



Grievance management practices: empirical evidence at a co-operative society in Sri Lanka

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An effective grievance management procedure is essential and critical for enhancing the employee and organizational productivity. Grievance management is an important function which enables organizations to deal with matters that may affect the achievement of organization objectives. An organization would yield negative results, if management left unattended the grievances of the employees. The objectives of the study were to examine the sources of emerging grievances, nature of grievances handling procedures adapted and to make recommendation to develop effective grievances handling system for one of the corporative societies in Sri Lanka. Personal interview were conducted with the help of a structured questionnaire in order to collect data with randomly selected 74 employees and descriptive statistics were used to analyze data. The results revealed that all the factory labors suffers from various type of grievances. Thus, being 70% of the total labor force from female, this has caused a big grievance to female labors because they have to do heavy works than the male in the factory. In addition, most of labors are suffering grievances pertaining to the debt and actions of the top management. Significant amount of laborers are suffering from overwork load, because of high absenteeism. Newly open factory has poor environmental and physical conditions in which labors suffer dust and heat. Supervision has become of additional causes for grievances; some supervisors bias to some employees of various kinds of reasons, like favoritism, nepotism, and other relationships. This has become a reason for group conflicts among labors. Health, safety, medical facilities, misconceptions, negative attitudes, lack of communication among labors and management are the other causes for grievances. Study raveled that there are n proper grievances handling method in this tea production co- operative society. Finally, as in line with the finding of the study, It is recommended to introduce a formal and an informal grievance handling methods.

Keywords: effectiveness, grievances, performance, productivity