



A Study On Effectiveness Of Grievance Handling Mechanism At Swastik Apparales, Erode.

Ms.g.ramya

KEYWORDS

Grievance, Handling Mechanism, Industrial Setting

Ms.G.RAMYA

Final Year Student, Shrimati Indira Gandhi College,
Tiruchirappalli

Mrs.K.SHENBAHAM

Assistant Professor of Social Work,
Shrimati Indira Gandhi College, Tiruchirappalli

ABSTRACT

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. Grievances at the workplace must be based on the foundation of employer-employee relationship and employment-related. The researcher adopted descriptive research design. Data was collected from 50 employees through random sampling design. The primary data for this study was collected with help of the questionnaire. The secondary data was collected from the books and journals for reference. The major findings will be discussed in the full paper.

INTRODUCTION

There is a greater diversity in the workplace today, comprising employees from different age, nationality and gender, ethnic and religious background. In such work environment, miscommunication and misunderstandings are likely. If not managed properly, such misunderstandings will affect employees' morale and productivity. With employees being more Internet savvy and the popularity of social media, such unhappiness may also be publicized on social media platforms such as Facebook or Twitter. Such negative publicity can affect the employers' image and brand, causing unnecessary embarrassment to the management. In some cases, such grievances can also lead to expensive and time consuming litigations. Employers can pre-empt such situations by creating favorable working environment through adoption of fair employment practices. This includes having a proper Grievance Procedure (GP) to handle complaints. Employers and employees should understand that it is unrealistic for every grievance to be resolved to the absolute satisfaction of either party. In most situations, the most reasonable solution is a compromise with both parties adopting a "give and take" position. The purpose of a GP is not the resolution or settlement of the grievance but the maintenance of industrial harmony between the employee and employer.

DEFINITION

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.

WORK RELATED GRIEVANCE

Grievances at the workplace must be based on the foundation of employer-employee relationship and employment-related. For a better understanding of work-related grievance, reference is made to the definition of industrial matters found in the Industrial Relations Act stated below (emphasis added): "industrial matters" means matters pertaining to the relations of employers and employees which are connected with the employment or non-employment or the terms of employment, the transfer of employment or the conditions of work of any person

If the organisation is unionized, the Management team comprising of the CEO, relevant Heads of Department (HODs), including the Chief HR Practitioner would first meet and share information with the Trade Union Official and members of the Branch Committee. This is a required contractual obligation because when an employer recognizes a union, it acknowledges that the union represents all employees within the scope of the collective agreement, in matters relating to all terms and conditions of service.

Communication with the employees can be carried out through notices or circulars, followed up staff meetings for the purposes of obtaining feedback, addressing concerns and providing assurances. In a unionized organisation, the Management should accept the Trade Union's assistance in communication because generally, employees are more receptive to communication from the Trade Union..

FACTORS IMPACTING GENERAL GRIEVANCE HANDLING

In handling General Grievances, it might be useful to remember the acronym, "WECURO";

※ Well-timed

Information shared should be well-timed, not "too little" and not "too late". Management should be quick in dealing with any hint of trouble before it gets out of control and employees start believing that rumours are facts.

※ Effective

Information should be well planned, prudent and factual and communicated through the most effective channel. When seeking feedback, a dialogue session is more effective than e-mails.

※ Consistent

It is very important that the information shared by all members of the Management Team should be consistent. There should be no contradiction between CEO and the HODs or even Section Heads.

※ Up-to date

The Management Team should always be up-to-date in the latest news or events relating to the specific situations. By being informed, they will be able to handle any inquiries or issues that may be raised by the employees.

Regular

Regular information sharing gives employees the impression that the Management Team has no hidden agenda and helps

- ✱ helps to build trust. Trust is an important factor in maintaining employees' morale.

Open-minded

All parties should be open-minded, because of the need for effective communication and a willingness to be flexible. The handling of Individual Grievances begins the moment the employee raises the grievance either through walk-in meeting with the immediate supervisor or in writing, using a Grievance/Complaint Form. In a walk-in meeting, the Grievance Handler (GH) would not be prepared for the meeting.

HANDLING OF INDIVIDUAL GRIEVANCES

- Any workable solutions to be considered within the parameters – organizations' HR policy. In sharing information and assisting the GH, the HR department should stress that these information are strictly confidential. The objective of information sharing is to enable the GH to explain matters intelligently to the employee. The GH should then set the date, time and venue for a meeting with the employee. For a constructive session, the following measures are recommended:
- Choose a conducive venue that is private.
- Ensure that there is no interruption/intrusion for at least one to two hours.
- Use a "round-table" type or same side seating arrangement.
- Begin the meeting with pleasantries and simple courtesy like an offer of refreshments, and some small talk before going straight into the main issue.

FACTORS IMPACTING INDIVIDUAL GRIEVANCE HANDLING

- PROBLEM SOLVING ATTITUDE
- RESPONSIBLE
- ACTIVE LISTENING
- CAREFUL
- LIGHT-HEARTED
- INCLUSIVE LANGUAGE
- PLACID
- HANDLING UNEXPECTED SCENARIOS

Grievance Handling can be a delicate task as the issues involved are often personal and emotional. In some instances, it can be complicated or unexpected. These could include the following scenarios:

- Employee with a walk-in grievance who would not stop weeping
- Employee who keeps digressing
- Argumentative and abusive employee or TUR
- Complaints of sexual harassment

COMPANY PROFILE

SWASTHIK APPARELS (P) LIMITED (SAPL)

Swasthik Apparels (P) Limited (SAPL) is one of the pioneers in the manufacturing of knitted garments at Erode, India. SAPL is an integrated textile company having operations from spinning to garmenting. Established in the year 1977 with 25 machines, it has grown steadily over the years. SAPL employs about 120 people and is one of the exporters of knitted garments from Erode. SAPL produces knitted garments for Men. Today we are proud to say that SAPL have grown to the status of leading exporters especially with accreditation to ISO 9001: 2008.

SAPL also has the domestic and export market.

SAPL's operations are managed by Mr. Karthik, Managing Director and Mr. S.Boopathi.

OPERATIONS

- SPINNING & KNITTING
- FABRIC PROCESSING
- GARMENTING
- ACCESSORIES

PRODUCTS

- Knitted garments for Men, Teeners. Specialization in Shirts and babywear.
- 100% Cotton yarn ranging from 20's NE to 60's NE
- 100% Cotton Finished fabric (Dyed, Printed, Yarn dyed)
- Cotton / Elastane Greige & Finished Fabric
- Elastic tapes using imported rubber & Elastane

REVIEW OF LITERATURE

According to Aswathappa.K, grievance may be defined as any feeling of discontent or dissatisfaction, whether expressed or not and whether valid or not arising out of anything connected with the company that an employee thinks, believes or even feels is unfair, unjust or inequitable.

A grievance may be:

- Unvoiced or stated by the worker,
- Written or unwritten, and
- Valid or ridiculous, and may arise out of something connected with the company.

The formal mechanism for dealing with such workers' dissatisfaction is called grievance procedure. 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.

Lewin and Boroff did include the employees' perceived effectiveness of the grievance procedure as an explanatory variable. Surprisingly, this was not significantly related to grievance filing. Further research focusing on expectancy theory and grievance filing that more fully develops testable hypotheses derived from expectancy theory seems appropriate.

RESEARCH METHODOLOGY

TITLE OF THE STUDY

"A Study on Effectiveness of Grievance Handling Mechanism"

OBJECTIVES

1. To know the socio-demographic details of the employees.
2. To analyze the grievance handling system leads to a favorable attitude towards the management
3. To know the level of satisfaction towards the grievance handling procedure of the organization.

SAMPLING

The employees working in Swasthik apparels, Erode were considered as the population study. The data were collected from the employees of the garments. There are 120 employees are working under various department. The total population, the researcher were selected 20 respondents for data collection through systematic sampling in every 6th item.

TOOLS FOR DATA COLLECTION

The researcher used the self-prepared questionnaire. The questionnaires focus on Effectiveness of Grievance Handling Mechanism & have totally 24 questions.

**TABLE – 4.1
DISTRIBUTION OF THE RESPONDENTS IN INCOME**

S. No	Particular	Frequency	Percent
1.	5,000 to 10,000	8	40
2.	10,000 to 20,000	10	50
3.	20,000 and above	2	10
TOTAL		20	100

The above table shows that the income wise classification of the respondents were 50% of respondents belongs to the income group on Rs. 10,000 to Rs. 20,000, 40% of the respondents belonged to the income group on Rs. 5,000 to Rs. 10,000, and the remaining 10% of the respondents belonged to the income group greater than Rs.20, 000.Thus, majority of the respondent belongs to the income group on Rs. 10,000 to Rs.20, 000.It shows their department where their working.

TABLE – 4.2
DISTRIBUTION OF THE RESPONDENT'S ACCEPTANCE OF GRIEVANCE PRESENTED TO THE HIGHER AUTHORITY

S. No	Particulars	Frequency	Percent
1.	Listens patiently	11	55
2.	Shouts at you	4	20
3.	Does not listen at all	5	25
TOTAL		20	100

The above table shows that 55% of the respondents are accepting that their higher authority is listening when their grievance is presented, 25% of the respondents were saying that their higher authority will shouts at them, when their grievance is presented, 20% of the respondents were saying that their higher authority does not listen at all when their grievance is present. Thus, majority of the respondents are agreeing that their higher authority is listening when their grievance is presented.

TABLE – 4.3
THE RESPONDENTS' ACCEPTANCE TO THE DECISION MADE BY THE MANAGEMENT FOR GRIEVANCE

S. No	Particulars	Frequency	Percent
1.	Highly satisfactory	3	15
2.	Moderately satisfactory	11	55
3.	No satisfaction	6	30
TOTAL		20	100

The above table shows that 55% of the respondents responded moderate that they felt the decision given correspondents to their grievance, 30% of the respondents were not satisfied that they felt the decision given corresponding to their grievance, and the remaining 15% of the respondents were highly satisfied that they felt the decision given correspondents to their grievance.Thus, majority of the respondents responded moderate that they felt the decision given correspondents to their grievance.

FINDINGS SUGGESTIONS AND CONCLUSION

FINDINGS

1. Vast majority (85%) of the respondents were male.
 2. 55% of the respondents belonged to the age group 26 – 30.
 3. 40% of the respondents were studied up to higher secondary level.
 4. 40% of the respondents belong to the income group on Rs. 10,000 to Rs. 20,000.
 5. Employees were aware about various committee members to this 55% of the respondents were agreed.
 6. Employees aware on weekly/monthly meetings to this 65% of the respondents were agreed.
 7. Employees industrial problems were identified by the authorities to this 55% of the respondents were agreed.
 8. The higher authority is listening when their grievance is presented to this 55% of the respondents were agreed, listen patiently.
 9. Employees had a positive and friendly approach when their grievance handlings, to this 60% of the respondents were agreed.
 10. Mechanisms being followed to resolve the grievance to this 50% the respondents were agreed.
- The decision given correspondents to the grievance to this 55% of the respondents responded moderate

SUGGESTIONS

1. Conflict management in the organization will be helpful to reduce the number of grievance rates.
2. 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.
3. Suggestion boxes can be installed. This brings the problem or conflict of interest to light.
4. Accident rates, Requests for transfers, Resignations, and disciplinary cases should be analyzed since they reveal the general patterns that are not apparent.
5. Improper working conditions can be changed such as strict production standards, unsafe workplace, and bad relation with managers, etc.
6. Irrational management policies can be changed such as overtime, transfers, demotions, inappropriate salary structure.

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. It's 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.

REFERENCE

Grievance handling procedure – Prof. M. S. RAO | Grievance handling – Vervalin, Charles, McConnell, James .E (April 1977) | <https://www.amazines.com>
<https://www.icmrindia.com> | <https://www.nwu.org/grievance-assistance> | www.studymode.com/subjects/reviews-of-literature-on-grievance-redressal-page1.html