Impact of Workplace Employee Grievances on Employee Performance: Evidence from Operational Level Employees in Some Selected Apparel Companies

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ABSTRACT

Today, most of the apparel industries face challenges because of the high turnover rates and low productivity problems. The employees are the basic building blocks of the overall organizational performance. The objective of this study was to identify the impact of employee grievances on employee performance. The population of the study was 600 operational level employees from 03 selected apparel companies in Panadura area. The study investigated the impact of work place employee grievances on employee performance by analyzing the data collected through 200 operational level employees in selected apparel companies located in Panadura area. A paper-based structured questionnaire was administered to collect data. Miscommunication, overloaded work, aggressive supervisory behavior, and training gap in the workplace have shown significant association with employee performance based on the regression analysis. The study proved a negative relationship between the independent variables and employee performance.

Keywords: Aggressive supervisory behavior, Employee grievances, Employee performance, Miscommunication, Overloaded work, Training gap

INTRODUCTION

Human Resources are one of the most valuable and significant factors in an organization. Human resources often account for a large part of an organization's cost structure and are the source of achieving competitive advantage because of the capability to convert the other resources into output (Naufer & Kumar, 2020). Human resources are the employees, human beings with complex emotions, needs, and lifestyles and unique from other resources because the ability to control all other resources and the ability to think, feel and gather if there are any unfair occurrences (Maslach & Leiter, 2008).

According to Opatha (2009), the grievance is any real or imagined feeling of personal injustice which an employee has concerning his employment relationship. Even if the grievances are imaginary or real, they must be

reduced or solved by the management of the organization. If not, it may gradually increase and adversely affect the organization. Organizations may pay salaries and other monetary or non-monetary benefits. But it is not enough to retain employees and getting the best from them. Employers have to intervene the solving employee problem in a limited way. But the problems that occur in the working environment can be iron-out or minimize by the employer (Davis, 1971). The grievances of the employees are related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus, etc. Employees will feel satisfied only if their problems are addressed and solved on time. The employees are not expecting a

specific systematized procedure to solve their problems but they only require a fair discussion and a result that would solve the problems and let them work peacefully (Gomathi, 2014).

Solving grievances is a function to be performed by the management of an organization to make its employees happy or prevent them from being dissatisfied (Opatha, 2009). Even if the organization does not have any deficiency or malpractices, employees may get wrong ideas and create grievances on them since grievances may be based on actual reason or an imaginary one. Therefore, the management must pay attention to every single grievance and help employees to solve them. Grievances occur in every workplace and handling them properly is important for maintaining a harmonious and productive work environment (Gomathi, 2014). Settlement of grievances is important for organizations to employ effective Grievance Settlement Procedure (GSP) to address the grievances raised by the employees in the interest of promoting justice and to avoid disputes. GSP in an organization is intended to provide "peaceful" means for resolving conflicts and promoting effective labor-management relations (Gamage, 2007). There are many facets of an employee grievance, but from this study, the researcher attempted to investigate the impact of workplace employee grievances on employee performance.

Employee grievances result in high labor turnover and ultimately decrease the employee performance rate. Information received from the garment industry suggests that the average annual labor turnover is around 15%. The industry needs around 45,000 new recruits per annum to keep up with the present level of operations (International Labor Organization, 2019). The garment sector has recorded turnover rates up to 60% for some factories in the Western Province (Kelegama & Epaarachchi, 2001). According to International Labor Organization (ILO) statistics, some companies in the Export Processing Zone (EPZ) have reported a 3% monthly labor turnover, which amounts to one-third of the employees at any given time being 'new'. It is also known that labor turnover does not necessarily mean that all employees

leave the industry completely (International Labor Organization, 2019). Normally, the leavers leave one factory and join another factory. The Clothing and Manufacturing sector is labor-intensive. Therefore, a high level of labor turnover can directly affect the firms in the industry. These firms require smooth functioning of their operations and a high level of labor turnover may become dysfunctional.

The selection of the apparel industry in Sri Lanka was due to many reasons. The apparel manufacturing firms in Sri Lanka plays a vital role in providing a significant contribution to country's GDP, export earnings and employment. The industry sector, which accounts for about 25.5% of the GDP of Sri Lanka, has its highest output contribution with the manufacturing sub-sector (including apparel firms) accounting for a share of 15.5% of the total GDP in 2020. Textile, wearing apparel & leather products which were the major sub-sector of the export-oriented industries. Earnings from exports of made-up textile articles and other textiles increased by 64.79% and 11.72% respectively in December 2020 in comparison to December 2019. However, exports of Apparel increased by 46.58% in December 2020 compared with November 2020 (Central Bank of Sri Lanka, 2020).

This emphasizes that the Sri Lankan apparel industry has continued to grow and has a significant role in the economy. In addition to that Sri Lanka keeps the goodwill as the only outsourced apparel producing country in Asia which has endorsed all 27 international labor organization conventions. And it is reputed as a socially responsible & ethical apparel sourcing destination in the world (Consulate General of the Democratic Socialist Republic of Sri Lanka, 2020). Sri Lankan apparel industry is well-reputed in the global context due to the reliability and quality maintenance of the manufacturers who follow ethical practices such as free of child labor, free of forced labor, and eco-friendly international standards (Embuldeniya, 2015). According to the Board of Investment of Sri Lanka (2019), the apparel industry in Sri Lanka had a modest beginning in the 1960s producing mainly textile and clothing for the local market under

heavy protection. When considering the apparel industry in the Sri Lankan context, the industry itself is having huge competition. The firms' management is pushing the employees to achieve high-end targets to get the maximum output from each of the employees with the intention of maximizing the profit. Therefore, the employees have to undergo a lot of job tension and grievances.

The shop floor/operational floor is the place in the manufacturing industry where losses are accumulated or profits are made. It is the heart of any product organization, and thus should be the core competence of that organization. Managing the shop floor has never been or ever will be an easy task. On a typical apparel shop floor, during the transformation of the raw material in the form of fabric to finished goods. As apparel production is very labor-intensive, the speed of the slowest operator defines the speed of the production line. Assuming a less skilled operator is introduced in the cutting section. He/she will reduce the production speed by at least 20%. Therefore, the operational level employees in the Garment industry can be considered as the heart of the industry (Piyasena & Kottawatta, 2015).

Examining the operational level of the apparel industry in Sri Lanka is significant in the current context. Most studies on employee grievance had been focused on the factors affecting employee grievances and few studies had been done on the impact of workplace employee grievances on employee performance, the main focus of this research. Having considered the evidence of the background, the current study was conducted to assess the impact of workplace employee grievances on employee performance in operational level employees of selected Apparel companies in Panadura area.

The paper proceeds as follows. In the next section, the researcher develops hypotheses by examining the literature. Further, the research method and measures adopted in the study are elaborated. Following this, the study presents the results and discussion. Finally, conclusion, implications and further research directions is provided in the study.

LITERATURE REVIEW

Concept of Grievance

The grievance is a word that involves worker discontent or dissatisfaction having the features such as, it may be real based on actual injustice or imagined based on assumed injustice which occurred from the perception of management, expressed distinctly or not, maybe informal or formal, may arise out of something relating to employment, organization, work or job, maybe individual or collective- an employee or group of employees feel or believes that an injustice has been done by a manager or several managers in the organization, the grievant or representatives on behalf of the grievant may make it and it may be termed as a complaint or a grievance or a dispute. (Opatha, 2009). Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace. Therefore, handling grievances in any firm is paramount essential to build a high-performing work environment (Gomathi, 2014).

Employee grievance represents a feeling of dissatisfaction or discontent on the part of a worker resulting from the actions or decisions of supervisors or top management. It is any real or imagined feeling of personal injustice which an employee has concerning his employment relation. Aspinall (2007), defines grievance procedure as a method through which employees make their voice known about management practices and/or decisions, to have them properly resolved. Jones and Gorge (2000) posit those disagreements are always an inevitable part of organizational life. However, management always put in place some processes and procedures which can be followed to ensure that every such conflict and grievance is resolved. These processes are known as employee grievance procedures

Concept of Employee Performance

Employee performance can be seen as the actual output or results that an individual has achieved. It is the extent to which an employee was able to perform when comparing with other employees. According to Ali and Farooqi (2014), Performance is the total expectation of an organization from separate behavior

samples of each person during a specific period of time. Employee performance is a set of behavior which person show concerning his job or, in another word, amount of efficiency gained due to the person job type (Rashidpoor, 2000). Job performance is the same person's efficiency in his job according to his legal tasks and show amount of effort and success of that person (Dizgah, et.al., 2012). The individual performance led to group performance and the performance of all the groups translate to the organization's performance.

Relationship between the Employee Grievances and Employee Performance

People are an important ingredient for the survival and productivity of organizations. The ability of management to ensure that their grievances are handled in an unbiased, just, and fair manner is a plus to any management team as proper management of employee grievance ensures a harmonious relationship between management and workers. When harmonious management workers relations exist, employees become more committed and this makes them put in more effort, which helps to improve performance. Melchades (2013), stated that employee performance is affected by any nature of the grievance, and grievance management deals directly with workers and all that concern them, so can influence workers performance and productivity of organizations. Suppressed workers' grievances are known to have given rise to accidents at the workplace, absenteeism, strike actions, and different forms of industrial sabotage, low morale and reduction in employee commitment. Therefore, when the management of employee grievance is in place, workers' morale improves, commitment increases and even organizational citizenship behavior develops, all of which are vital for improved employee performance and ultimately organizational performance. According to Akanji (2005), a well-constructed and effective employee grievance management induces a positive performance, while a poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony of the entire organization with reduction in productivity and performance of organizations. Through

good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions (Longe, 2015). Hence, management needs to resolve a conflict properly for the sake of increasing employee performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011).

Studies have identified several variables that influence workplace grievances (Chan & Lynn, 1991; Becker & Gerhart, 1996; Cheng et al., 2003). Variables such as miscommunication, overloaded work, aggressive supervisory behavior, and training gap in the workplace impacted the workplace grievances.

Hypotheses Development

Poor communication is probably the most frequently cited source of interpersonal conflict. The miscommunication is also stimulated by the delayed action of the officer on any conflict or argument in the group. Thus, the concept of miscommunication between supervisor and employee may result in disharmony in the office, inefficient team output, and negative work performance (Pazcoguin, 2013). Individuals spend nearly 70% of their working hours communicating- writing, reading, speaking, listening- it seems reasonable that one of the biggest inhibitors of group performance is a lack of effective communication. Good communication skills are critical to career success (Robins et al., 2019). Any form of miscommunication in the corporate world can be a result of the physical environment within or the behavioral aspects of employees and employers. Differing goals between supervisors and their employees can result in a divided team with different goals and objectives within the group and will provide a bridge to having a negative effect on the attitude of the employees, which will result in poor productivity, lower output, or quality of work (Pazcoguin, 2013). Therefore, the below hypothesis has been proposed by the researcher.

H₁: There is a negative relationship between miscommunication and employee performance

Work overload is a crucial issue of any organization now a day. This problem increases day by day that produces stress and work-life conflict and decreases the morale of the employees which ultimately decreases the performance and reduces the employee involvement in their job (Ali & Farooqi, 2014). If jobs are not properly designed, it is possible for a decline of the organization by not meeting efficiency, effectiveness, and productivity (Opatha, 2009). A job composed of tasks, duties, and responsibilities and job design is concerned with the contents of the job, the tools and techniques to be used, the surroundings of the work, and the relationship of one job to other jobs. If the content of the job is too much; the tools are not sufficient or appropriate; the surroundings of the work are unpleasant and hazardous, and the relationship of one job to other jobs is not clear or contradictory, there will be a significant negative impact on efficiency, effectiveness, productivity, job satisfaction, training and development and health of the employee (Opatha, 2009). Staff is engaged in extra work but no proper incentive and pay plans are given to their employees for extra workload which ultimately results in low job satisfaction (Ali & Farooqi, 2014). Thus, based on the previous studies, the second hypothesis is,

H₂: There is a negative relationship between overloaded work and employee performance

According to Vandenberghe et al. (2017), employees who display higher levels of organizational commitment are rewarded by their supervisor and for this reason, it might increase their commitment to the organization. Moreover, employees who are under the influence of supervisors will show more loyalty to their supervisor than to the organization (Cheng et al., 2003). Zehir et al. (2012) stated that even though there are several commitment types, commitment to superior is the most influential one (Gregersen, 1993; Becker & Gerhart, 1996; Meyer & Allen, 1997). According to Cheng et al. (2003), whether an employee decides to stay or to quit and feels satisfied or unsatisfied, the commitment to his/her supervisor would be considered as an important factor, in addition to their organizational commitment. Employees feel closer to their superior than

organization, when they see the organization as a whole (Wasti & Can, 2008). In this study aggressive supervisory behavior is considered as a factor of the workplace employee grievance and focus to investigate the relationship between aggressive supervisory behavior and employee performance. Therefore, the third hypothesis of the study is,

H₃: There is a negative relationship between aggressive supervisory behavior and employee performance

Organizations provide training to optimize their employee's potential to prepare their workers to do their job as desired. Most of the firms, by applying long-term planning, invest in building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in the future, thus, improving the employee performance through a superior level of motivation and commitment. When employees recognize their organization's interest in them through offering training programs, they, in turn, apply their best efforts to achieve organizational goals and show high performance on the job (Elnaga & Imran, 2013). The companies aimed at gaining the competitive advantage realized the importance of training in improving the employee's performance. Past studies provided evidence regarding the positive effect of training programs on employee performance (Elnaga & Imran, 2013). The researcher expects to investigate the impact of training gaps on employee performance on the direction of workplace employee grievances in this study.

H₄: There is a negative relationship between the training gap and employee performance

Variables of the Study

The variables of the study were miscommunication, overloaded work, aggressive supervisory behavior and training gap in the workplace and the dependent variable was employee performance.

Conceptual Framework

Source - Developed by the researcher

Hypotheses of the Study

The following hypotheses were formulated in the study.

H₁ There is a negative relationship between miscommunication and employee performance

H₂ There is a negative relationship between overloaded work and employee performance

H₃ There is a negative relationship between aggressive supervisory behavior and employee performance

H₄ There is a negative relationship between the training gap and employee performance

METHODOLOGY

The population was 600 operational level employees in three selected apparel companies in Panadura area and the Sample size was 200 operational level employees. The sample had been chosen through a simple random sampling technique. The research sample (N)

included 200 operational-level employees from three selected apparel companies. The collection of data has been conducted by the paper-based questionnaires which distributed to operational level employees in selected apparel companies.

The questionnaire has 30 questions. The first 05 questions addressed the employees' demographic facts and 6 to 10 questions addressed the miscommunication and the researcher created those questions to identify the level of communication at selected organizations. Also, the questionnaire attempted to address the usage of technology, support of the supervisors for the communication and the way miscommunication impacted employee performance. 11 to 15 questions addressed the overloaded work and identified the work level, remuneration and satisfaction level of employees. 16 to 20 questions addressed the aggressive supervisory behavior and then 21 to 25 questions considered the training gap and its influence. Finally, questions from 26 to 30 addressed employee performance and the performance measured through the employees' experience about the achievement of their daily production targets.

The researcher gathered data from two sources. Primary sources were the structured questionnaires distributed to respondents. The secondary data has been gathered through business magazines, websites and research articles.

The researcher has conducted a pilot study to measure the reliability of the variables. A pilot study is a small-scale study done in preparation for a wider study. In this study, thirty sample questionnaires were circulated among 30 operational level employees to test the questions and desired outcome as a pilot project to measure the validity and reliability of the questionnaire. The outcome of the test is indicated under the analysis of the study section.

Table 1 : Operationalization of Variables

Variables	Indicators	Measures	Question No
Demographic characteristics	Age Gender Education Working Experience Marital status	Ordinal Nominal Ordinal Nominal Nominal	1-5
Miscommunication	Level and quality of communication Superior encouragement for communication	Likert Scale	6-10
Overloaded Work	Level of working condition	Likert Scale	11-15
Aggressive Supervisory Behavior	Level of supervisory influence	Likert Scale	16-20
Training Gap	Level of training gap influence	Likert Scale	21-25
Employee Performance	Daily targeted production unit achievement	Likert Scale	26-30

Source - Developed by the researcher

Analysis of the Study

This research presented a quantitative study to quantify the association between the independent and dependent variables. To test the reliability, the study has considered the Cronbach's Alpha value. SPSS Software package (version 23) was applied for the analysis of the data, using statistical tools such as Pearson's correlation, multiple regression and ANOVA. Further regression analysis,

coefficient of correlation and correlation of determination were calculated to these variables.

By considering the accuracy of variables of the study has used Cronbach's alpha method. As shown in Table 1, all Cronbach's alpha values were above 0.7 for all constructs indicating sufficient internal consistency of the items in the scale. All the independent variables supported the dependent variable of the study. So, the study was reliable as per the statistics.

Table 2: Reliability of Variables (Cronbach's Alpha Table)

Variable	Cronbach's Alpha (α)	State of internal consistency	Number of items
Miscommunication	0.801	($0.9 > \alpha \geq 0.8$) - Good	5
Overloaded work	0.824	($0.9 > \alpha \geq 0.8$) - Good	5
Aggressive supervisory behavior	0.802	($0.9 > \alpha \geq 0.8$) - Good	5
Training gap	0.815	($0.9 > \alpha \geq 0.8$) - Good	5

Source – Primary Data

Table 3: Summary of Demographic Factors

Description	Range	Frequency	Percentage
Age (Year)	Below 21	47	23 %
	21-30	90	45 %
	31-40	38	19 %
	Above 40	25	13 %
Gender	Male	79	39 %
	Female	121	61 %
Educational Level	Up to Grade 8	46	23 %
	Up to O/L	89	44 %
	Up to A/L	65	33 %
Work Experience	Below 1 year	29	14 %
	1-3 years	83	41 %
	3-5 years	57	29 %
	More than 5 years	31	16 %
Civil status	Single	102	51 %
	Married	98	49 %

Source – Primary Data

Table 4: Correlation Coefficient of Variables

	Miscommunication	Overloaded work	Supervisory behavior	Training gap	Employee performance
Miscommunication	1				
Overloaded work	-0.847**	1			
Aggressive supervisory behavior	-0.854**	-0.851**	1		
Training gap	-0.843**	-0.840**	-0.832**	1	
Employee performance	-0.836**	-0.833**	-0.847**	-0.801**	1

**Correlation is significant at the 0.01 level (2-tailed)

The selected sample size included 47 employees in the age of below 21 category, 90 respondents in the age category of 21-30, 38 respondents from 31-40 age category and 25 employees from above 40 age categories. Further, it showed a majority of respondents fell into the age category of 21-30 and it represented 45% of respondents out of whole respondents

According to the table 3 above, female respondents have taken a higher percentage (61%) compared to male respondents (39%).

According to the survey, most of the respondents have been educated up to GCE O/L which consisted of 89 employees represented 44%. 65 respondents represented 33% have educated up to GCE A/L. 46 respondents represented 23% have educated up to grade 8.

According to the survey, there were 14% of respondents which consisted of 29 employees belonged to the below one-year experience category. A maximum of 41% of respondents which consisted of 83 employees have fallen into 1-3 years of experience category. The 29%

of respondents which consisted of 57 employees belonged to the 3-5 years working experience category. 16% of respondents which consisted of 31 employees were in the category of more than 05 years of working experience and the highest population belonged to the single category (51%).

The correlation coefficient between miscommunication and employee performance was statistically significant and is also indicated a strong negative relationship ($r=-0.836$, $p<.000$). A strong negative relationship indicated the strength and the direction of the two variables. The direction was negative the interpretation was, high miscommunication in the workplace contributed a low employee performance.

The correlation coefficient between overloaded work and employee performance was significant and was also indicated a strong negative relationship ($r=-0.833$, $p<.000$). A strong negative relationship indicated the strength and the direction of the two variables. The direction was negative the interpretation was, high overloaded work contributed a low employee performance.

The correlation coefficient between aggressive supervisory behavior and employee performance was statistically significant and was also indicated a strong negative relationship ($r=-0.847$, $p<.000$). Strong negative relationship indicated the strength and the direction of the two variables. Direction was negative and the interpretation

was, high/adverse supervisory behavior contributed to a low employee performance.

The correlation coefficient between the training gap and employee performance was statistically significant and was also indicated a strong negative relationship ($r=-0.801$, $p<.000$). A strong negative relationship indicated the strength and the direction of the two variables. The direction was negative and the interpretation was, high training gap contributed a low employee performance.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square
1	-.861 ^a	-.824	-.812

- a. Predictors: (Constant), Mean miscommunication, Mean overloaded work, Mean aggressive supervisory behavior, Mean training gap
- b. Dependent Variable: Mean employee performance

Source – Primary Data

Multiple correlation “R” was -0.861. This says that there was a strong negative relationship between the individual variables and employee performance.

R-square is -0.824. This indicated that 82.4% of dependent variable has been described by the individual variables. Adjusted R-square was also representing that -81.2% of the dependent variable has been described by the individual variables.

Table 6: ANOVA

ANOVA ^a					
Model	Sum of squares	df	Mean Square	F	Sig
Regression	346.337	4	86.584	138.532	.000 ^b
Residual	28.338	198	.298		
Total	374.675	199			

- a. Dependent Variable: Mean employee performance

- b. Predictors: (Constant), Mean miscommunication, Mean overloaded work, Mean aggressive supervisory behavior, Mean training gap

Source – Primary Data

According to the above table, the “P” value of the analysis showed a value of 0.000 which is

<0.05 and the F value is 138.532. Based on the significant value (“P” value), alternative

hypotheses of this study in terms of all four independent variables can be accepted. The probability of F test statistics of the regression ANOVA was highly significant. So, the model was significant. Further all the independent

variables such as miscommunication, overloaded work, supervisory behavior and training gap significantly affect employee performance.

Table 7: Coefficients of Independent Variables

Coefficients ^a				
Model	B	Standard Error	t-value	p-value
1 (Constant)	34.630	3.385	6.756	.001
Mean miscommunication	-.365	.139	-2.619	.003
Mean overloaded work	-.367	.141	-2.586	.001
Mean aggressive supervisory behavior	-.291	.089	-2.463	.000
Mean training gap	-.266	.114	-2.321	.002

a. Dependent Variable: Mean employee performance

Source – Primary Data

All four of these variables negatively influenced employee performance. The probability of miscommunication, overloaded work and training gap was significant with negative beta values and the probability of supervisory behavior was statistically significant with negative beta values. Hence, miscommunication, overloaded work, aggressive supervisory behavior and training gap influenced negatively on employee performance.

Hypotheses testing

Table 8: Hypotheses Testing

H₁	There is a negative relationship between miscommunication and employee performance	Accepted
H₂	There is a negative relationship between overloaded work and employee performance	Accepted
H₃	There is a negative relationship between aggressive supervisory behavior and employee performance	Accepted
H₄	There is a negative relationship between the training gap and employee performance	Accepted

Source- Developed by the researcher

The table was formulated for which the research hypotheses sought to test. Based on the regression results the study has tested the hypotheses. After analyzing the research data, the researcher has found that the miscommunication, overloaded work, aggressive supervisory behavior and training gap had a significant impact on employee performance. Therefore, the hypotheses **H₁, H₂, H₃ and H₄ were accepted.**

FINDINGS

The major findings revealed in this study are given below.

The correlation coefficients between independent variables and employee performance were significant and were also indicated a strong negative linear relationship.

After analyzed the research data the researcher has found that miscommunication had a significant impact on employee performance, hence hypothesis **H₁ was accepted**. The interpretation was, miscommunication contributed to a low operational level employee performance. Nowadays more companies are trying to find ways to reduce miscommunication and improve the transparency of communication channels. No individual, group, or organization can exist without sharing meaning among its members. Perfect communication enables unity among individuals and allows the receiver to perceive the same mental picture as the sender.

Transparent communication combats loneliness and reduces conflicts (Collisioncowork.com, 2018).

The independent variable of overloaded work had a significant impact on the dependent variable of work-life balance. So that hypothesis ***H₂ was accepted***. So that high overloaded work contributed a low employee performance. Employee overload can be especially tricky to [manage](#) in modern-day work culture. On one side, managers are continually being asked to do more with less, which equates to heavier workloads for themselves and their employees. On the other hand, workers are often hesitant to speak up about the overload work that has been allocated to them. Therefore, organizations need to manage those workloads and avoid the detrimental impacts of employee overload. With workload charts, organizations can easily manage employees' capacities, prioritize tasks, and plan work allocation based on availability (Wrike.com, 2020).

Aggressive supervisory behavior had a significant impact on employee performance and also indicated a strong negative linear relationship. Hence the hypothesis ***H₃ was accepted***. So that adverse supervisory behavior that devalues employees contributed a low employee performance. Leaders have an impact on the stress levels and, depending on the style of leadership, that impact can be either positive or negative. Autocratic leadership tends to generate fear, insecurity and political behavior in an organization. This in itself will cause increased and unnecessary stress. Even moderate autocracy can result in people feeling demotivated and unfulfilled. This lack of positive feedback also tends to increase background stress and de-motivation (Extensor.co.uk, 2018).

The correlation coefficient between the training gap and employee performance was significant and as per the current study, there was a negative relationship between the two variables. So that hypothesis ***H₄ was accepted***. Skill and training gaps crop up in every workplace. Jobs, technologies, and even demand change over time. When this happens, recognizing and working to fill performance gaps is crucial to maintaining results and productivity inside the team. The best short-

term strategy is to use direct intervention to bridge these gaps with training and hiring, but long-term goals should involve using competency models and frameworks to account for skills gaps before they occur, so that employees are hired, developed, or directly trained to prevent them (Profilesasiapacific.com, 2020).

The Beta values of the four independent variables proved that all four of these variables negatively influence the operational level employee performance.

Based on the regression results the study has tested the hypotheses. Hence the miscommunication, overloaded work, aggressive supervisory behavior and training gap had a significant impact on employee performance. Hence the hypotheses ***H₁, H₂, H₃ and H₄*** were accepted.

Organizational Initiatives for Effective Grievance Handling to Improve Employee Performance

Organizations must implement group communication systems such as notice boards in every department, daily department discussions, suggestion box and internal mail systems. Most of the grievances arise because of a lack of information. For that daily targets, important information that needs to employees, need to be shown in a suitable place where attention is on. Further apparel sector organizations need to improve open-door policy for employees to tell their disappointments and grievances to the management before those arise as a conflict or dispute. Organizations must ensure confidentiality of all the individual employees who wish to raise their problems in the very initial stage and need to improve a system to employee appreciation such as daily target achieved employees, best weekly or monthly employee and give just a wording appreciation or a small gift. Then their morale and motivation will be increased, also their little disappointments will have no room to arise as grievances.

The companies should have proper data management systems on previous and updating grievance management activities and make necessary arrangements when situations

change. Allocation of sufficient resources especially the time for the employees who seek attention and have to pay more attention to newly joined employees to retain them in the organization.

DISCUSSION AND CONCLUSION

The study aims to identify the impact of workplace employee grievances on employee performance. The results of the study indicated a negative relationship between the independent and dependent variables. The factors considered for the study were miscommunication, overloaded work, aggressive/adverse supervisory behavior and training gap. According to Ubeku (1975, p. 211) "An employee cannot do effective work if he or she is aggrieved against his supervisor or the organization in general. The depression he experiences due to his grievances will make his morale to below and as a result, his efficiency drops, irrespective of whether he enjoys the work or if he is well paid or not. Unless the individual performing the job feels he is being fairly treated, his morale will be adversely affected". However, when an employee feels aggrieved as a result of neglect, unfair or unjust decisions, or actions of the manager or direct supervisor, there are opportunities for him to make his feeling or grievance known to the top management through grievance procedures set up by the management. According to Juneja (2018), grievance lower employees morale and efficiency, and when unattended to, result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism. Hence the findings of the study are in line with the findings of past scholars.

Further, the study aids in finding out the facets of employee grievances that negatively associated with employee performance. Based on this study, the result indicated that miscommunication, overloaded work, aggressive/adverse supervisory behavior and training gap negatively associate with performance levels of apparel sector employees. The respondents perceived miscommunication, overloaded work, aggressive supervisory behavior and training gap as important grievance factors which has a negative relationship with performance among employees. To reduce circumstances of the

workplace employee grievances, the human resource department can attempt different kinds of strategies to improve current existing procedures to identify which type of method can reduce employee grievances in organizations. In this study, the researcher focused on four main sub-variables which affect work-place employee grievances. The relationship between these factors and employee performance is significant and negative. So, that indicated mainly employees considered the factors of miscommunication, overloaded work, supervisory behavior and training gap as the reasons for the grievances which affects their level of performance.

IMPLICATIONS

The implications to improve employee performance are maintain a sound relationship between the superior and the subordinate, communicate transparently and openly and let the employees know they can respond to the superior levels whenever they need. Also, allow the employees to work according to the flexible time schedules since that will help them to reduce the workload and stress and also provide necessary training. More importantly, it is clear that more can be done to start a discussion with employees to understand their needs and wants from a healthy workplace perspective.

FUTURE RESEARCH PROSPECTS

The researchers are encouraged to expand the geographical coverage of the study. Due to the limitation of the cross-sectional study, there is only one perspective being studied at a particular time. Hence, a longitudinal study is being promoted in subject to considerable time and budgets are given. By applying a longitudinal approach, the researchers may study the changes and development of the respondents' perspectives. They may conduct interviews with respondents to obtain more reliable and precise findings of the study. Apart from that, the researchers are recommended to provide a wider range of question options to generate more reliable findings in the study. Most of the respondents are restricted to the standardized answer options stated in questionnaires. Hence, the researchers may provide more open-ended questions instead of close-ended questions to

target respondents. With the provision of open-ended questions, the respondents may raise their opinions in questionnaires and generate different new perspectives to the research. Moreover, the mediating variable is recommended to be incorporated in the study. The past empirical studies are merely examining the affiliation between independent variables and dependent variable. As the incorporation of mediating factors, the external factors of study can be taken into account. Therefore, the presence of mediating variable may give a better overview of the grievances procedure on affecting the employee performance level among operational level employees. As a result, it generates more accurate findings and enhances the reliability of the study.

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