

EMPLOYEE GRIEVANCE HANDLING IN INTEGRAL COACH FACTORY

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ABSTRACT

The main purpose is to study the employee grievance handling followed in “Integral Coach Factory”. The objective of the study is to awareness level of the employees towards grievance handling system followed in “Integral Coach Factory” and to identify that the grievance handling system leads to a mutual understanding between employees and the management. The research methodology adopted for this study is descriptive. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation. As far as data is concerned questionnaire was used to collect the primary data. The sampling technique involved in this research is Stratified sampling, and the questionnaires are distributed to a sample size of 140.

Analysis techniques are used to obtain finding and arrange information in a logical sequence from the raw data collected. The tools that are used for analysis are Charts, Percentage analysis, Weighted average method, Chi-square test and Interval estimation. From the analysis it is found that 88% of the employees are aware of the performance appraisal system and there is a significant relationship between the management and the grievance handling procedure upon employee grievances. The suggestions given are temporary relief can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his/her morale and productivity and the mutual understanding of employees and the superior is very important so that the organizational climate will be friendly in nature.

Key Words:

INTRODUCTION

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. According to Julius, a 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”. Grievance should be removed as early as possible for creating good labor management relations and promoting efficiency. Because it will give rise to further grievances. Grievance handling encourages the human problems to be brought out. A grievances system gives an opportunity to the workers to express their feelings, fears, doubts and dissatisfaction. With the help of an effective grievance system, the management comes to know about the behavior and attitude of the superior towards their subordinates. A good grievance handling system boosts the morale of the people working in the organization. Grievance procedure helps to develop a good group culture. Descriptive research design was adopted in the study; the sampling method was simple random sampling. the study was aimed at all those respondents who are in Chennai branch of “INTEGRAL COACH FACTORY”. THE SAMPLE Size was 140, the primary data was collected through questionnaire, which contain questions like dichotomous, multiple choice questions, close ended questions etc., the secondary data was collected from company

records, internet etc., statistical tools and Chi-square, Percentage analysis, Correlation and Weighted average method were used.

NEED OF THE STUDY: The aim of the study is to find whether the grievance handling mechanism that ensures whether the employee's grievances are recognized and appropriately reviewed in a prompt and timely manner. This study acts as a foundation for a harmonious and healthy relationship between employee and employer. This study is helpful for the management to ensure fair and just treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint against any employee who may submit or be involved in a grievance.

SCOPE OF THE STUDY

- The study is useful to analyze the current grievance handling system.
- To know the employees attitude towards the grievance handling mechanism followed in the organization.
- This study gives the information about the awareness level of the employees towards the present grievance handling procedure followed in the organization
- This study also enables the researcher to come out with many suggestions and recommendations for effective implementation of the appraisal system in future.
- This study is also come out with many findings, which will enable the employees towards the grievance handling system.
- This study will be useful when similar kind of research is undertaken.

OBJECTIVES OF THE STUDY

1. To identify whether the employees are aware of the grievance handling mechanism.
2. To identify whether the grievance handling system leads to a favorable attitude towards the management and the employees.
3. To identify that the grievance handling system leads to a mutual understanding between employees and the management.
4. To know the level of satisfaction towards the grievances handling procedure followed in the organization.
5. To identify the factors influencing the effectiveness of the grievance handling in the organization.

LIMITATIONS OF THE STUDY

- The survey was limited to Chennai branch of "Integral Coach Factory", hence the result obtained by the study may not be universally acceptable
- Some of the respondents were reluctant to answer due to their busy schedule.
- Some of the respondents were biased in their responses. The study is limited to only potential areas due to the limitation of time

RESEARCH METHODOLOGY

RESEARCH DESIGN: A research is a arrangement of conditions for collection and analysis of data in a manner that aims to combine to the research purpose with economy in procedure. In fact the research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data.

NATURE OF RESEARCH: The research design followed for this study is descriptive research for analyzing the collected data, an in-depth research analysis was framed and various statistical tools and techniques were also used for this purpose.

SOURCES OF DATA: Primary data consists of original information collected for specific purpose. The primary data for this research study was collected through direct survey with the customers guided by a structured questionnaire. The questions were structured and direct to make customer understand easily. Secondary data consists of information that already exists. Somewhere having been collected for some other purpose. The secondary data is obtained from the company database, textbooks, internet and journals etc.

SAMPLE SIZE: Size of the sample means the number of sampling units selected from the population for the investigation. Sampling size is 200.

STATISTICAL TOOLS: The following are the various statistical tools used to analyze the data: Correlation, Weighted average method, Chi-square test.

DATA ANALYSIS AND INTERPRETATION

TABLE -1 - THE WORK CULTURE SUPPORTIVE IN THE ORGANISATION

VARIABLES	FREQUENCY	PERCENTAGE
Mostly	96	68.57
Rarely	14	10
Sometimes	12	8.57
Not at all	18	12.85
TOTAL	140	100

TABLE -2 - THE GRIEVANCE HANDLING IN YOUR ORGANIZATION

VARIABLES	FREQUENCY	PERCENTAGE
Mostly	108	77.14
Rarely	12	8.57
Sometimes	10	7.14
Not at all	10	7.14
TOTAL	140	100

TABLE -3 -THE GRIEVANCE RELATED TO THE ENVIRONMENT

VARIABLES	FREQUENCY	PERCENTAGE
Work environment	92	65.74
Supervision	10	7.14
Workgroup	10	7.14
Economic	18	12.85
Social injustice	10	7.14
TOTAL	140	100

TABLE – 4 -THE REPORT REGARDING THE GRIEVANCE

VARIABLES	FREQUENCY	PERCENTAGE
Superior	12	8.57
Colleagues	18	12.85
Function Head	18	12.85
Head of HR department	102	72.85
TOTAL	140	100

TABLE – 5 -COMPLAINTS AND GRIEVANCE BEING TAKEN CARE OF

VARIABLES	FREQUENCY	PERCENTAGE
Mostly	96	68.57
Rarely	14	10
Sometimes	12	8.57
Not at all	18	12.85
TOTAL	140	100

TABLE – 6 - THE RIGHT DECISION OF THE EMPLOYEE TO END UP IN SATISFACTION

VARIABLES	FREQUENCY	PERCENTAGE
Yes	106	75.71
No	34	24.28
TOTAL	140	100

TABLE – 7 - HOW MANY TIMES YOU'RE SUPERIOR TAKES ON A COMPLAINT

VARIABLES	FREQUENCY	PERCENTAGE
2 weeks	16	11.42
6 weeks	14	10
Indefinite	18	12.85
Depends upon level	92	65.74
TOTAL	140	100

TABLE -8 -THE LEVEL OF MANAGEMENT EFFECTIVENESS

VARIABLES	FREQUENCY	PERCENTAGE
Completely	13	9.28
To a certain extent	17	12.14
To a satisfactory	92	65.71
Not at all	18	12.85
TOTAL	140	100

TABLE -9 -TOTAL WORKLOAD DURING LAST THREE YEARS

VARIABLES	FREQUENCY	PERCENTAGE
Workload has decreased	30	21.42
Remained the same	18	12.85
Workload increased	92	65.71
TOTAL	140	100

TABLE – 10 -THE UPPER MANAGEMENT PRESSURE AS THE MAIN REASON FOR GRIEVANCE

VARIABLES	FREQUENCY	PERCENTAGE
Yes	28	20
No	112	80
TOTAL	140	100

TABLE -11 -THE PERFORMANCE APPRAISAL PROCESS

VARIABLES	FREQUENCY	PERCENTAGE
Yes	32	22.85
No	108	77.14
TOTAL	140	100

TABLE - 12 -THE EXISTING GRIEVANCE SETTLEMENT SYSTEM

VARIABLES	FREQUENCY	PERCENTAGE
Mostly	14	10
Rarely	12	8.57
Sometimes	96	68.57
Not at all	18	12.85
TOTAL	140	100

TABLE – 13 -THE DECISION TAKEN BY THE TOP MANAGEMENT RELATED TO GRIEVANCE

VARIABLES	FREQUENCY	PERCENTAGE
Mostly	10	7.14
Hardly	16	11.42
Partly	94	67.14
Never	20	14.28
TOTAL	140	100

TABLE – 14 -THE REAL BASIS OF YOUR PROBLEM IDENTIFIED

VARIABLES	FREQUENCY	PERCENTAGE
Strongly agree	10	17.14
Neutral	112	80
Disagree	18	12.85
TOTAL	140	100

TABLE – 15 -THE HIGHER AUTHORITY LISTEN WHEN EMPLOYEE GRIEVANCE IS PREPARED

VARIABLES	FREQUENCY	PERCENTAGE
Strongly agree	43	30.71
Neutral	47	33.57
Disagree	30	21.42
TOTAL	140	100

TABLE – 16 -THE RIGHT RATHER THAN WHO IS RIGHT

VARIABLES	FREQUENCY	PERCENTAGE
Yes	113	80.71
No	27	19.28
TOTAL	140	100

TABLE - 17 -THE TEMPORARY RELIEF PROVIDED TO THE PROPER DECISION

VARIABLES	FREQUENCY	PERCENTAGE
Yes	116	82.85
No	24	17.14
TOTAL	140	100

TABLE - 18- THE COMMITTEE MEMBERS ACTIVELY ENGAGE IN RESOLVING YOUR PROBLEM

VARIABLES	FREQUENCY	PERCENTAGE
Yes	102	72.85
No	38	27.14
TOTAL	140	100

TABLE -19 -THE RESPONSE OF THE HIGHER OFFICIALS IF THE DECISION IS NOT SATISFACTORY

VARIABLES	FREQUENCY	PERCENTAGE
Yes	28	20
No	112	80
TOTAL	140	100

TABLE -20 -THE CONFIDENTIAL LEVEL OF THE EMPLOYEE TO THE GRIEVANCE

VARIABLES	FREQUENCY	PERCENTAGE
Yes	127	90.71
No	13	9.28
TOTAL	140	100

TABLE -21 -THE CONVEYING GRIEVANCE IS SIMPLE AND EASY TO UTILIZE

VARIABLES	FREQUENCY	PERCENTAGE
Yes	105	75
No	35	25
TOTAL	140	100

TABLE -22 -THE SUPERVISOR GIVEN AUTHORITY TO TAKE NECESSARY ACTION TO RESOLVE THE PROBLEM

VARIABLES	FREQUENCY	PERCENTAGE
Yes	118	84.28
No	22	15.71
TOTAL	140	100

TABLE -23 - THE PROPER RECORDS MAINTAINED ON EACH GRIEVANCE

VARIABLES	FREQUENCY	PERCENTAGE
Yes	103	73.57
No	37	26.42
TOTAL	140	100

TABLE -24 -THE NATURE OF WORK AND WORK ENVIRONMENT MEET EMPLOYEE EXPECTATIONS

VARIABLES	FREQUENCY	PERCENTAGE
Yes	108	77.14
No	32	22.85
TOTAL	140	100

TABLE – 25 - THE EMPLOYEE HOW COMPLAINTS TO THEMSELVES

VARIABLES	FREQUENCY	PERCENTAGE
Strongly agree	22	15.71
Neutral	98	70
Disagree	20	14.28
TOTAL	140	100

TABLE -26 -CONFIDENTIAL REGARDING COMPLAINTS

VARIABLES	FREQUENCY	PERCENTAGE
Strongly agree	43	30.71
Neutral	47	33.57
Disagree	30	21.42
TOTAL	140	100

TABLE -27 - CONFLICT RESOLVING IS AN IMPORTANT FUNCTION FOR THE SMOOTH FUNCTIONING OF AN ORGANIZATION

VARIABLES	FREQUENCY	PERCENTAGE
Strongly agree	10	17.14
Neutral	112	80
Disagree	18	12.85
TOTAL	140	100

TABLE -28 -RATE OF SATISFACTION LEVEL FOR THE CONFLICT RESOLVING PROCEDURE

VARIABLES	FREQUENCY	PERCENTAGE
Highly satisfied	43	21.42
Moderate	47	33.57
Dissatisfied	30	30.71
TOTAL	140	100

CHI SQUARE ANALYSIS**RELATIONSHIP BETWEEN AGE AND COMMITTEE ACTIVITY RESOLVING THE PROBLEM OF THE EMPLOYEE**

Age in years	Resolving committee activity		
	Yes	No	Total
Below 25 years	30	18	48
25-40 years	38	10	48
40 above	34	10	44
Total	102	38	140

Null Hypothesis [Ho]: There is no relationship between age and committee activity resolving the problem of the employee.

Alternative hypothesis [H1]: There is relationship between age and committee activity resolving the problem of the employee.

Calculation:

$$E1 = 48 * 102 / 140 = 34.971, \quad E2 = 48 * 38 / 140 = 13.0285, \quad E3 = 48 * 102 / 140 = 34.971$$

$$E4 = 48 * 38 / 140 = 13.0285, \quad E5 = 44 * 102 / 140 = 32.0571, \quad E6 = 44 * 38 / 140 = 11.9428$$

S.No	O _i	E _i	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i)/E _i
1	30	34.971	-4.971	24.710	0.7065
2	18	13.0285	4.971	24.710	1.8966
3	38	34.971	3.0289	9.711	0.2623
4	10	13.0282	-3.0289	9.169	0.703
5	34	32.0571	1.9429	3.774	0.117
6	10	11.9428	-1.9428	3.774	0.316
TOTAL					4.0014

FORMULA:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

RESULT: Chi square calculated value = 4.0014, Chi square table value = 3.84
Chi square calculated value (4.0014) > chi square table value (3.84)

“Ho is rejected”

(i.e.), hence we concluded that there is relationship between age and committee resolving the problem of employees.

WEIGHTED AVERAGE METHOD**THE TABLE SHOWING THE WEIGHTED AVERAGE METHOD REGARDING THE DECISION TAKEN BY THE TOP MANAGEMENT RELATED TO THEIR GRIEVANCES SATISFACTION**

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Mostly	10	7.14
2	Hardly	16	11.42
3	Partly	94	67.14
4	Never	20	14.28
TOTAL		140	100

Calculation:

$$\chi_w = wixi / \sum xi$$

$$Wixi = (10 * 4) + (16 * 3) + (94 * 2) + (20 * 1) = 40 + 48 + 188 + 20 = 296$$

$$\sum xi = 140$$

$$\chi_w = wixi / \sum xi = 296 / 140 = 2.1142$$

Result: The weighted average calculated value is 2.1192

RANK CORREELATION:**THE RANK CORRLATION TABLE SHOWING ON THE CULTURE SUPPORTIVE IN THE ORGANISATION AND THE TOP MANAGEMENT RELATED TO THE GRIVANCES.**

X: 96 14 12 18

Y: 10 16 94 20

X: The rank of the culture supportive in the organisation.

Y: The rank of the top management related to the grievances is satisfactory.

FORMULA OF RANK CORRELATION:

$$R=1-6\sum D^2/(n^3-n)$$

X	Y	R(x)	R(y)	D R(x) R(y)	D ²
96	10	1	4	-3	9
14	16	3	3	0	0
12	94	4	1	3	9
18	20	2	2	0	0
TOTAL					$\sum D^2=18$

SOULTION:

$$R=1-6\sum D^2/(n^3-n)$$

$$=1-6(9)/64-4=1-54/60=1-0.9$$

$$R=0.1$$

FINDINGS:

- It is found that 68.5% of the respondents are supportive to the work culture in their organization.
- It is found that 77.14% of the respondents are facing grievance mostly.
- It is found that 65.74% of the respondents are facing more grievances on work environment.
- It is found that 72.85% of the respondents are reports their grievances problem to their head of HR department.
- It is found that 68.57% of the respondents are often taking complaints and grievance being taken off.
- It is found that 75.71% of the respondents are regularly following up to ensure that the right decision has ended up in satisfaction.
- It is found that 65.74% of the respondents are taking their complaints to their superior depends upon the level.
- It is found that 65.714% of the respondents are agreed to the satisfactory level that the management is effective in grievance settlement.
- It is found that 65.714% of the respondents are feeling that workload has increased during last three years.
- It is found that 80% of the respondents are agreed that upper management pressure is not a main reason for grievance.
- It is found that 77.14% of the respondents are not faced grievance related to performance appraisal process.
- It is found that 68.57% of the respondents are satisfied sometimes with the existing grievance settlement system.
- It is found that 67.14% of the respondents are partly agreed about the decision taken by the top management related to their grievance.
- It is found that 80% of the respondents are identified their real problem.
- It is found that 33.57% of the respondents are listening to their higher authority regarding their grievance.
- It is found that 80.71% of the respondents are giving importance to what is right rather than who is right.
- It is found that 82.85% of the respondents are provided temporary relief until proper decision is made.

- It is found that 72.85% of the respondents are agreed that committee members are actively engage in resolving their problems.
- It is found that 80% of the respondents are not giving opportunity to take it to higher officials.
- It is found that 90.71% of the respondents are kept grievance as confidential.
- It is found that 75% of the respondents are conveying grievance simple and easy to utilize.
- It is found that 84.28% of the respondents are given authority to take necessary action to resolve the problem to their supervisor.
- It is found that 73.57% of the respondents are maintaining proper records on each grievance.
- It is found that 77.14% of the respondents are meets their expectations with nature of work and work environment.
- It is found that 70% of the respondents are keeps their complaints to themselves.

SUGGESTIONS:

- Job descriptions, responsibilities should be as clear as possible. Everyone can be informed of company's goals and expectations so that grievances rate can be reduced. Informal counseling helps the management to address and manage grievances in the workplace.
- Conflict management in the organization will be helpful to reduce the number of grievance rates. Suggestion boxes can be installed. This brings the problem or conflict of employees to the management.
- The better jobs and responsibilities should be given to the employees depending upon their best contribution towards their performance so that grievances can be reduced.
- Temporary relief can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his / her morale and productivity.
- The management should create a proper climate for the employees at the time of grievance handling. The grievance handling should be done properly without bias condition.
- The mutual should create a proper climate for the employees at the time of grievance handling. The grievance handling should be done properly without bias condition.
- Organization shall conduct more meetings to improve intra organizational relationship between the employees.

CONCLUSION:

The organization can take effort to make the employees to update their knowledge in their present areas in order to improve performance so that the organization can increase the effectiveness and efficiency of employees towards the job done and in turn it will also reduce the employee's grievance rates. The company could initiate various steps based on given suggestions and recommendations which would go a long way probably in gaining more employee satisfaction. From this research, all my major objectives have been well analyzed and met in detail. Most of the employees are aware of the present grievance handling procedure and all the employees are satisfied with the grievance handling mechanism practiced in Integral Coach Factory.

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