to attain their expected outputs. However, there are many factors, which affect organizational productivity other than employee performance. Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand identity economics. Peoples' identity is their conception of who they are and of who they choose to be, maybe the most important factor affecting their economic lives. Moreover, it may indicate what would be the most appropriate incentives for them to perform in their job. There seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. Money is the fundamental inducement and no other incentive or motivational technique comes even close to it concerning its influential value. All businesses use payments, promotion, bonuses, or other types of rewards to motivate and encourage high-level performances of employees. It has the supremacy to magnetize, maintain and motivate individuals towards higher performance.

#### *2.8.5. Alleged Violations and Job Performance*

Geister and Hertel (2006) argued that when an individual takes a job, certain conditions of employment (wages, hours, and type of works) are specified in the employment contract. A physiological contract also exists between employee and employer. It consists of unspecified expectation of the employee about reasonable working conditions, requirements of the work itself, level of effort that should be expended on the job, and the nature of the authority the employer should have in directing the employees work. These expectations are related to the employees' desire in satisfying certain personal preferences in the workplace. Degree to which the organization fulfills these preferences determines employees' level of job performance and job satisfaction. If not, employee satisfaction level and performance level will be decreased (Geister and Hertel (2006)). Further, Geister and Hertel (2006) revealed that on one hand employees can be dissatisfied with many aspects of a work environment, such as pay, promotion opportunity, treatment by the supervisor, job and work rules and on the other hand employees can be perceived a union as an instrument in removing these causes of dissatisfaction and grievances regarding the employment.

#### *2.8.6. Inappropriate Behaviors and Job performance*

Employees are the most important assets in organizations, without them the goals and objectives may not be attained and the organization will collapse in the meantime. Several studies have been conducted on the roles that ethical leaders can play in increasing employee job performance and minimizing employee inappropriate behaviors. In organizations where

leadership is perceived to be unethical is manifested in the failure of the leader to follow rules, failing to take responsibility for unethical behaviors, and failing to avoid even the appearance of impropriety (O'Connell & Bligh, 2009).

### **3. Methods**

The objective of the study is to identify the impact of employee grievances (Job-related grievances, Working conditions, Management decisions, alleged violations, inappropriate personal behavior) and job performance (traits, behaviors, results) on employee job performance operational employees. Hence, out of the three research designs of exploratory, descriptive and causal, the current study is to be categorized under Descriptive research designs (Zikmund et al, 2010). Thereby, the respondents to the survey research would ideally be operational level employees. Thus, the unit of analysis for the present study is "individual".

The target population of the study includes all operational level employees (298 employees) in the selected cement company. The exact sample which was derived from this population was 100 operational level employees and when selecting the sample, researcher has used simple random sampling method by using a sampling frame of Employee Register. Non-interactive methods were used in data collection procedure. Under that, researcher used a self-administered questionnaire as the main data collection instrument to collect primary data in an offline platform. All questions are measured by using five-point Likert scales.

Following hypotheses are developed based on a complete literature review.

H1: There is a negative impact of employee grievance on job performance

According to previous research studies (Ichniowski, 2006; and Ichniowski and Levin, 2009) grievance filing rates are negatively correlated with workplace productivity or product quality or job performance of employees in an unionized manufacturing plant. Further, frustration and perception of unfair treatment have been associated with strikes and it will lead to reduce the job performance of employees (Bluen, 1994). Opatha (2012) states when a worker is suffering from a grievance his/her attention to work will reduce and also his/her motivation for work will result in reduced worker productivity. Similarly, Mamoria (1991) revealed that most grievances seriously disturb the employees and they may affect their morale, productivity, job performance, and their willingness to cooperate with the organization.

H2: There is a negative impact of job-related grievances on job performance.

Several indicators represent job-related grievances such as workload, poor training, poor

knowledge and skills to perform a particular job (Opatha, 2012). The term workload refers to a number of different yet related entities. It is the hypothetical relationship between a group and an individual human operator and task demands (Riley, Lyall & Wiener, 1994). It is the mental effort that human operator devotes to control or supervise in relation to his/her capacity to expand mental effort (Boles & Law, 1998) The perceived relationship between the amount of mental processing capability or resources and the amount required by the task (Hart & Staveland, 1988), the cost of performing a task in terms of a reduction with the capacity to perform additional tasks that use the same processing resource (Riley, Lyall & Wiener, 1994).

### 3.1. Conceptual Framework and Hypotheses

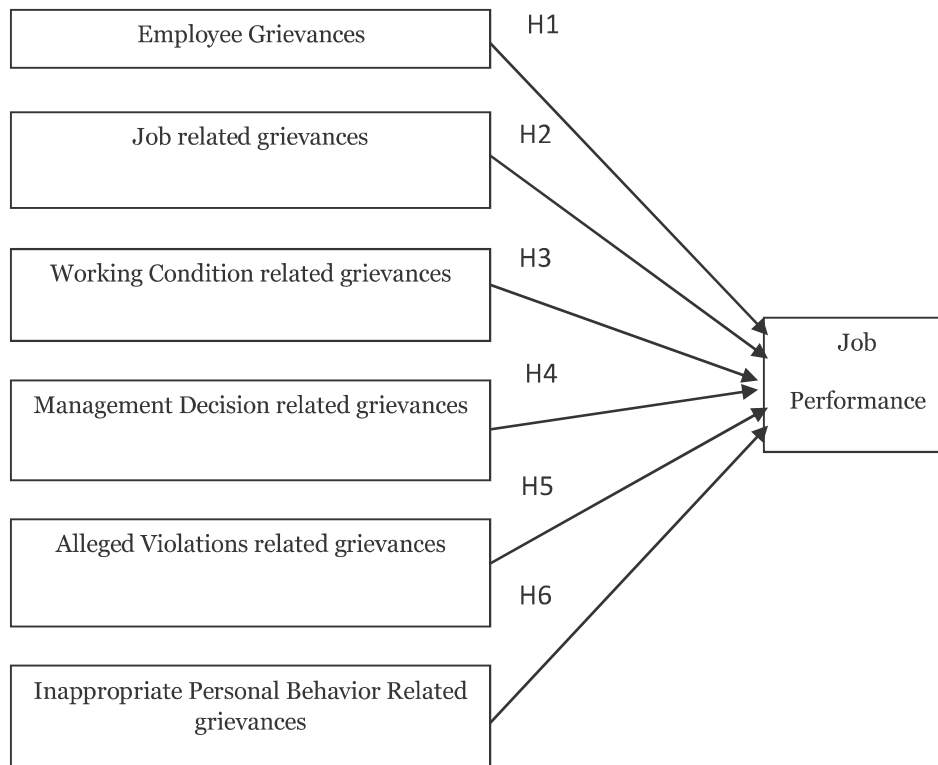


Figure 2: Conceptual Framework

Source: Constructed by the Author, 2019

H3: There is a negative impact of working conditions related grievances on job performance.

Existing research has established a link between working conditions and job performance

(Fine & Kobrick, 1978; Mohapatra & Srivastava, 2003; Naharuddin & Sadegi, 2013, Brill, Margulis, & Konar, 1985; Naharuddin & Sadegi, 2013; Chandrasekarr, 2011; Dolden & Ward, 1986; Davis, 1984; Vischer, 2008). Having the right environmental factors both physical and psychosocial will lead to increase performance (Buhter, 1997; Chandrasekar, 2011). Additionally, some studies have examined the impact of work environmental factors such as the height and thickness of workstation partitions, furniture measurements and the amount and availability of file and work storage on individual and team performance (Visher, 2008).

H4: There is a negative impact of management decisions related grievances on job performance.

Employee's performance can increase organizational productivity by varying the inputs needed to attain their expected outputs. However, there are many factors, which affect organizational productivity other than employee performance. Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand identity economics. Peoples' identity is their conception of who they are, and of who they choose to be, maybe the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job.

H5: There is a negative impact of alleged violations related grievances on job performance.

Shuler and Youngblood (1986) argued when an individual takes a job, certain conditions of employment (wages, hours, and type of works) are specified in the employment contract. A physiological contract also exists between employee and employer, consisting on the unspecified expectation of the employee about reasonable working conditions, requirements of the work itself, the level of effort that should be expended on the job, and the nature of the authority the employer should have in directing the employees work. These expectations are related to the employees' desire to satisfy certain personal preferences in the workplace. The degree to which the organization fulfills these preferences determines the employees' level of job performance and job satisfaction..

H6: There is a negative impact of inappropriate personal behaviors related grievances on job performance.

In a survey conducted in 2010 among the U.K and some continental Europe companies; it was revealed that the most significant ethical issues to organizations are bribery, corruption and facilitation payments; whistleblowing/speaking up and discrimination, harassment or bullying (Webley, Basran, Hayward & Harris, 2011). Further, Ethical behavior includes key principles such as honesty, integrity, fairness, and concern for others. This is a situation

whereby leaders engage in behavior that benefits others and refrains from behavior that can cause harm to others (Toor & Ofori, 2009).

### 3.2. Measures

Table 3: Operationalization

Variable	Indicator	Aspects
Job Performance	Traits	Job knowledge Corporation Trust Loyalty
	Behaviors	Punctuality Attendance Organizing works
	Results	Quality of output Quantity of output
Grievances	Job-related grievances	Poor training Workload Poor knowledge and skills
	Working condition related grievances	Flexible working hours Working conditions Work hazard
	Management decisions related grievances	Employee salary Transfers Discipline
	Alleged violations related grievances	Unfair disciplinary actions Ignore management responsibilities Making decisions against past practices
	Inappropriate personal behaviors related grievances	Unpractical attitudes Unnecessary lifestyle Illegal involvements

Source: Opatha, 2012

## 4. Data Analysis and Results

### 4.1. Demographic Analysis

The demographic analysis was done while considering the frequencies of demographic variables. A dataset consisting of 100 valid responses was used to conduct the analysis. Non-executive employees in the company were used for the sample composition considering their gender, age, Educational Background, period of service and the field they represented

of. Seventy-eight (78) respondents are male operational employees and twenty-two (22) respondents are female operational employees.

#### 4.2. Reliability Statistics

In order to establish the reliability of the data, the Cronbach Alpha values were tested and results are shown in Table 4.

Table 4: Reliability Statistics

Variable / Dimension	Cronbach's Alpha	No. of Items
Employee Performance	0.827	9
Employee Grievances	0.727	25
Job Related Grievances	0.621	5
Working Conditions Related Grievances	0.810	5
Management Decisions Related Decisions	0.728	5
Alleged Violation Related Grievances	0.731	5
Inappropriate Behaviors Related Grievances	0.748	5

Source: Survey Data, 2019

According to table 4, employee performance and working condition related grievances are recorded as very good in reliability and employee grievances, alleged violations related grievances, management decision-related grievances and inappropriate behaviors related grievances are good in reliability according to the Fair and et al, 2007.

#### 4.3. Correlation Statistics

Table 5: Correlation Statistics

	JP	JRG	MDRG	AVRG	WCRG	EG	IBRG
JP	1						
JRG	-.295**	1					
MDRG	-.225*	.232*	1				
AVRG	-.515**	.363**	0.089	1			
WCRG	-0.098	-.196*	-0.146	-.171*	1		
EG	-.570**	.564**	.646**	.538**	.216*	1	
IBRG	-.353**	0.076	.630**	.186*	-0.135	.642**	1

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

\*. Correlation is significant at the 0.05 level (1-tailed).

Note: JP - Job Performance, EG - Employee Grievances, JRG - Job-Related Grievance, MDRG - Management Decision Related Grievances, AVRG - Alleged Violations Related

Grievances IBRG - Inappropriate Behaviors Related Grievances

Source: Survey Data, 2019

Correlation reflects the relationship between selected two variables and the absence of a correlation implies the absence of a causal relationship between the two variables (Cohn et al, 2003). When considering correlation statistics of Table 05, the independent variable has reported a significant negative relationship with the job performance.

**4.4. Regression Analysis**

Table 6: Regression coefficient of Job Performance

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
(Constant)	-2.417		8.951	0.000
JRG	-0.190	-0.223	2.202	0.008
MDRG	-0.368	-0.260	2.622	0.000
AVRG	-0.15	-0.198	3.108	0.001
WCRG	-0.253	-0.205	4.27	0.000
EG	-0.384	-0.325	4.581	0.000
IBRG	-0.179	-0.188	2.022	0.002

Note: JP - Job Performance, EG - Employee Grievances, JRG - Job-Related Grievance, MDRG - Management Decision Related Grievances, AVRG - Alleged Violations Related Grievances IBRG - Inappropriate Behaviors Related Grievances

Source: Survey Data, 2019

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	F Value	Significance Value	ANOVA Significance
1	.570a	0.325	0.318	24.002	0.000	0.000

a Predictors: (Constant), JRG, MDRG,ACRG,WCRG,EG,IERG

Source: Survey Data, 2019



Multiple regression analysis was conducted to test the pre-established hypotheses. In this study, regression analysis is being used to explain the variance of the dependent variable, based on the independent variables. Regression results are shown in Table 7. The Adjusted R Square value is 0.318. Thus, the analysis predicts that 68.2% of the variance would be due to other factors omitted by the researcher. By analyzing the ANOVA, the significance of the F value is proven to be as 0.000. When analyzing the six independent variables, the significance value of each variable is less than 0.05. It implies Job-Related Grievance, Management Decision Related Grievances, Alleged Violations Related Grievances and Inappropriate Behaviors Related Grievances have a significant negative impact on job performance. Thus H1, H2, H3, H4, H5 and H6 were accepted.

## **5. Discussion and Conclusion**

The purpose of this study was to investigate the impact of employee grievances including job-related grievances, working conditions related grievances, management decisions related grievances, alleged violations related grievances and inappropriate behaviors related grievances on employee job performance among operational employees of the selected company. The multiple regression analysis describes that job-related grievances has a significant negative impact on job performance with the strength of beta value, -0.223. The level of job-related grievances of operational employees gives a measure to job performance. Further, multiple regression analysis describes that management decision-related grievances has a significant negative impact on job performance with the strength of beta value, -0.260\*\*. The level of management decisions related grievances of an operational employee gives a measure to job performance. This study showed an empirical significant relationship between management decision-related grievances. Furthermore, multiple regression analysis describes that alleged violations related grievances has a significant negative impact on job performance with the strength of beta value, -0.198\*. The level of alleged violations related grievances of operational employees gives a measure to job performance.

### **5.1. Implications**

The main objective of this study was achieved as it found a negative impact of employee grievances including job-related grievances, management decisions related grievances, alleged violations related grievances and inappropriate behaviors related grievances on employee job performance of operational employees in the selected company. The findings of this study are useful for identifying the reason in order to take action for enhancing employee job performance among operational employees. Further, this study is useful for various organizations in the business field, especially for the undergraduates to get insights from the results of this analyzed problem. In addition to that, this provides information to review and

revise their focuses on employee grievance in a way of reducing grievance levels with the support from previous researches. Also, this provides a variety of information related to this context for those who are interested. Furthermore, this study provides theoretical and practical knowledge with the research guide for the students and other personnel who are interested to learn.

## 5.2. Conclusion

Human resources are considered to be the most important resource of an organization to remain competitive in the turbulent business world. The general objective of this study is to investigate the impact of employee grievances on employee job performance among operational employees of leading cement manufacturer in Sri Lanka. The results from this study examined and determined the impact of employee grievance including job-related grievances; management decisions related grievances, alleged violations related grievances and inappropriate behaviors related grievances on employee job performance of employees and the study proved that the significant negative impact on employee job performance of operational employees of the selected company. Six hypotheses were advanced and tested by collecting primary data in order to achieve the above objectives.

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