

Understanding Employee Grievances: A Perspective from the Hotel Industry

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Abstract

The perceptions of employees towards grievance handling, the grievances present among employees, the grievance handling practices, and the main causes of employee grievances in the hotel industry of Nepal. The research employed a cross-sectional time horizon and descriptive research methodology, collecting data through questionnaires. Demographic information revealed that a majority of respondents were young adults below the age of 25. Employee grievances primarily revolved around unmanageable work pressure, lack of facilities, recognition, and teamwork, indicating areas for improvement in organizational practices. Improper management was identified as a significant factor leading to a bad reputation, reduced morale and performance, and higher turnover rates. Management practices that satisfy employees include protecting personal information, responding to inquiries and complaints, and training staff effectively. The study emphasizes the importance of effective grievance communication for good management. The findings suggest the necessity of transparent grievance handling procedures, investment in employee training and development, and promotion of a supportive work environment to address grievances effectively and enhance organizational outcomes in the hotel industry of Nepal.

Keywords: Employee, Grievances, Management

Introduction

The predominant multiplicity at many work places around the world in relation to age, gender, nationality, ethnic and religious context of employees needs a planned way of handling or issues confronting employees (Turi, Khastoori, Sorooshian, & Campbell, 2022). Productivity dwindles as the morale of the employees diminishes to the lowest productivity, eventually affects the whole organization or the company stress the fact that employee grievance indicates that a supervisor's conduct was unsuitable or the supervisor has unsuccessfully followed by the rules and regulations govern the employees (Obiekwe & Eke, 2019). To them, the style involves low concern for self. Furthermore, they point out that another style used in solving an employee's teething issue is avoiding style. Regardless, the studies have again indicated that if styles used in managing employee grievance, are used appropriately, they are important solutions to the discontentment coming from employees at their particular work places (Lazaro, 2022). The writer maintains that managing grievances immediately it has been reported is important to curb any further eruption of similar disagreements. Share that the choice of an effective way of managing an employee's grievance guarantees fairness in the management of employee grievance and aids managers to base their decisions on ethical codes of conduct. State that grievance handling rest mainly on the strength of superiors and managers to ascertain, analyze, beneficial use of methodologies in handling employee complaint and spot-on the reasons of possible employee discontentment there on becoming official grievances. Effective handling of employee's grievance will enhance the manager's ability to solve the complaint on a common understanding and attending to other issues. This research therefore shows that it is important to delve into the styles used in managing employee complaint in private companies to ascertain their impact on curtailing or fueling employee grievance when use.

The problem to be addressed here is the employee's grievance management in the hospitality sector around the globe and nation. The changes taking place through the seasonal mode of working to overtime working has resulted in an increase of staff demands. The hotel industry management is not giving enough pay for employee's grievances that has resulted into impatient day by day .The factors considered here include the awareness of the problem, the awareness of the employees whom to report, the availability of the concern person, discussion of the problems, causes and effects, methods to avoid such problems in future, directions and instructions regarding how to deal a problem, awareness programs to avoid them for fresh employees (Gomathi, 2014).

Staff grievance is highly impacted from various factors such as wages, continuity of services, promotions, amenities, compensation, wages, fines, disciplinary actions, leave, increments, nature of job, medical benefits, acting promotion, safety appliances, recovery of duties, supervision, superannuation, working conditions, and transfers, but the procedure of grievance management has various benefits, which support the company in enhancing its organizational culture and environment of the company (Karki & Rawal, Knowledge of Gender-Based Violence among College Students of Kathmandu, Nepal, 2022) . It helps in bringing the grievances in the open, so that management could easily understand it and take necessary

actions for settling them. It even helps in preventing the grievances through assuming the threat of proportions. It's a prompt and systematic way to redress the grievances and it also tries to enable the management to understand the feeling and attitude of the employees that concern with regulations, policies, and organizational practices. With this knowledge, the company requires improvement in forming the environment of the company more favorable for employees.

Different company had different emphasis on handling of grievances for managing and maintaining the staff in their own environment and cultures. The procedure of employee's offers a way to explore the procedures, practices, as well as administrative policies that create staff complaints, so that changes could be referred (Mishra, Mahat, & Khanal, 2021). The procedure of grievance permits the managers in setting up the uniform policies of labor. The grievance system could be considered as reliable mechanism for learning and resolving the staff dissatisfaction. It can help in producing the early dispute settlement and it also offers the correction of the contented issues of employees.

This research identifies whether the staff working in star hotels are satisfied with the redress procedures of grievances in the company. The research outcome will include some understanding on the extent to which staff identifies the procedure as well as distributive integrity as results are derived through the mechanisms of grievance management. Besides all these grievance management factors; the study also identifies the employees influence on demographic characteristics to present their perspective on grievance management in hotel industry.

Objectives

- i. To examine the perceptions of employees towards grievance handling
- ii. To explore the grievances present among the employees in the hotel industry of Nepal
- iii. To analyze the grievance handling practice in the hotel industry of Nepal
- iv. To identify main causes of employee grievances in the hotel industry of Nepal

.Literature Review

Grievance is a sign of an employee's discontentment with his job or his relationship with colleague (Melchades, 2013)A grievance is specific, formal dissatisfaction expressed through an identified procedure (Gupta, 2006). In an organization, a grievance may be presented by an employee or group of employees with respect to any measure or situation that directly affects individual or likely to affect condition of many workers (Melchades, 2013)

Taking it into consideration, (Godard & Delany, 2000) mentions that the grievance procedural is most intended toward serving the requirement of both party employee and employer. Because of this, it is very significant for an organization to adapt an effective procedure of grievance management in order to serve justice to employee and eradicate the conflicts among management and the workers. Applying the justice in the company includes considering the perceived fairness of exchange by undertaking a place in the company, whether its economic or social, and it should include the individuals in relation with subordinates, supervisors, organization as a social system or peer (Godard & Delany, 2000)Many researchers argue that despite the demographic factors such as age, gender, education people always are keen to get

served justice. The education was considered as the only important predictor for perceiving the justice and they had concluded that educated employees were most likely to explore the workplace to be better (Baumark, 2010)

An effective and suitable grievance management mechanism in an organization is mutually advantageous for both employee and employer and also for an organization. The selection of relevant combinations of styles while handling the grievances through the managers will support in attaining the mutual as well as satisfactory resolution for grievance results((Pinto, 2016).

The negotiation area can be easily categorized in three main areas such as negotiating strategy, ability and style. While the style of negotiation is considered as the usual way in which one tries to react towards interpersonal situation related to conflicts, the strategy of negotiation is considered as the attentive choice. In this case, negotiator forms the dual concern about the relational and substantive goals and the ability of the negotiation explores the ability towards managing the disputes and conflicts (Gittleman, 2004)

The ability of the company to address the problems further enhance and occurrence of grievances. (Chand & Katou)have stated that grievance of staff might occur due to the huge variation in reasons that might range from various minor to major problems. The actual payment of salaries and benefits is the most appropriate issue in staff grievances (Chand & Katou)The wages that are given by the organization might not be appropriate for the staff and they might demand to increase it. Disparity presence among wages given to different individuals might result into clash of egos of employees in the company. (Chebat, 2013)Commended that this might create the rift in companies' internal administration that afterwards results into grievances (Chebat, 2013)the failure to have proper benefits for staff like provident funds and appropriate daily allowances also impact the employees that afterwards culminate into grievance

Research Methodology

The study employed a research design based on a cross-sectional time horizon and descriptive research methodology (Mahat & Aithal, 2022). Data were collected directly from the respondents through the use of questionnaires. Additionally, existing sources such as literature reviews and reports were utilized to gather secondary data. The sampling technique employed for selecting respondents should be specified. It was ensured that consent was obtained from the participants, ensuring their voluntary participation and understanding of the study's objectives and procedures. Steps were taken to ensure the accuracy and relevance of the collected data, and measures were implemented to ensure the consistency and reliability of the study's findings. Findings were presented using appropriate tables, charts, and qualitative descriptions to enhance clarity and understanding (Parajuli, Mahat, & Kandel, 2023).

Results and Discussion

Demography Information

Table 1: Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
below 25	25	62.5	62.5	62.5
25-35	8	20.0	20.0	82.5
35-45	4	10.0	10.0	92.5
45-55	2	5.0	5.0	97.5
55 and above	1	2.5	2.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 1 represents the various age group respondents. Most respondents were in the age group of below 25, accounting for 62.5%, which shows young adults' employment has grievances. The next most influential age group was 25-35 old, representing 20.0% of the respondents. The age group of 35-45 years old and 55 and above years old both accounted for 5.0% and 2.5% respectively, suggesting that these older demographics have similar levels of employee grievances.

Table 2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
male	25	62.5	62.5	62.5
female	15	37.5	37.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 2 indicated that the majority of the respondents was male, consisting of 62.5%, and the remaining 37.5% were female respondents. In which those primary data are collected from a total of 40 respondents. Hence, from these it could be predicted that the association of male employees is more than female respondents in the hotels.

Table 3: Employment Status

	Frequency	Percent	Valid Percent	Cumulative Percent
employed	16	40.0	40.0	40.0
student	18	45.0	45.0	85.0
self-employed	5	12.5	12.5	97.5
retired	1	2.5	2.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 3 indicated the Employment status of respondent. From the table, it is seen that the employees, which are employed evolve with 40.0%, whereas those who are students evolve with 45.0%. Thus, it could be configured that most students opt to go for part-time jobs in hotels and by the time, they completes their study too. However, those who are self-employed evolve with 12.5%. Besides, the legal status and the classification of employment practices work on varying grounds. Here, the distinction of the entrepreneurs and the employees may be incorporated on the economic market. Moreover, in employment, the law of a person will determine the employer’s right and their responsibilities. It would be effective if the legal practices will work through the economic framework and the labor market status of hotel industry.

Table 4: Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
below 20000	18	45.0	45.0	45.0
20000-30000	14	35.0	35.0	80.0
30000-50000	4	10.0	10.0	90.0
above 50000	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 4 indicated the monthly income of the respondent. the employees whose monthly income falls under 20000 is evolved with 45% and the ones whose monthly income falls between 20000-30000 is evolved with 35.0% whereas respondents with monthly income between 30000-50000 is evolved with 10.0%. Likewise the person with a monthly income above 50000 is evolved with 10.0%, respectively.

Perceptions of employees towards grievance handling

Table 5: Manager could handle grievance effectively.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	8	20.0	20.0	20.0
agree	22	55.0	55.0	75.0
neutral	8	20.0	20.0	95.0
disagree	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 5 shows the responses of respondent regarding employee grievance handling by manager in hotel industry. In this question, the main theme would be to discuss the role of management of hotels that addresses employee grievances. Here, the employees that strongly agreed with the role of management evolve with 20.0%, whereas those who agree configures with 55%. It

would be effective if the employees that play a neutral role in hotels evolve with 20.00%. Besides, those respondents that disagree with the association of employee grievances evolve with 5.00%. Thus, the role of management has an increasing tendency to bring growth and organizational effectiveness.

Table 6: Current grievance management policies and procedures are effective and useful

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	10.0	10.0	10.0
agree	15	37.5	37.5	47.5
neutral	19	47.5	47.5	95.0
disagree	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 6 from this quantitative question, the idea would be providing a detailed view about the management policies in the Hotel industry. Here, the employees that strongly agree about the fact related to management policies evolve with 10.00%, whereas those who agree evolve with 37.5%. However, the employees that have a neutral tendency to cope with management policies for working effectively in hotels evolve with 47.5%. employees that strongly disagrees evolve with 5.00% . Thus, the key management policies that would be useful for employee association brings good code of conduct, recruitment, performance management, eligibility and other learning and development areas. Policies often make a section where separate document gives instructions under a specific area. However, it could be difficult to change the policies, which are implemented to become a part of organizational culture and the ways of working.

Table 7: Improper management can lead to a bad reputation

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	23	57.5	57.5	57.5
agree	5	12.5	12.5	70.0
neutral	9	22.5	22.5	92.5
disagree	3	7.5	7.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 7 shows the responses of respondent regarding improper management in hospitality industry. From this question, the areas that the employees need to look after would be on the improper management. Since bad reputation is a factor that can lead to mishaps in Hotel industry. Hence, the employees that are strongly agreed of the situation evolve with 57.5% whereas those who agree evolve with 12.5%. Besides, the employees that may or may not have a high percentage of working with the improper management system evolve with 22.5%.

However, those respondents that are disagreeing about the situation comprise of 7.5%. Thus, with the help of positive employee feedback, this can be minimized. As bad publicity can affect the culture, this can hurt the employee's morale to a certain extent. Thus, there have to be a transparency built across employee and the enterprise to reduce the improper management caused due to bad reputation in the Hotel industry.

Table 8: Every supervisor manager door is open to listen employee's problem

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	22.5	22.5	22.5
agree	13	32.5	32.5	55.0
neutral	9	22.5	22.5	77.5
disagree	9	22.5	22.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 8 shows the responses of respondent regarding employee's problems. Under this descriptive qualitative question, the idea is to look the current manager's effort and efficiency to address the problems of an employee by making door open. Here, data shows that 32.5% of respondents agree and those who strongly agree evolve with 22.5%. Likewise, 22.5% of respondents contribute the configuration by staying neutral on the topic whereas 22.5% of the total respondent strongly disagrees with the statement. Thus, it allows for a clear understanding of the relative frequencies and proportions of each response category, indicating the participants' attitudes or opinions towards the subject matter.

Table 9: Effectively communication determines the potentiality of a good management

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	15	37.5	37.5	37.5
agree	10	25.0	25.0	62.5
neutral	12	30.0	30.0	92.5
disagree	2	5.0	5.0	97.5
strongly agree	1	2.5	2.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Under this question, the data provides insights into the participants' responses and attitudes towards the statement regarding grievance communication and good management. The data depicts that most of the respondents strongly agreed which evolved with 37.5% whereas those people who agreed with the statement evolved with 25.0%. Likewise, those respondents who disagreed with the query evolved with 1%. In another hand, 30% of the respondents contribute the configuration by staying neutral on the topic. It indicates that a significant majority of

participants strongly agree with the notion, suggesting that they believe effective grievance communication is crucial for good management.

Grievances present among the employees

Table 100: Grievances present among the employees in hotel industry of Nepal

	Frequency	Percent	Valid Percent	Cumulative Percent
payment of salaries	13	32.5	32.5	32.5
increasing workloads	13	32.5	32.5	65.0
improper management in union relation	9	22.5	22.5	87.5
working environment	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

However, heavy workload is an under this multiple-choice question, the major motive is to identify different grievances present in the hospitality industry. Here, 32.5% of Employees have experienced difficulty with payment of salaries. Whereas, 32.5% have experienced increasing workload pressure. More importantly, 22.5% have had grievances around management not managing union relations effectively and 12.5% of respondent feels working environment not very effective. The payment benefit and increase workload pressure is the crucial area, where employee complaints are addressed. This involves the qualifications and amount to pay equity with the cost and the benefit programs area where the employee is given enough pressure when the company is running slowly. Besides, working conditions is a area, which has good satisfaction and motivation under the federal laws. Moreover, the management and the union relations evolve the unfair practice done relatively. Also, it portrays that an unbalanced relation between union and hotel also has great impact on creation of gap.

Management practices satisfying employee

Table 111: Management practices that satisfy employee

	Frequency	Percent	Valid Percent	Cumulative Percent
protecting personal information	4	10.0	10.0	10.0
responding to inquiries and compliant	13	32.5	32.5	42.5
training staffs and communicate with them	17	42.5	42.5	85.0

developing information to guests	5	12.5	12.5	97.5
provides offerings of goods and services	1	2.5	2.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 11 shows the response of respondents regarding management practices for satisfying employees. The management policies include areas like protecting personal information, which includes with 10.0% whereas the area of responding to inquiries and complaints evolve with 32.5%. It would be influential if training the staffs and communicating them effectively evolves with 42.5%. However, developing the guests with prior information evolves with 12.5% and that of providing offerings on goods and services evolve with 2.5%. Here, the data displays that providing different trainings to an employee for their career development and involvement of them in discussions can highly satisfy employees. With the advancement of HR, the desired organizational culture may have a policy on recruitment and selection area.

Table 122: Impact if employee grievances not handled

	Frequency	Percent	Valid Percent	Cumulative Percent
bad reputation	12	30.0	30.0	30.0
reduction in morale and performance	10	25.0	25.0	55.0
higher turnover	15	37.5	37.5	92.5
efficiency and cost	3	7.5	7.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

In this question, the main idea would be analyze the happenings of improper management faculties in the Hotel industry. The importance of having a grievance procedure in place in an organization is that if an employee does not have the opportunity to express his or her grievance, it will create some negative organizational impact which may include reduced productivity, absenteeism problems, disobeying of orders, indiscipline behavior and reduced quality of work, among others (Obiekwe, 2019). Here, there are certain areas that need to focus because of improper management. The impact of bad management has made a mark in the hotels as bad reputation evolves with 30.0%, whereas the reduction in performance and morale includes 25.50%. Moreover, there are aspects like high turnover, which evolve with 37.5% and efficiency and cost evolves with just 7.6%. Reduction in performance and morale may lack evenly as the employees experience frustration among them. High employee turnover in an organization have multiple effect on different aspects such as reputation of firm, increase in cost, low performance of leftover employee etc. Here, support a healthy work-life balance by providing flexible scheduling option and offering time off when possible. This can help reduce burnout and improve employee satisfaction.

Main causes of employee grievances

Table 133: Main causes of employee grievances

	Frequency	Percent	Valid Percent	Cumulative Percent
unmanageable work pressure	21	52.5	52.5	52.5
lack of facilities	8	20.0	20.0	72.5
lack of recognition	6	15.0	15.0	87.5
lack of teamwork	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Field survey, 2023

Table 13 shows the response of respondents regarding the causes of employee grievances in hotel industry. There are certain causes of employee grievances in the hotel industry today, which has become priority of employees. The major causes include unmanageable work pressure, which include with 52.5%, whereas lack of facilities include with 20.0%. In order, lack of recognition among the employees includes with 15.0% and that of teamwork include with 12.5%. Here, the employees may have a demand about the individual wage adjustments, as they feel comfortable when they are paid less. However, the working environment is too fragile that lack of recognition takes place with poor quality of materials. Effective management of shifts and works can aid in diminishing the situation.

Conclusion

Employee grievances primarily stem from unmanageable work pressure, lack of facilities, recognition, and teamwork, highlighting areas where improvements are crucial for employee satisfaction and organizational effectiveness. Failure to address these grievances can lead to detrimental consequences such as a bad reputation, reduced morale and performance, and higher turnover rates. Effective communication and transparent grievance handling procedures are emphasized as essential for fostering a positive work environment and mitigating issues. Additionally, investing in employee training and development, enhancing managerial accessibility, and promoting a culture of recognition and teamwork can contribute to addressing grievances and improving overall employee satisfaction and organizational outcomes in the hotel industry.

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