



EMPLOYEES GRIEVANCE REDRESSAL MECHANISM IN A MANUFACTURING INDUSTRY

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Abstract

Grievance is a dispute that arises between the employees and employer. In an industrial setting it is very important to have effective mechanisms for the purpose of addressing and resolving the grievances of employees. The purpose of the present study is to understand the employees grievance redressal techniques which are practiced at BEML, Mysuru. Primary data was collected with the help of structured questionnaire, which was handed over to 100 employees working in various departments of the organization. Simple random sampling technique was used to select the respondents. Secondary data was collected through academic literatures on grievance redressal techniques, company records and company websites. Data analysis was done with the help of descriptive statistics. Results of the study show that employees are satisfied with the grievance redressal mechanism used by the organization. Understanding the present system, suitable suggestions were provided for further improvements.

Keywords: Grievance, Grievance Redressal Mechanism

INTRODUCTION

Grievance is any form of disputes, injustice experienced by the employees at the workplace. An employee may raise a grievance when they feel the collective agreement is been violated. Any form of grievance is been handled with the help of collective bargaining involving representatives from the employer and trade union members.

Grievance Redressal Mechanism:

Grievances at the workplace are of various forms and nature. The management is highly concerned to the settlement of disputes / grievances at the workplace. Employees grievances are the manifestation of their dissatisfaction against their working conditions, managerial decisions and other work related issues. If the grievances are not resolved promptly, it may lead to frustration among employees.

Keeping this in view a formal procedure for handling the grievances at workplace was introduced. Every grievance handled will have a conclusion reached by employee's / trade union representatives and

employers. Both the parties abide by the agreement reached by the grievance team. The labor management relationship is thereby strengthened and enriched with the help of grievance mechanism by resolving the employee disputes.

Employee grievances are common in every business enterprises. Handling them in an effective manner and creating a harmonious workplace is in the hands of employers and the trade unions. There are appropriate mechanisms for handling grievances at workplace as per the legal rules and regulations incorporated in relevant agreements and industrial disputes acts amended by the government.

Even though the grievances at workplace are handled effectively as per the guidelines there are some modifications made by the respective industries according to their nature of work. Therefore, the purpose of the present study is to examine and understand the grievance handling mechanism in a manufacturing industry.

Statement of the problem:

Grievance are an internal part of any organization so it becomes imperative on the part of organization to resolve the Grievance that arise in the organization. An attempt is made to understand the present grievance handling mechanism at BEML, Mysuru and to know the employees views and opinions on the effectiveness of the same.

Objectives of the Study

1. To understand the employee grievance and its redressal mechanism
2. To gain knowledge on procedure adapted by the organization to resolve the grievance.
3. To provide suitable suggestions , if necessary.

Scope of the study

The scope of the study was limited to BEML, Mysuru. The study respondents were middle and supervisory level employees at the organization.

Literature Review:

(Zainol, march 2013) identified the styles in handling grievances among heads of department at a telecommunication company located in Peninsular Malaysia and the influence of training and experiences in selecting the appropriate grievance handling styles. This study has revealed that training result was the significant predictors for the integrating grievance handling style. In training session, integrating grievance handling style was always being encouraged to managers to be performed in handling grievances As indicated by Blake and Mouton (1964), training for dominating grievance handling style was conducted to expose to managers on provisions included in company's policy and collective agreement. Therefore, managers enriched their knowledge on company's policy and terms and conditions of employment through training to help them to make a fair grievance resolution outcome. Hence, result from multiple regression analysis showed that behavioral change from training was a significant predictor for dominating grievance handling style When managers can tolerate with aggrieved employee in grievance discussion and served the aggrieved employee with validated facts and information, result decided from grievance resolution will be seen as fair and ethical. Therefore, behavioral change after training session was significantly influenced compromising grievance handling style

(M.M.SUCHARITHA, september 2019) explained the effectiveness of Grievance Handling Procedure and identified whether the employees are aware of the grievance handling mechanism. And to know the level of satisfaction towards the grievance handling procedure of the organization. The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods compromise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation. The nature of grievance should be defined, expressed and described clearly as early as possible so that wrong complaints may not

be handled. After gathering the relevant facts the management may get a real picture of the grievance. Thus, the management should make a list of alternate solutions.

(Taru, march 2020) explained about the grievances faced by employees of International Airport, Tiruchirappalli. and examined the relationship between the employer and employees and also To find the effective redressal of grievances at middle level management.. Descriptive method is used as a research methodology for making a brief study about the grievances. A pilot survey is conducted to analysis the grievance handling procedures in an International Airport, Tiruchirappalli. the few changes in organization policies and procedures to increase the productivity from the employees. The management has to improve the communication part to their employees about their issues. The organization must reduce the transfers frequently, and provides more training to their employees. The grievances are effectively redressed in the organization and the speed and time must be increased to redress the grievance faster and these helps to reduce the grievances in the organization.

(Dr.s.gomathi, september 2014) examined The article which tells us how the Grievance is addressed Grievance management is all about how well the problems are addressed 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, Descriptive method is used for the study. Direct interview is done with many respondents who find it difficult in answering the questions themselves. Translation is done whenever and wherever required The scope of the study is extended to the employees of a Pvt. Ltd., This study is applicable to a set of employees of the same nature. This study has significant importance in the present as well as in future Descriptive method is used for the study. The Major Limitations of the study are: Cost Limitation: There was a cost limitation. This means that we couldn't offer any gift or monetary incentives for the respondents to answer the questionnaire. This might have resulted in certain prospective respondents choosing not to respond to the questionnaire. This might not have created a motivation among respondents not to take a chance to give opinions. The company is a better example for those companies who do not have a systematic procedure for dealing with grievances but effectively handle them for the prosperity of the organization. Also the employees find it as a better way to communicate their problems and getting the problems solved in a faster way rather than a set of procedures and stages to solve the issues

(Shenbagapandian, march 2016) identified the grievance is any discontent or feeling of unfairness and in the workplace, it should pertain to work. The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, inter-departmental relationship, etc. The employer must identify the cause of grievance and to find the possible way to redressed the grievance face by an employee in an organization .Descriptive method is used as a research methodology for making a brief study about the grievances. A pilot survey is conducted to analysis the grievance handling procedures in an International Airport, Tiruchirappalli. it includes bonus, allowances, overtime e In this when the rule in the organization is biased, tools and equipment given to employees are not working, and the tangible condition of workplace is bad, material quality is poor, lack of credit, etc., due to these issues grievances occur When the manager is biasness, caste attachments, preferential treatment shown to relatives or to those employees who are near to supervisor then grievance occurs. The grievances are effectively redressed in the organization and the speed and time must be increased to redress the grievance faster and these helps to reduce the grievances in the organization.

(Garima, march 2017). Explained the objective of finding the relationship between grievances of employees and their motivation. it has been found that there is a relationship found between the grievances and motivation that every manager has to consider before the grievance turns into conflict. If the managers of the public or private organizations do not handle grievances at the initial stage, the consequences can be severe. To motivate the employees, grievance handling can be used as an effective motivational tool.

The objective of this research is to investigate the relation between grievances of employee and their motivation. Method of research is non-empirical. Non-empirical research is used when secondary resources are used to collect the data. Various cases filed have been taken under consideration. These cases are related to employees grievances in which the employees are grieved because of many factors related to their jobs. There are certain cases regarding grievances of employees... An organization should put efforts to keep its employee's motivation and increase its employee's morale. Various methods of handling grievance were discovered from which two are prevailing: first is "Open-Door Method" and second is "Step-Ladder Procedure". In open door method upper management is easily approachable in case of any grievance but in step ladder method upper management is not directly approachable

(NGETICH, November 2016) identified that organizations direct its human resource assets optimally, application of recognized channels through which employees can bring their dissatisfaction to the attention of management is a good practice... This study aimed at filling in the knowledge gap and therefore the study aimed to determine the utilization of grievance handling procedures at the Jogo Kenyatta Foundation. The research methodology which contained the procedures and methods used to collect data. The chapter looked at sampling frame and techniques, study design, target population, research instruments, data collection and data analysis. The organization has established a prompt and effective grievance handling mechanism; organization grievance procedure is based on step ladder policy that involves formal complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, chief executive and voluntary arbitration. The manager's acknowledgement implies that he or she is eager to solve the complaint fairly. With complaints reduced, a favorable work environment is created. There is need to effectively gather proper facts that explain the nature of grievances. Records of facts are used at a later stage for redress.

Research Methodology

The present study was carried out with the help of descriptive research to derive the substantial information. Descriptive research design is typically concerned with describing problem and its solution. It is more specific and purposive study.

The purpose of the current study was to understand the employees grievance redressal mechanism at a manufacturing industry.

Survey research design was utilized for this study. The respondents of the survey were supervisory level and managerial level employees at the organization. Self-administered questionnaire was prepared for the purpose of the study. The first part of the questionnaire centered around the demographic variables of the respondents, second part of the questionnaire consisted statements pertaining to employee grievance mechanism. Responses were taken on a Five point Likert scale from 1=Strongly disagree and 5=Strongly agree.

Source of data collection

To administer the study structured questionnaire was used comprising of key components pertaining to employee redressal

Sampling Techniques:

To carry out the current study simple random sampling technique is used where the respondents working at Bharat Earth Movers limited were selected on a random basis.

Sample Size.

To conduct the survey the researcher had administered 100 questionnaires to the respondents working at Bharat Earth Movers limited out of which 100 responses were given back.

Data Collection:

The present study was carried out by collecting data from both primary and secondary source

Primary source:

The data was collected by preparing a well structured questionnaires in collaboration with subject matter experts.

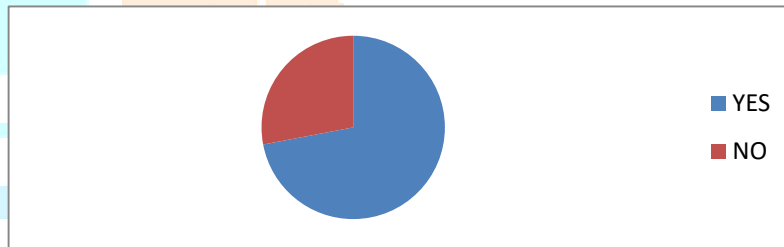
Secondary source:

The data was collected through various Book, Journals, Research articles and Magazines. This data was used to compile the information and to identify the research gap

Data Analysis and Interpretation

1) I try to investigate an issue with my subordinates to find a solution accepted to the problem

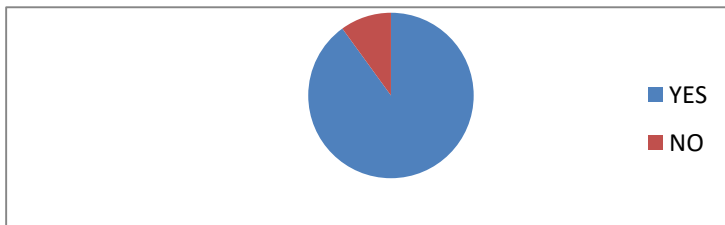
	Respondent	percentage
yes	72	72%
no	28	28%



Analysis: 72% of the respondents opined that this grievance gets investigated and 28% did not feel positive

2) I generally try to satisfy the needs of my subordinates

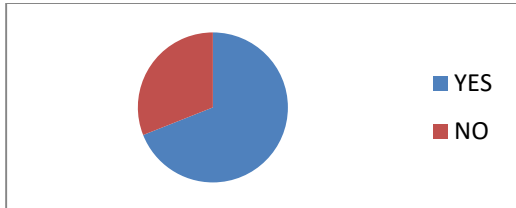
	Respondent	Percentage
yes	90	90%
no	10	10%



Analysis: Out of 100 respondents 90 said they satisfy the needs and 10% did not feel positive

3) I feel the present grievance handling policy of organization is effective

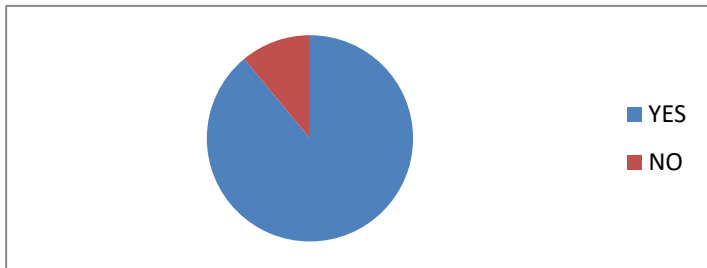
	Respondents	Percentage
yes	69	69%
no	31	31%



Analysis : 69% of the respondents said that present grievance handling policy is effective and 31% did not feel positive

4) I try to integrate my ideas with those of my subordinates to come up with the decision gently.

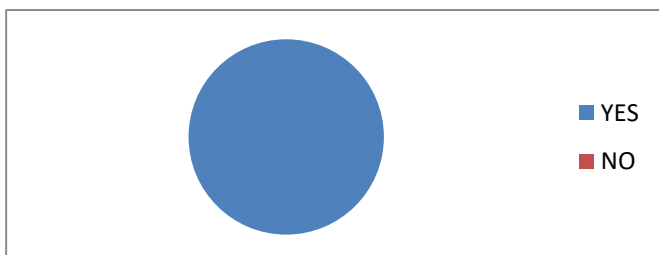
	Respondent	percentage
yes	89	89%
no	11	11%



Analysis: 89% of the respondents said that they will integrate ideas to come up with decision gently and 11% did not feel positive

5) I try to work with my subordinates to find solutions to a problem that satisfies our expectation

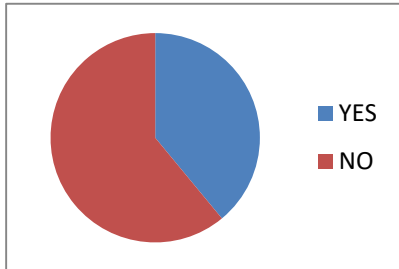
	Respondent	Percentage
yes	100	100%
no	0	0%



Analysis: 100% of the respondents opined that they find solutions to problem that satisfies expectation

6) I usually avoided open discussion of my difference with My subordinate

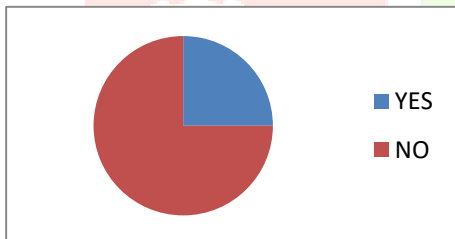
	Respondent	Percentage
yes	61	61%



Analysis: 61% of the respondents opined that they avoid open discussion of difference and 39% did not feel positive

7) I try to find a middle course to resolve an impasse

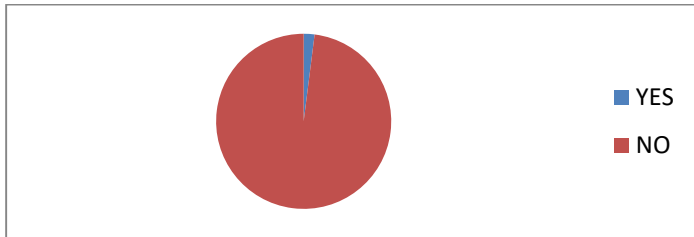
	respondents	percentage
yes	75	75%
no	25%	25%



Analysis: 75% of the respondents will find a middle course for solution and 25% did not feel positive

8) I use my influence to get my ideas accepted

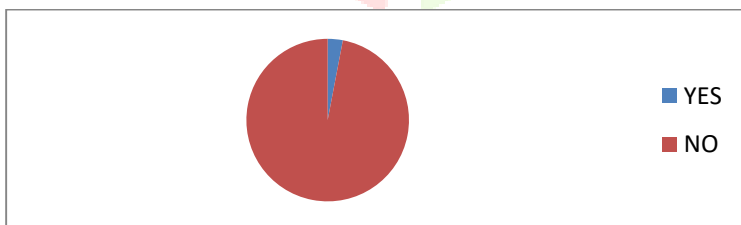
	Respondent	Percentage
yes	2	2%
no	98	98%



Analysis: 2% respondents opined that will use influence to accept idea and 98% did not feel positive.

9) I use my authority to make a decision in my favor

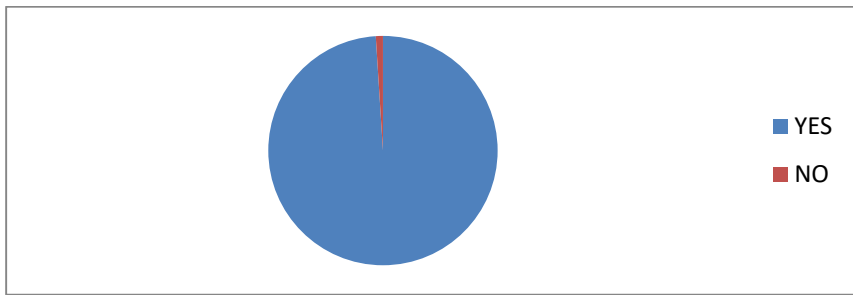
	Respondent	Percentage
yes	3	3%
no	97	97%



Analysis: 3% of the respondents will make decisions on favor and 97% did not feel positive

10) I use usually accommodate the wishes of my subordinates

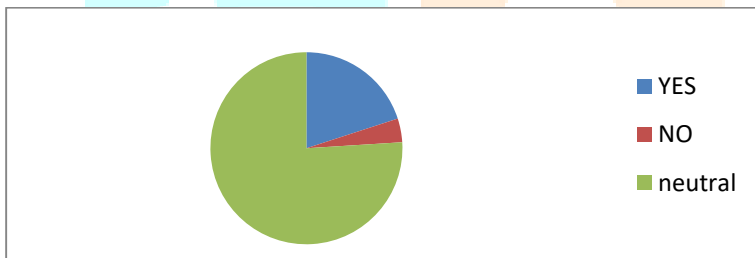
	Respondent	Percentage
yes	99	99%
no	1	1%



Analysis: 99% of the respondents felt the wishes a accommodate and 1% did not feel positive

11) I give in to the wishes of my subordinates

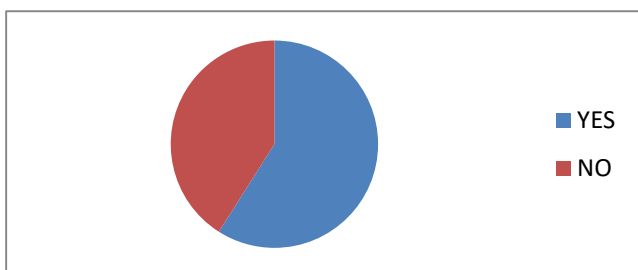
	Respondent	percentage	neutral
yes	20	4	76
no	20%	4%	76%



Analysis: 20% respondent will give in to wishes on subordinates and 76% is neutral and 4% is not positive

12) I exchange accurate information with my subordinates to solve a problem together

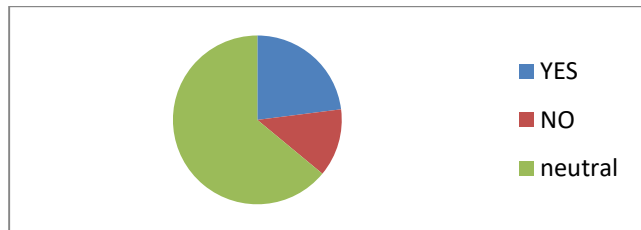
	Respondent	Percentage
yes	59	59%
no	41	41%



Analysis : 59% respondents will exchange accurate information with my subordinates to solve a problem together and 41% did not feel positive

13) I exchange accurate information with my subordinates to solve a decision together

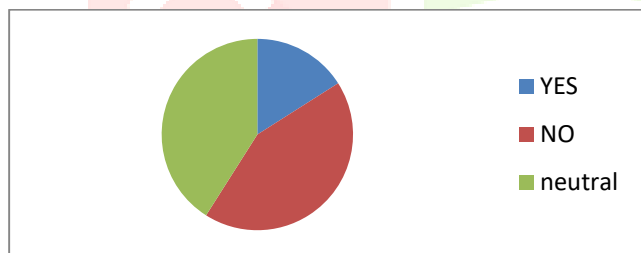
	YES	NO	Neutral
Respondent	23	13	64
Percentage	23%	13%	64%



Analysis: Out of 100 respondents 23% will exchange information and 64% is neutral and 13% did not feel positive

14) I usually propose a middle ground for breaking deadlocks

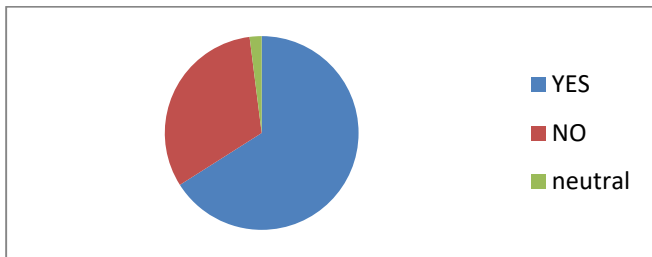
	YES	NO	neutral
Respondent	16	43	41
Percentage	16%	43%	41%



Analysis: Out of 100 respondents 16% will have middle ground for breaking dead locks and 41 is neutral and 43 did not feel positive

15) Grievance redressal is one of the major components of job satisfaction

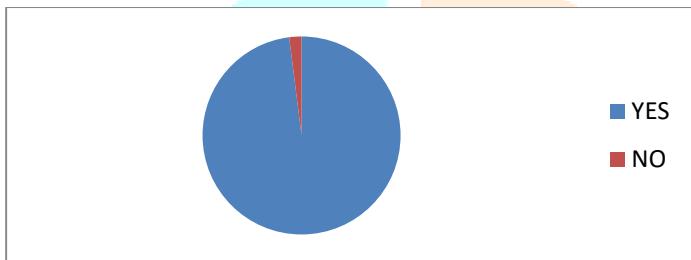
	YES	NO	neutral
Respondent	66	32	2
Percentage	66%	32%	2%



Analysis:Out of 100 respondents 66% feel grievance redressal is major component for job satisfaction , 2% is neutral and 32% did not feel positive

16) I try to stay away from disagreement with my subordinates

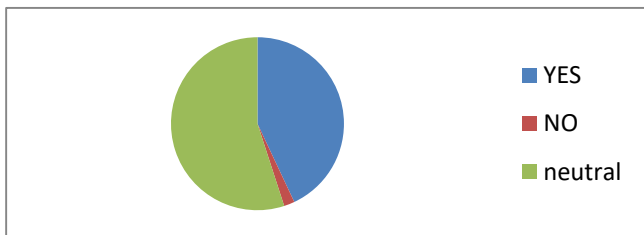
	Percentage	Percentage
yes	98	98%
no	2	2%



Analysis:Out of 100 respondents 98% will stay away from disagreement and 2% did not feel positive

17) I avoid an encounter with my subordinates

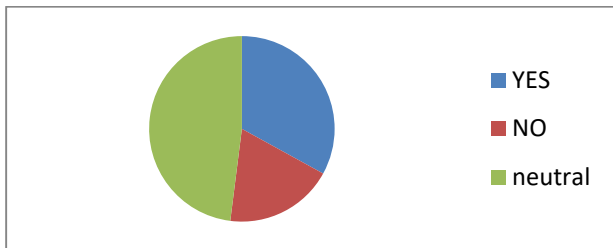
	YES	NO	neutral
Respondent	43	2	55
Percentage	43%	2%	55%



Analysis:Out of 100 respondents 43% said yes and 55% are neutral and 2% did not feel positive

18) I use my expertise to make a decision in my favor

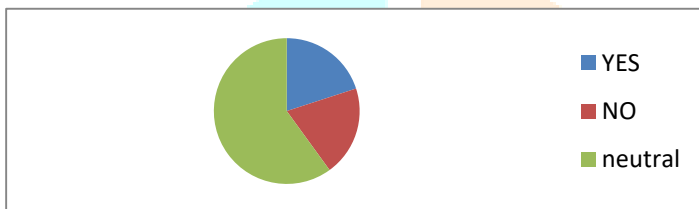
	YES	NO	neutral
Respondent	33	19	48
Percentage	33%	19%	48%



Analysis:Out of 100% respondents 33% will use expertise to make decision in favor , 48% neutral and 19% did not feel positive

19) I often go along with the suggestion of my subordinates

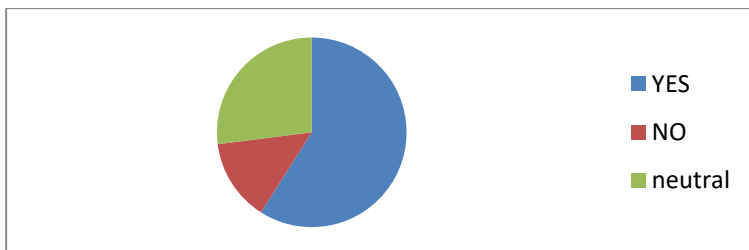
	YES	NO	neutral
Respondent	20	20	60
Percentage	20%	20%	60%



Analysis:Out of 100 respondents 20% will go with the suggestion and 60% is neutral and 20% did not feel positive

20) I use “give and take” so that a compromise can be made

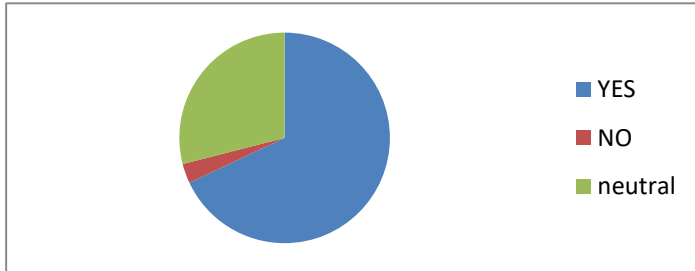
	YES	NO	neutral
Respondent	59	14	27
Percentage	59%	14%	27%



Analysis:Out of 100% respondents 59% will give and take so that compromise can be made 27% are neutral and 14 did not feel positive

21) I try to bring all our concerns out in the open so that the issue can be resolved in the best possible way

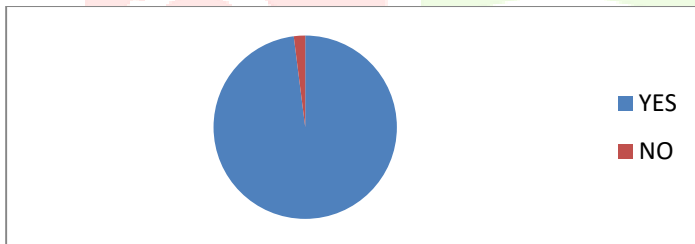
	YES	NO	neutral
Respondent	68	3	29
Percentage	68%	3%	29%



Analysis:Out of 100% respondents 68% will bring all concerns out in the open so that the issue can be resolved in the best possible way and 29% is neutral and 3% did not feel positive

22) I collaborate with my subordinates to come up with decisions a acceptable to us

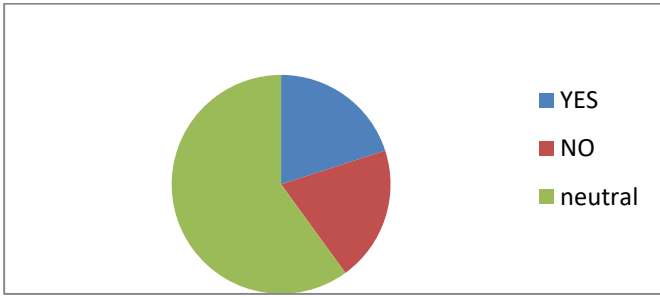
	Respondent	Percentage
yes	98	98%
no	2	2%



Analysis:Out of 100 respondents 98% will come up with decisions and 2% did not feel positive

23) I try to satisfy the expectation of my subordinates

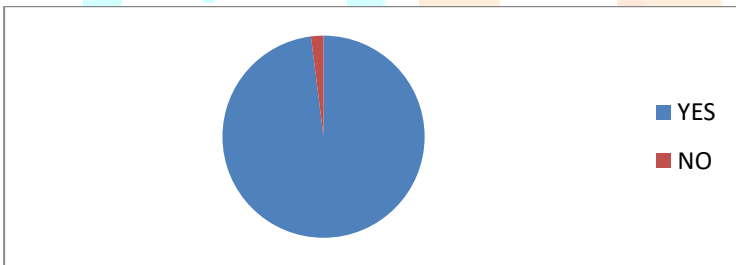
	YES	NO	Neutral
Respondent	20	20	60
Percentage	20%	20%	60%



Analysis:Out of 100 respondents 20% will satisfy the expectation , 60% feel neutral and 20% did not feel positive

24) I try to avoid unpleasant exchanges with my subordinates

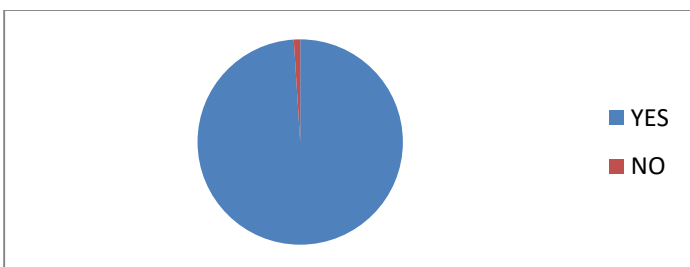
	Respondent	Percentage
yes	98	98%
no	2	2%



Analysis:Out of 100 respondents 98% will avoid unpleasant exchanges and 2% did not feel positive

25) I try to work with my subordinates for proper understanding of problem

	Respondent	Percentage
yes	99	99%
no	1	1%



Analysis: Out of 100 respondents 99% said they work for proper understanding of problems and 1% did not feel positive

Findings and Suggestions

Findings:

- major of the employee feel that their grievance are the investigated properly and found to be fair and justified
- top management is very much consisted about the employee grievance and hence major of employee have faith in the system
- the policy of grievance handling is suitably designed hence major of the employee are satisfied with the same
- it was also found that grievance handling mechanism is fair , transparent and unbiased
- most of the employees feel that they are given fair treatment for the grievance

Suggestions:

- organization should ensure speedy grievance handling
- It is justified that origination must make effort for making the procedure transparent
- Bias must be avoided as some of the employees feel
- some feel there is the delay in handling the grievance so organization must focus by improving the same

Conclusion:

grievance are an internal part of any organization . grievance are bound to arrive from the various sources lie interpersonal relation , facilities provided etc

the organization must make an honest effort in handling grievance because some grievance which are small in nature if not handled properly can lead to bigger problems

every organization wishes the smooth function hence I personally feel that justice must be provided to the easiest with respected to grievance

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