A STUDY ON EMPLOYEE GRIEVANCE HANDLING SYSTEM WITH SPECIAL REFERENCE TO AMIRTHAA DAIRY PRIVATE LIMITED, ERODE

Dr. G. KARTHI

Assistant Professor, Department of Management Science, Kongu Arts and Science College (Autonomous), Erode.

Abstract

Grievance is “any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable.” Grievances handling is one of the most important research topics in human resource management. Nowadays management provides lot of measures like good health, welfare and safety facilities, better salary, bonus and training even though some of the issues and problem are still arising to the employees. The present study which helps to find out the existing grievance handling system practiced in the company and an opportunity to enhance the existing grievance redressal system.

Keywords: Grievance, handling, health, practiced, redressal.

I. INTRODUCTION

Grievance may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization. Grievances take the form of collective disputes when they are not resolved. Also they will then lower the morale and efficiency of the employees. Unattended grievances result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, etc. In short, grievance arises when employee expectations are not fulfilled from the organization as a result of which a feeling of discontentment and dissatisfaction arises. This dissatisfaction must crop up from employment issues and not from personal issues.

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.

1. Grievances or conflicting thoughts are part of industrial / corporate life.
2. It is essential to bring this conflict to the surface.
3. All conflicts cannot be eliminated but their exposure will contribute towards their reduction.
4. Such exposures lead to adjustments and further improved organizational effectiveness.

In short, grievance is a state of dissatisfaction, expressed or unexpressed, written or unwritten, justified or unjustified, having connection with employment situation.

II. TYPES OF GREIVANCE

A grievance may take any one of the following forms: (a) factual, (b) imaginary, (c) disguised.
Factual: A factual grievance arises when legitimate needs of employees remain unfulfilled, e.g., wage hike has been agreed but not implemented citing various reasons.

Imaginary: When an employee’s dissatisfaction is not because of any valid reason but because of a wrong perception, wrong attitude or wrong information he has. Such a situation may create an imaginary grievance. Though management is not at fault in such instances, still it has to clear the ‘fog’ immediately.

Disguised: An employee may have dissatisfaction for reasons that are unknown to himself. If he/she is under pressure from family, friends, relatives, neighbours, he/she may reach the work spot with a heavy heart. If a new recruit gets a new table and almirah, this may become an eyesore to other employees who have not been treated likewise previously.

III. CAUSES OF GRIEVANCES

Grievances may occur due to a number of reasons:

1. Economic: Employees may demand for individual wage adjustments. They may feel that they are paid less when compared to others. For example, late bonus, payments, adjustments to overtime pay, perceived inequalities in treatment, claims for equal pay, and appeals against performance-related pay awards.

2. Work environment: It may be undesirable or unsatisfactory conditions of work. For example, light, space, heat, or poor physical conditions of workplace, defective tools and equipment, poor quality of material, unfair rules, and lack of recognition.

3. Supervision: It may be objections to the general methods of supervision related to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations and regional feelings.

4. Organizational change: Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.

5. Employee relations: Employees are unable to adjust with their colleagues, suffer from feelings of neglect and victimization and become an object of ridicule and humiliation, or other inter-employee disputes.

6. Miscellaneous: These may be issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leaves, medical facilities, etc.

IV. NEED FOR A FORMAL PROCEDURE TO HANDLE GRIEVANCES

A grievance handling system serves as an outlet for employee frustrations, discontents, and gripes like a pressure release value on a steam boiler. Employees do not have to keep their frustrations bottled up until eventually discontent causes explosion.

The existence of an effective grievance procedure reduces the need of arbitrary action by supervisors because supervisors know that the employees are able to protect such behavior and make protests to be heard by higher management. The very fact that employees have a right to be heard and
are actually heard helps to improve morale. In view of all these, every organization should have a clear-cut procedure for grievance handling.

IDENTIFICATION OF GRIEVANCES

A good Management redresses grievance as they arise excellent management anticipates them and prevents them from arising. It can be identified through the following ways.

Exit Interview
Employees usually quit organization due to dissatisfaction (or) better prospect elsewhere. Exit interview if conducted carefully can provide important information about employee grievances.

Gripe boxes
These are the boxes in which the employees can drop their anonymous complaints.

Opinion Survey
Group meetings and periodical interviews with employees helps to get information about employee dissatisfaction before it turns in to a grievance.

Open Door Policy
In some organization employees can meet their managers at any time and talk over their grievances.

V. OBJECTIVES OF THE STUDY

1. To study the employee grievance handling system practiced in Amirthaa Dairy Private Limited, Erode.
2. To examine the employees perception towards grievance handling system followed in the organization.
3. To rank the main causes of grievances faced by the employees in Amithaa Dairy Private Limited.
4. To offer suitable suggestions to improve the existing grievance handling system followed in the organization.

VI. RESEARCH METHODOLOGY

Research methodology generally refers to the systematic procedure carried out in a research study. The descriptive research design used in this project, the primary data were collected directly from the employees through the questionnaire method. The sampling unit for this study is 200 employees of Amirthaa Dairy Private Limited. The sample size taken for this study is 100. The sampling used in this study is probability sampling method i.e., Simple Random Sampling technique was employed to chosen the sample. The secondary data which are collected from some other sources such as journals, magazines and websites. The study confined to a period of 45 days. The various tools and techniques used in this study was Simple percentage method, Weighted Average Ranking Method and Chi-Square analysis.

VII. LIMITATIONS OF THE STUDY

1. The sample size was limited to 100 respondents.
2. The study has been conducted for a limited period of time.
3. The research was conducted only in Amirthaa Dairy Private Limited and hence, the findings and suggestion may or may not be applicable to other company.
4. The accuracy depends upon the respondent’s information.
VIII. ANALYSIS AND INTERPRETATION OF DATA

1) NATURE OF WORK OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Nature of Work</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Workmen</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>2</td>
<td>Supervisor</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>3</td>
<td>Quality Controller</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>Manager</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

INFERENCE

It is noted from the above table that 63% of the respondents are workmen, 19% of the respondents are supervisor, 11% of the respondents are quality controller and 7% of the respondents are manager.

It is found from the analysis that the majority (63%) of the respondents are workmen.

2) OPINION TOWARDS THE STATEMENT ‘THE REAL BASIS OF MY GRIEVANCE IS IDENTIFIED’

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly Agree</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Disagree</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

INFERENCE

It is examined from the above table that 19% of the respondents opined that this statement as strongly agree, 32% of the respondents opined that this statement as agree, 18% of the respondents opined that neutrally agreed, 15% of the respondents opined that this statement disagree and 16% of the respondents are opined that strongly disagree.

It is found from the analysis that the majority (32%) of the respondents opined that the real basis of my grievance is identified as Agree.

3) OPINION TOWARDS THE STATEMENT ‘I FEEL FREE TO SHARE MY GRIEVANCES’

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly Agree</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Disagree</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
INFERENCE

It is examined from the above table that 24% of the respondents opined that this statement as strongly agree, 27% of the respondents opined that this statement as agree, 20% of the respondents opined that this statement as neutrally agreed, 14% of the respondents opined that disagree and 15% of the respondents opined that strongly disagree.

It is found from the analysis that the majority (27%) of the respondents opined that feel to share grievance as agree.

4) OPINION OF THE RESPONDENTS TOWARDS GRIEVANCE HANDLING PROCEDURE HANDLED IN AMIRTHAA DAIRY PRIVATE LIMITED

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Highly Satisfied</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>2</td>
<td>Satisfied</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Dissatisfied</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td>Highly Dissatisfied</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

INFERENCE

It is noted from the above table that 21% of the respondents opined that grievance handling procedure in Amirthaa Dairy Private Limited as highly satisfied, 19% of the respondents opined that grievance handling procedure in Amirthaa Dairy Private Limited as satisfied, 31% of the respondents opined that grievance handling procedure in Amirthaa Dairy Private Limited as neutral, 16% of the respondents opined that grievance handling procedure in Amirthaa Dairy Private Limited as dissatisfied and 13% of the respondents opined that grievance handling procedure in Amirthaa Dairy Private Limited as highly dissatisfied.

It is found from the analysis that the majority (31%) of the respondents opined that grievance handling procedure Amirthaa Dairy Private Limited as neutral.

WEIGHTED AVERAGE RANKING METHOD

5) CAUSES OF GRIEVANCES

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Causes</th>
<th>Weighted Score</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management policy</td>
<td>487</td>
<td>III</td>
</tr>
<tr>
<td>2</td>
<td>Working conditions</td>
<td>642</td>
<td>I</td>
</tr>
<tr>
<td>3</td>
<td>Superior relationship</td>
<td>415</td>
<td>IV</td>
</tr>
<tr>
<td>4</td>
<td>Work group</td>
<td>401</td>
<td>V</td>
</tr>
<tr>
<td>5</td>
<td>Salary and Compensation</td>
<td>609</td>
<td>II</td>
</tr>
<tr>
<td>6</td>
<td>Safety facilities</td>
<td>321</td>
<td>VIII</td>
</tr>
<tr>
<td>7</td>
<td>Welfare facilities</td>
<td>396</td>
<td>VI</td>
</tr>
<tr>
<td>8</td>
<td>Health facilities</td>
<td>329</td>
<td>VII</td>
</tr>
</tbody>
</table>
INFERENCE

It is stated from the above table that major causes of grievances as ‘working conditions’ which ranked first with the weighted score of 642 point. It followed by the second and third ranks assigned to ‘salary and compensation’ and ‘management policy’ with the weighted scores of 609 and 487 points respectively. The fourth and fifth ranks assigned to ‘superior relationship’ and ‘work group’ with the weighted scores of 415 and 401 points respectively. The sixth and seventh ranks assigned to ‘welfare facilities’ and ‘health facilities’ with the weighted scores of 396 and 329 points respectively. The last rank assigned to ‘safety facilities’ with the weighted scores of 321 point.

It is found from the analysis that majority of the respondent’s causes of grievances as ‘working conditions’ and ‘salary and compensation’.

CHI - SQUARE ANALYSIS

6) AGE AND OPINION TOWARDS THE STATEMENT ‘THE REAL BASIS OF MY GRIEVANCE IS IDENTIFIED’

Null Hypothesis (H₀) : There is no significant relationship between age of the respondents and opinion towards the statement ‘the real basis of my grievance is identified’.

Alternative Hypothesis (H₁) : There is a close significant relationship between age of the respondents and opinion towards the statement ‘the real basis of my grievance is identified’.

RESULT

<table>
<thead>
<tr>
<th>Variable</th>
<th>Calculated $\chi^2$ Value</th>
<th>Table Value</th>
<th>D.F</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>24.397</td>
<td>21.026</td>
<td>12</td>
<td>Significant at 5% level</td>
</tr>
</tbody>
</table>

INFERENCE

It is obtained from the above analysis that the calculated chi-square value is greater than the table value. So, Null hypothesis is rejected. Hence, there is a close significant relationship between age of the respondents and opinion towards the statement ‘the real basis of my grievance is identified’.

7) MONTHLY INCOME AND OPINION TOWARDS THE STATEMENT ‘I RECEIVE POSITIVE AND FRIENDLY APPROACH WHEN MY GRIEVANCES ARE HANDLED’

Null Hypothesis (H₀) : There is no significant relationship between monthly income of the respondents and opinion towards the statement ‘I receive positive and friendly approach when my grievances are handled’.
Alternative Hypothesis ($H_1$) : There is a close significant relationship between monthly income of the respondents and opinion towards the statement ‘I receive positive and friendly approach when my grievances are handled’.

RESULT

<table>
<thead>
<tr>
<th>Variable</th>
<th>Calculated $\chi^2$ Value</th>
<th>Table Value</th>
<th>D.F</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Income</td>
<td>6.808</td>
<td>21.026</td>
<td>12</td>
<td>Not Significant at 5% level</td>
</tr>
</tbody>
</table>

INFEREN CE

It is obtained from the above analysis that the calculated chi-square value is lesser than the table value. So, Null hypothesis is accepted. Hence, there is no significant relationship between monthly income of the respondents and opinion towards the statement ‘I receive positive and friendly approach when my grievances are handled’.

IX. FINDINGS

- It is discussed from the analysis that the majority (62%) of the respondents are male.
- It is examined from the analysis that the majority (39%) of the respondents belong to the age group of 36 to 45 years, It is found from the analysis that the majority (76%) of the respondents are married.
- It is presented from the analysis that the majority (25%) of the respondents are having school level education, It is identified from the analysis that the majority (63%) of the respondents are workmen.
- It is explored from the analysis that the majority (33%) of the respondents are earning below Rs.8000.
- It is investigated from the analysis that the majority (37%) of the respondents with the experience of 6-10 years.
- It is evaluated from the analysis that the majority (71%) of the respondents opined that awareness of the various committees that redress the grievance.
- It is found from the analysis that the majority (32%) of the respondents opined that the real basis of my grievance is identified as Agree.
- It is found from the analysis that the majority (27%) of the respondents opined that grievance positive and friendly approach as Agree.
- It is found from the analysis that the majority (24%) of the respondents opined that resolves the mechanism grievance as Agree.
It is found from the analysis that the majority (28%) of the respondents opined that proper records maintained for grievances as agree.

It is observed from the analysis that the majority (32%) of the respondents are using open door policy.

It is stated from the analysis that the majority (23%) of the respondents are grievance is often presented to higher authority.

It is discussed from the analysis that the majority (61%) of the respondents opined that improve their performance.

It is examined from the analysis that the majority (32%) of the respondents are reported the grievances to colleagues.

It is presented from the analysis that the majority (39%) of the respondents’ grievance are handled 15-30 days.

It is identified from the analysis that the majority (31%) of the respondents opined that grievance handling procedure Amirthaa Dairy Private Limited as neutral.

It is explored from the weighted average ranking method that majority of the respondent’s causes of grievances as ‘working conditions’ and ‘salary and compensation’.

It is obtained from the chi-square analysis that there is a close significant relationship between age of the respondents and opinion towards the statement ‘the real basis of my grievance is identified’.

It is inferred from the chi-square analysis that there is no significant relationship between monthly income of the respondents and opinion towards the statement ‘I receive positive and friendly approach when my grievances are handled’.

It is explored from the chi-square that there is a close significant relationship between experience of the respondents and opinion towards ‘various committee members actively engage in resolving my grievance’.

X. SUGGESTIONS

1. The main grievances are caused due to working conditions, so the management should take necessary steps to improve the conditions prevailing in the working environment.

2. The respondents feel their company followed mostly open door policy method to identify the grievances, it is the time to suggest the management have to follow some other identification methods such as observation, gripe box technique, exit interview, etc., to will enhance the identification of more grievances.

3. The management must ensure that supervisors and higher authorities have adequate time to get the employee grievance.

4. The majority of the respondents ranked the grievances are arised due to salary and compensation. So the management should gradually increase their salary, incentives, promotion regarding his/her working performance.
5. From the findings it is noted that the grievances are handled period of 15-30 days, So it is suggested to the management should be deal their grievances with quickly, courteously, fairly and within established timelines.

XI. CONCLUSION

The research was about the employee grievance handling system which has been conducted in Amirthaa Dairy Private Limited, Erode. The workers had adequate knowledge about the grievance handling procedure. Grievance procedures have been found to relate to all the employees working in the organization. The grievance procedure provides a means for identifying practices, procedures and administrative policies that are causing employee complaints so that changes can be considered. The employees think that employers should understand and predict the drawbacks at the initial stage itself and resolved the employee grievances it will increase the healthy relationships between superior and the employee.

The study concludes that the employees are neutrally satisfied with working conditions, salary and compensation in the Amirthaa Dairy Private Limited. So, the management should take some steps in order to satisfy the employees at maximum level whereby it can reduce the grievance level among the employees; hence it can increase the relationship with the management and maximize the productivity. The study concludes that the grievance handling mechanism is satisfactory in Amirthaa Dairy Private Limited, Erode, the development of the employee ensures the development of the organization and to make the development happen in reality it also provide sufficient facilities.

REFERENCES

BOOKS


WEBSITES