

## **Causes of Employee Grievances in Small Vs Large Scale Apparel Companies in Sri Lanka: Empirical Evidences**

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### **ABSTRACT**

As a psychological concept, numerous causes can be found as causes of employee grievances in different contexts. In the available literature, the investigations of causes of employee grievances are uncommon and have become an untouched area in the human resource field. Two studies relating to causes of employee grievances have been done in the Sri Lankan context and both studies discuss the causes of employee grievances in the large scale companies. Not a single studies found in the literature regarding the causes of grievances comparing companies of different sizes in any context. The main objective of this study is to compare the nature of the causes of employee grievances in the small scale and large scale apparel companies in Sri Lanka. On review of literature, different causes relating to employee grievances were found and 20 causes of grievances were selected as research instrument. 279 operational level employees were randomly selected as sample and structured questionnaire was used to gather the primary data. Each question was measured using a five point scale and descriptive statistics and independent T-sample analyses were used to analyses the primary data. The major finding of the study was that the causes of employee grievances were divergent in nature when comparing the small scale and large scale apparel companies. Contextual factors like organizational and job related factors seem to be the major reasons for divergence nature of different causes of employee grievances in two different scales of companies.

Keywords: Causes of Grievances, Small Scale, Large Scale, Apparel Companies

### **1. Introduction**

One of the most important resources of an organization is the human resource (Justus et al. 2011; Franklin and Durga 2013) and there is no organization without human resources (DeCenzo and Robbins, cited in Kumara 2005; Justus et al. 2011). Even in an age of high technology, people are still the most important asset to an organization (Leap and Crino 1990). The advanced technology and the synergistic human resource are the two basic factors that lead to success in industrialized

advanced countries. The effective and efficient utilization of human resource is a must when an organization is to be managed by the labour force with synergetic manner. In the scenario of practicing synergetic human resource in an organization, awful signs of obstruction are induced indolent organizational talents (Kumara 2005). Worker grievance, as an awful sign of damaging the success of organizations has huge clout to break down the pertinent behavior of workers in the organizational context. A grievance, in a way of defining, may be any discontent or sense of injustice, connection with worker employment in an organization or his/her private life (Kumara 2005). It usually demoralizes a worker to perform well and leads to disconsolate and discontented situations upon workers. A situation of the disconsolate and discontented mindset of a worker, which is either continuously occurring or not, breaks down the smooth functioning of an organization drastically. The grievance of worker is leading to snags on reducing organizational constructive results when it is running smoothly. In a broad sense, worker grievance states of dissatisfaction or unhappiness about many things relating to various factors. Dissatisfaction or unhappiness is a feeling of distasteful. Both are highly mental oriented concepts and created by many reasons. Therefore, it becomes a multi-perspective concept (Kumara 2007). While an individual perceives a thing that becomes a grievance, other may perceive that it is not a strong point to being a grievance. Then it concludes that the occurrence of worker grievance might be based on irrepressible features such as temperament of the worker, the character of the organization, the behavior of the social-cultural context, time period and other micro and macro environmental factors. The researching effort of searching the causes of worker grievances is a very knotty task for any researcher. And their findings possibly will be also varied on their circumstances. This paper is aimed to discuss the nature of workers' grievances in two different scales of companies in the apparel sector in Sri Lanka.

## **2. Problem and Objective of the Study**

As an extremely psychosomatic concept, there are no any universally accepted cause/causes of worker grievance/s for occupation, organization or different gender, etc. As shown by the different empirical studies, the causes of worker grievances have become as plentiful ways and can't define precisely (Opatha, 2009; Kumara, 2005). In the available empirical research findings in the world context, there were very limited studies directly discussed the causes of worker grievances and its nature. However, different studies have focused on different angles of worker grievances (i.e. a formal grievance procedure) and discussed the causes of worker grievances as less significant area. The study done by Kumara (2005) concluded that the causes of employee grievances were resemblance in nature when comparing four large scale apparel companies in Sri Lanka. The second study done by Ranasinghe (2007) concluded that the causes of grievances were divergent in nature, considering ten large scale manufacturing companies in Sri Lanka. Then, it is clear that there are contradictory conclusions about causes of employee grievances in different milieus. In this scenario, there is significant research gap of what the causes of employee grievances are? and are those causes similar or not similar in the different scale of an industry?

## **3. Causes of Worker Grievances**

As a broad concept, worker grievances states of dissatisfaction or unhappiness of a worker or workers. Dissatisfaction or unhappiness determines many un-expectable upshots of worker in an organizational setting. Therefore, the worker grievance becomes a major deceptive behavioral dilemma in any organization. Different causes of employee grievances were given in the research paper and in books written by different authors in the world. According to them, Actions or

decisions made by the manager (Anderson and Gunderson, 1982), Additional job activities (Ranasinghe, 2007), Assigned mismatched jobs (Ranasinghe, 2007), Assigning too many duties (Opatha, 2009), Authoritative leadership of superior (Opatha, 2009), Being shouted at or blamed (Randolph & Blanchard, 2007), Breaching worker's right by manager (Meyey, 1994), Canteen facilities (Thakre, 2013), Company policy (Ayadurai, 1994), Compensation and benefits (Kochan, 2004; Polgieter & Muller, 1998), Contract interpretation (Coleman, 1988), Content and conditions of work (Kochan, 2004; Polgieter & Muller, 1998), Decision taken by management against the past practices (Ranasinghe, 2007), Deductions (Thakre, 2013), Development programme (Mohanasundaram & Saranya, 2013), Discharge (Coleman, 1988; Francois, 2004; Stieber, 1986; Zack, 1989), Disciplinary actions (Francois, 2004; Coleman, 1988; Stieber, 1986; Zack, 1989; Ranasinghe, 2007), Discipline (Opatha, 2009), Dislike place (Opatha, 2009; Ranasinghe, 2007), Dislike time (Opatha, 2009), Doing against to the job agreement (Ranasinghe, 2007), Effective training (Mohanasundaram & Saranya, 2013), Employee layoff (Opatha, 2009), Employee protection (discrimination and employee safety issues) (Francois, 2004), Employee's illegal involvements (Opatha, 2009), Employee's over ambitions (Opatha, 2009), Employee's unbearable/unnecessary life styles (Opatha, 2009), Employee's unrealistic self-esteem (Opatha, 2009), Errors occurred on manager's behavior (Meyey, 1994), Family affairs (Ranasinghe, 2007), Harassment/unfair treatment by supervisor (Dolyle, 1999), Hardness of job (Ranasinghe, 2007), Ignoring responsibility of the management (Opatha, 2009), Illness (Ranasinghe, 2007), Improper matching of employee with the job (Opatha, 2009), Inability to do the job (Ranasinghe, 2007), Incentive (Opatha, 2009), Increments (Opatha, 2009), Induction to do the job (Ranasinghe, 2007), Job equipments (Ranasinghe, 2007), Job itself (Akuratiyagamage and Opatha, 2003), Job security (Ranasinghe, 2007), Job tasks (Opatha, 2009), Labour management relationship (Ranasinghe, 2007), Lack of clarity in the explicit rules (Hook et al., 1996), Lack of clear performance expectation (Randolph and Blanchard, 2007), Lack of competence to do the job (Opatha, 2009), Lack of equipments (Opatha, 2009), Lack of feedback (Randolph & Blanchard, 2007), Lack of management responsibility (Ranasinghe, 2007), Lack of materials (Opatha, 2009), Lack of recognition (Randolph & Blanchard, 2007), Lay offs (Opatha, 2009; Ranasinghe, 2007), Leadership style of supervisor (Ranasinghe, 2007), Leave (Opatha, 2009), Leave policy (Sundaram & Ramya, 2014), Leave time disputes (Dolyle, 1999), Less payments (Thakre, 2013), Loan facilities (Sundaram & Ramya, 2014), Management attitudes toward trade union (Ranasinghe, 2007), Management behavior (D'Cruz, 1999), Management violation of collective agreement (Opatha, 2009), Many hazards and unpleasant conditions (Opatha, 2009), Neighbor affairs (Ranasinghe, 2007), Not having the adequate or proper training (Opatha, 2009), Overtime (Thakre, 2013; Dolyle, 1999; Opatha, 2009), Overworked (Randolph & Blanchard, 2007), Performance assessment (Setsetse, 2008; Ranasinghe, 2007; Kochan, 2004; Polgieter & Muller, 1998; Opatha, 2009), Performance evaluation language (Dolyle, 1999), Permanency (Thakre, 2013), Personality traits (Ranasinghe, 2007), Physical facilities (Ranasinghe, 2007), Poor relation with peers (Opatha, 2009), Poor relation with supervisor (Opatha, 2009), Prejudice of superior (Opatha, 2009), Promotion (Kochan, 2004; Polgieter & Muller, 1998; Opatha, 2009; Thakre, 2013; Opatha, 2009; Ranasinghe, 2007; Mohanasundaram & Saranya, 2013; Sundaram & Ramya, 2014), Recruitment and selection (Opatha, 2009), Reneging on commitments (Randolph & Blanchard, 2007), Reprimands (Dolyle, 1999), Rules and regulations (Sundaram & Ramya, 2014), Safety and health environment (Kochan, 2004; Polgieter & Muller, 1998), Salary according to workers' performance (Mohanasundaram & Saranya, 2013), Scheduling/work assignment issues (Dolyle, 1999), Selection of training programme (Ranasinghe, 2007), Service condition (Thakre, 2013), Shift change (Thakre, 2013), Stress out (Randolph & Blanchard, 2007), Training and development (Sundaram & Ramya, 2014), Terms of employment (Opatha, 2009), The duty out of the job description (Opatha, 2009), Time duration for

problem solving (Sundaram & Ramya, 2014), Training and development (Opatha, 2009); Ranasinghe, 2007), Transfer (Opatha, 2009), Transport facilities (Ranasinghe, 2007; Thakre, 2013), Treatment by peers (Kochan, 2004; Polgieter & Muller, 1998), Treatment by supervisor (Kochan, 2004; Polgieter & Muller, 1998), Unfair standards (Randolph & Blanchard, 2007), Unfair/strong disciplinary action for violation of disciplinary rules (Opatha, 2009), Unfavorable attitudes towards trade union (Opatha, 2009), Un-safety from machines/equipments (Ranasinghe, 2007), Violating employees' contractual rights by managers (Duane, 1993), Violation of agreements (Ranasinghe, 2007), Violation of provisions in terms and conditions of employment stated in collective agreement (Salamon, 2000), Wage and salary (Mohanasundaram & Saranya, 2013; Ranasinghe, 2007; Thakre, 2013; Opatha, 2009; Sundaram & Ramya, 2014), Welfare facilities (Thakre, 2013), Work and workplace field (Rose, 2004), Work assignment (Thakre, 2013), Working conditions (Opatha 2009; Thakre, 2013; Sundaram & Ramya, 2014), Working shifts (Ranasinghe, 2007), Working/decision making against the past practice (Opatha, 2009) and Workload (Thakre, 2013; Mohanasundaram & Saranya, 2013) are the causes of employee grievances in different contexts.

On the views of various authors in the world, causes of employee grievances become multidimensional and depend on different factors relating to employment, job, organization, etc. It may be interested when searching the resemblance and divergence of the causes of worker grievances in a selected industry. In the available literature, only two Sri Lankan studies reveal the resemblance and divergence of causes of worker grievances.

The study done by Kumara (2005) found that the job itself, job tools, responsibility/authority, working environment, wage/salary, job advancement/promotion, leave, discipline practices, performance evaluation, training programme, organizational leaders, leadership with supervisors, safety, health, welfare, violation of agreement, violation of past practices, un-fair treatments of the managers, transportation facilities, neighbors matter, family members and unsuitability of the job were the resemblance of causes of worker grievances in the apparel sector in Sri Lanka. The divergent grievance of the study was only lack of awareness of doing the job as per Kumara (2005). The study done by Ranasinghe (2007) found the resemblance of causes of grievances as salary and wage, physical facilities and supervisor's leadership style in ten manufacturing companies. There were different causes of grievances of divergent in nature, such as violating the agreement, discipline policies, promotion policies, performance assessment, on equipment, hardness on the job, quality of training programme, transport facilities, additional job activities, assigned mismatched job, induction to do job, family affairs, job security, dislike placement, decision taken by management against past practices, lack of management responsibility, selection of training programme, neighbor affairs, working shifts, personality traits, violating the job agreement, labour-management relationship, management attitudes towards trade union, un-safety machine/equipments, inability to do job, layoff and illness (Ranasinghe, 2007).

The conclusion of these two studies reveals that the causes of employee grievances are resemblance in nature when there are similar characteristics of organization, job and employees in a single industry than having different characteristics by the job holders, job and organizations in a single industry.

#### **4. Research Method**

The population of the study was all operational level employees in the small and large scale apparel companies in Sri Lanka. Unit of the sample was operational employee and researchers considered

similar individual characteristics of the sample respondents such as similar educational level, similar family background and similar income levels. For the purpose of the study, researchers selected two samples, small scale companies and large scale companies. The small scale companies were characterized by friendly culture, low salary level, less benefit package, simple and informal HRM practices, comparatively low technology, less formalized systems and mostly rural oriented companies. Comparatively formal culture and high technology, high salary levels, more benefits, high formalization of systems, formal and complex HRM practices and urban oriented companies were the characteristics of second sample of companies which represented the large scale apparel companies. However, productions of all companies were almost similar. Simple random sampling method was used to gather the data and the sample structure is given in Table 01.

Table 01: Sample Structure

Company	Total	Marital Status		Sex Category	
		Married	Single	Male	Female
Small Companies	125	62	63	29	96
Large Companies	154	76	78	37	117
Total	279	138	141	66	213

Of the 400 who received the questionnaire, 279 (69.75%) returned the completed questionnaire. No follow up was taken place. The questionnaire was disseminated with a self addressed/stamped envelope to gain genuine opinions of the employees and they were asked to respond to the query statements unreservedly and put the questionnaire into an envelope and seal it for the purpose on confidentiality. The questionnaire consisted of 20 causes of workers' grievances based the study of Kumara (2005) and each question was measured using a 5 point scale, labeling as 1 (Not suffering), 2 (Suffering, but less), 3 (Averagely suffering), 4 (Suffering, but above the average) and 5 (Highly suffering). The data were analyzed using descriptive statistics such as mean and standard deviation and Independent T-Sampling statistics. The reliability of the instrument was recorded at more than 0.89 of Chonbach Alph.

## 5. Data Analysis and Findings of the Study

Descriptive data analysis of the sample is given in Table 023. As per Table 02, there are 08 causes of grievances of employees in small companies perceived as significant causes (Mean > 3.00) (job security, wage and benefits, social recognitions, owner's decisions, working facilities, unfair standards and overwork) while 12 causes of grievances were perceived as less significant causes (Mean < 3.00). In the large scale companies, employees perceived 17 causes of grievances as significant causes and only 03 causes such as family affairs, working facilities and illness were perceived as less significant causes of grievances (Mean < 3.00).

Table 02: Descriptive Analysis of Causes of Employee Grievances

Cause of Employee Grievances	Small			Large		
	Mean	Std. Deviation	Rank	Mean	Std. Deviation	Rank
Manager's/ Owner's decisions	3.7520	.79976	4	3.4872	.92346	11
Additional job activities	3.6080	.76090	6	3.7468	.75461	7
Wage and Benefits	3.9760	.58838	2	4.1948	.48612	1
Working facilities	3.6480	1.17265	5	2.6039	.84342	19
Disciplinary actions	2.2160	.67899	17	3.7273	.66934	8
Family affairs	2.9920	.78797	9	2.9351	.86073	18
Unfair treatment by supervisor	2.2000	.59568	18	3.7662	.59180	6
Illness	2.1920	.50315	19	2.2013	.49016	20
Job security	4.4400	.51431	1	3.6169	.56242	10
Leadership styles of supervisor	2.3040	.78519	14	3.9091	1.71256	3
Leave policy	2.9360	.65678	11	3.6299	.66019	9
Overwork	3.1520	.90746	8	3.4871	1.24846	12
Performance assessment	2.2320	.56989	16	3.7727	.64192	5
Rules and Regulations	2.2880	.71635	15	3.3312	.75021	15
Safety & Health matters	2.7920	1.06238	13	3.4870	.75179	13
Working shifts	2.8720	.80298	12	4.0455	.59783	2
Unfair standards	3.2880	1.02246	7	3.3831	.64876	14
Welfare facilities	2.9919	.75665	10	3.2922	.79972	16
Communication style of supervisor	2.1840	.60086	20	3.2468	.80287	17
Social recognition	3.9600	.76622	3	3.8831	.77500	4

All the significant causes of employee grievances in the small scale companies are similar to the significant causes of grievances in the large companies except working facilities. There were few significant causes of employee grievances in the small companies when comparing the significant causes of grievances in large scale companies in this sector.

Table 03 presents the statistical conclusions of the independent T-sample tests of the causes of employee grievances comparing the small and large scale companies in the apparel sector. All statistical conclusions are based on the statistics of independent T-sample analysis and Annexure 1-3 presents the independent T-sample statistics. Specially, first column of Table 03 indicates the comparison of causes of grievance in the small and large scale companies and other columns present the comparison of causes of grievances among married and single employees in the small and the large scale companies and male and female employees in the small and large companies respectively.

Table 03: Summary of the Independent T-Sample Data

	<b>Overall (Small Vs Large)</b>	<b>Married (Small Vs Large)</b>	<b>Single (Small Vs Large)</b>	<b>Male (Small Vs Large)</b>	<b>Female (Small Vs Large)</b>
1. Manager's/ Owner's decisions	Difference	Difference	Equality	Equality	Difference
2. Additional job activities	Equality	Difference	Equality	Equality	Equality
3. Wage and Benefits	Difference	Difference	Difference	Equality	Difference
4. Working facilities	Difference	Difference	Difference	Difference	Difference
5. Disciplinary actions	Difference	Difference	Difference	Difference	Difference
6. Family affairs	Equality	Equality	Equality	Equality	Equality
7. Unfair treatment by supervisor	Difference	Difference	Difference	Difference	Difference
8. Illness	Equality	Equality	Equality	Difference	Equality
9. Job security	Difference	Difference	Difference	Difference	Difference
10. Leadership styles of supervisor	Difference	Difference	Difference	Difference	Difference
11. Leave policy	Difference	Difference	Difference	Difference	Difference
12. Overwork	Difference	Equality	Difference	Equality	Difference
13. Performance assessment	Difference	Difference	Difference	Difference	Difference
14. Rules and Regulations	Difference	Difference	Difference	Difference	Difference
15. Safety & Health matters	Difference	Difference	Difference	Difference	Difference
16. Working shifts	Difference	Difference	Difference	Difference	Difference
17. Unfair standards	Equality	Equality	Equality	Equality	Equality
18. Welfare facilities	Difference	Difference	Difference	Equality	Difference
19. Communication style of supervisor	Difference	Difference	Difference	Difference	Difference
20. Social recognition	Equality	Equality	Equality	Difference	Equality

Table 03 illustrates that there are only 05 causes of grievances recorded as resembling causes of the respondents in small and large scale companies in the apparel sector. Other 15 causes of grievances are recorded as divergent in nature among the small and large scale employees. When analyzing the causes of married employees' grievances in the small and the large scale apparel companies, family affairs, illness, overwork, unfair standards and social recognition are recorded as resembling causes of grievances and other 15 causes of the grievances of the married employees in the two scales of the samples are recorded as divergent causes of grievances. In the perspective of unmarried employees, 06 causes of grievances (manager/owner decisions, additional job activities, family affairs, illness, unfair standards and social recognition) are recorded as resemblance in nature. Out of 20 causes of grievances, 14 causes of grievances were perceived as divergence in nature by the unmarried employees in these two categories. There are 07 causes of grievances recorded as resemblance in nature of the male employees in these two types of companies and 13 causes are recorded as divergence in nature. In the perspective of female employees in the two categories of companies, 05 causes of grievances such as additional job activities, family affairs, illness, unfair standards and social recognition are recorded as resembling causes of grievances and 15 causes of grievances are recorded as divergent causes of grievances.

## 6. Conclusion and Recommendation

The statistical findings of the study reveal that there is no similarity of causes of employee grievances when comparing the small companies and large companies in the apparel sector except a few causes of grievances. There are only 05 similar causes of employee grievances among the small and large companies in the apparel sector and when considering these causes, two causes of grievances via illness and family affairs, are relating to the individual oriented grievances and other three are relating to the organizational and job oriented grievances (contextual factors).

The findings of the causes of grievances of married employees and unmarried employees in these two scales of companies are almost similar to the main findings of the study and it is similar to the causes of grievances of male employees and the female employees in the two different scales of companies.

As per Kumara (2005), the causes of employee grievances are resemblance in nature in the similar characteristics of employees and the similar characteristics of contexts. In this study, the characteristics of employees are similar but the characteristics of contexts (job methods, tools, technology and organizational factors) are different. The entire findings of the study reveal that the causes of grievance of employees are divergence in nature. Then, it is clear that the causes of employee grievances depend are on the contextual factors like culture, salary and benefits, formalization of systems, formalization of HRM practices etc.

Informal systems and the friendly culture of the company provide a good avenue to present all types of employee grievances to the management than the formalized systems and the formalized culture of the company. Usually formalized systems and culture create the power distance between lower grade employees and higher authorities of the company. The second important factor is the HRM practices. In small scale companies, the HRM practices are simple and informal. It encourages the presenting of the employee grievances to the company than the complex systems and procedures of the HRM practices.

The recommendation of the study is that the company in the large scale group has to introduce a flexible organizational culture and simple procedure to resolve the employee grievances effectively and efficiently.

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## Independent Sample T-Test for Causes of Employee Grievances (Small Vs Large Companies)

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Manager's/ Owner's decisions	EVA	7.350	.007	2.529	277	.012	.26499	.10477	.05874	.47123
	EVnA			2.567	275.814	.011	.26499	.10322	.06179	.46819
Additional job activities	EVA	.011	.918	-1.522	277	.129	-.13875	.09119	-.31826	.04075
	EVnA			-1.520	264.429	.130	-.13875	.09127	-.31845	.04095
Wage and Benefits	EVA	2.557	.111	-3.401	277	.001	-.21881	.06433	-.34544	-.09217
	EVnA			-3.335	239.809	.001	-.21881	.06561	-.34804	-.08957
Working facilities	EVA	10.942	.001	8.636	277	.000	1.04410	.12090	.80611	1.28210
	EVnA			8.354	218.741	.000	1.04410	.12498	.79778	1.29042
Disciplinary actions	EVA	.170	.680	-18.634	277	.000	-1.51127	.08110	-1.67093	-1.35162
	EVnA			-18.606	263.763	.000	-1.51127	.08122	-1.67120	-1.35134
Family affairs	EVA	.483	.488	.571	277	.569	.05694	.09980	-.13952	.25339
	EVnA			.576	272.979	.565	.05694	.09888	-.13774	.25161
Unfair treatment by supervisor	EVA	.007	.932	-21.919	277	.000	-1.56623	.07146	-1.70690	-1.42557
	EVnA			-21.904	264.620	.000	-1.56623	.07150	-1.70702	-1.42544
Illness	EVA	.012	.914	-.156	277	.876	-.00930	.05972	-.12685	.10825
	EVnA			-.155	262.418	.877	-.00930	.05988	-.12720	.10860
Job security	EVA	.002	.961	12.628	277	.000	.82312	.06518	.69481	.95143
	EVnA			12.746	273.051	.000	.82312	.06458	.69599	.95025
Leadership styles of supervisor	EVA	1.210	.272	-9.683	277	.000	-1.60509	.16577	-1.93141	-1.27877
	EVnA			-10.366	223.974	.000	-1.60509	.15484	-1.91023	-1.29995
Leave policy	EVA	8.779	.003	-8.706	277	.000	-.69387	.07970	-.85076	-.53698
	EVnA			-8.719	266.791	.000	-.69387	.07958	-.85055	-.53719
Overwork	EVA	43.391	.000	-2.510	277	.013	-.33501	.13349	-.59780	-.07222
	EVnA			-2.592	273.844	.010	-.33501	.12926	-.58949	-.08054
Performance assessment	EVA	.728	.394	-20.955	277	.000	-1.54073	.07352	-1.68547	-1.39599
	EVnA			-21.216	274.750	.000	-1.54073	.07262	-1.68369	-1.39776
Rules and Regulations	EVA	.738	.391	-11.785	277	.000	-1.04317	.08852	-1.21742	-.86892
	EVnA			-11.842	269.774	.000	-1.04317	.08809	-1.21660	-.86974

Safety & Health matters	EVA	4.212	.041	-6.614	277	.000	-.69501	.10509	-.90189	-.48814
	EVnA			-6.423	225.057	.000	-.69501	.10820	-.90824	-.48179
Working Shifts	EVA	8.718	.003	-13.981	277	.000	-1.17345	.08393	-1.33868	-1.00823
	EVnA			-13.569	223.941	.000	-1.17345	.08648	-1.34388	-1.00303
Unfair standards	EVA	30.019	.000	-.944	277	.346	-.09512	.10076	-.29347	.10323
	EVnA			-.903	200.898	.368	-.09512	.10534	-.30283	.11260
Welfare facilities	EVA	4.361	.038	-3.194	277	.002	-.30021	.09399	-.48524	-.11518
	EVnA			-3.212	270.545	.001	-.30021	.09345	-.48419	-.11622
Communication style of supervisor	EVA	23.819	.000	-12.269	277	.000	-1.06275	.08662	-1.23327	-.89224
	EVnA			-12.636	275.275	.000	-1.06275	.08411	-1.22833	-.89718
Social recognition	EVA	.002	.961	.828	277	.408	.07688	.09283	-.10586	.25963
	EVnA			.829	266.505	.408	.07688	.09272	-.10567	.25944

## Causes of Married and Unmarried Employee Grievances (Small Vs Large Companies)

		Married Employees					Unmarried Employees				
		Levene's Test for Equality of Variances		t-test for Equality of Means			Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)	F	Sig.	t	df	Sig. (2-tailed)
Manager's/ Owner's decisions	EVA	7.466	.007	3.894	136	.000	.000	.989	-.044	139	.965
	EVnA			4.033	133.024	.000			-.044	128.987	.965
Additional job activities	EVA	1.228	.270	-2.129	136	.035	1.607	.207	-.080	139	.937
	EVnA			-2.117	127.168	.036			-.080	136.073	.936
Wage and Benefits	EVA	2.166	.143	-2.499	136	.014	.636	.427	-2.310	139	.022
	EVnA			-2.454	118.965	.016			-2.260	118.786	.026
Working facilities	EVA	4.576	.034	6.041	136	.000	5.841	.017	6.147	139	.000
	EVnA			5.862	109.635	.000			5.929	107.704	.000
Disciplinary actions	EVA	2.736	.100	-14.927	136	.000	.491	.485	-11.822	139	.000
	EVnA			-15.183	135.813	.000			-11.661	124.503	.000
Family affairs	EVA	.151	.698	-.402	136	.688	.733	.393	1.208	139	.229
	EVnA			-.405	133.262	.686			1.224	137.878	.223
Unfair treatment by supervisor	EVA	1.697	.195	-16.204	136	.000	.954	.330	-14.800	139	.000
	EVnA			-16.328	133.715	.000			-14.685	128.395	.000
Illness	EVA	4.482	.036	-.971	136	.333	8.989	.003	.970	139	.334

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	EVnA			-.985	135.495	.326			.942	112.640	.348
Job security	EVA	.648	.422	9.280	136	.000	.651	.421	8.555	139	.000
	EVnA			9.284	130.711	.000			8.717	138.799	.000
Leadership styles of supervisor	EVA	.018	.893	-5.501	136	.000	21.003	.000	-13.040	139	.000
	EVnA			-5.985	92.270	.000			-12.416	97.823	.000
Leave policy	EVA	5.387	.022	-5.208	136	.000	3.107	.080	-7.136	139	.000
	EVnA			-5.198	129.521	.000			-7.175	135.347	.000
Overwork	EVA	19.506	.000	-1.058	136	.292	22.146	.000	-2.501	139	.014
	EVnA			-1.087	135.308	.279			-2.594	136.444	.011
Performance assessment	EVA	2.196	.141	-13.886	136	.000	.106	.745	-15.748	139	.000
	EVnA			-14.181	135.998	.000			-15.775	133.682	.000
Rules and Regulations	EVA	1.030	.312	-8.271	136	.000	.057	.811	-8.355	139	.000
	EVnA			-8.346	134.184	.000			-8.359	133.083	.000
Safety & Health matters	EVA	.838	.362	-4.379	136	.000	2.979	.087	-5.024	139	.000
	EVnA			-4.235	107.043	.000			-4.900	116.378	.000
Working Shifts	EVA	3.466	.065	-8.689	136	.000	5.070	.026	-11.188	139	.000
	EVnA			-8.420	108.541	.000			-10.880	114.027	.000
Unfair standards	EVA	13.217	.000	-.453	136	.651	17.043	.000	-.858	139	.392
	EVnA			-.435	100.558	.665			-.818	98.910	.415
Welfare facilities	EVA	.632	.428	-2.132	136	.035	4.510	.035	-2.371	139	.019
	EVnA			-2.124	128.442	.036			-2.410	138.460	.017
Communication style of supervisor	EVA	16.529	.000	-9.491	136	.000	7.522	.007	-7.925	139	.000
	EVnA			-9.805	134.015	.000			-8.132	138.879	.000
Social recognition	EVA	.007	.933	-.164	136	.870	.073	.787	1.272	139	.206
	EVnA			-.165	132.095	.869			1.272	132.746	.206

## Causes of Male and Female Employee Grievances (Small Vs Large Companies)

		Male Employee					Female Employee				
		Levene's Test for Equality of Variances		t-test for Equality of Means			Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)	F	Sig.	t	df	Sig. (2-tailed)
Manager's/ Owner's decisions	EVA	.639	.427	-.353	64	.725	4.846	.029	3.205	211	.002
	EVnA			-.353	59.830	.726			3.258	210.785	.001
Additional job activities	EVA	.811	.371	-1.396	64	.168	.015	.904	-1.038	211	.301
	EVnA			-1.418	63.138	.161			-1.035	200.493	.302
Wage and Benefits	EVA	.166	.685	.336	64	.738	1.944	.165	-3.866	211	.000
	EVnA			.335	59.382	.739			-3.775	177.746	.000
Working facilities	EVA	5.758	.019	3.637	64	.001	7.352	.007	7.841	211	.000
	EVnA			3.472	46.811	.001			7.603	168.838	.000
Disciplinary actions	EVA	.039	.844	-8.257	64	.000	.118	.732	-16.680	211	.000
	EVnA			-8.209	58.857	.000			-16.672	202.590	.000
Family affairs	EVA	.254	.616	.694	64	.490	.101	.751	.253	211	.800
	EVnA			.707	63.347	.482			.255	207.493	.799
Unfair treatment by supervisor	EVA	2.047	.157	-10.393	64	.000	.726	.395	-19.215	211	.000
	EVnA			-10.206	55.485	.000			-19.283	205.496	.000
Illness	EVA	579.918	.000	4.683	64	.000	7.789	.006	-1.794	211	.074
	EVnA			4.137	28.000	.000			-1.812	209.029	.071
Job security	EVA	.919	.341	4.684	64	.000	.798	.373	11.956	211	.000
	EVnA			4.874	63.543	.000			11.962	203.294	.000
Leadership styles of supervisor	EVA	6.533	.013	-10.686	64	.000	.544	.462	-7.654	211	.000
	EVnA			-10.177	46.094	.000			-8.207	161.445	.000
Leave policy	EVA	.132	.718	-7.277	64	.000	11.662	.001	-6.241	211	.000
	EVnA			-7.265	59.920	.000			-6.260	205.144	.000
Overwork	EVA	13.657	.000	-1.018	64	.313	30.426	.000	-2.291	211	.023
	EVnA			-1.070	62.170	.289			-2.356	209.271	.019
Performance assessment	EVA	1.631	.206	-13.509	64	.000	.223	.638	-16.938	211	.000
	EVnA			-13.885	63.973	.000			-17.112	209.101	.000
Rules and Regulations	EVA	.641	.426	-6.472	64	.000	.355	.552	-9.851	211	.000

	EVnA			-6.511	61.551	.000			-9.895	206.082	.000
Safety & Health matters	EVA	1.621	.208	-3.282	64	.002	2.947	.088	-5.732	211	.000
	EVnA			-3.153	48.764	.003			-5.583	174.648	.000
Working Shifts	EVA	8.575	.005	-6.235	64	.000	2.904	.090	-12.491	211	.000
	EVnA			-5.778	38.354	.000			-12.283	186.190	.000
Unfair standards	EVA	6.814	.011	1.390	64	.169	15.893	.000	-1.801	211	.073
	EVnA			1.324	46.016	.192			-1.729	155.947	.086
Welfare facilities	EVA	.335	.565	-.308	64	.759	2.293	.131	-3.538	211	.000
	EVnA			-.312	62.944	.756			-3.555	206.278	.000
Communication style of supervisor	EVA	3.950	.051	-4.604	64	.000	19.771	.000	-11.545	211	.000
	EVnA			-4.762	63.925	.000			-11.868	209.456	.000
Social recognition	EVA	1.891	.174	2.162	64	.034	1.498	.222	-.379	211	.705
	EVnA			2.207	63.627	.031			-.376	196.761	.707