A STUDY ON EMPLOYEE GRIEVANCE ON RIBO INDUSTRIES, TRICHY

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Abstract— *A grievance denotes any discontentment or dissatisfaction in an employee arising out of anything related to the enterprise where he/she is working. It is a sort of complaint or discomfort which is faced by an employee who is working in a particular organization. To address grievances, employers typically implement a grievance procedure. A grievance procedure is a formal way for an employee to raise a problem or complaint to their employer. An effective grievance procedure provides employees with a mechanism to resolve issues of concern. An organization should concentrate on the harmony of employee that will maximize the productivity and performance of the employee. In order to maintain harmonious workspace relationship in an organization, they should maintain an active grievance handling system. This paper deals with the employee grievance mechanism which is referred to RIBO industry.*

INTRODUCTION

The grievance redressal system helps in resolving employees' grievances in a formal manner which may be between an employee to employee or either between employee and management. For an organization to function effectively, it is important that the employees are satisfied and happy about their job.A grievance is a work-related complaint brought by an employee. Grievances should be used to bring issues to the employer's attention for the matter to be investigated and resolved fairly. Employee grievance redressal is a system to understand grievances and help employees communicate their concerns to upper management. The address system helps to resolve grievances in a professional and orderly manner between the involved parties.

OBJECTIVES OF THE STUDY

Primary Objectives:

The grievances of the employees with reference to Ribo Industries Pvt Ltd their problem and solve them

Secondary Objectives

- To study the reason for grievances redress to the employees.
- 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

SCOPE OF THE STUDY

- The project throws light on need for Grievance handling mechanism and this study facilitates the management for further improvement on the primary data sources.
- The scopes of the study express the Ribo Industries Pvt Ltd.

• This study will be useful when similar kind of research is undertaken.

LIMITATIONS OF THE STUDY

The following are the limitations of the study. They are as follows:

• Chances by personal bias while responding to an interview schedule

• Some employees give wrong information because of fear towards their superiors

• Due to shift system researcher have no time to gather more information.

• The sample size was restricted to 120.

REVIEW OF LITERATURE

VarunGauri (2019) Redress procedures are important for basic fairness. In addition, they can help address accountability problems in the implementation of social policies and provide information to policy makers regarding policy design. To function effectively, a system of redress requires a well-designed and inter-linked supply of redress procedures as well as, especially if rights consciousness is not well-developed in a society, a set of organizations that stimulate and aggregate demand for redress. On the supply side, this paper identifies three kinds of redress procedures: administrative venues within government agencies, independent institutions outside government departments, and courts.

Vanessa Neumann (2020) The threat is real, deadly and serious—for everyone, not just the United States. The rapid collapse of distinctions between transnational criminal organizations and terrorist organizations has led to a threat convergence the likes of which we have not seen before and are only beginning to understand. Transnational organized criminals and foreign terrorist organizations have linked (both wittingly and not) in what we now call the crime-terror pipeline, or CTP. While the intellectual landscape of the problem is still under study, its scale and relevance have made it squarely a Tier-One national security

Shanhe Jiang (2020) China's legal reforms have promoted the use of law and legal system to solve disputes. Based on data from a nationwide sample, this study examined among people who have recently encountered grievance/dispute, what is the relationship between their intention to use the court and their actual use of the court to solve the grievance/dispute, and what are the correlates that affect their intentions and actions of using legal versus other modes of remedies. The results highlight the primacy of administrative petitioning and non-governmental remedies in handing disputes. There is only a low degree of conjunction between people's reported willingness to use the law and their actual use of the law in addressing grievance/dispute. Education and urbanization play a significant role in legal mobilization. Further, type of grievance/dispute is among the most significant predictors for both intended and actual appeals to the court. Implications for future research are provided.

Nripendra P. Rana (2021) The aim of this research is to develop a unified model of electronic government (e-government) system adoption and validate it using the data gathered from 419 citizens from few selected cities in India. In course of doing so, the research also evaluates the performance of nine well-known alternative theoretical models of information technology (IT) adoption including the unified theory of acceptance and use of technology (UTAUT). The results indicate that the proposed unified model for e-government adoption by this research has outperformed all other theoretical models by explaining highest 66% variance on behavioural intentions, adequately acceptable levels of fit indices, and significant relationships between each hypothesis. The research also provides its limitations and presents implications for theory and practice toward the end.

Elearn (2021) Can you differentiate between when a grievance is best managed at an informal level and when to apply the formal organisational procedure. In this theme we address what grievances are, grievance handling, how a generic grievance process operates and the impact of grievances on individuals and teams. The average company spends almost 4500 hours - or the equivalent of two full-time managers' time - resolving workplace grievance each year. Chartered Institute of Personnel and Development (Financial Times, 20 November 2020)

Brian Bemmels (2022) This review focuses on the grievance procedure research published in the past decade with specific attention on the application (or lack thereof) of social science theory to grievance research. The review concludes that the theoretical grounding of recent grievance research has improved over the earlier research, but remains quite inadequate. Recommendations on the direction that grievance research should take in the future to further improve on the theoretical content of grievance research are provided.

Suzanne K. Murrmann(2022)The establishment of a grievance arbitration process in the collective bargaining agreement remains the principal method for resolving contractual disputes in unionized settings in the US. This study presents an analysis of grievance arbitration cases in the hospitality industry published during the period from January 1985 through December 1995. It examines some of the unique characteristics of arbitration in this industry. Included is a discussion of the significant implications of arbitration cases for the training of managers and supervisors responsible for the application of the discipline process, and the resolution of disciplinary grievances.

Lavada A. (2023) For the time period 2013-15 there has not existed a list of new and future arbitration issues, ranked or otherwise. This research was conducted to contribute to an update of the literature on the major new and future issues in grievance arbitration. A Delphi survey was selected as the data collection instrument. This article will focus on the predicted future issues in grievance arbitration.

Dan R. Dalton (2023) Discretionary behaviours of union stewards are described. The use (or otherwise) of these behaviours may be a critical index of the number of grievances filed in an organization. Utilization of proactive grievance filing behaviours is systematically associated with steward job involvement, union involvement, and locus of control orientations. This hypothesis received empirical support in this research. Implications for organizational theorists and practitioners alike are discussed.

RESEARCH METHODOLOGY

Research design

Research design is the specification of the method and procedure for acquiring the information needed to solve the problem.The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is to find the effectiveness of Grievance Handling at RIBO Industries at Trichy.

Sample Design

Sample Element   : Ribo Industries Pvt Ltd,

Sample Size   : 120 samples

Sample Test   : Percentage Method

Sample Media   : Questionnaire

Sampling Method   : Simple Random Sampling

STATISTICAL TOOLS USED

1. Simple Percentage analysis

2. Chi-square Analysis

3. Correlation Analysis

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE ANALYSES

Null Hypothesis: H0: There is no significant difference between satisfied grievance handling mechanism and Prefer method to convey grievances.

Alternative Hypothesis: H1: There is significant difference between satisfied grievance handling mechanism and Prefer method to convey grievances.

Satisfied grievance handling mechanism * Prefer method to convey grievances Cross tabulation

Count							
		Prefer method to convey grievances					
		Grievance register	Exit interviews	Suggestion boxes	Opinion surveys	Open door policy	Total
Satisfied grievance handling mechanism	Strongly agree	22	32	0	0	0	54
	Agree	0	2	32	0	0	34
	Neutral	0	0	22	0	0	22
	Disagree	0	0	0	5	1	6
	Strongly disagree	0	0	0	0	4	4
Total		22	34	54	5	5	120

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	$3.120E2^a$	16	.000
Likelihood Ratio	216.584	16	.000
N of Valid Cases	120		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .17.			

Directional Measures

			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Ordinal by Ordinal	Somers' d	Symmetric	.842	.013	27.367	.000
		Satisfied grievance handling mechanism Dependent	.842	.026	27.367	.000
		Prefer method to convey grievances Dependent	.842	.026	27.367	.000
a. Not assuming the null hypothesis.						
b. Using the asymptotic standard error assuming the null hypothesis.						

Interpretation: Hence the value is less than 0.05, we accept null hypothesis and reject alternate hypothesis. So there is no significant difference between satisfied grievance handling mechanism and Prefer method to convey grievances.

CORRELATION ANALYSES

Thus the table that the Age of the respondents and Facing grievances of the respondents

Descriptive Statistics			
	Mean	Std. Deviation	N
Age	2.78	1.446	120
Facing grievances	2.77	1.320	120

Correlations			
		Age	Facing grievances
Age	Pearson Correlation	1	.971**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	248.925	220.700
	Covariance	2.092	1.855
	N	120	120
Facing grievances	Pearson Correlation	.971**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	220.700	207.467
	Covariance	1.855	1.743
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation: This is a positive correlation. There are relationships between Age of the respondents and Facing grievances of the respondents

FINDINGS

❖ Majority 71.2% of the respondents are gender of the female.

❖ Majority 25.8% of the respondents are age group below 20.

❖ Majority 43.3% of the respondents are qualification higher secondary.

❖ Majority 65.0% of the respondents are marital status unmarried.

❖ Majority 34.2% of the respondents are said once in a month health or health care.

❖ Majority 32.3% of the respondents are said nursing departments.

❖ Majority 30.0% of the respondents are said discipline grievance in the organization.

❖ Majority 25.0% of the respondents is said 2 - 4 month facing the grievance.

- ❖ Majority 30.0% of the respondents are said discipline most grievance prone subject in your organization.
- ❖ Majority 60.0% of respondents are communicating to their co-workers.
- ❖ Majority 41.7% of respondents are strongly agreed that real basis is identified.
- ❖ Majority 65.0% of respondents are listens patiently that grievance presented to the higher authority.
- ❖ Majority 60.0% of respondents are very often being informed that done about grievance.
- ❖ Majority 88.3% of respondents are positive and friendly approach during grievance handling.
- ❖ Majority 70.8% of respondents strongly agree that discussion and conference is facilitated.
- ❖ Majority 45.0% of respondents are satisfied corresponding to your grievance.
- ❖ Majority 80.0% of respondents are has given authority necessary to solve the problem.
- ❖ Majority 59.2% of the respondents are said always keep grievance yourself.
- ❖ Majority 50.8% of the respondents are said always arise grievance with immediate superior.
- ❖ Majority 46.7% of the respondents are said always discrepancies in handling the grievances.
- ❖ Majority 50.0% of the respondents are said agree in satisfied with management decision regarding grievances.
- ❖ Majority 29% of the respondents are said strongly agree in feel that present grievance handling policy.
- ❖ Majority 43.3% of the respondents are said neutral in satisfied with grievance handling policy.
- ❖ Majority 35.8% of the respondents are said agree in satisfied with weekly and monthly meeting.
- ❖ Majority 45.0% of the respondents are said Suggestion boxes prefer to convey grievances.
- ❖ Majority 45.0% of the respondents are said agree in satisfied with weekly and monthly meeting.
- ❖ Majority 95.8% of the respondents is said highly confidential.
- ❖ Majority 50.8% of the respondents are said yes in management involve grievance redressed.

SUGGESTIONS

- ✓ Employee participate, suggestion, ideas need to be encourage by supervisor which will motivate the employees and will result in higher level of job satisfaction.
- ✓ Company needs to explore the policy of loan which will help the employees to increase the standard of living and their commitment towards enhancement of the organisation.
- ✓ A system of suggestion box can be implemented which will facilities the employee to give their suggestion to improve the organisation and performance of employees and reply their grievances.
- ✓ Time barrier must be fixed to solve problem at different levels which will encourage the employee to express their grievance.
- ✓ Counselling of employees need to be done periodically which will help the organisation to know the problem of employees and to solve them which will increase the job satisfaction as well as increase the efficiency of employees.
- ✓ Transportation facility needs to be extended to employees which will reduce the absenteeism and will also help the employees to reach workplace on time.

CONCLUSION

- • Employee's grievance is one of the prime reasons for the employees performance, solving the employee's grievance will lead to job satisfaction and increase the efficacy of the employee which will benefit both employee as well as organisation.

- Grievance management is a major challenge in the company since the expectation of employees is increasing will change life style.

- Employees have high expectation from company it is not possible to fulfil all their expectation but major of their expectation can be fulfilled.

- It can be observed that employees are satisfied with most of welfare, medical, safety, facility provided by the company.

- Company is giving benefits as per the various enactment of labour law but there is still scope for improvement, which will benefit both organisation and the employees.

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