



## GRIEVANCE REDRESSAL POSITION IN TEXTILE EMPLOYEES IN TIRUPUR REGION

**Dr. Kanakarathinam.R**

Assistant Professor, Department of Commerce NGM College, Pollachi, Tamil Nadu – India

**ABSTRACT** Indian Textile industries have undergone rapid changes after globalization and liberalization. In that situation, overall practices in managing performance are changing significantly as companies feel pressured to improve their productivity through improved management of people. Such traditional practices as performance appraisal and job description are being reexamined and given new vitality through new approaches. As an important management concern, human resource planning focuses on improving performance. Many companies are working to build rewards into the design of jobs, and to make compensation incentives more meaningful to employees. Tirupur grew very quickly due to the high demand for manufacturing popular clothing brands mostly in the United States and Europe. Tirupur is called as dollar city of Tamil Nadu Hence, in the present position, the researcher wants to know about the Tirupur Textile Employees grievance redressal practice adopted by the employer.

**KEYWORDS :** grievance redressal, dollar city, job description

### INTRODUCTION

The textile industry is one of the main pillars holding the Indian Economy. Tirupur is the "knitwear capital" of India. It has spurred up the textile industry in India for the past three decades. Tirupur textile industry growth is the create morale of Indian other industrialists. It contributes to a huge amount of foreign exchange in India. A large number of unskilled worker are sifting to Tirupur in and around Tamil Nadu state. Because The Industry provides attractive wage. Grievance redressal is one of the QWL factors. The quality of Work Life is specifically related to the level of happiness a person derives for his career. Tirupur employees are always working under pressure situation. So, there may be a chance to conflict occur among the employee and employer. The employer provides a path for Grievance redressal. Because Grievance redressal is receipt and processing of complaints and chances to create amicable situation within the firm

### REVIEW OF LITERATURE

Dov Elizur (1990) in his study on "Quality circles and Quality of Work Life", attempts to analyze the relationships between employees' participation in Quality circles, their sense of Quality of Work Life, perceived job reinforcement capacity and job satisfaction. A positive relationship was found between participation in quality circles and various aspects of Quality of Work Life, perceived job reinforcement capacity, and job satisfaction.

Adrienne E.Eaton, Michalel E.Gordon and Jeffrey H. Keefe (1992) conducted a study entitled "The impact of Quality of Work Life programs and grievance system effectiveness on Union commitment". The findings of the study revealed that union members who participated in Quality of Work Life programs were less likely than non-participants to view Quality of Work Life as a threat to the union and also more loyal to the union. Further, it found that the perceived effectiveness of the grievance procedure was a much stronger determinant of attitudes towards union than the participation in Quality of Work Life programmes.

### STATEMENT OF THE PROBLEM

Textile Industry provided the large size of working opportunities for the unskilled employee. Particular in Tirupur, there are more employment opportunities in Textile Industry. Always Tirupur Textile Industry employees are working under pressure. Naturally, conflict arises among the tight situation. In that case, the researcher wants to know the opinion about the effectiveness Grievance redressal concept adopted in the firm.

### OBJECTIVES OF THE STUDY

- To study the personal and occupational profile of the employees' of Textile Industry in Tirupur.
- To know the opinion about the effectiveness Grievance redressal concept adopted in Textile Industry in Tirupur.

### RESEARCH DESIGN

The present study is confirmed to Tirupur. Both primary and secondary data are used in the study. The respondent sample size is 500 and selects by using convenient random sampling method. The collected data has been analyzed with the tool of simple percentage, t-test, and F-test

### DATA ANALYSIS AND INTERPRETATION

In this section, an attempt has been made to examine the association between the employee's opinion towards grievance redressal with their personal and occupational profile. T-test and F-test have been applied to find the association by formulating the null hypothesis.

**Ho: There is no significant association between employees' opinion towards grievance redressal and their personal/occupational profile.**

### I) Personal profile and grievance redressal

Table 1 portrays the mean values of employees' opinion towards grievance redressal for all independent variables that determine the personal profile such as age, gender, marital status, educational qualifications, family size, family income and family debt.

**Table 1 Distribution of respondents based on the association between personal profile and their opinion towards grievance redressal**

S.No	Variables	Group	Mean	SD	No.	F test	T Test	df.	Table Value	Sig.
1	Age	18 - 25 yrs	14.46	2.00	113	78.115		499	3.357	**
		25 - 35 yrs	14.67	1.64	179					
		35 - 45 yrs	15.81	2.22	95					
		45 - 55 yrs	12.18	3.33	76					
		Above 55 yrs	9.00	2.88	37					
2	Gender	Male	13.62	3.10	289		3.908	498	2.586	**
		Female	14.62	2.41	211					
3	Marital Status	Unmarried	14.44	1.82	124	8.918		499	3.821	**
		Married	14.07	2.91	248					
		Divorced	14.41	3.02	85					
		Widowed	12.00	3.90	43					

4	Educational Qualifications	Illiterate	12.07	4.14	58	8.247		499	3.357	**
		Primary	14.27	2.77	283					
		Higher Secondary	14.37	2.07	137					
		Graduate	14.40	2.16	15					
		Diploma	14.14	3.24	7					
5	Family Members	1 - 3	13.64	3.58	120	2.779		497	3.014	Ns
		4 - 6	14.27	2.63	315					
		Above 6	13.66	2.41	65					
6	Family Income	Rs.5001 - Rs.10000	13.97	2.90	33	.171		499	2.623	Ns
		Rs.10001 - Rs.15000	13.94	2.99	71					
		Rs.15001 - Rs.20000	13.99	2.89	222					
		Above Rs.20000	14.17	2.81	174					
7	Family Debt	No	13.58	3.16	88	1.668		498	1.968	Ns
		Yes	14.14	2.80	412					

Source: Primary Data

NS-Non Significant, \* - 5 % level of Significance, \*\* - 1 % Level of Significance

T-test and F-test results show that the calculated value is lower than the table value in the case of family size, family income and family debt at 1 percent significance level. The hypothesis is accepted and therefore, there is no association found between these personal variables and the grievance redressal. At the same time, the calculated value is higher than the table value at 1 percent significance level in the case of personal variables such as age, gender, marital status, and educational qualifications. Therefore, the null hypothesis is rejected in these cases.

The influence of these variables on employee opinion towards the grievance redressal has been understanding with the respondents who

are aged between 35 and 45 years are found to agree more on grievance redressal. Female respondents are found to agree more on grievance redressal. Respondents who are unmarried are found to agree more on grievance redressal. The respondents who are graduates are found to agree more on grievance redressal. The respondents whose family consists between 4 and 6 members are found to agree more on grievance redressal. The respondents whose family income is above Rs.20000 groups are found to agree more on grievance redressal. The respondents who have family debt are found to agree more on grievance redressal.

#### ii) Occupational profile and grievance redressal

Table 2 portrays the mean values of employees' opinion towards grievance redressal for all independent variables that determine the occupational profile such as unit size, type of job activity, work experience, wage, and work schedule.

**Table 2 Distribution of respondents based on the association between occupational profile and their opinion towards grievance redressal**

S.No	Variables	Group	Mean	SD	No.	F test	T Test	df.	Table Value	Sig.
1	Size of Unit	Small	13.49	3.28	200	6.592		499	4.648	**
		Medium	14.35	2.50	200					
		Large	14.55	2.51	100					
2	Type of Job Activity	Fabrication, Compacting and Calendaring	14.51	2.17	106	8.102		499	3.821	**
		Dyeing, Bleaching, and Printing	13.83	2.68	52					
		Cutting, Sewing, Embroidering and packing	14.49	2.70	205					
		Composite unit	13.09	3.40	137					
3	Total Experience in Textile Industry	Less than 5	14.73	2.03	59	38.467		499	3.357	**
		5 - 10	14.62	1.89	250					
		10 - 15	14.44	3.43	122					
		15 - 20	12.13	4.26	15					
		Above 20	10.22	2.51	54					
4	Wage (p.m)	Below Rs.3000	14.10	3.38	10	2.266		499	2.390	Ns
		Rs.3001 -Rs. 6000	13.39	3.28	49					
		Rs.6001 -Rs. 9000	14.69	2.59	107					
		Rs. 9001 -Rs. 12000	13.82	2.94	155					
		Above Rs.12000	14.02	2.77	179					
5	Work Schedule	Day shift	14.61	2.39	165	3.138		499	3.357	*
		Afternoon shift	12.97	3.29	29					
		Night shift	13.56	3.36	9					
		Irregular shift on cal	13.98	3.14	93					
		Rotating shift	13.79	2.95	204					

Source: Primary Data

NS-Non Significant, \* - 5 % level of Significance, \*\* - 1 % Level of Significance

F-test results show that the calculated value is lower than the table value in the case of wage at either 5 percent or 1 percent significance level. The hypothesis is accepted and therefore, there is no association found between these occupational variables and the grievance redressal. At the same time, the calculated value is higher than the table value at either 5 percent or 1 percent significance level in the case of occupational variables such as unit size, type of job activity, experience and work schedule. Therefore, the null hypothesis is rejected in these cases.

The influence of these variables on opinion towards grievance redressal has been understood the respondents who are working in large units are found to agree more on grievance redressal. The respondents who are working in fabrication, compacting and calendaring units are found to agree more on grievance redressal. The respondents who have less than 5 years' experience are found to agree more on grievance redressal. The respondents who earn between Rs.6001 and Rs.9000 are found to agree more on grievance redressal. The respondents who are working in day shifts are found to agree more on grievance redressal.

#### FINDINGS

- There is no association of employees' opinion on the grievance redressal with family members, family income, and family debt.

- There is an association of employees' opinion on the grievance redressal with age, gender, marital status and educational qualification is found.
- The respondents who are unmarried, female, graduates, aged are between 35 and 45 years found to agree more on grievance redressal.
- There is no association of employee opinion on the grievance redressal with the wage.
- There is an association of employee opinion on the grievance redressal with unit size, type of job experience and work schedule is found.
- The respondents who are less than 5 years' experience, working in day shifts, working in large units, working in fabrication, compacting and calendaring units are found to agree more on grievance redressal

#### SUGGESTIONS

- Adequate opportunities to ventilate their grievances should be given. Any complaint received from the employees should be treated with more respect and appropriate and quick actions should be taken.
- The employers may adopt a regular system to assess the grievances and problems of the employees. Every textile unit should form a Grievance Redressal committee to redress the grievance of the employees. The committee should take specified short periods to redress the grievances. The committee will have to work loyally and honestly in redressing the grievances.
- The employers shall monitor their employee's goal by implementing the 3C model (Manager, Department head, and employee) which will improve coordination to achieve the employee's goal. A Happy employee will work efficiently.
- The employers can use techniques like Quality Circle and Works Committee to discuss the problems affecting their performance of the units and work environment.

#### CONCLUSION

In the present era, employees are the human asset of the industry, so every firm should take care of their employees. Because Better Quality of Work Life leads to improve the quality and quantity in the production side of the firm. The study clearly articulates that is an association of employee's opinion on the Grievance redressal with age, gender, marital status, educational qualification, and unit size, nature of job and work schedule. Hence, Most of the personal and occupational variables identified are found to agree more Grievance redressal of the employees. The employees of textile firms in Tirupur should focus more on improving one of the factors of QWL of grievance redressal is identified in the study. The quality of Work Life not only retains the existing employees but also attracts the potential talented employees.

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