

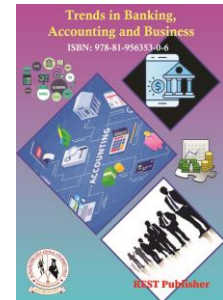


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A Study on Effectiveness of Grievance Handling Mechanism at European Textile Chemical Corporation at Hosur

*** Janaki S, Charan S C**

Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India.

*Corresponding author Email: sjanaki284@gmail.com

Abstract: *This paper theoretically examined the impact of employee grievance management on organizational performance. The paper noted that effective management of employee grievance is essential for harmonious workplace relationship, bolstering of employee loyalty and commitment, as well as improvement of overall organizational productivity and performance. In addition, there should be a laid down grievance management procedure which managers will use as a guide to manage grievance occurrence within the workplace in order to ensure harmony, and improved employees morale which is important for organizational improved performance. Organizations should ensure that those in charge of employee's grievance management are well trained to enable them handle grievance and conflict issues very well, and should also educate their employees about grievance procedure arrangement available in their organization, and the need to follow laid down grievance procedure when presenting their grievances. The data was tested on SPSS to analyse the relationship between two or more variables and to obtain the descriptive statistics. Percentage analysis, Correlation and Chi square were used to evaluate the results of respondents.*

Keywords: *HR grievances, grievance management, employee satisfaction, workplace harmony, HR leadership.*

1. INTRODUCTION

A grievance is any discontent or feeling of unfairness and in the workplace, it should be pertaining to work. A grievance is more deep-seated than a complaint. Complaints are expressions of grievances, but a grievance is deep-rooted such that the employee takes appropriate remedial action to seek satisfaction. Employees may be grievant due to the existing policy, rule, work procedure or dissatisfaction due to the certain behavior. If the level of dissatisfaction goes on increasing then they put the written complaint about it to the management which is known as grievance. Grievances are concerns, problems or complaints that employees raise to their employers. The Employment Relations Acts gives all employees the rights to pursue a personal grievance if they have genuine complaints.

Grievance procedures are related to other attitudinal measures and the behaviours of shop stewards in the grievance procedure. Grievance procedure effectiveness was related to union members' overall satisfaction with the union. Grievance procedures have been found to relate to union commitment, employer commitment and dual commitment. Employer commitment has found to be negatively related to absenteeism and turnover and union commitment has found to have a positive relationship with union participation and with shop steward behaviour in the grievance procedure. Many studies still report empirical analysis with no theoretical grounding, or only intuitive and ad hoc hypotheses.

2. OBJECTIVES OF STUDY

To study the employee's welfare measures in European Textile Chemical Corporation.
To identify whether the employees are aware of the grievance handling mechanism.

To identify whether the grievance handling system leads to a favourable attitude towards the management
To identify that the grievance handling system leads to a mutual understanding between workers and the management
To know the level of satisfaction towards the grievance handling procedure of the organization.
To identify the factors influencing the effectiveness of the grievance handling in the organization

3. SCOPE OF THE STUDY

The Scope of the study is extended only to the employees working in the ETCC Industries Pvt Ltd, Hosur. It does not cover employees working in other division of ETCC Industries Pvt Ltd in other cities. To fulfil the objectives of this research, the study is undertaken to analyse the grievance management system followed at ETCC Industries Pvt Ltd, Hosur. The study has been assumed to find the effectiveness of grievance mechanism in sugar industries, so in the future it will help to the employer to understand the employee's problems. And also it helps to improve the grievance system in the organization. It cannot be applied to other industries.

4. LITERATURE REVIEW

Dr.G.Balamurugan & M.Thamilarasi(2017) A healthy environment supplied by the company that supports employee happiness in order to better their lives and keep their motivation levels high. Once a year, or on any other noteworthy event, the company's rules and regulations must be revised. It may be used in both legislative and non-legislative ways to extend certain policies to workers' earnings or compensation.

Chandan Singh , Shinu Shukla, (2019) The grievances procedure is the official process for dealing with such worker discontent. All business, whether unionised or not, should have established and well-known grievance procedures. The fundamental benefit of a grievance procedure is that it can help to reduce discontent and unhappiness, which can negatively impact collaboration and production

Adithi Pradeep, Alfiya Niha (2018) the researcher conduct research on topic "Best practices in grievance handling mechanism: a study in Kerala". The main objective to know whether the employees are satisfied with the current grievance management and how they are benefited. The researcher use Primary and Secondary. The researcher also found the study reveals that grievance handling mechanism in this administration is satisfactory. The company is recognizing the need to satisfy the employees and retaining them. When the draw backs are resolved then the employee's grievance can be reduced in the organization and the employees can also increase a relationship between supervisor and co-worker

Arindam Garg (2018) the researchers conduct on topic "A study on the effectiveness of grievance handling mechanism in Arunachal Pradesh State Co-Operative Apex Bank Ltd." The main objective to study the effectiveness of grievances handling mechanism and To identify the factors influencing the effectiveness of the grievance handling in the organization. The researcher use Descriptive research design. The researcher also found the study reveals that the Grievance handling mechanism in the bank is working satisfactorily. The organization is giving due importance for addressing the grievances of employees. The bank is making efforts to ensure those employees are satisfied with the measures taken to resolve their grievances

Mohammad Bin Amin (2018), study determines the most suitable grievance handling style to resolve industrial grievances and various factors that influence the grievance process. The study may also be used to investigate the influence of numerous mediating elements such as cultural intelligence, as well as to explore other possibilities for grievance management.

Hyo Sun Jung (2018), The study shows the important implications for managing conflict management in the hospitality industry. Finally, limitations and future research directions are also discussed and various. Mediation role permitted managers to enquire their employee regarding conflicts, enabled them to request suggestions from employees to resolve issues, as well as allowed incorporating their ideas into employees' proposals

K. Naga sumalatha (2018), This study focused on find the effectiveness of grievance handling procedure of the company and level of satisfaction among the employees and the procedures and strategic approach towards the employee engagement factor

Gordon and Miller (2019) studied the influences impacting the supervisors' approach, in identifying the issue of grievance. It also highlighted the importance of setting up rules, for the supervisors. They recommended that, "supervisors must have competence and willingness to discuss the difficulty with the employee and union rep, at initial stage". It must be noted that, supervisory elegance affects grievance rate and their disposition

Karambayya and Brett (2020) state in their employee discontent research that, four roles have been determined, which involve manager's actions, for handling grievances. The first role of managers was cross-examining. Managers, who were involved with cross-examination, retained both the process and result control for them. In this role, managers forced their own ideas to resolve the issue, made the final decision, and employed their own ideas for future prevention. The second function of managers, involved a mediational role.

Jane w. Mubezi (2019), The is study mainly focuses on factors which cause employee grievance, identify style used at the departmental level of decision-making to address employee grievance, find out employee perceptions about the way management handle their grievances.

Elbaz, A., Haddoud, M., Onjewu, A.-K., & Abdelhamied, H (2019), The study examines the link between grievance handling styles and job satisfaction. And various configurations of handling styles are associated with high job satisfaction where discovered by the authors in the Egyptian hotels and travel agencies

Onyebuchi (2019), The study reveals the importance of utilizing collective bargaining as vital grievance management tool for effective harmonious management-labor relationship which helps to promote profitability and increase in market share of organizations, hence lead to enhanced organizational performance, effectiveness and survival

Rupali Dilip Taru (2020), The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, interdepartmental relationship. And the satisfaction level in the organization

Monish P (2021) This study deals with the Existing grievance management strategies like grievance root cause analysis and quality circle made a significant impact on workplace justice of employees in selected companies.

5. RESEARCH METHODOLOGY

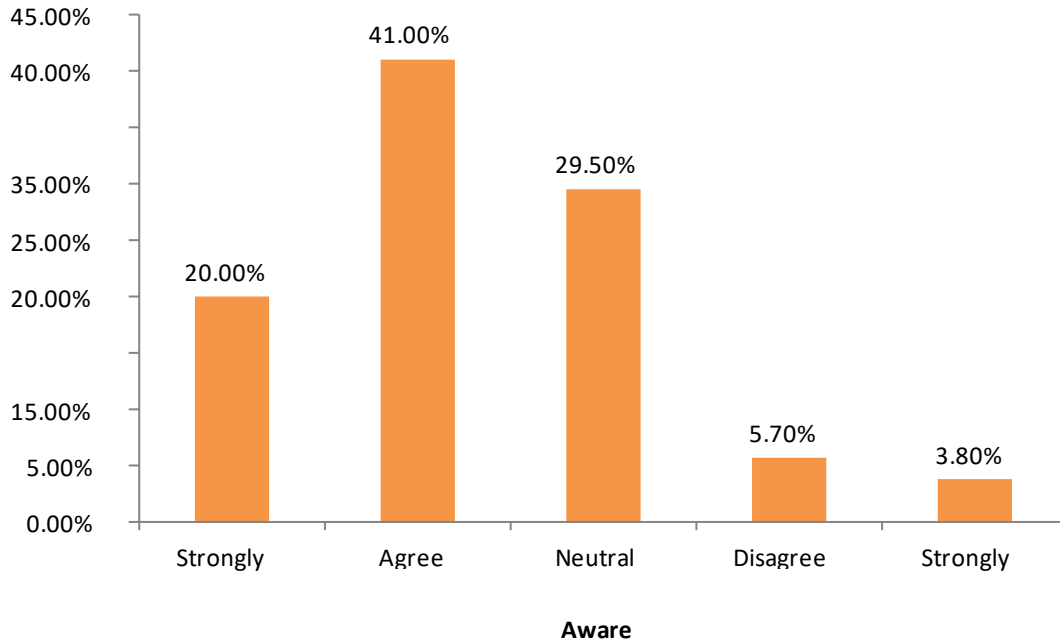
Research methodology is a way to systematically solve research problem. Research methodology is understood as a source of the study how to research is done scientifically. The various steps adopted by a researcher in studying the research problem along with the logic. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques. Scientists have undertake research on them and find their causes, solution, explanations and applications.

6. DATA ANALYSIS

Simple Percentage Analysis:

TABLE 1. Aware of The Various Committees That Redress the Grievance

Aware	Respondents	Percentage (%)
Strongly Agree	21	20.0%
Agree	43	41.0%
Neutral	31	29.5%
Disagree	6	5.7%
Strongly Disagree	4	3.8%
Total	105	100.0%



Chi-Square Tests:

To find the association between age and aware of the various committees that redress the grievance

Table 2. Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.697E2 ^a	16	.000
Likelihood Ratio	222.388	16	.000
Linear-by-Linear Association	93.517	1	.000
N of Valid Cases	105		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .27.

7. FINDINGS

1. Maximum 39.0% of the respondent’s ages are 36-45 years
2. Maximum 71.4% of the respondents are male
3. Maximum 27.6% of the respondents are SSLC qualification
4. Maximum 41.9% of the respondents are having 2-3 years of experience
5. Maximum 27.6% of the respondents are earning Rs.10,000-15,000 of monthly income
6. Maximum 63.8% of the respondents feel job-suitable for their educational qualifications
7. Maximum 41.0% of the respondents are satisfied for the distribution of workload
8. Maximum 41.0% of the respondents are agree for aware of the various committees that redress the grievance

8. SUGGESTIONS

Conflict management in the organization will be helpful to reduce the number of grievance rates. Open door policy can be used. The barriers that exist between the various categories are to some extent broken by personal contact and mutual understanding. Suggestion boxes can be installed. This brings the problem or conflict of interest to light. Accident rates, Requests for transfers, Resignations, and disciplinary cases should be analysed since they reveal the general patterns that are not apparent. Improper working conditions can be changed such as strict production standards, unsafe workplace, and bad relation with managers, etc. Irrational management policies can be changed such as overtime, transfers, demotions, inappropriate salary structure.

9. CONCLUSION

Grievance procedures are related to other attitudinal measures and the behaviors of shop stewards in the grievance procedure. Grievance procedure effectiveness was related to union members' overall satisfaction with the union. Its procedures have been found to relate to union commitment, employer commitment and dual commitment. The grievance procedure provides a means for identifying practices, procedures, and administrative policies that are causing employee complaints so that changes can be considered. Grievance is quite common in all the organisations. It depends upon the management of the organisation how it takes or deals with the grievance, if the grievance is not addressed properly, it leads for further consequences, it may be experienced in the form of dissatisfied employees, lower productivity, and increase in errors or accidents. The study shows that the present grievance handling mechanism in textile industries at textile chemical is satisfactory. Still some of the employees expressed their dissatisfaction about the grievance mechanism, due to factors such as salary, work schedule, leave process. So it is important for the management to improve on the above mentioned factors. This will reduce the dissatisfaction among employees. The lesser grievance shows the higher satisfaction, highly satisfied employees means higher productivity.

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