

# Study on Grievance Handling Procedure in Medium Scale Industries of Nagapattinam

T. Kowsalya<sup>1</sup>, K. Sivasankari<sup>2</sup>, A. Edwin Santosh<sup>3</sup>, C. Umamaheshwari<sup>4</sup>, P. Mahalakshmi<sup>5</sup>

<sup>1,2,4,5</sup> Asst. Prof., Dept of Management Studies

<sup>3</sup> Quality Engineer Chennai Edayathangudy

<sup>1,2,4,5</sup> G.S. Pillay Arts and Science College Nagapattinam

**Abstract-** The study identifies the satisfaction level of employee related to grievance handling procedure in an organization. The expectation, need and behavior and quality of employee differ from one to another. When their requirement are not satisfied or the objectives are not achieved, the resultant employee dissatisfaction. It is not an easy task for the management to keep all employees satisfied and motivated, all the time. This study of the grievance handling procedure of the organization and its effectiveness towards job satisfaction to maintain healthy and harmonious environment of the organization.

The main aim of this study throws light on need for grievance handling procedure and it will facilitate the management for further improvement on the same. It will help to check the supervisors' approach and behavior towards their subordinate and with the help of the top management can know the satisfaction and dissatisfaction level of employees and also will help to solve the employee's problems. It will be useful when similar kind of research is undertaken and increase the company development also it helps to motivation in to employees. Grievance handling is the taken management

## I. INTRODUCTION

Human resource management is a series of decisions that affect their relationship between employees and employer; it affects many constituencies and is intended to influence the effectiveness of employees and employers. Human resource management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization, HRM can also be performed by line managers. The functions of HRM it is classified as; Human resource planning, Job analysis design, Recruitment and selection, Orientation and induction, Training and development, Compensation planning and remuneration, Motivation, welfare, health and safety and develop the Industrial relation.

### 1.2. Research Methodology:

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as "A careful investigation or enquiry especially through search for new fact in any branch of knowledge".

## II. DATA COLLECTION METHOD

Data was collected using Questionnaire. This method is quite popular in case of big enquires. Private individuals, research workers, private and public organizations and even government are adopting it. A questionnaire consists of a number of question involves both specific and general question related to Grievance Handling.

### 2.1 Sources of data

The two sources of data collection are namely primary & secondary.

#### Primary Data:

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

**Secondary Data:** Secondary data are collected from books and internet.

## III. RESEARCH DESIGN

Research design is the specification of the method and procedure for acquiring the information needed to solve the problem. The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is to find the effectiveness of Grievance Handling at Solutions.

### 3.1 SAMPLE DESIGN

Sample Element : Employees of five Medium Scale Industries

Sample Size : 120 samples

Sample Test : Percentage Method, Chi-Square & Correlation  
 Sample Media : Questionnaire  
 Sampling Method : Simple Random Sampling

**3.2. Statistical Tools Used:**

- ❖ Percentage method ,Chi-square Test , Correlation

**3.2.1. Percentage Method:** In this work percentage method test and used. The following are the formula Number of Respondent

$$\text{Percentage of Respondent} = \frac{\text{Number of Respondent}}{\text{Total number of Respondent}} \times 100$$

**3.2.2. Correlation:** Correlation analysis deals with the association between two or more variables. It does not tell anything about cause and effect relationship. Correlation is described or classified in several different ways. Three of the most important ways of classifying correlation are;

- ❖ Positive and Negative
- ❖ Simple, Multiple and Partial
- ❖ Linear and Non-Linear

Karl Pearson’s method is popularly known as Pearson’s coefficient of correlation. It is denoted by the symbol ‘r’.

- ❖ **Formula for Karl Pearson’s coefficient between variables. When r=0, it means no relationship between variables.**

**3.3. Primary data:**

To evaluate the reasons for grievance handling procedure in 5 medium scale Industries of Nagapattinam.

**3.4.Secondary data :**To find out the types of grievances normally seen among employees.

- ❖ To investigate the reasons for dissatisfaction among employees in work environment.
- ❖ To know about the satisfactory level among employees about the grievance handling techniques.
- ❖ To give suggestion for improving the procedure for handling grievances based on study result.

**IV. DATA ANALYSIS OF INTERPRETATION**

**Table 4.1: Gender of the Respondents**

S. No.	Gender	Respondents	Percentage
1	Male	105	95.0%
2	Female	15	5.0%
	Total	120	100%

**Table 4.2: Age of Respondents**

S. No.	Age	Respondents	Percentage
1	Below 21	13	9.0%
2	21-25	21	17.0%
3	25-30	36	32.0%
4	30-35	30	26.0%
5	Above 35	20	16.0%
	Total	120	100%

**Table 4.3: Income of the Respondents**

S.No.	Income	Respondents	Percentage
1	5000-10000	30	24.0%
2	10000-15000	62	55.0%
3	15000-20000	28	21.0%
	Total	120	100

**Table 4.4: Marital Status of the Respondents**

S. No.	Marital Status	Respondents	Percentage
1	Married	89	79.0%
2	Unmarried	31	21.0%
	Total	120	100%

**Table 4.5: Family Type of the Respondents**

S. No.	Family	Respondents	Percentage
1	Joint Family	33	27%
2	Nuclear Family	30	23%
3	Single	57	50%
	Total	120	100%

**Table No: 4.6: Education of the Respondents**

S.No.	Education	Respondents	Percentage
1	Below UG	36	30%
2	UG	45	38%
3	Above UG	39	32%
	Total	120	100%

**Table No: 4.7: Experience of the Respondents**

S. No.	Experience	Respondents	Percentage
1	Below 1 Year	15	9%
2	1-3 Years	45	38%
3	Above 3 Years	60	53%
Total		120	100%

**Table No: 4.8: Employees Face Grievance of The Organization**

S. No.	Customer	Respondents	Percentage
1	Not at all	22	18%
2	Seldom	24	20%
3	Occasionally	26	22%
4	Frequently	22	18%
5	Constantly	26	22%
Total		120	100%

**Table No: 4.9: Grievance are Related**

S. No.	Customer	Respondents	Percentage
1	Not at all	14	10%
2	Seldom	26	22%
3	Occasionally	30	26%
4	Frequently	22	18%
5	Constantly	28	24%
Total		120	100%

**Table No: 4.10 Grievance are Shared**

S. No.	Work	Respondents	Percentage
1	Not at all	14	10%
2	Seldom	32	28%
3	Occasionally	26	22%
4	Frequently	26	22%
5	Constantly	22	18%
Total		120	100%

**Table No: 4.11: Grievances are being Taken Care of by the Company**

S. No.	Office	Respondents	Percentage
1	Not at all	22	18%
2	Seldom	20	16%
3	Occasionally	32	28%
4	Frequently	18	14%
5	Constantly	28	24%
Total		120	100%

**Table No: 4.12: Duration of Grievance Handling Process**

S. No.	Superior	Respondents	Percentage
1	Not at all	18	14%
2	Seldom	14	10%
3	Occasionally	24	20%
4	Frequently	30	26%
5	Constantly	34	30%
Total		120	100%

**Table No: 4.13: Effective Level on Grievance Settlement**

S. No.	Worried	Respondents	Percentage
1	Not at all	18	14%
2	Seldom	32	28%
3	Occasionally	14	10%
4	Frequently	28	24%
5	Constantly	28	24%
Total		120	100%

**Table No: 4.14: Management Gather is Relevant Facts about Grievance**

S. No.	Anxious	Respondents	Percentage
1	Not at all	20	16%
2	Seldom	24	20%
3	Occasionally	18	14%
4	Frequently	14	10%
5	Constantly	44	40%
Total		120	100%

**Table No: 4.15: Satisfactions Level of Management Decision Regarding Grievance**

S. No.	Depressed	Respondents	Percentage
1	Not at all	22	18%
2	Seldom	32	28%
3	Occasionally	22	18%
4	Frequently	22	18%
5	Constantly	22	18%
Total		120	100%

**Table No: 4.16: Problem Identified on Real Basis**

S. No.	Work	Respondents	Percentage
1	Not at all	30	26%
2	Seldom	24	20%
3	Occasionally	22	18%
4	Frequently	22	18%
5	Constantly	22	18%
Total		120	100%

**Table No: 4.17: Higher Authority Listen Their Employee Grievance**

S. No.	Pain	Respondents	Percentage
1	Not at all	14	10%
2	Seldom	28	24%
3	Occasionally	20	16%
4	Frequently	24	20%
5	Constantly	34	30%
Total		120	100%

**Table No: 4.18: Directly discuss with their Higher Authority about Grievance**

S. No.	Time Difficulty	Respondents	Percentage
1	Not at all	22	18%
2	Seldom	28	24%
3	Occasionally	28	24%
4	Frequently	20	16%
5	Constantly	22	18%

**Table No: 4.19: Satisfactions Level Related to Time Taken By the Management to Solve Grievances**

S. No.	Cold And Sweaty	Respondents	Percentage
1	Not at all	14	10%
2	Seldom	18	14%
3	Occasionally	36	32%
4	Frequently	28	24%
5	Constantly	24	20%
Total		120	100%

**Table No: 4.20: Satisfactions Level Regarding The Facilities**

S. No.	Tension	Respondents	Percentage
1	Not at all	15	11%
2	Seldom	29	25%
3	Occasionally	28	24%
4	Frequently	21	17%
5	Constantly	27	23%
Total		120	100%

**Table No: 4.21: Temporary Relief Provided Until to Grievance Proper Decision**

S. No.	Tension	Respondents	Percentage
1	Not at all	22	18%
2	Seldom	18	14%
3	Occasionally	24	20%
4	Frequently	44	40%
5	Constantly	12	8%
Total		120	100%

**Table No: 4.22: Various Committee Members Engage in Resolving Problem**

S. No.	Age of the Respondents	Respondents	Percentage
1	Not at all	25	21%
2	Seldom	24	20%
3	Occasionally	31	27%
4	Frequently	19	15%
5	Constantly	21	17%
Total		120	100%

**Table No: 4.23: Total work load changed**

S. No.	Particulars	Respondents	Percentage
1	Strongly Agree	22	18%
2	Agree	18	14%
3	Neutral	24	20%
4	Strongly Disagree	44	40%
5	Disagree	12	8%
Total		120	100%

**STATISTICAL TOOLS-1**

- Chi-Square
- Null Hypothesis

H<sub>0</sub>: there is no significance difference between age of the respondents and work load

**Alternative Hypothesis**

H<sub>1</sub>: there is no significance difference between age of the respondents and work load

**Difference between age of the respondents and work over load change the organization**

Age/work load	Not at all	Seldom	Occasionally	Frequently	Constantly	Total
Below-21	3	2	2	1	5	13
21-25	2	4	6	4	5	21
25-30	4	9	8	5	10	36
30-35	4	8	9	7	2	30
Above-35	1	3	5	5	6	20
Total	14	26	30	22	28	120

**Calculation of chi Square Value:**

Observed value(O <sub>i</sub> )	Expected value(E <sub>i</sub> )	$\sum=(O_i-E_i)^2/E_i$
3	1.51	1.47
2	2.81	0.23
2	3.25	0.48
1	2.38	0.80
5	3.03	1.28
2	2.45	0.08
4	4.55	0.06
6	5.25	0.10
4	3.8	0.01
5	4	0.00
4	4	0.00
9	7.8	0.18

8	9	0.11
5	6.6	0.38
10	8.4	0.30
4	3.5	0.07
8	6.5	0.34
9	7.5	0.3
7	5.5	0.40
2	7	3.57
1	2.33	0.75
3	4.33	0.40
5	5	0.00
5	3.66	0.49
6	4.66	0.38
<b>Total</b>		<b>12.18</b>

**Statistical Tools-2:**

**Null Hypothesis**

H<sub>0</sub>: there is no significance difference between grievances are related and problem identifying on real basis

**Alternative Hypothesis:**

H<sub>1</sub>: there is no significance difference between grievances are related and problem identifying on real basis difference between grievances are related and problem identifying on real basis

Grievance/ problem	Not at all	Seldom	Occasionally	Frequently	Constantly	Total
Not at all	5	3	2	4	0	14
Seldom	5	0	0	25	2	32
Occasionally	5	5	6	5	5	26
Frequently	5	5	6	5	5	26
constantl y	2	5	10	5	0	22
<b>Total</b>	<b>22</b>	<b>18</b>	<b>24</b>	<b>44</b>	<b>12</b>	<b>120</b>

**Correlation analysis:**

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
14	22	196	484	308
32	18	1024	324	576
26	24	676	576	624
26	44	676	1936	1144
22	12	484	144	264
<b>120</b>	<b>120</b>	<b>3056</b>	<b>3464</b>	<b>2916</b>

r=0.11 Since the calculated value lies between 0 and 1, so the x and y variables are positively correlated, the H<sub>0</sub> is not accepted. Hence concluded there is no difference between grievance are related and problem identifying on real basis.  

$$X^2 = \sum (O_i - E_i)^2 / E_i$$

$X^2 = 12.18$

Significance Level -5%, Degrees of freedom=(r-1) (c-1)=(5-1)(5-1) =16

Table value=26.296, Calculated value =12.18 ,

Then Cal  $X^2 \leq$  Tab  $X^2$

**V. CONCLUSION**

Since the table value 26.563 of chi-square is greater than the calculated value 12.18 of the chi-square distribution for 16 degree of freedom at 5% level of significance than the H<sub>0</sub> is not accepted. Hence concluded there is no difference between grievance are related and problem identifying on real basis.

**Finding:**

While dealing with the collected data the following Findings of this study;

1. From table 4.3, shows 55% of the respondents' income level between 10000 and 15000.
2. From table 4.4, shows 79% of the respondents are married.
3. From table 4.5, shows 38% of the respondents are finished their diploma.
4. From table 4.6, Shows 48% of the respondents have 3 to 5 years' experience.
5. From table 4.7, Shows 40% of the respondents are neutral with leadership development assistance.
6. From table 4.8, Shows 53% of the respondents are neutral with the organization planned succession.
7. From table 4.9, Shows 46% of the respondents are satisfied with the from table 4.1, Shows, 95% of the respondents are male.
8. From table 4.2, Shows 32% of the respondents are 'age group between 25 and 30.
9. From table 4.10 Shows 44% of the respondents are dissatisfied with the coaching and training provided by the organization.
10. From table 4.11, Shows 43% of the respondents are neutral with senior management.
11. From table 4.12, Shows, 52% respondents are satisfied with the development of new team members.
12. From table 4.13, Shows 54% of the respondents are neutral with participate in the session.
13. From table 4.14, Shows 45% of the respondents are neutral with skill based training.
14. From table 4.15, Shows 49% of the respondents are satisfied with their customers.

15. From table 4.16, Shows 60% of the respondents are neutral with the use of tools to analyze specific customer's needs.
16. From table 4.17, Shows 90% of the respondents are says that they never receive a specific skill to sell a product.
17. From table 4.18, Shows 53% of the respondents are says that their industry expectation in it's never meet the future leadership roles.
18. From table 4.19, Shows 82% of the respondents are says that the organization provide uniform growth for all the levels of the employees.

## VI. CONCLUSION

The management provides training and explained their role clearly. It reduces the initial problem in their work. Respondents have the urge to change their job for the management notice the reason for it and take necessary action to change it the respondents are satisfied with the break hours so the management tries to keep same break system. The management will organize the training like yoga, meditation and establish in-house gym which helps to reduce the problems such as depression, low concentration, tension anger and physical problem also .The most of the respondents are very much concerned about their future, so the management provides job security & future guarantee for their employees. The management initiates to establish counseling center in their organization premises and provide counseling to the employees overcome their stress. The respondents burn-out their stress because of too much load so the Stress management has gained much prominence to ensure that the employees to not go out. Stress arises to so many reasons, with in the out of the organization. The present trend, the ensure worker has stress in their work. It affects both the organization and individual development. There for, stress management has become the core issues for all development and growth oriented activities in an organization.

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## Sample Questionnaire

### A Study On Grievance Handling Procedure In Medium Scale Industries in Nagapattinam

#### PERSONAL DATA:

1. Name of the respondent :
2. Age :
3. Qualification :
4. Experience :
5. Department :
6. Gender :  
1) Male 2) Female
7. Is the grievance handling procedure explained to you?

- a) Strongly agree, B) Agree , C) Neutral , D) Disagree,E) Strongly Disagree
8. Are you aware of the grievance redress procedure followed in your organization?  
a) Strongly agree , B) Agree , C) Neutral , D) Disagree,E) Strongly Disagree
9. Do you feel that present grievance handling policy of your organization is effective?  
a) Strongly agree , B) Agree , C) Neutral , D) Disagree,E) Strongly Disagree
10. How often you face grievance in your organization?  
a) Mostly , Hardly, C) Partly , Occasionally, Never
11. What are the grievances arises in your organization?  
a) Work Environment, B) Supervision, C) Workgroup , D) Economic, E) Social injustice
12. Whom does you report / share if you have any grievances?  
a) Superior , B) Colleagues , C) Function Head , D) Head of HR department ,E) Manager
13. How often you complaints and grievance being taken care off?  
A) Mostly , B) Hardly, C) Partly , D) Occasionally, E) Never
14. How much times your superior takes on a complaint ( duration of handling process)?  
A) 48 hours , B) 3 Days , C) 7 Days,D) Indefinite, E) Depend upon the level
15. To what level the management is effective in grievance settlement?  
A)High satisfy, B) Satisfy, C) Moderately, D) High dissatisfy , E) Dissatisfy
16. Does management gather all relevant facts about the grievance?  
a) Strongly agree, B) Agree, C) Neutral, D) Disagree, E) Strongly Disagree
17. Is the decision taken by the top management related to your grievance is satisfactory?  
a) High satisfy, B) Satisfy, C) Moderately, D) High dissatisfy, E) Dissatisfy
18. Is the real basis of your problem identified?  
a) Strongly agree, B) Agree , C) Neutral , D) Disagree, E) Strongly Disagree
19. Does your higher authority listen when your grievance is presented?  
a) Strongly agree, B) Agree, C) Neutral, D) Disagree, E) Strongly Disagree
20. Do you directly go & discuss your grievance with immediate superior when a grievance  
A) Strongly agree, B) Agree , C) Neutral , D) Disagree, E) Strongly Disagree
21. State your opinion about the time taken management by the management to solve the employee grievance?  
a) High satisfy, B) Satisfy, C) Moderately , D) High dissatisfy, E) Dissatisfy
22. State level of satisfaction regarding the facilities provided by the company?  
a) High satisfy, B) Satisfy, C) Moderately ,D) High dissatisfy, E) Dissatisfy
23. Do the various committee members actively engage in resolving your problems?  
a) Strongly agree, B) Agree, C) Neutral, D) Disagree, E) Strongly Disagree.