

Project literature review



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Project Literature Review: Grievance Processes Article Conceptualizing Employee Silence and Employee Voice as Multidimensional Constructs” By Linn Dyne, Soon Ang, and Isabel Botero

There are many ways in which employees want to send their ideas about work or how to improve it. Employees may express their grievances by being silent about what bothers them or voicing their opinions. The two, silence and voicing opinions are always opposites of each other but dependent on the motives of employees (Dyne, Ang and Botero 1361). In the event that employees chose to remain silent to is difficult to know what they want. As a result, it is not so hard to note most of them behaving or reacting in ways that show they are reactive. Though superficial comparisons of silence and voice suggest that ideas are two different behaviors among employee in organizations, they are still multi-dimensional in nature. Silence in an organization is a powerful, tool or force that employees may use to present their grievances (Dyne, Ang and Botero 1364). However, the two can still be used as a way of presenting employee grievances.

Article 2: “ The influence of heads of department personalities on the selection of grievance handling styles” By Daud, Zulkiflee, Khulida Yahya, Muhammed Isa, and Shakizah Noor

In organizations, issues that rise as a result of employees being dissatisfied with the working conditions, procedures or other problems are all classified under employee grievances. Aggrieved employees always file their dissatisfaction through such grievance processes and the management team has to take action (Daud, Yahya, Isa, and Noor 247). In some cases, the management is reluctant to take any action.

Matters involving grievances show that employees are usually trying to

express their dissatisfaction with the management. It also shows that there is a breach of the employees' rights that get affected because of lack of clarity. In organizations with low rates of grievances, employees may fear presenting their grievances (Daud, Yahya, Isa, and Noor 242). In most companies or businesses, grievance discussions are conducted several times as until the aggrieved parties can agree on the same issues as the party that is accused of propagating the problem. In all the grievance processes carried out in organizations, one main aspect stands out. This is communication. Both formal and informal communications are the key to eliminating or preventing grievances (Daud, Yahya, Isa, and Noor 248). The handling style used also matters because the wrong style of handling a grievance process only increases the frustrations and complains.

Article 3: “ A restorative justice perspective of grievance procedures” By Brian Bemmels, Graham Brown, and Michael Read

Justice in institutions, at work or at home can only be attained if there are effective grievance processes. Without these processes, there are no tangible outcomes and the employees' sense of justice is always violated. Most research on grievance processes focuses primarily on specific grievance processes such as the different stages of settlement, parties involved in the arbitration system and the applicable rates (Bemmels, Brown, and Read 24). However, these are not the complete evaluations that describe how effective the grievance procedures are and if the procedures target the employees. Therefore, it is crucial for an organization to embark on the use of subjective evaluations when making grievance procedures because they provide a full evaluation of grievance procedures and success is attained.

It becomes easier to establish the employee perceptions of justice and what can be done to change negative perceptions (Bemmels, Brown, and Read 25).

Grievance processes are there to restore the aggrieved parties' sense of justice. It promotes an employee's positive perceptions and reduces the rampant organizational conflicts in the 21st century. Additionally, when there is a face to face dialogue and proper communication of values the employee and management relationship does not deteriorate.

Works Cited

Bemmels, Brian, Graham Brown, and Michael Read. " A restorative justice perspective of grievance procedures." International Industrial Relations Association. (2009): 24-27.

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Dyne, Linn, Soon Ang, and Isabel Botero. " Conceptualizing Employee Silence and Employee Voice as Multidimensional Constructs." Journal of Management Studies. 40. 6 (2003): 1360-1388.