

GRIEVANCE DEFRAIAL: AN OVERVIEW

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Abstract

Preserving quality of work life for its employees is an important concern for the any business. The gripe handling modus operandi of the organization can shape the harmonious milieu of the organization. The grievances of the human resources are linked to the indenture, work rule or directive, policy or practice, health and safety bylaw; past live out, changing the edifying norms unilaterally, individual oppression, remuneration, windfall, etc. Research was conducted in order to achieve insight on grievance handling procedure in manufacturing setup. The research involved collection of primary data from the employees of the sector from varied companies thus the insights was drawn. Affiliation building is key to flourishing employment dealings.

Key Words: Grievance settlement, Compensation, Labor welfare, Grievance handling

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Introduction

No human being can ever be satisfied on all accounts. The same applies to employees working in organizations who may not be satisfied with all aspects of their working life such as working conditions or terms of employment, wages, payment of overtime, bonus, leave, transfer, promotion, canteen facility, equipment, behavior of managers, supervisors and colleagues, HR policies and practices, etc. some of the dissatisfaction is based upon unadulterated causes but some of them are not real and are created by the employees only to blame others. This dissatisfaction is called grievances.

A accusation is a feeling of dissatisfaction whether expressed or not, whether valid or not, arising out of anything connected with the association which an employee thinks, believes or even feels to be unfair, unjust or inequitable.

The aim of the study is to find whether the grievance handling mechanism ensures that employee's problems are recognized and appropriately reviewed in a prompt and timely manner. The grievance apparatus acts as a foundation for a harmonious and healthy relationship between employee and employer. The grievance device ensures a fair and just treatment of employee's concerns and timely resolution of grievances without favoritism, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.

Review of Literature

Dr.V.Mohana Sundaram, N.Saranya, (2013) in his article "Employee Grievance" Organizations are made up of people and functions through people without people organization cannot exist. The resource of men, money, materials and machinery are collected, coordinated and utilized through people in the organization. It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goals.

Zulkiffee Bin Daud, Khulida Kirana Yahya, (2011) in his research paper “The Influence of Heads of Department Personalities on the Selection of Grievance Handling Styles“ Grievance management is an important topic in the area of industrial relations. Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear. This research discusses the styles in handling grievances among heads of department at a telecommunication headquarters and branches located in Peninsular Malaysia and the determinant of personalities in selecting the appropriate styles.

Sonika Sharma, Niti Sharma, (2011) in his research paper entitled “Listening Skills: A Prerequisite for Grievance Handling” The ability to be an active listener is too often taken for granted. HR professionals play pivotal role in the organization. They inject a feeling of confidence and belief among the staff members by listening and solving their issues and concerns. Employee grievances are essentially human problems, real or imaginary.

Lawrence Nurse, Dwayne Devenish, (2007) in his working paper entitled “Grievance Management and its Links to Workplace Justice” The purpose of this paper is to explore the influence of workers' demographic characteristics on their perceptions of procedural justice from grievance management. A related aim is to determine whether procedural justice perceptions have an impact on perceptions of distributive justice

Problem Statement

Employees differ as individuals, in their needs, expectations and behavior. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. It is not an easy task for the management to keep all the employees satisfied and motivated, all the time. There can be different reasons for an employee being dissatisfied. The grievance redressal procedure of an organization enables employees to air their dissatisfaction. It is important for an organization to have an effective grievance redressal system. This research is conducted to study the effectiveness of grievance redressal procedure in manufacturing sector. This report includes the various factors which are taken into consideration for measuring the job satisfaction among the employees. This research also takes into consideration the methods adopted by the organization for handling and resolving the conflict. The main focus of this study revolves around the lower level management of the organization.

Every employee has certain expectations which he thinks must be fulfilled by the organization he is working for. When the organization fails to do this, he develops a feeling of discontent or dissatisfaction. When an employee feels that something is unfair in the organization, he is said to have a grievance. In the Industrial Relations language, Grievance is defined as anything which irritates or tends to make work conditions unsatisfactory and thereby harbors a discontent or dissatisfaction arising anything connected with the company that an employee thinks, believes or even feels, unfair, unjust. In this sense many of the controversial issues in Industrial Organizations may be said to arise as a result of inept or ill-advised handling or neglect of grievances which individually may appear trivial but collectively may become explosive.

The basic objective of the project is to frame a Grievance Redressal Procedure Manufacturing sector and to analyze the types of grievances that existed among the in Manufacturing sector. When a problem arises or employees feel they have been treated unfairly, they should normally discuss it with their supervisors. Discussion usually leads to a better working relationship as well as a better working environment. If such discussion doesn't lead to a satisfactory resolution, employees can discuss their concerns with the person to whom their supervisor reports. If employees feel unsafe in discussing a situation with their supervisors or department heads, they can request assistance in resolving their concern from Human Resources. Supervisors

and department heads have a joint responsibility to be aware of and to work together with employees to resolve such employee-supervisor matters in a mutually beneficial fashion. Employees who are unable to resolve a problem through the above procedure may discuss that problem with Human Resources.

Objectives of the study

- To understand the important of the settlement of grievances in manufacturing sector
- To study the factor causing grievances in manufacturing industries
- To ascertain the settlement procedure in manufacturing industry
- To understand the role of employer and labor union and employee in grievance settlement
- To evaluate the role of government in grievance handling
- To study the best grievance handling practices in the manufacturing industry
- To study employee perception about effectiveness of grievance handling

Research Design

Type of Research

The study is descriptive in nature

Population

Employees who are working in manufacturing industry

Sample Size

The sample for the study is limited to 105 respondents.

Sampling Unit

For this study the respondents are the employees of manufacturing industries

Type of Sampling

Simple random sampling methods are used for the study.

Tools of Data Collection

Primary data:

Primary data are fresh data collected through survey from the employees using questionnaire.

Secondary data:

The secondary data for this work will be obtained from company magazines and brochures, website, newspapers, internet, text books, reports and other promotional materials.

Data Analysis and Interpretation

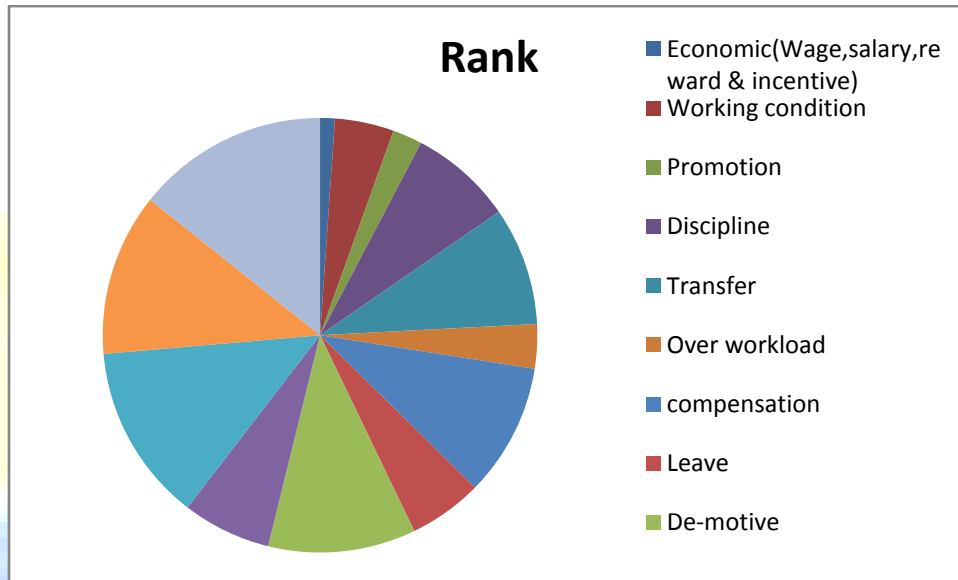
Rank the following factors which the most grievance prone subjects in your organization?

Table 1 – Rank of the factors which cause most grievances

No.	Factors	Rank	Percentages of responses
i.	Economic(Wage,salary,reward & incentive)	1	18
ii.	Working condition	4	12
iii.	Promotion	2	15
iv.	Discipline	7	7
v.	Transfer	8	5
vi.	Over workload	3	14
vii.	compensation	9	4
viii.	Leave	5	9
ix.	De-motive	10	3
x.	Transport facilities	6	7
xi.	Partiality	12	2
xii.	Co-worker relationship	11	2
xiii.	Others (social injustice, workgroup,etc)	13	2

Source: Field Survey

Figure 1: Ranking the factors which cause most grievances



Source: Field Survey

Data Analysis: From Table no.1, it is observed that most of the employees agree that Wage salary, rewards & incentives are major drivers of grievance in the manufacturing sector.

Apart from the above mentioned, major factors which were discovered in this process are promotion, work overload, Leave approvals etc.

Interpretation: From table no. 1, it can be inferred that grievance redressal should be sought on a priority basis for wage, incentive and salary related issues since they are the major drivers of dissatisfaction amongst the workers. Redressal in these cases is imperative since it also affects the productivity and efficiency thus affecting revenue generation of the organization.

Findings, Suggestions and Conclusion

Findings

It is found that majority of respondents were neutral on their opinion about grievance settlement mechanism

- Most of the respondents are of the opinion that the work environment of their organization is stressful.
- Most of the respondents are of the opinion that the grievance was partially sought in the redressal cases.
- In the manufacturing industry, it is observed that the grievance issues are mainly addressed to functional heads.
- It observed that most of the respondents agree that Economic (Wage,salary,reward& incentive) factors is the most grievance prone subjects in their organization
- It is found that most of the employees say that their immediate supervisor is not addressing their grievances in the specific time period.
- Most the employees are of the opinion that open door policy and exit interviews are dominant ways of handling grievances
- It is found that most of the employees has a neutral opinion about government intervention in settling the grievance in the organization
- It is found that most of the employees say that their organization is not maintaining a cordial relationship with government officials.

Suggestions

- Organization needs to ensure the wages or salary should not deviate from the slabs provided by comparable industries. They would ensure lower dissatisfaction among employees.
- Organization should ensure congenial work atmosphere in order to ensure higher productivity, efficiency, tackling absenteeism and conflicts among employers and employees.
- Organization should take steps in order to ensure complete solutions for grievance redressal. This would ensure workplace satisfaction amongst employees.
- Most of the respondents are agree to the dissatisfaction with the condition of services, so this can be rectified.
- Some of the respondents are agree to the dissatisfaction with the management style to redress the grievance, so this can be changed.
- Most of the respondents are facing the grievance in long time, so this can be rectified.
- Informal counseling helps to address and manage grievances in the workplace.
- Conflict management in the organization will be helpful to reduce the number of grievance rates.
- Suggestion/Complaint boxes can be installed in the organization in order to seek redressal.
- Opinion surveys can also be helpful to address the grievance at the grass root level.

Conclusion

Trouncing out a labor agreement is not the last step in collective bargaining. No industry contract can cover all contingencies and answer all questions. For example, suppose the contract says you can only expulsion an employee for “just cause.” The labor contract’s grievance procedure usually handles problems like these. This method provides an orderly organization whereby both company and union determine whether some action sullied the contract. It is the vehicle for administering the contract on a daily basis. The grievance process allocates both parties into a symbiotic relationship.

Some of the workers are disappointment with the working condition, salary, Over workload, work load, organization style and co-worker affiliation. So the organization needs to recover the various facilities and workers contentment program.

The association is recognizing the importance of fulfilling the staff and retaining them.

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