

The impact of the grievance management on perceived job performance of employees in garment industry in Sri Lanka

LD Kalyani

Department of Business Management, Faculty of Management Studies, Sabaragamuwa University of Sri Lanka

kal@sab.ac.lk

Abstract— An effective grievance management procedure is essential for enhanced employees work performance and organizational productivity. Grievance administration is important machinery which enables organizations or companies to deal with matters that may affect the achievement of organization or company objectives. This paper attempts to show the relationship between three selected grievance management aspects such as organizational aspect, informational aspect, human aspect and perceived job performance of shop floor employees in large scale garment industries. According to Gantz and Whitehead, 1982, Lewin, 1983, Monappa, 2007, Ichniowski, 1986 Rahim, Manager & Shapiro, 2000, Mamoria, 1991, Rose, 2004, Salmon, 2000, grievance management was impacts on employees job performance. Therefore, the research problem which is being addressed as; investigate the extent to which grievance management affected job performance of shop floor employees' in large scale garment factories in Sri Lanka. The hypotheses were developed as follows: H_1 — There is a positive/negative relationship between organizational aspect and job performance, H_2 —There is a positive/ negative relationship between informational aspect and job performance, H_3 — There is a positive/ negative relationship between human aspect and job performance. This study is identified as a correlation study. The strength and direction of relationship among variables were examined through testing the hypotheses. Research setting for this study was the large scale garment industries of Sri Lanka in the Western province. Unit of analysis was at individual level of the shop floor employees. A sample size was 237 shop floor employees from ten large scale garment industries. The questionnaire for the shop floor employees was distributed according to convenience sampling. A questionnaire with total of 39 items in Sinhala was designed by the researcher based on already established instruments to gather data for study variables. Data analysis was done using the software SPSS version 17.0. Univariate, Bivariate and Multivariate analysis were carried out. Hypotheses were tested using Correlation and Regression analysis. The results indicated that all the independent variables were positively and significantly correlated to the dependent variable of perceived job performance. Results regression showed that, organizational aspect and human aspect are strong predictors of perceived job performance. The finding of

this study can be applied to develop new knowledge in the discipline of grievance management, improve policy and strategic development to Human Resources Management and organizations in grievance management, enhance the employee and employer relationship and maintain quality of work life for employees, Increase job satisfaction of employees through grievance management and reach the organizational goals with increasing the job performance of shop floor employees of large scale garment factories.

Keywords— Perceived job performance, Organizational aspect, Informational aspect, Human aspect

I. INTRODUCTION

The garment manufacturing and export of readymade garments is playing a significant role in the Sri Lanka economy. The ready garment exports have taken over the traditional export namely Tea, Rubber and Coconuts and have become the leading foreign exchange earning to the Island. It also provides the largest single employment provider in the industrial sector. The value of the country's garment export was amounted to US \$ 4191.2 million in the year 2011 (Central Bank Report , 2011). It represents 39.7% of the total export of the country. Nearly 300000 people are employed by approximately 800 factories situated in the major industrial estates in all parts of the country. The garment industry plays a pivotal role as a key driver of the Sri Lanka's national economy and has grown to be the most significant contributor to the country's economy over last twenty- five years of experience.

Sri Lanka has significant differences from other competitive countries. The overall a condition for productivity in Sri Lanka is not the most desired. In this context, the Sri Lankan garment industry needs to be very proactive. One way to be proactive is to identify the new challenges and critical business factors in order to improve the productivity. This will help the garment industry to effectively compete in this global business scenario. To win the competition, the productivity should be improved. If employees are satisfied with their job they will be ready to give maximum contribution to improve the productivity of the industry.

Low production costs, short lead time, quality of product are major determinants that impact to retain the global market. To obtain the above determinants to a satisfactory level, the employees should perform their jobs in the

industry well. Always, the garment factories attempt to improve employee job performance through maximum utilization of human resources and physical resources.

Simply, performance means that the extent to which the employee is performing the job effectively and efficiently. Bernadin et al (1995) performance can be defined as the outcomes of workers because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contribution (Armstrong, 2000). Employee job performance is based on employees' behaviour. According to S.S. Khanka (2000) behaviour is the result of interaction between individual characteristics and characteristics of the environment in which the behaviour occurs.

Donald & Thomas (1983) define grievance as any injustice to an individual that is brought forward to the attention of management has the obligation to get to the cause of an employees' grievances so that the smooth functioning of the organization. Siston (2006) defines grievance as any dissatisfaction, complaint, irritation or misunderstanding that can be real or imaginary of an employee arising from his/her job relationship (Mupukwa, 2010).

An efficient and responsive grievance settlement system handles workers complaint in a timely manner and ensures decision for resolving grievances are made in timely manner (Nurse & Devonish, 2007). Employee performance cannot be isolated from grievance administration. This is because performance is acted regardless of any nature of grievance. Performance is defined as the ability to carry out and accomplish standards of work. These standards are set and can be measured against what is achieved. The better grievance managing helps to improve the positive attitude of the employees. The productivity of the employees with the positive attitude is higher than other employees (Rahim, Manager & Shapiro, 2000).

An effective grievance management procedure is essential for enhanced work performance and organizational productivity. Grievance administration is important machinery with enables organizations or companies to deal with matters that may affect the achievement of organization or company objective.

Most of research works on employees' grievances based on develop western nations. Sri Lanka is socially, technologically, politically and economically quite different from develop nations. It seems that there is a gap between the empirical knowledge available about the impact of the grievance management on shop floor employees' job performance in large scale garment factories in Sri Lanka. Researcher has identified many factors which affect the perceived job performance through literature review. They were reward system (Gale & Sarah, 2002), performance evaluation (Robinson, 2000), leadership styles (Mullins, 1996), organizational culture (Sheridan, 1992) etc.

There are many causes for the grievances. They are human aspect, working condition, wages, supervision, organizational aspect, union management relations, information aspect and discipline etc (Flippo, 1980; Nair & Nair, 1999; Davis, 1993; Opatha, 1995; Mupukwa, 2010). Grievances of the employees can be minimized and improve the performance of the employees through better grievance management.

According to Gantz and Whitehead, 1982, Lewin, 1983, Monappa, 2007, Ichniowski, 1986 Rahim, Manager & Shapiro, 2000, Mamoria, 1991, Rose, 2004, Salmon, 2000, grievance management was impact on employees job performance.

The researcher is unable to study all the aspects of the grievance management. Thus organizational aspect, informational aspects and human aspects are selected as key aspects of grievance management which affect the employee job performance through an exploratory study.

The exploratory study was done through questionnaires by using 30 shop floor employees at large-scale garment industries. Six key factors such as discipline administration, union management relationship, organizational aspect, informational aspects, collective agreement and human aspect were given and asked to put them in the order of priority to their importance in maintain grievance management. More than 70% of the sample has identified three factors as highly important aspect of grievance management for the shop floor employees. They are organizational aspect, informational aspects and human aspects. Employees highly thought that these three factors highly important in employees' grievances management. The other three factors were identified as affected for employees' grievances management, but not too much.

The literature does not adequately support any evidence that shows the relationship between organizational aspect, informational aspects and human aspects together with perceived job performance. This is the research gap found in this study.

Therefore, the research problem which is being addressed is to investigate the extent to which organizational aspect, informational aspects and human aspects affect the job performance of shop floor employees in large scale garment factories in Sri Lanka.

II. OBJECTIVES OF THE STUDY

To determine the impact of organizational aspect on job performance of shop floor employees in garment factories in Sri Lanka.

To determine the impact of informational aspect on job performance of shop floor employees in garment factories in Sri Lanka.

To determine the impact of human aspect on job performance of shop floor employees in garment factories in Sri Lanka.

To determine which factor mostly affects the job performance of shop floor employees in garment factories in Sri Lanka.

To give suggestions to improve the grievance management system of large scale garment factories?

III. LITERATURE REVIEW

Performance can generally be defined from the three levels; organization, team and individual. Different levels entail different content, impact factors and measurement methods. This paper focuses on the meaning of individual level job performance.

Overall, the current academia has three different points of view on the understanding of job performance. They are result oriented performance theory", "conduct oriented performance" and "the integration of conduct and result oriented performance" (Cai-feng, 2010). Result oriented performance definition tends to equate performance with the completion of defined tasks, achievement of goals, outcome and output. Job performance consists of the observable behaviours that people do in their jobs that are relevant to the goals of the organization (Campbell, McHenry & Wise 1990). Performance definitions should focus on behaviours rather than outcomes because a focus on outcomes could lead employee to find the easiest way to achieve the desired result, which is likely to be detrimental to the organization because other important behaviours will not be performed (Murphy, 1989).

Bernardin et al (1984) defined performance as the output record of a specific job function or activity at a particular time (Cai-feng, 2010). Bernardin & Beatty (1984) defined job functions according to the six dimensions of job performance; quality, quantity, time, cost-effectiveness, higher demand and interpersonal impact (Cai - feng, 2010). The Oxford Dictionary defines performance as "the accomplishment, execution, carrying out, and working out of anything ordered or undertaken".

Managing quality of work life for its employees is an import any concern for any organization. The grievance of the employees are related to the job contract, work rules and regulation, working environment, organizational culture, organizational behaviour, policy and procedures, interpersonal relations, employee and employer relation, past practice, changing the culture norms unilaterally, victimization and wages etc. There have been many definitions given by researches to employee grievances. Some of the definitions are given below.

A written complaint filed by an employee and claiming unfair treatment (Greenberg, 1989). Any real or imagined feeling of personal injustice which an employee has,

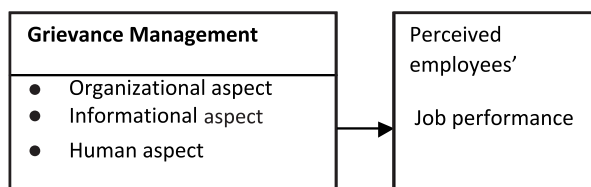
concerning his employment relationship (Davis,1993). A grievance is any discontentment or dissatisfaction whether expressed or not , whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable. (John, 1999). Any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management (Donald & Thomas, 1983).It is a type of discontent which must always be expressed. A grievance is usually more formal in character than a complaint. It can be valid or ridiculous and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of the labour contract (Flippo, 1980). In the area of employment relations, employees' dissatisfaction have commonly been divided into two broad categories, organized and unorganized (Rose, 2004; Green, 1987). The first of these is used to refer to collective form of conflict which represents attempts on the part of workers to change the conditions deemed unsatisfactory, and encompasses such actions for example, strike, go-slow, and work to rule (Rose, 2004; Salamon, 2000). Unorganized conflict, in contrast, encompasses individual based forms of behavior which are less strategically oriented to the achievement of change (Salamon, 2000; Mills, 1994; Fossum, 2000). Salamon (2000) has distinguished workers' conflict into three different forms which are complaint, grievance and dispute. Complaint is worker's dissatisfaction expressed not in a procedural way and grievance is workers' complaint presented formally and triggers through the procedural machinery. When workers' grievance cannot resolve through organizational machinery, it will become a dispute. According to Siston (2006) some of the causes to grievances are as identified as follows; application and interpretation of the collective agreement, absence of clear cut company policy, poor supervisory abilities, poor channel communications, personnel problems, union inspired grievances, improper selection and placement, lack of training trade union officials, discrimination and favoritism and a test of union struggle against management (Mupukwa, 2010). According to (Opatha, 1995) the broad classification of grievances are; grievance related to job, grievance related to work condition, policies of human resources management, violation of collective Agreement and impractical personal behaviour. Following are the broad classification of grievance and their causes identified by the US study which in many respect, are also applicable to Sri Lanka. They are wage grievances, supervision, working condition, seniority, discipline, collective bargaining and union management relationship (Nair & Nair, 1999). Working culture, industrial climate and per capital income of Sri Lanka workers are much different from that of USA. Hence the findings may not be fully applicable to Sri Lankan. In their working lives employees occasionally have cause to be uncomfortable, disappointed or aggrieved either about certain managerial decision, practices or service condition (Monappa, 2007).

Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful and productive work place (<http://allexpert.com/Human-Resources>, 2011). An effective grievance management system is one that is clearly defined, with policies written in plain terms that are easily understandable by workers at all levels. The system must set specific time lines for reporting and addressing grievances. It also must outline a specific appeals procedure for workers who are unsatisfied with the outcome of disciplinary action taken by the employer. (mhtml:file://G:/what are the requirements for an effective Grievance Management style, 2011). An effective grievance management procedure is essential or enhance employee work performance and organizational productivity. (Mupukwa, 2010)

A grievance procedure is constructed to protect employees' rights and provide greater statutory protection to employee (Cowling & James, 1994). In unionized organization, the grievance procedure is established in collective agreement between employees union and employers (Lewin, 2001). The existence of this procedure can be interpreted to support the industrial relations perspective that conflict in the employment relationship is wide spread and enduring (Dalton & Todor, 1982). Normally, an organization establishment of grievance procedure to give an avenue to the employee to file his or her dissatisfactions. The establishment of grievance procedure is in line with the principle of "due process (Meija & Enid, 1991) which guarantees the application of procedural justice and ethical decision making in an organization. Following this reasoning, the grievance procedure can be viewed as high involvement or problem solving work practice. A part from being a medium for the resolution of conflicts, an effective grievance system can serve as a monitoring system for detecting any undesirable situation arising in the organization (Mieja & Enid 19991). The need for grievance procedure is essential if the problem that arise are not satisfactorily dealt with or are dealt within inconsistent manner (Green, 1987)

IV. RESEARCH MODEL

Schematic Diagram of the Research Framework



A. Hypotheses for the study

The hypotheses were developed for the study as follow;

H₁ – There is a positive/negative relationship between organizational aspect and job performance of the shop floor employees' in large scale garment factories in Sri Lanka.

H₂ – There is a positive/negative relationship between informational aspect and job performance of the shop floor employees' in large scale garment factories in Sri Lanka.

H₃ – There is a positive/negative relationship between human aspect and job performance of the shop floor employees' in large scale garment factories in Sri Lanka.

V. METHODOLOGY

A. Study setting, Design & Sampling: The researcher was interested in explaining the effects of three factors (organizational aspect, informational aspects and human aspects) on job performance rather than establishing definite cause effect relationship. Therefore the type of investigation of this study was correlated. The survey was carried out in ten large scale garment industries in Sri Lanka. Unit of analysis was at individual level of shop floor employees. They were 250 shop floor employees. Data were collected through questionnaire. The questionnaire for the employees was distributed in Sinhala according to convenience method. It was possible to collect all (237) questionnaires from ten large scale garment industries.

B. Measures

I) Job performance: The job performance of shop floor level employees were operationalized in to 12 indicators (Aluthwatte, 2002). One sample example is; Respect other employees. The responses to the question were elicited on a 5 point likert type scale 1- strongly disagree; to 5 – strongly agree.

II) Organizational Aspect: This independent variable was measured by using a self developed questionnaire by researcher. The independent variable contains 08 statements & measures 08 statements on a five point likert scale. (1- strongly disagrees; to 5- strongly agree) one sample question used is "there is a good organization structure".

III) Informational Aspect: This independent variable was measured by using a self developed questionnaire by the researcher. The independent variable contains 08 statements & measures 8 statements on a five point likert scale. (1- strongly disagrees; to 5- strongly agree) one sample question used is "can obtain the promotion based on performance"

IV) Human aspect: This independent variable was measured by using an indicators developed by the researcher based on previous research studies. It was measured by using 07 questionnaires from which responses were elicited on a five point likert scale. (1- strongly disagrees; to 5- strongly agree) one sample question used is "available nice work environment".

C. Reliability and Validity of the Instrument

The Chonhbach's coefficient alpha value was measured

to check whether each questionnaire measures the variable reliably. Chonbhadh's alpha was above the 0.7 for all variables. These results show that the theoretical structure of the variables in the sample data showed very good internal consistency characteristics.

Validity is the estimate for the extent to which the measurement its features. Validity includes the content validity and constructs validity. In content validity, the variable items are based on the research of studies at home and aboard and are modified by expert, so the content validity is reliable.

KMO and Bartlett's test was used to measure the validity of the sample size. KMO and Bartlett's values of job performance, organizational aspect, informational aspect and human aspect are respectively .873, .778, .777 and .721. According to above KMO and Bartlett's values, they are more than .7. Therefore, it confirms that the validity of the sample is excellent.

Construct validity is checked by convergent validity. These variables have reached more than 0.7 standards. Above the 0.5 standard, indicating that there is statistical significance between the structure variables and these indicators.

VI. DISCUSSION OF FINDINGS

The result of Pearson's coefficient of correlation analysis used to test all the null hypotheses are presented in table 01. As the bivaril hypotheses are concerned with a positive relationship two tailed test was used.

No	Variables	1 (JOB-PER)	2 (ORGA-NAS)	3 (INFOR-MAS)	4 (HUMA-NAS)
1	Job performance	1.0			
2	Organizational aspect	0.801		.454	.265
3	Informational aspect	0.605	.454		.470
4	Human aspect	0.670	.265	.470	

Table 1. Pearson Correlation Matrix for all variables

Note: JOBPER- Job Performance, ORGANAS - Organizational Aspect, INFORMAS - Information Aspect, HUMANAS- Human Aspect

As can be seen in table 01, three variables (organizational aspect, human aspect and informational aspect) are correlated over 0.5 to employee job performance. The correlation coefficient of organizational aspect, informational aspect & human aspect variables were significantly greater than zero, and therefore the null hypothesis proposed for these variables were rejected

($p < .01$). This means that the data support the hypothesized relationship (positive) between these three variables and perceived job performance.

Multivariate analysis evaluates the simultaneous effect of three independent variables on the perceived job performance. The result of the regression of the three independent variables against the dependent variable perceived job performance are shown in table 02.

R	R Square	Adjusted R Square	Sig F
.931 ^b	.866	.865	.000

Table 2: Summary of the fitted Regression

The mention adjusted R square .865 indicate that the 86% of variance in job performance is explained by the three independent variables jointly. That is significantly explains 86% of the variance in perceived job performance.

A stepwise regression was done in finding out the extent of contribution of each variable to R square value or the total explanatory power of the regression model. The result of the regression model (Table 03) shows that there were two predictor variables that could significantly contribute to the R square value.

Variable	R Square	Beta	Sig t
Organizational aspect	.641	.175	0.000
Human aspect	.866	.090	0.000

Table 3. Stepwise multiple Regression Analysis: Predictors of job performance

$R^2 = 86\%$ Adjusted $R^2 = .865$

To determine the impact of organizational aspect on job performance of shop floor employees in garment factories in Sri Lanka.

Job performance has positive significant relationship with organizational aspect. It has the correlation of $r = .801$ ($p = .000$) with job performance at 0.01% level.

The result of the stepwise multiple regression analysis indicated that organizational aspect impact on the job performance has the highest beta value and contributes about 64% ($R^2 = 0.64$) to variance in perceived job performance.

To determine the impact of human aspect on job performance of shop floor employees in garment factories in Sri Lanka.

The present study revealed that there is a positive significant correlation between human aspect and job

performance of shop floor employees in garment factories in Sri Lanka. $r = .679$ ($p = .000$) at 0.01%.

Human aspect contribute about 86% (change in R^2 .22) 22%, respectively. Thus organizational aspect & human aspect were explained about 86% of variation in perceived job performance.

To determine the impact of informational aspect on job performance of shop floor employees in garment factories in Sri Lanka.

The study shows positive correlation between information aspect and performance of shop floor employees in the garment industry. The correlation value was $r = .605$ ($p = 0.000$) at 0.01%.

But when it was entered into the stepwise regression model it did not make significant change in R^2 . Therefore, it was excluded from the model.

This study revealed that organizational factor mostly affected on the job performance of shop floor employees in garment factories in Sri Lanka. It has the highest correlation with job performance $r = .805$, ($p = 0.000$). When it is entered to the regression model, R squared becomes $r^2 = 64\%$.

Discussion was done comparing the research findings of impact of the grievance management on the job performance. The better grievance management system can be applied through all three variables.

Previous research findings indicate poor grievance management in organization resulted in absenteeism rates, accident, request for transfer and number of disciplinary cases and quitting (Gantz and Whitehead; 1982 and Lewin, 1983; Monappa, 2007). The dissatisfaction of the employees could lead to employees' behaviour such as low commitment to the organization, lack of cooperation and low job performance. The present research findings indicate that better organization aspect, information aspect and human aspect positively impact for the job performance of the employees. Thus the present research agreed with this stipulation.

There is a negative relationship between increasing number of grievances and decline in average productivity of the employees. (Ichniowski, 1986). The present research supported this view.

By selecting the appropriate supervisor style in resolving grievances, employee will perceive that their dissatisfaction was handled with justice (Rahim, Manager & Shapiro, 2000). It will affect improve the efficiency of the employees. The indicators of human aspect showed how to maintain the better relationship with superiors and subordinates. The present research supported this view.

Mameria (1991) indicated that grievance management system may affect employees' morale, productivity and their willingness to cooperate with the organization. If an explosive situation develops, this can be promptly attended to if a grievance handling procedure is already in existence). The research result agreed with this statement.

The research findings (Rose, 2004; Salmon, 2000) were revealed that the increase the numbers of grievances of employees will lead to actions such as strike, go slow and work to rule. The final result of those actions was the decrease of the job performance of the employees. The present research agreed with this stipulation.

VII. CONCLUSION AND IMPLICATION

Organizational aspect, information aspect and human aspect are significantly related to perceived job performance. However organizational aspect is more significantly related to perceived job performance rather than other variables ($r = .801$, $p = 0.000$).

Using step by step regression analysis, all independent variables were accepted except information aspect. Analysis of data showed that two hypotheses were accepted and organizational aspect and human aspect are valid determinants of job performance when those variables are taken together.

Informational aspect has positive significant correlation with job performance of shop floor employees at large scale garment industries. But regression analysis has excluded information aspect from the model. Therefore researcher can come to the conclusion that, by improving organizational aspect of the large scale garment industry, it will be possible to increase the job performance of the shop floor employees at large scale garment industries. According to the collected data, responses are agreed with their organizational aspect, information aspect and human aspect.

So far no studies have been done between organizational aspect, information aspect and human aspect and perceived job performance. Therefore this is a pioneering study.

It was possible for three independent variables to account for 86% of the variation in perceived job performance. In fact, other variables which were not considered in this study should be the variables that will account for the unexplained variance in the perceived job performance. The researcher believes that the important independent variables may be the workers attitudes, organizational culture, performance evaluation system, group behavior and reward system etc. Further research studies are suggested to be carried to find out the effect of these factors on the perceived job performance.

The study was limited to investigate the impact of grievance

management (organizational aspect, information aspect and human aspect) on perceived job performance in large scale garment industry. Further investigation in other types of firms and industries may provide additional insight to the finding of the study. This research was limited to a particular employee segment (only shop floor employees except supervisors)

The finding of this research should be important both on the theoretical level and practical level. The study suggests that the garment industry should pay high attention to improve the grievance management system in large scale garment industries. These two independent variables (information aspect and organization aspect) already indicate strong positive relationship with dependent variable of job performance. Especially elements of organization aspect encourage the subordinates to achieve the target by improving the job performance of them. Information aspects show the correct path and guidance to proper grievance management in an organization.

Human aspect was also significantly related to perceived job performance. Thus, if the large scale garment industry ignores this, employee job performance may be seriously affected it.

Further, this study should draw more attention of future research towards this important field. This is an interesting field for research and few researches have been done in Sri Lanka. It was suggested that future studies look deeply into factors affecting the perceived job performance. Further, more attention should be paid to compare the shop floor employees' and non shop floor employees' perceived job performance in future studies. Some research could be done using different indicators for key variables. This could help to find out whether the analysis is indicator dependent.

The following steps are suggested to improve the grievance management system at large garment industries in Sri Lanka. The grievance management system can be improved through better management practices such as managers' involve meet in grievance handling procedures, use a positive and friendly ways to resolve a crisis instead a punitive steps, which disturb the system, always focussing on subject of the grievances than allied issues, listening and responding sensitively to any distress exhibited by the employees, ensuring effective sensitive and confidential communication between all involved and considering all relevant information in the investigation process.

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BIOGRAPHY OF THE AUTHOR



¹Author is a lecturer of Business Management at Sabaragamuwa University of Sri Lanka. Her research interests include human resources management and organizational behaviour.