

## **A Study On Employees Grievance Handling Mechanism In Automobile Sector, Chennai.**

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### **ABSTRACT**

To study and find whether the grievance handling mechanism ensures that employees problems are recognized and appropriately reviewed in a prompt and timely manner. The grievance mechanism acts as a foundation for a harmonious relationship between employee and employer. The grievance mechanism ensures a fair and just 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.

Grievance is any dissatisfaction that affects organizational performance. As such it can be stated or unvoiced, written/oral, legitimate or ridiculous. If the dissatisfaction of employees' goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavorable attitude towards the management and unhealthy relations in the organization. The formal mechanism for dealing with such worker's dissatisfaction is called grievance procedure.

A grievance procedure is necessary in large organization which has numerous personnel and 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 of the small organization.

**Key words:** Employees, Coercion, Restraint or Reprisal, Organizational Performance, and Grievance Mechanism.

### **Introduction**

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. Grievance procedures have been found to relate to union commitment, employer commitment and dual commitment.

Employees 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 behavior in the grievance procedure. Many studies still report empirical analysis with no theoretical grounding, or only intuitive and ad hoc hypotheses. There may be variations in the procedures followed for resolving employee grievances. Variations may result from such factors as organizational or decision-making structures. or size of the plant or company. Large organizations do tend to have formal grievance

procedures involving succession of steps. Arbitration is a procedure in which a neutral third party studies the bargaining situation, listens to both the parties and gathers information, and then makes recommendations that are binding on the parties. Arbitration has achieved a certain degree of success in resolving disputes between the labor and the management. The labor union generally takes initiative to go for arbitration. When the union so decides, it notifies the management. At this point, the union and company must select an arbitrator.

Most organizations today realize that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'engaged employee' who is intellectually and emotionally bound with the organisation, feels intense about its goals and is committed towards its values. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. Moreover, in times of decreasing loyalty, employee engagement is a potent retention strategy. Engagement at work was conceptualized by Kahn as the 'harnessing of organizational members' selves to their work roles.

Employee Engagement is thus the level of obligation and involvement an employee has towards their organization and its values. An engaged employee is known of business context, and works with coworkers to improve performance within the job for the benefit of the organization. The organization must work to improve and to bring up engagement, which requires a two-way connection between employer and employee. Thus, Employee Engagement is a measure that determines the association of a person with the organization.

Employee engagement is a key business driver for organizational success. Every organization wants to gain competitive advantages over others and employee engagement is the best tool for it. Engagement is creating prospect for human

resources to attach with their managers, employees and organization. It's interest is to shape an environment where employees are motivated and connected with their job in real caring manner to do a high-quality job.

High levels of engagement in domestic and global firms promote retain of talent, foster customer loyalty and increase organizational performance and stakeholder worth. A complicated concept, engagement is influenced by many factors- from company culture, organizational communication and managerial styles to credit and respect, leadership and company reputation.

When employees are effectively and positively engaged with their organization they form an emotional connection with the company. This impacts their behavior towards the company's customers, and thereby increases customer satisfaction and service levels.

A successful employee engagement helps to create a community at the workplace and not just workers. As organizations go worldwide and become more dependent on technology in a virtual company, there is a greater need to connect and engage with employees to provide them with an organizational identity. Grievances and Engagements are most closely associated with the existing construction of job involvement. Job involvement is the level to which the job situation is central to the person and his or her identity, job involvement is a cognitive or belief state of psychological identification. Job involvement is thought to rely on both need saliency and the potential of a job to satisfy these needs.

#### Literature Review

Eapen (2018) emphasized that the grievance redressal mechanism of an organization is an important instrument to measure efficient and effectiveness for organisation, as it provides important feedback on the working of that organization. The study also illustrated the importance of good governance. The Government of India has established an internet based Centralized Public

Grievances Redress and Monitoring System (CPGRAMS) to facilitate all citizens to lodge grievances for redressal.

Zainal Ariffin Ahmad, Zeinab Amini Yekta's (2010) studied the relationship between perceived organizational support, leadership behavior, and job satisfaction. The study wants to determine the impact of leadership behavior and perceived organizational support on the job satisfaction of Iranian employees. Consideration leadership behavior was found to have significant impact on both intrinsic and extrinsic job satisfaction whereas perceived organizational support was significantly related to extrinsic job satisfaction. Interestingly, the interaction of leadership behavior and perceived organizational support were not significantly related to job satisfaction. The implications to human resource development for organizations that want to increase employee commitment is to focus on improving the quality of the supportive relationships between the employees and both the leader and the organization.

Saad Hassan, Masood ul Hassan and Muhammad Shoaib (2014) analyzed the impact of perceived organization support, psychological empowerment and rewards on employees' satisfaction. This study aims to investigate the effect of perceived organization support (POS), psychological empowerment (PE) and rewards on employee satisfaction through the mediation of

employee engagement in five big industry of Pakistan. Data collected from the 200 employees of five top industry of Pakistan has been used for factor analysis, reliability, and correlation and regression analysis.

#### **OBJECTIVES OF THE STUDY**

- To study the effectiveness of grievance handling mechanism.
- To identify whether the employees are aware of the grievance handling mechanism.

#### **RESEARCH METHODOLOGY**

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

#### **TYPES OF RESEARCH**

The type of research used in this project is descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross sectional study of the current situation .Its use in social science is more common, as in socio economic surveys and job and activity analysis.

The descriptive method has certain limitation; one is that the research may make description itself an end itself. Research is essentially creative and demands the discovery of facts on order to lead a solution of the problem. A second limitation is associated whether the statistical techniques dominate. The desire to over emphasis central tendencies and to fact in terms of Average, Correlation, Means and dispersion may not always be either welcome. This limitation arises because statistics which is partly a descriptive tool of analysis can aid but not always explain causal relation.

The problem of this study is to find the effectiveness of Grievance Handling Mechanism at Automobile sector in Chennai

## DATA ANALYSIS AND INTERPRETATION

### 1. Distribution of Respondents Regarding Whom they Redress for Grievance

Whom do you redress	Frequency	Percentage (%)
Office Bearers	8	8
Committee Members	46	46
HR	7	7
Mangers	13	13
Union Members	11	11
Counselor	5	5
Friends	4	4
Co-workers	6	6
<b>Total</b>	<b>100</b>	<b>100</b>

From the above table it is inferred that 8% of respondents communicate grievances through office bearers, 46% through committee members, 7% through HR, 13% through managers, 11% through union members, 5% through counselor, 4% through friends and 6% through co-workers.

### 2. Distribution of Respondents Regarding Awareness of Various Committees

Various committees	Frequency	Percentage (%)
Canteen, SGA	7	7
SGA, TEI, Transport	13	13
Transport, Welfare, SGA	24	24
Transport, Safety, Canteen	7	7
Safety, Transport, SGA	6	6
Canteen, TEI, Safety, Transport	8	8
TEI, SGA, Canteen, Transport	27	27
Transport, Welfare, Safety	5	5
TEI, SGA, Transport, Welfare	3	3
<b>Total</b>	<b>100</b>	<b>100</b>

From the above table it is inferred that 7% of respondents are aware of canteen-sga committee, 13% of respondents are aware of sga-tea-transport committee, 24% of respondents are aware of transport-welfare-sga, 7% of respondents are aware transport, safety, canteen, 6% of respondents are aware safety, transport, sga, 8% of respondents are aware of canteen,tei,safety,transport, 27% of respondents are aware tei,sga,canteen,transport, 5% of respondents are aware transport, welfare, safety and 3% of respondents are aware of tei, sga, transport, welfare.

## ANALYSIS USING CORRELATION

### 3. Feel about Decision Given and Real Basis Identification

Real basis identified				Total
Strongly Agree			Agree	
Feel about decision given	Highly Satisfactory	25	6	31
	Moderately satisfactory	2	2	4
Total		27	8	35

### VALUES FOR CORRELATION

$\sum x^2$	$\sum y^2$	$\sum xy$
180.5	364.5	256.5

Let **X** be Feel about decision given Let **Y** be Real basis identification

$$r = \frac{\sum xy}{\sqrt{(\sum x^2 * \sum y^2)}}$$

Substituting the values of  $\sum x^2$ ,  $\sum y^2$ ,  $\sum xy$  in the above equation we get.  $r = 1$ . Since the value of  $r$  is equal to one the variables are positively correlated. A variation in one variable will cause variation in another.

**4. Discussion and Conference and sSupervisor Skill**

Supervisor has skill				
Very Highly skilled			Moderately skilled	Total
Discussion and conference	Strongly Agree	28	1	29
	Agree	4	2	6
Total		32	3	35

**VALUES FOR CORRELATION**

$\sum x^2$	$\sum y^2$	$\sum xy$
420.5	264.5	333.5

Let **X** be Discussion and conference.

Let **Y** be Supervisor skill.

$$r = \frac{\sum xy}{\sqrt{(\sum x^2 * \sum y^2)}}$$

Substituting the values of  $\sum x^2$ ,  $\sum y^2$ ,  $\sum xy$  in the above equation we get.  $r = 1$  Since the value of  $r$  is equal to one the variables are positively correlated. A variation in one variable will cause variation in another.

**FINDINGS AND RECOMMENDATIONS OF THE STUDY**

- 76% of respondent’s state that they are being provided with temporary relief until final decision is taken.
- 66% of the respondents are between the age group 26-30.
- 89% of respondents state that their supervisors are highly skilled that is the supervisors possess necessary human relation skills.
- 100% of respondents are aware of the various committees that are framed for redressing their grievance.
- 86% of respondents are highly satisfied towards the decision given by the management.
- 46% of respondents’ immediately redress their grievance through committee members.
- 27% of respondents are aware of tea, canteen, transport committees available.
- Job descriptions, responsibilities should be as clear as possible. Everyone should be informed of company’s goals and expectation including what is expected from each individual.
- Informal counseling helps to address and manage grievances in the workplace. 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 analyzed since they reveal the general patterns that are not apparent.
- 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.

**CONCLUSION**

The study reveals that the Grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are

highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Every employee comes across some sort of grievance at some point of time. Some are represented and others are ignored. Some are satisfied using a formal procedure and others are done in an informal manner. Definitely, this would remain a critical topic for research for years to come. This paper has amply portrayed the mode of stating grievance, the relationship between marital status and disturbance of unsettled grievance, education level and person approached during grievance, association between gender and grievance stating mode, marital status and efforts towards employee needs satisfaction. This would definitely serve as an eye opener for adopting suitable grievance handling system.

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