

Grievance in the Workplace: A Review & Expanded Theoretical Perspective

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Abstract

Grievance in the workplace is an imperative issue in the area of employees & management relations. This is led to arrive at fundamental goals which are to examine the style of directors use in lead representative complaints and to concentrate on an impact of characters of the supervisors in taking care of complaints. The review investigate the most widely recognized variable for emerging the complaints are wages and compensation working environment, headways, move, nonattendance of correspondence, between departmental relationship, etc . The review moreover searches for the reason for complaint looked by a representative, complaint the board methods, and the administration strategies of settling the complaints. The study suggests that the employee's grievance in the workplace & public complaint component in the associations shifts significantly across the associations. There is in addition generous distinction in regard of the quantity of complaints got, arranged off and forthcoming in different associations, as likewise the degree of systematization of the change processes.

Keyword: *Grievance, Wages & Salary, Working Environment, Promotions & Transfer.*

Introduction

A protest is any mistake or vibe of inappropriate behaviour having relationship with ones business situation which is brought to the thought of the board . In extensively, a complaint is any disappointment that antagonistically influences association relations and efficiency. Disappointment is whatever upsets a representative, whether or not the disturbance is imparted in words. A complaint is more inborn than an objection. Grumbings are terms of complaints, however a complaint is innate to a level the employee makes a suitable recover which leads to fulfilment . The extraction of a complaint can be genuine or non existent. Specification of the administrator neglects to communicate his motivation the worker might perceive the managers conduct as upsetting and pompous. Then again, different workers might see that the director is practicing prejudice and being discriminatory. This kind of complaints depend on false insights.

Complaints at the working environment should be founded on the foundation of business representative relationship. In relationship of business representative while employees state their grievances about their complexity working with other employee, it is obligation of business that he needs to manage their complaints since that representatives

activities influences work guideline and work connection . Worker complaints can be created when bosses request of end of business are unfairly and not appropriately oversaw. States of business is a typical wellspring of representatives complaints as it identifies with issues like compensation, stipends, prizes and settlement. Move of work where Transfer incorporates the personality of a business as a going concern this make normal worker complaints that happen in such cases are the discontent and uncertainty of working under an alternate representative. States of work can be reason of any individual Employee complaints of this nature would identify with security and medical issue.

Every representative has some confidence in working where he is working for long time and attempts to contribute their best in working spot resulting to that he has discernment that the association will be compensated for their assumption. When the association doesn't complete their confidence then worker guess that the association is dealt with him unduly and afterward complaint happened. Grievance at work place happens when labourer feel that their protest is managed outlandishly and through customary technique delegate show their misstep and bad form with respect to the working condition.

Rationale of the Study

Complaint in the work place is prime worry that needs to annihilate or amend for holding proficient representatives and for their better exhibition and efficiency in the association. To evaluate the complaint and methodology followed by open and private association to address the complaints of the workers. It is reality that there are different elements that rouse the representatives to work for an association and cause them to hold in the association for a more extended timeframe. There are many variables with the reason for will determine if the representatives complaints are tended to and settled appropriately or not. It is immense that to zero in on the parts which is viewed as here for address the protesting in work place combine the awareness of the issue, the responsiveness of the specialists whom to report, the transparency of the worry individual, conversation of the issues, conditions and result, frameworks to stay away from such issues in future.

Objectiv of the Study

- Identify the grievance in the work place in different organisation & status of grievance under Ministry/ Department of Government of India.
- To know the reasons which causes different kind of grievance in working place.

- To investigate the reasons for dissatisfaction among employees.
- To estimate the effect of grievance on employer, employees and production.
- To recognize the complaint Management System existing in different organisations.
- To find the worker fulfilment after the redress of complaint.
- Study about the grievances met by employees.

Research Methodology

Research is an academic development and as such the term should be used according to a specific viewpoint. As shown by Clifford Woody exploration includes describing and re examining issues, figuring hypothesis or suggested game plan: gathering, figuring out and surveying data, making inference and showing up at goal. The audit relies upon discretionary data got from books, journals, reports, locales, etc

Data Collection

The review will be founded on information gathered from auxiliary sources. The optional information will be gathered from yearly reports, Books, Research distributions, diaries of global notoriety and different other authority sites and so on An option in contrast to information will be directed by and plan archives of Government of India.

Limitations of the Study

Like each study in sociology, this review has likewise limit. The fundamental limits of the review are: study depends on the study of writing did for the review, restricted to investigation of effect of segment qualities of representatives, concentrate on discoveries may not be appropriate across various group environments and societies of workers and time limit the outcomes would mirror the effect of the time requirement. The bits of knowledge of the workers were seen during the time of study. A more broad review led throughout a bigger time-frame like when there were larger quantities of issues, can incorporate bits of knowledge from representatives throughout a more extensive time span and can acquire further profundity into the examination.

Literature Review

According to "D'Cruz, 1999 ", Complaint is an important issue raised by labour to communicate frustration with the manager conduct and is an endeavour to bring out changes . In the view of "Anderson & Gunderson, 1982", Complaint enclose a people guaranteeing that the person in question has endured or been violated,

regularly in view of the activities or choices made by the administrator following up for the association. "Meyer, 1994," A validated complaint is a matter that a executive conduct was in fault or supervisor has laborers right. In the views of Hook, et. al, 1996, Frequently in associations, the complaint emerges in light of absence of lucidity in the express companies rules. "Noël, Hollenbeck, Gerhard & Wright, (2003)" comes up that such a large number of complaints might show an issue yet so may excessively not many. In their opinion, an incredibly low grumbling rate may create a fear of reporting an objection, a conviction that the complaint philosophy isn't fruitful or a conviction that depiction isn't adequate.

In the view of "Lawrence Nurse, Dwayne Devenish,(2007)", heading "Complaint Management and its connects to working environment equity", the purpose for choosing this topic is to research the effect of labour portion ascribes on their concept of systematic value from protest the board. In the view of "Gordon and Miller", "Allen and Kearney and Klaus" the important job that hope thesis could play in separating grievant and non grievant. Albeit ,not a total trial of hope thesis, "Lewin and Boroff" incorporated the agent saw adequacy of the grievances methodology as an illustrative variable.

According to "Bemmels, Reshef and Stratton Devine", they fused the shop stewards assessment of the amount of the time laborers approach them with grumblings. Yet most objections are formally recorded by delegates, the origin of a protest can arise out of laborers. Fussing to the shop administer is the delegates work in the complaint beginning interaction. Both evaluations saw the work pack with specialists who complained to the administer significantly more from time to time had complaint rates. Laborers fussing to their stewards is a harbinger to objection recording. The extent of thought and configuration were by and large related to repeat of delegate grievances in "Bemmels and the stewards" assessment of the managers data on the total arrangement was unfavourably related to grumblings "Levin and Peterson" points out the direct relationship with objection philosophy plan and complaint rates. They likewise observed large number of complaint rates under techniques that incorporate arrangements for sped up complaint dealing. It was seen that courses of action gives permission to oral demonstration of objections was connected to bring down speeds of made complaint, and screening of potential protests was connected to bring down speeds of formed grumbling, and screening of potential objections by a board or affiliation specialists was connected with lower protest rates.

"Allen and Keaven (1985) "noticed the conflicting outcomes and low informative force of studies zeroing

in on segment and occupation related factors to separate among grievant and non grievant. They zeroed in on a few attitudinal factors in their investigation of grievant and non grievant from the "1977 Quality of Employment Survey". They tracked down a few measurably critical contrasts in attitudinal measures among grievant and non grievant. Grievant were less happy with their positions, had less fortunate perspectives toward their line directors, had more prominent sensations of pay imbalance, had more grounded convictions that specialists ought to partake in navigation, were not really happy with their associations, and more dynamic in their associations. The lower fulfilment with the association among grievant might be because of disappointment with the handling of their complaints.

"Wyman (1971)" highlights that "managers must give a written answer regarding complaint resolution outcome to torture junior". He additionally coded that dissimilar to oral responses to complaints, the composed answer should adjust to set up convention which descends from the administration. Besides, system broadcasts that the created grievance ought to be shaved of every single other impinging feature at any rate inevitable. A printed reply for complaint the board is fundamental as a record for example case in the event that a similar issue emerges in future. According to them "Industrial Harmony Code for Conduct, n. d". The need for recorded complaint goal result additionally required assuming the complaint is referenced to the following stage in complaint system according. "Gordon and Miller (1984) "mention, investigations impact of the chiefs steps in distinguishing the issue of complaint It is likewise referred to that the principles ought to be set up so directors are coordinated by their overwhelming.

According to Clark (1988) ,he distinguished that connection coefficients showed solid connection between mentality toward the complaint technique and disposition of the bosses. "Labig and Greer (1988)" mean that countless complaints in a each department can be characteristic of lots of variables, including viable and incapable administrative execution. In the view of "Bemmels and Reshef (1991)", referenced that particular work bunch, numerous complaints are because of explicit practices by the chiefs. Subsequently, this current exploration has designated bosses as unit of examination. Clark (1988) and Bemmels and Reshef (1991)Indicate that "bosses manage and individual views might affect their styles in taking care of complaint through complaint technique.

"Clark (1986)" fostered a progression of proportions of patrons mentalities toward the complaint system, and results utilizing these actions were distributed in. These incorporate four aspects: view of the impact of

the complaint strategy on work environment value and respect; the reasonableness of the complaint interaction; the degree to which it addresses laborers interests; and the significance of having a complaint method. Segment qualities were for the most part irrelevant to the specialists perspectives toward the complaint technique, however work fulfilment, fulfilment with administrators, and laborers impression of the shop stewards expertise and accessibility were completely identified with more great mentalities toward the complaint methodology. Complaint filers saw the complaint methodology to have less impact on the work environment than non filers, yet filers saw the technique to be more delegate of their inclinations and more significant.

"Lewin and Peterson (1988)" likewise tracked down that association arrangements of submitting complaints to composing, and both association and the board approaches of taking specific complaints through the technique were identified with settlement and higher strides in the strategy, longer an ideal opportunity to arrive at settlements, and higher assertion rates.

According to "Knight (1986a)", zeroed in on the attributes, practices of chiefs identified with casual complaint goal. Administrators who went to more intervention hearings and had more regular discussions with association stewards, however went to complaint gatherings less much of the time, had higher extents of complaints settled casually.

According to "Gordon and Bowlby (1988)" considered grievant everlasting assessments of the complaint technique. Their survey estimated view of distributive equity, procedural equity, and a general assessment of the complaint system. Instead of the cutting edge relations declaration that protests settled at the most negligible development in the method, they saw that the agreement was not related to the grievant evaluations of the methodology. The outcome shows that various things, similar to the possibility of the agreement, are verifiably more basic to grievant than the level.

The outcomes recommend that different things, like the idea of the settlement, are definitely more critical to grievant than the level. This impact vanished when the head giving the presentation grading was not the one present at the time the complaint was recorded. They convincingly showed that adjustments of the mourners conduct couldn't represent the more regrettable evaluations got after complaint recording.

According to "Duane (1991)" estimated shop agent view of how they felt their constituents needed them to act in the complaint method. Agent who saw that their component needed them to be more serious while cooperating with the board on complaints had higher complaint

rates than the individuals who saw less wanted contest. Deciphering this outcome is troublesome, since it might reflect workers who are more forceful complaint filers, or it might reflect agent who act all the more forcefully to follow the apparent cravings of their constituents.

In the paper of "Dr. V. Mohana sundaram, N. Saranya,(2013)" ,Employee complaint committee are the outcome of people groups and capacities through individuals ,without people such committee can't exist.

Complaint Procedure in the Work Place

Complaint strategy is a conventional correspondence between a representative and the administration intended for the settlement of complaint. The protest system shifts starting with one affiliation then onto the next. The following steps are involved in grievance handling in the workplace-

- Step 1:** Administrator and worker talk about complaint, perhaps with an association agent.
- Step 2:** Express grumbling recorded as a printed version to the board.
- Step 3:** HR, the board and association talk about.
- Step 4:** The board communicates choice recorded as a hard copy.
- Step 5:** Affiliation decision whether to elevate protest, and on the off chance that they decide to raise.
- Step 6:** The objection is brought to public affiliation.
- Step 7:** An authority might be gotten to settle on a ultimate choice on the complaint.

Reasons of Grievance in the Workplace

There may lots of reason of grievance, but important reasons are following-

Workplace:

It could be unfortunate or unsuitable states of work. This may be happen when the norm in the affiliation is uneven, gadgets and material given to delegates are not performing, and the state of enterprise is terrible, material quality is not good, shortfall of credit, etc

Economic:

Complaint happens when specialist feel that the association is not given as a ton of to him when stood out from others it joins extra, settlements, extra time, etc Worker may intrigue for individual compensation change.

Association change:

Grievances occur in work bundle when agents don't endeavour to change with his partners, they think that

the other social event workers are ignoring him, feel dismissed, etc.

Supervision:

It very well may be issues with the general procedures for oversight related to the attitudes of the chief towards the delegate When the boss is biasness, position associations, specific treatment showed to relatives or to those laborers who are near administrator then objection occurs.

Miscellaneous:

These might be issues identifying with specific infringement in regard of advancements, security technique, move, rules, fines, transport office, granting leave, clinical recompenses, and so on then complaint happen.

Sort of Grievance

There are three different kinds of grievances,

Individual Grievance:

One individual regrets that an organization movement has mishandled their opportunities under the total game plan, treated wrongly and face other hurdle like: progression, extra, remuneration, so on . It is shipped off the supervisor by those representatives who are baffled or not content with their work.

Group complaint :

A social event objection fuss that organization action has hurt a get-together of individuals correspondingly. This happens when the pack of supervisor has comparative protests with the association, subsequently they observed an objection from the complete assembling, for instance changes of shift time by the association.

Policy complaint :

With system or affiliation grievance, the affiliation fuss that an organization action manhandles the agreement .It by and large oversees contract understanding, not a solitary dissent. The relationship for the delegates records an objection and not by the individual. This happens when the executives is either in maltreatment of the aggregate understanding or in effectively deciphers it, which might disturb all individuals in the time ahead, for example relegating of off shift obligations with respects of predominance.

Bosses can find six ways to limit complaints from workers:

- Initial step to limit complaint is by doing discussion with the representatives ask their necessity and provide them extra obligation.
- Begin culture once again execution by line administrators.

- The organization is ready to remember the grumbling points and settle toward the starting platform.
- Easy-going executive gathering ought to complete consistently with the people who give indications of stress or badgering.
- Settling issue by proposing thought before a conventional complaint.

Advantage of Organizing A Complaint Handling System :

The positive side of a complaint system are:

- The organization can understand the specialists feeling and opinions about the companies approaches and practices. It can feel the beat of the specialists.
- The soul of the delegate will be high with the presence of genuine protest is inspected in an appropriate manner.
- The objection exercises notice the explanations behind labourer grumbling and consider on it.
- It is an instrument to study and ensure agent discontent.

Impact of Grievance

Accepting grievance is dealt with a fitting thought and thought, they will introduce positive changes in the relationship, in this way overhauling various levelled proficiency and labourer satisfaction. Essentially protest affects the Production, on the Employees, and on the Manager.

The effect is the following:

On the Production:

Inferior quality of creation.

Development in the wastage of material and spillage of mechanical assembly.

Extension in the cost of creation per unit.

On the Employees:

Decrease in the degree of representative assurance.

Expansion in the frequency of mishaps.

Decline in the level of liability, honesty and trustworthiness.

On the Manager:

Expansion in the level of oversight and control.

Expansion in indiscipline cases.

Stressed predominant subordinate relations.

Expert for Public Grievance in Various Ministry/Department of Government of India

The issue of assignment of power is pivotal to the viability of the complaint review instrument. The system regularly neglects to convey in light of jurisdictional contentions and absence of abilities vested with the Grievance Officer. Services have named a Assistant Secretary level official as Director of Public complaint . As is obvious from the table underneath, in many associations the Director of Public complaint is additionally endowed a broader scope of different obligations.

Table No. 1: Condition , work and Support Staff of Public complaint Officer in '15 Ministries' and '4 Departments'

		"Other responsibilities of the In charge "	Number of Support Staff
"Ministry of Coal "	Director	Posting/move/advancement and so on of Board level officials in 'Coal organization', All questions of Coal Mines Provident Fund Organisation , Welfare of coal labour	Five(US, SO and three Assistants)
"Ministry of Mines"	Assistant secretary	'Mining Policy', every authoritative matter, Indian Bureau of Mines and all matters identifying with Copper	Three (Director, US and SO)
"Ministry of Women and Child Development "	Assistant secretary	Organization, all approach matters identifying with ladies and Womens Bureau	,(Director,US and SO, three
"Ministry of Power "	Assistant secretary	Money and Budget Control	"DS,SO and one LDC ", three
"Ministry of Labour and Employment "	Assistant secretary	Organization (Part),Vigilance, Child Labor and Industrial Disputes Act	"Director, US and SO "Three
"Ministry of Water Resources "	Assistant secretary	Administration	DS,US,SO and one Assistant, Four
"Ministry of Social Justice and Empowerment "	Director	Administration, RTI Act and IFC	"Five (US,SO and three Assistants) "
"Ministry of Tribal Affairs "	Assistant secretary	Administration and Legislative matters.	Director, US and SO, Three
"Ministry of Information and Broadcasting "	Assistant secretary	All strategy matters, Administration and Advertising (counting DAVP)	"Four (OSD,SO and two Assistants) "
"Ministry of Human Resource Development"	Assistant secretary	Advanced education and Vigilance(He is likewise t5he Chief Vigilance Officer of the Ministry)	"Four (US,SO and two Assistants) "
"Ministry of Textiles "	Assistant secretary	Organization, all approach matters identifying with material industry	"Three (Director, Junior Analyst and one Assistant) "
"Ministry of Urban Development "	Assistant secretary	Management	DS, SO and three Assistants, Five

Source: IIPA Report

Accountability Mechanisms in Various Ministry/ Department of Government of India

One of the manners by which responsibility of the association in regard of review of complaints can be determined is by consolidating the report on complaints, including not just complaints got, discarded and forthcoming, as obvious in the yearly report of a couple of associations, yet additionally an investigation of the nature and explanations behind the particular sort of complaints and the activity intend to change and forestall these.

Table No. 2: Public complaint system and the yearly Review

“Ministry/ Department “	“Whether information about Public Grievances Redress Mechanism given in Annual Report “
“ Chemicals and Fertilizers “	Yes, but very briefly
“Civil Aviation“	No
“Coal “	No
“ Culture “	No
“ Defence “	No
“Development of North Eastern Region “	No
“Earth Sciences “	Yes, but very briefly
“Environment & Forests “	Yes
“Human Resources Development “	Indeed, however momentarily in prior yearly review. The Annual Report for 2007-08 will have a thorough review.
“Labour “	Indeed, comprehensively for EPFO and ESIC however not such a huge amount exhaustively for the Ministry.
“Micro, Small & Medium Industries	Indeed, however momentarily, on protests just, not so much for public complaints
“Mines “	Yes, in brief
“Minority Affairs“	No
“Petroleum and Natural Gas “	Yes, but very briefly
“Power “	Yes, in brief
“Road Transport and Highways “	Yes, in brief
“Steel “	Yes but very briefly
“Tourism “	Indeed, yet momentarily, on grumblings just however not really for public complaints
“Tribal Affairs “	No
“Urban Development “	Yes, in detail.
“Water Resources“	Indeed, yet momentarily, concerning State Governments just, not for the Ministry.
“Women and Child Development “	No
“Youth Affairs and Sports “	Yes, but very briefly
“Department of Commerce “	No
“Department of Consumer Affairs “	Indeed, however just for National Test House and Bureau of Indian Standards
“Department of Disinvestment “	No
“Department of Expenditure “	“Yes, but very briefly “
“Department of Food Processing Industries“	No
“Department of Industrial Policy and Promotion “	Yes, in a Chapter on Citizen’s Charter
“Department of Revenue “	Yes but in brief

Source: IIPA Report

Conclusion

The executives should ensure that the complaints ought to be recognized and surprisingly on schedule; along these lines the specialists get the necessary degree of fulfillment. Complaint in the work environment should correct for holding the representatives at working environment and keep up with their exhibition in the association. Review of the complaints is an absolute necessity to ensure great workers the executives relations and hierarchical harmony. Workers should discuss their concerns with their administration and getting the issues tackled in a quicker way . Considering the way that they don't think that it is hard to take their concerns to the administration and address them on schedule, they are content with the working environmental elements. Workers feel happy with the casual systems being followed. Therefore they could essentially work with work fulfillment just as a superior vibe of belongingness. Irritation of modern issues relies upon supervisor's methodologies and disposition in successful treatment of representative complaints.

The contention above recommends that the representatives complaint in the working environment and public complaint component in the associations differs significantly across the associations. Various affiliations and agency have to work on that with an inhabitant driven view.

A portion of the associations of the "Agency of Water Resources" manage issues which have a important bearing on the existences of individuals, so far they don't have an immediate public interface and consequently no powerful components and cycles for complaint review are set up in these. Generally of complaints relating to their exercises are raised through media .

Beginning these instruments for ideas and making them responsive for worker complaints is significant. There is huge deviation from one corner to another associations in regard of the representatives government assistance just as their execution as to the change of workers complaints. There is additionally significant distinction in regard of the quantity of complaints got, arranged off and forthcoming in different associations, as likewise the degree of standardization of the change processes.

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