

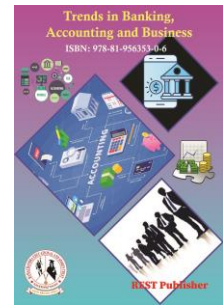


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A Study on Role of Hr in Management & Employee Relation, Conflicts and Resolution Towards Abc Fruits with Reference to Krishnagiri

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Abstract: *The primary objective of this study is to find the effectiveness of grievance handling procedure of the company. The secondary objective of this study is to identify the awareness level of the employees about the grievance handling mechanism of the company and to know the level of satisfaction towards the grievance handling procedure of the company. The research type used in this study is descriptive in nature, which helped in developing the concept and in decision making. Primary data is used for analysis, which is gathered using questionnaire. Secondary data is also used for the study, which is gathered from internet and already done project reports.*

1. INTRODUCTION

The Grievance occurs in every workplace and handling them properly is important for maintaining a harmonious and productive work environment. Grievance management is all about how well the problems are addressed and solved. Effective grievance handling is an essential part of cultivating good employee relation and running a fair, successful, and productive workplace. The grievance of the employees is related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the culture norms unilaterally, individual victimization, wage, bonus, etc. Here, the attitudes on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability of the maintain a culture of high performance. This can be done by measuring how faster the employee's problems are addressed and solved. If it is done faster, than it can be concluded by saying that the employees concern is significantly present in the organization. The proper implementation of grievance handling procedure ensures that the problems of the employees are recognized and appraised and in fair and timely manner.

Grievance Handling: Grievance handling is the management of employee dissatisfaction or complaints (e.g. favoritism, workplace harassment, or wage cuts). By establishing formal grievance handling procedures, you provide a safe environment for your employees to raise their concerns. You also create a channel to explain your policies and rationale for actions or decisions.

Employee Grievances: Employee grievance can be defined as the discontentment caused by the gap between what your employees expect and what they fail to get. It may or may not be justified but needs to be tackled very carefully. A considerable amount of time must be invested by the HR person to talk to the employees to understand their grievances. Identifying employees' grievances can be a challenge in personnel management.

2. REVIEW OF LITERATURE

Obiekwe and Eke (2019) has inspected the effect of employee grievance of the executives on the authoritative exhibition. The paper noticed that compelling administration of employee grievances is fundamental for an agreeable work environment relationship. He Highlighted the main objective to examine how the grievance handling procedure influences employees' Performance and to identify styles used in handling employee grievance. This paper focuses on taking care of grievances successfully which is significant for each organization whether unionized or not. The goal of the paper was to set up a level of attention to grievance taking systems among the workers of the company.

K. Balamurugan (2020) highlighted the objectives to identify the relationship between the employer and employee, to find the employee satisfaction after the redressed of grievance and to make suggestions for grievance handling procedures. He studied that employees vary as persons, in their requirements, desires and conduct. At the point when their needs are not fulfilled or their goals are not accomplished, the outcome is employee dissatisfaction. He studied that grievance is a matter raised by a representative to communicate disappointment with the board of conduct and is an endeavor to bring out changes. An effective grievance mechanism creates a fundamental place in developing great employee relations and running a reasonable, effective, and profitable work environment.

Wyman (2020) stated in his study that the grievance procedure has been aptly described as the "heart of the collective bargaining process". Collective negotiations, of course normally result in a written agreement. However, an agreement is a static document presumably intended to cover all aspects of labor management relations, a task that no document can accomplish completely. He stated in his study that the issues of grievances were normally associated with dissatisfaction among employees which were mainly related to salary, working procedure and working facilities.

Nilesh Thakre (2020) stated in his study about resolving grievances, aggrieved employees will file their dissatisfaction through grievance procedure and their immediate managers or supervisors were responsible to take action within period given. Therefore, immediate supervisors were responsible to settle the grievance as they were the nearest personnel that represent managerial team, thus the result of the study is that the argument on the vital role played by supervisors in managing employees' grievances paralleled that of past studies.

Godbless et. Al (2020) while it could be averred that grievance handling may not address all employees' workplace-related issues, a pragmatic approach to managing employees' discontentment will create platform for employees to seek grievance-redress in a harmonious working setting. It is suggested that banks should act promptly to establish effective and efficient grievance handling mechanisms, revolved around organization justice; pursuing deliberate policies to abridge the length of time for grievance resolution, and putting policies in place an effective organizational structure that encourages their employees to air their grievances.

Garima (2020) Grievance is very much present in every workplace especially in today's era of globalization, and, if not tackled on time, a minute grievance can become a conflict. A lack of interest has been found in the organization to handle the grievance and also to use the grievance handling as a tool to motivate the employees. This empirical research discusses the various motivational theories and various grievance handling styles and, at last, the relationship between these two factors through the various cases that were based on the objective of finding the relationship between grievances of employees and their motivation. Findings from this study will help manager motivate their employees by handling employees' grievances at the earliest.

Kemuma Bichang'a (2021) The study sought to determine the effect of grievance handling on organizational commitment. The objectives of the study were to establish how grievance handling procedures and causes of employee grievances affect employee commitment. The paper also found that the causes of grievances are most likely to affect employee commitment. A grievance procedure is necessary for a large organization that has numerous personnel at many levels with the result that the manager is unable to keep a check on each individual or be involved in every aspect of working. The primary value of grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon cooperation & productivity.

Sukhdani (2021) A paper aims to evaluate the reasons for dissatisfaction or grievance among faculty members arising out of anything connected with any aspect of the organization and to check the availability of grievance handling mechanisms in the selected management company. The study is based on secondary and primary data from various sources. The research paper suggests the importance of effective grievance handling mechanism to ensure the cultivation of a favorable learning environment. A grievance is a feeling of discontentment, dissatisfaction or distress, or suffering or grief among the workers. The dissatisfaction, when expressed, becomes a complaint and, when the employee believes that some injustice is being committed, it becomes a grievance.

Keith Davis (2021) "Grievance is any real or imaginary feeling of personal injustice which an employee has concerning his employment relationship. Grievance is a feeling of discontentment or dissatisfaction or distress or suffering or grief among the workers. The dissatisfaction when expressed becomes a complaint and when the dissatisfaction when expressed becomes a compliment and when the employee believes that some injustice is being done, it becomes a grievance. So a grievance in business organizations, is always expressed either verbally or in writing.

Saluja & Surjeet Kaur (2022) A study revealed that grievance handling is necessary for better productivity of the organization. The comparative result shows the grievance handling procedure of two cellular provider organizations. It is essential to have one or more people in an organization specifically to do the work of monitoring trends and regulations. Local workers are needed to supply information regarding the local scene and culture; it is inefficient for people from outside a country to do clinical work there, not knowing perfectly the language and culture. Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear.

Daud et al (2022) Grievance management is an important topic in the area of industrial relations. Research on grievance management discusses the styles in handling grievances among heads of departments at a company and the determinant of personalities in selecting the appropriate styles. It was conducted to achieve two main objectives which are to investigate the styles managers use in handling employee grievances and to examine the influence of personalities in choosing styles used by the managers in handling grievances. The result of factor analysis reveals that the grievance handling styles used by managers in this study are integrating, compromising, and dominating.

Gomathi (2023) The grievance handling system has been adopted in many organizations formally or informally, but it seems it does not work as it is expected. It has also been seen that the mechanism is just an eyewash as a part of compliance or meant to appear to the outer world as an updated organization. People involved in the grievance system cannot offer their services properly due to low emphasis on this issue by the higher authority or inappropriate approach by the mid-level management. Most organizations do not pay due attention to the issue of grievance management.

Gamage & Hewagama (2023) There is a positive association between effective grievance settlement procedures and dispute settlements. Moreover, effective grievance handling procedure is positively and significantly correlated with favourable Labour Management Relationship of the executive level employees of the industry in Sri Lanka. Given the context, this study was undertaken to measure the workers' satisfaction with the grievance-handling procedure to have an understanding of the present status, so that the organization can take the necessary steps to implement appropriate grievance handling procedures, enhancing thus productivity.

3. OBJECTIVES OF THE STUDY

To study the effectiveness of Grievance Handling Procedure. To identify whether the employees are aware of the grievance handling mechanism. To know the level of satisfaction towards the grievance handling procedure of the organization. The aim of the study is to find whether the grievance handling mechanism identifies that the employee's problems were recognized and appropriately reviewed in a prompt and timely manner. To identify whether grievance mechanism ensures a fair treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.

4. SCOPE OF THE STUDY

The investigation illuminate’s requirement for Grievance the executives and this examination encourages the administration for additional enhancement for the equivalent. This investigation will be helpful when comparative sort of examination is embraced. This study may benefit in knowing the employee’s perception towards grievance handling system. The analysis of the effectiveness of the grievance handling system of the company. It also identifies the employee’s opinion towards the existing grievance handling system in the company. The effectiveness of the present grievance handling system will be analyzed and suitable measures to improve the same may be suggested. The project throws light on need for Grievance handling mechanism and this study facilitates the management for further improvement on the primary data sources.

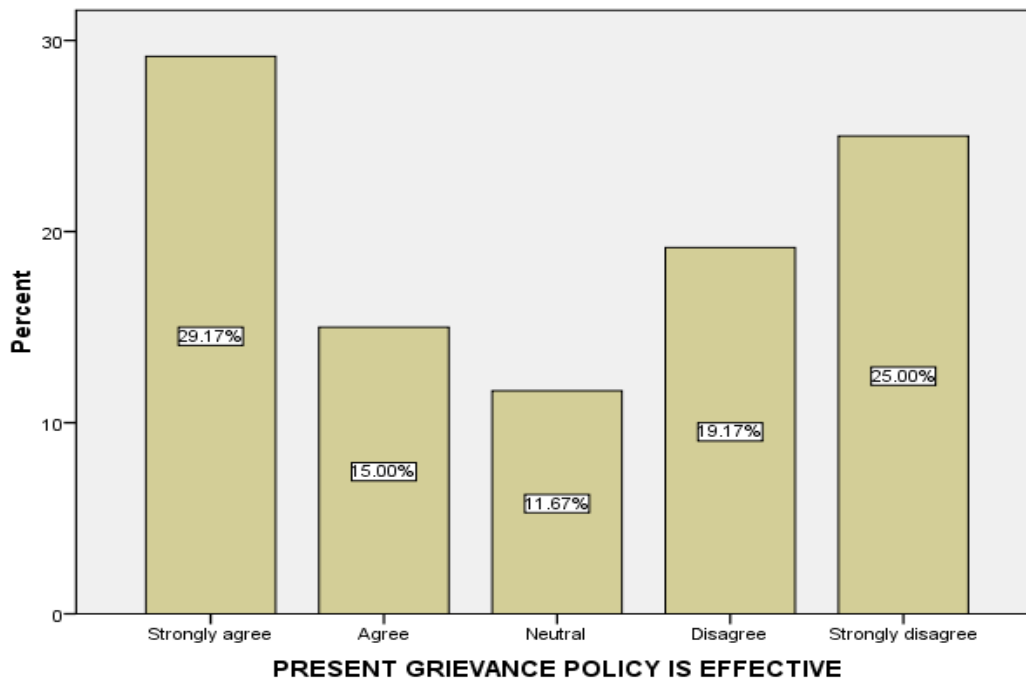
5. RESEARCH METHODOLOGY

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”.

Simple percentage analysis

Present grievance policy is effective

Present grievance handling policy	Frequency	Percentage
Strongly agree	35	29.2%
Agree	18	15.0%
Neutral	13	11.7%
Disagree	23	19.2%
Strongly disagree	30	25.0%
Total	120	100.0%



Chi square test

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.464E2 ^a	16	.000
Likelihood Ratio	243.647	16	.000
N of Valid Cases	120		
11 cells (44.0%) have expected count less than 5. The minimum expected count is .55.			

6. FINDINGS

1. Majority 71.2% of the respondents are female
2. Majority 25.8% of the respondents are age group below 25 years.
3. Majority 43.3% of the respondents are qualification higher secondary
4. Majority 65.0% of the respondents are unmarried
5. Majority 34.2% of the respondents are said once in a month health or health care.
6. Majority 30.0% of the respondents are said discipline grievance in the organization.
7. Majority 25.0% of the respondents is said 2 - 4 month facing the grievance.
8. Majority 60.0% of respondents are communicating to their co-workers.

6. SUGGESTIONS

Management should consider introduction of unit level grievance handling system. Superiors should be trained to handle the grievances effectively. There should be feedback system on grievance redressed. The companies are considered to be the best grievance handling system in the organization. More focus should be drawn to improve its efficiency and effectiveness. Grievances are to be solved whenever they are at the budding stage. Management should handle the grievances without delay. The employees in the organization felt the need for a separate structured grievance handling system. Grievance can amicably have solved through mutual dialogue with the employees with an open mind and transparent in dealing certain issues. All segments of the employees should be equally represented to take part in the grievance handling committee.

7. CONCLUSION

Employee's grievance is one of the prime reasons for the employee's performance, solving the employee's grievance will lead to job satisfaction and increase the efficacy of the employee which will benefit both employee as well as organization. Grievance management is a major challenge in the company since the expectation of employees is increasing will change life style. Employees have high expectation from company it is not possible to fulfil all their expectation but major of their expectation can be fulfilled. It can be observed that employees are satisfied with most of welfare, medical, safety, facility provided by the company. Company is giving benefits as per the various enactment of lab our law but there is still scope for improvement, which will benefit both organization and the employees.

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