

A STUDY ON GRIEVANCE HANDLING PROCEDURE IN EMPLOYEES

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ABSTRACT

A study on grievance is an issue, complaint, or problem that a worker takes up with a company. In general, it's thought that each dissatisfaction or disappointment results in a complaint that influences the way organizations work out. Any inquiry, unhappiness, or feelings of guilt that develop between an organization and its workers in the workplace are communicated by a grievance. The study's objectives are to identify the many reasons that grievances develop, as well as to determine whether or not employees' complaints are addressed and whether or not the management system's grievance handling procedure satisfies employees. The result of According to this survey, employees rarely file complaints, and when they do, the issues that identify are typically resolved based on the seriousness of the issue. The most frequent grievances that employees file are the workplace, social injustice, and performance reviews. The significant different satisfaction drivers are also found in the study between various industry types and demographic groupings. To find out if employee members are aware of the grievance procedure.

Keywords: Culture of fairness, work environment, social injustice

INTRODUCTION

A kind of disappointment that needs to be resolved with the goal to achieve something the careful Managing a person inside the group is referred to as a grievance. Since it may be real or imagined, realistic or strange acknowledged or unvoiced, written or spoken, it still needs to be communicated in a way. Compared Employees acquire critical when they believe that their employer is underpaying them compared to others; this might include overtime, remittances, extra pay, and other benefits. Grievances occur when an organization's standards are unfair, employees are not given functioning tools and equipment, the work atmosphere is appalling, the quality of the materials is subpar, credit is missing, and so on. Grievances arise at the moment

when the director's close associates or family members receive preferential treatment. It occurs in a workplace when workers don't try to adapt with their coworkers, believe that other workers are avoiding them, feel ignored, and so on. Appropriate machinery. Effective grievance handling is an essential component of Administration of employees, ensuring the overall wellness of employees and the effective management of organizations. In any workplace, issues and conflicts are natural, so maintaining working conditions positive involves handling them quickly and respectfully. Managing grievances involves reacting to and solving employee complaints, concerns, or dissatisfaction with their work conditions, relationships with colleagues or supervisors, or other aspects of their employment. A well-structured grievance handling system not only helps in resolving conflicts but also fosters trust, transparency, and employee satisfaction within the organization. It serves as a mechanism for addressing employee discontent, conflicts, and dissatisfaction, thereby safeguarding organizational harmony and employee well-being. Grievances, ranging from minor disputes to serious allegations, can disrupt productivity and morale if left unaddressed. Thus, a robust grievance handling system is indispensable for fostering a culture of fairness, transparency, and accountability within organizations.

OBJECTIVES

1. To find out the Grievance Handling Procedure's effectiveness
2. To determine if employee members know the grievance procedure.
3. To identify the level of satisfaction with the grievance management process inside the organization.

LITERATURE REVIEWS

1. Payal Rathod, Nimisha Jariwala:

Payal Rathod and Nimisha Jariwala (2020) stated that Maintaining a peaceful and productive work environment depends on how well the employee grievance management system works. Managing grievances well is crucial to developing positive working relationships. The study's goals were to ascertain the general variables impacting employees' grievances and the efficacy of the grievance management procedure. Determine yourself how satisfied the staff is with the grievance management procedure. It was discovered that management has a higher chance of

maintaining a high-performance culture when attempting to comprehend employee concerns and find mutually beneficial solutions.

2.Manikandan.B, Gowsalya. G:

Manikandan. B, Gowsalya. G (2011) stated that any disagreement or sense of injustice between an employer and employee at work is referred to as a grievance. The employees express the grievance as a complaint. This study focuses on research on grievance processes and how grievance research utilized social science theory. The assessment reaches an agreement that although while present grievance research has a stronger theoretical basis than prior research, more is still needed to insufficient.

3.Lawrence Nurse, Dwayne Devenish:

Lawrence Nurse, Dwayne Devenish (2007) In his working paper entitled "The relationship between grievance management and workplace justice the study aims to examine the impact of workers' social background on their grievance management procedure justice perception". Determining whether the sense of procedure justice affects the perception of distribution justice is a related goal.

4.Ms.G.Ramya(2014):

M.G. Ramya (2014) stated that the Grievance procedures are associated with different measures of attitude as well as shop steward behavior during the grievance procedure. The effectiveness of the grievance process was associated with the overall level of union satisfaction among members. Its procedures have been found to be associated with employer, union, and dual commitment. In order to implement changes, the grievance procedure offers a way to identify administrative policies, practices, and procedures that are giving rise to complaints from employees.

5.Rupali Dilip Taru (2016):

Rupali Dilip Taru (2016) stated that any dissatisfaction or feeling of unfairness is a grievance, and it must be related to work in the workplace. The objective of this paper is to determine how to manage employee issues in an effective way. According to the report, the following are the most common causes of grievances: salary and salary, work environment, advancements, promotions, poor communication, relationships throughout departments, etc. The study also

investigated the causes of employee grievances, grievance handling methods, and management procedures for dealing with grievances. Managing grievance well is critical to maintaining positive working relationships with employees, managing the business efficiently, and increasing productivity.

RESEARCH METHODOLOGY

This study mainly depends on the grievance handling procedure of employees. The data was collected from primary and secondary data and most sources are the annual report and books, journals, research papers, and websites. The use of the internet was also of great help to the researcher. The methodology adopted in this relates to data collection and questionnaires. The process and method for gathering the data required to address the problem are specified in the research design. In this study project, we used a descriptive research strategy to identify an issue and develop a solution. The sample size of 75 respondents is selected from all sectors. The population is infinite for all industries. The sample method is a random collection of observations from a population.

DATA ANALYSIS AND INTERPRETATION

TABLE :1

DESCRIPTIVE ANALYSIS:

VARIABLE	CATEGORY	TOTAL	PERCENTAGE
Age	20-25	34	45
	25-30	30	40
	Above 30	11	11
Gender	Male	11	14
	Female	64	85
Sector	Private	46	61
	Public	29	38
	Others	0	0
Education Qualification	UG	23	30
	PG	34	45
	Professional Course	11	14
	Diploma	7	9
	Others	0	0
Marital Status	Unmarried	45	40
	Married	30	60
Working Experience	Freshner	21	28
	2-4 Years	40	53

	4-6 Years	11	14
	More Than 6 Years	3	4
Working Hours	Less Than 5 Hours	27	36
	5-8 Hours	34	45
	8-12 Hours	14	18
Income	10000-25000	23	30
	25000-40000	37	49
	40000-50000	12	16
	Above 50000	3	4
Working Shift	Day	44	58
	Night	4	5
	Both Day And Night	27	36
The Nature Of Your Grievance	Wages And Salary	39	52
	Working Condition	24	32
	Promotion	12	12
	Others	0	0
Duration The Grievance	Less Than 6 Month	59	78
	More Than 6 Month	15	21
Grievance – Prone Subjects In Our Organization	Wages And Salary	40	53
	Working Condition	14	18
	Promotion	14	28
	Others	0	0
Time Taken For Grievance Redressal	Less Than 1 Month	58	77
	More Than 1 Month	17	22
Time Taken For Grievance Acknowledge	Within 24 Hours	27	36
	1-3 Days	29	38
	4-7 Days	9	18
	More Than 7 Days	5	6
	My Grievance Was Not Acknowledged	5	6

Source : Primary Data

INTERPRETATION:

From the respondents, In gender 14% are male and female 85% are female. In age, 45% are 20-25 and 40% are 25-30 and 30% are above 30. In the sector 61% are private and 38% are public

and 0% are others. In education qualifications 30% are UG and 45% are PG and 14% are professional courses and 9% are diploma and 0% are others. In marital status 40% are unmarried and 60% are married. In working experience 28% are freshener and 53% are 2-4 years and 14% are 4-6 years and 4% are more than 6 years. In working hours 36% are less than 5 hours and 45% are 5-8 hours and 18% are 8-12 hours. In income, 30% are 10000-25000 and 49% are 25000-40000 and 16% are 40000-50000 and 4% are above 50000. In working shift 58% are day and 5% are night and 36% are both day and night. In the nature of your grievance, 52% are wages and salary and 32% are working conditions and 12% are promotion and 0% are others. In the duration of the grievance, 78 less than 6 months and 21% are more than 6 months. In grievance-prone subjects in our organization, 53% are wages and salary and 18% are working conditions and 28% are promotion and 0% are others. In the time taken for grievance redressal, 77% are less than 01 months and 22% are more than 01 months.

TABLE:2**INFERENTIAL ANALYSIS:****FACTORS OF GRIEVANCE FOR EMPLOYEE**

FACTOR	MEAN	SD	RANK
RESOLVING GRIEVANCE	4.28	3.83	4
SHARING GRIEVANCES WITH COLLEAGUE	4.02	3.54	11
UNDERSTANDING YOUR ORGANIZATION'S GRIEVANCE REDRESSAL PROCEDURE	3.94	3.51	12
GRIEVANCE FILED WITH SUPERIOR	3.88	3.44	13
ACTION TAKEN ON GRIEVANCE	4.08	3.64	7
SATISFACTION WITH MANAGEMENT DECISION	4.16	3.66	5
SATISFACTION WITH GRIEVANCE SUBMISSION PROCESS	4.41	3.92	3
INSTRUCTIONS FOR GRIEVANCE SUBMISSION	4.04	3.55	10
FEELING HEARD AND UNDERSTOOD OF GRIEVANCE	4.45	3.97	2
SATISFACTION WITH RESOLUTION	4.05	3.55	9
SUPPORT DURING GRIEVANCE RESOLUTION	4.48	3.99	1
TIMELINESS OF GRIEVANCE RESOLUTION	4.13	3.65	6
RECOMMENDATION OF GRIEVANCE HANDLING PROCESS	4.12	3.62	8

Source: computed data

INTERPRETATION:

From the analysis of these factors related to grievances for employee, support during grievance resolution ranked as (1st) and feeling heard and understood of grievance ranked as (2nd) and satisfaction with grievance submission process ranked as (3rd) and resolving grievance ranked as (4th) and satisfaction with management decision ranked as (5th) and timelines of grievance resolution ranked as (6th) and action taken on grievance (7th) and recommendation of grievance handling process ranked as (8th) and satisfaction with resolution (9th) and instruction for grievance submission (10th) and sharing grievance with colleague (11th) and understanding your organization grievance redressal procedure (12th) and grievance field with superior ranked as (13th).

CHI SQUARE TEST**1. Significant relationship between the income and the nature of your grievance**

H₀: There is no relationship between the income and the nature of your grievance

H₁: There is a relationship between the income and the nature of your grievance

DEMOGRAPHIC FACTOR	THE NATURE OF YOUR GRIEVANCE						Chi square value	p-value	significance
	Classification	Wages and salary	Working condition	Promotion	Others	Grand total			
INCOME	10000-25000	15	6	2	0	23	24.51	0.004	0.05
	25000-40000	19	6	12	0	37			
	40000-50000	4	6	2	0	12			
	ABOVE 50000	1	0	2	0	3			

Df=9

Chi-square=24.51

INTERPRETATION:

The table above shows no significant relationship between the income and the nature of your grievance. This is because the P value is 0.004 is less than the significance level 0.05. So, the Null hypothesis (H₀) is rejected and the Alternative hypothesis (h₁) is accepted. There is associated significant relationship between the income and the nature of your grievance.

2. Significant relationship between the age and the grievance – prone subjects in our organization

H₀: There is no relationship between the age and the grievance – prone subjects in our organization.

H₁: There is relationship between the age and the grievance – prone subjects in our organization.

DEMOGRAPHIC FACTOR	GRIEVANCE – PRONE SUBJECTS IN OUR ORGANIZATION						Chi square value	p-value	significance
	Classification	Wages and salary	Working condition	Promotion	Others	Grand total			
AGE	20-25	22	7	5	0	34	11.19	0.083	0.05
	25-30	14	14	2	0	30			
	ABOVE 30	3	3	5	0	11			

Df=6

Chi square=11.19

INTERPRETATION:

The above the table shows that is no significant relationship between the age and the grievance-prone subjects in our organization. This is become the P value is 0.083 is more than the significance level 0.05 So, Null hypothesis (HO) is accepted. There is no associate significant relationship between the age and the grievance-prone subjects in our organization.

FINDING

1.This study helps to understand the grievance handling of employees, and 75 respondents filled out the questionnaire designed for the data collection. This demographic data is also used to study the grievance handling of employees. Most of the respondents were in between 20-25 years in the youngsters and the gender there are more males than the female with 85% and at marital status there were more married than the unmarried respondents with 60% and at salary there were more respondents who received below 20000 when compared to the other category and at the sector more than respondents who are working IT sector with 61% when compared to others. At working experience of more than 2-4 years respondents are 53%. At the working hours more than 5-8 hours respondents are 45%. At the working shift, more than day shift respondents are 58%.

2. At the inferential analysis, the mean, standard deviation and the rank were calculated from the highest rank (1st) and lowest rank is (13th) on that it clearly shows that the factors of grievance for employee is the highest rank and the last rank is for the opinion that the respondents given.

3. At the chi square test, shows that chi square value is significant relationship between the income and the nature of your grievance. This is become the P value is less than the significance level. So, Null hypothesis (HO) is rejected and Alternative hypothesis is accepted. There is associate significant relationship between the income and the nature of your grievance.

4.At the chi square test, shows that chi square value is no significant relationship between the age and the grievance-prone subjects in our organization. This is become the P value is more than the significance level. So, Null hypothesis (HO) is accepted. There is no associate significant relationship between the age and the grievance-prone subjects in our organization.

SUGGESTION

- The study found that most employees are aware of the grievance handling. Hence, it is strongly suggested to the organization to maintain the level of awareness about the grievance handling for employee for future period.
- The researcher identifies a modest deviation in work- related communication. Hence it is maintaining positive interpersonal relationships within a business can reduce grievance and increase productivity.

CONCLUSION

The study shows that the grievance process is sufficient. The business is starting to see how important it is to maintain contented and motivated employees. More improvements might be made to guarantee that each participant is totally satisfied with the procedure. When the concepts and if ideas are put into action, the business will benefit even more. The majority of the workers questioned expressed satisfaction with the grievance or complaint resolution process of the company procedure.

WEBSITES

- 1.<https://ijrti.org/papers/IJRTI1705049.pdf>
- 2.<https://ijcrt.org/papers/IJCRT2004580.pdf>

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