

AN IMPACT ASSESSMENT OF GRIEVANCE REDRESSAL MECHANISM ON INDUSTRIAL RELATION IN SOUTH EASTERN COAL FIELDS LIMITED BILASPUR CHHATTISGARH

Dr. Vivek Bajpai*

Dean, Faculty of Commerce and Management,

* Research Scholar – Neeraj Gangoli, Management

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 endings will be discussed in the full paper.

KEYWORDS. Grievance, Handling Mechanism, Industrial Relation

INTRODUCTION

As per the topic “ *AN IMPACT ASSESSEMENT OF GRIEVANCE, REDRESSAL MECHANISM ON INDUSTRIAL RELATION IN SOUTH EASTERN COAL FIELDS LIMITED BILASPUR CHHATTISGARH*” At “SECL”The SECL family consists of 84368 employees as on who are predominantly locals. The success of the company is largely lies in the disciplined and hard working employees of the company .Excellent cooperation from trade unions the state government and the local people.

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 HANDLING OF GENERAL GRIEVANCES

If the organization is unionized, the Management team comprising of the CEO, relevant Heads of Department (HODs), including the Chief HR Practitioner would meet and share information with the Trade Union Official and members of the Branch Committee.

FACTORS IMPACTING GENERAL GRIEVANCE HANDLING In handling General Grievances, it might be useful to remember the acronym, “WECURO”; X Well-timed Information shared should be well-timed, not “too little” and not “too late”.

Basic Model of Grievance

At any stage of the grievance machinery, the dispute must be handled by some members of the management. In grievance redressed, responsibility lies largely with the management. And, grievances should be settled promptly at the first stage itself. The following steps will provide a measure of guidance to the manager dealing with grievances.

Three Types of Grievances

- Individual grievance. One person grieves that a management action has violated their rights under the collective agreement. ...
- Group grievance. A group grievance complains that management action has hurt a group of individuals in the same way. ...
- Policy or Union grievance.

Classification grievances

The employer, through the OCHRO, is represented by a classification grievance representative at classification grievance hearings involving departments and agencies within the core public administration.

The deadline for presenting a classification grievance is 35 calendar days after the day on which an employee receives notification or, where the employee has not received such notification, no later than 35 calendar days after the day on which he or she first becomes aware of an action or circumstance affecting the classification of the position he or she occupies.

A written response must be provided to the employee no later than 80 calendar days after the date the classification grievance was presented. The deadline for providing the decision to the griever may be extended by written agreement between the parties.

OBJECTIVES

The following are the objectives of the study:-

1. To find out the cause of grievance in south eastern coal fields limited Bilaspur Chhattisgarh.

2.To study the grievance redressed procedure in south eastern coal fields limited Bilaspur Chhattisgarh.

MISSION OF THE COMPANY

To produce & market the planned quantity of coal efficiency and economically with due attention to safety, conservation and quality.

- * Optimum utilization of resources with human value.
- * To improve the quality of life.
- * To treats the employees not as recourses, but as a human.
- * Human touch in behavior at work place.
- * To enhance the morale of employees through welfare means

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.

Review of Literature

Existing labor legislation does not provide for a well-defined and adequate procedure for redressal of day-to-day grievance in industrial units. Clause 15 of the Model Standing Orders in schedule 1 of the Industrial Employment (Standing Orders, Central Rules 1946 specifies that All complaints arising out of employment including those relating to the unfair treatment or wrongful exaction on the employer or his agent, shall be submitted to the manager or the other person specified in this behalf with the right of appeal to the employers.

In the book of, “Strategic grievance handling” Margolies, K. (2004) Steward Update, 15(1).C B Mamoria state the alteration between dissatisfaction, grievance and complaint. Discontent raises when an individual is not cheerful in his job and when the organization does not identify the individual goals. This dissatisfaction leads to grievances when an individual discusses it with an additional employee in the organization. When the dissatisfaction associated to the work is brought to the announcement of the management, complaint becomes a grievance.

Gordon and Miller (1984)” states that the studies the influence of the supervisors” approach in identifying the issue of grievance It is also cited that the rules should be set up so that supervisors are directed by their predominant.

Karambayya and Brett (1989) state in the research that “the employee discontent research that, the four roles have been determined as manager’s actions in handling the grievances”. The first role was named cross-examining role.

Tjosvold & Morishima (1999) recommended that “supervisors must have competence and willingness to discuss the difficulty with the employee and union rep at initial stage” also supervisory elegance affects grievance rate and their disposition.

Chaykowski & Slotsve, (1992); Tan, (1994). Ivancevich (2001) mentioned the writings that “supervisor should take grievance exceptionally, gather all the facts which is related to grievance then do investigation and give answer. After the grievance is commonly settled, the managers have to move on to the added matters”.

METHODOLOGY

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge”.

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.

DESIGN OF DESCRIPTIVE STUDIES:

Descriptive studies aim at portraying accurately the characteristics of a particular group or solution. One may under take a descriptive study about the work in the factory, health and welfare. A descriptive study may be concerned with the right to strike, capital punishment, prohibition etc:

A descriptive study involves the following steps:

1. Formulating the objectives of the study.
2. Defining the population and selecting the sample.
3. Designing the method of data collection.
4. Analysis of the data.
5. Conclusion and recommendation for further improvement in the practices.

Description of statistical tools used

Percentage method

Correlation

Percentage method

In this project percentage method test and used. The following are the formula

$$\text{Percentage of Respondent} = \frac{\text{No. of Respondent}}{\text{Total no. of Respondent}} \times 100$$

CORRELATION

Correlation analysis deals with the association between two or more variables. It does not tell anything about cause and effect relationship. Correlation is described or classified in several different ways. Three of the most important ways of classifying correlation are :

1. Positive and Negative
2. Simple, Multiple and Partial
3. Linear and Non-Linear

Karl Pearson's method is popularly known as Pearson's coefficient of correlation. It is denoted by the symbol 'r'.

Formula for Karl Pearson's coefficient $r = \frac{\sum xy}{\sqrt{\sum x^2 * \sum y^2}}$

The value of the coefficient of correlation as obtained by the above formula shall always lie between +1 and -1. When $r = 1$, it means there is perfect positive correlation between variables. When $r = -1$, it means there is perfect negative correlation between variables. When $r = 0$, it means no relationship between variables.

Data collection method

Data was collected using Questionnaire. This method is quite popular in case of big enquires. Private individuals, research workers, private and public organizations and even government are adopting it. A questionnaire consists of a number of question involves both specific and general question related to Grievance Handling.

Sources of data

The two sources of data collection are namely primary & secondary.

Primary Data:

Primary data are fresh data collected through survey from the employees using questionnaire.

Secondary Data

Secondary data are collected from books and internet.

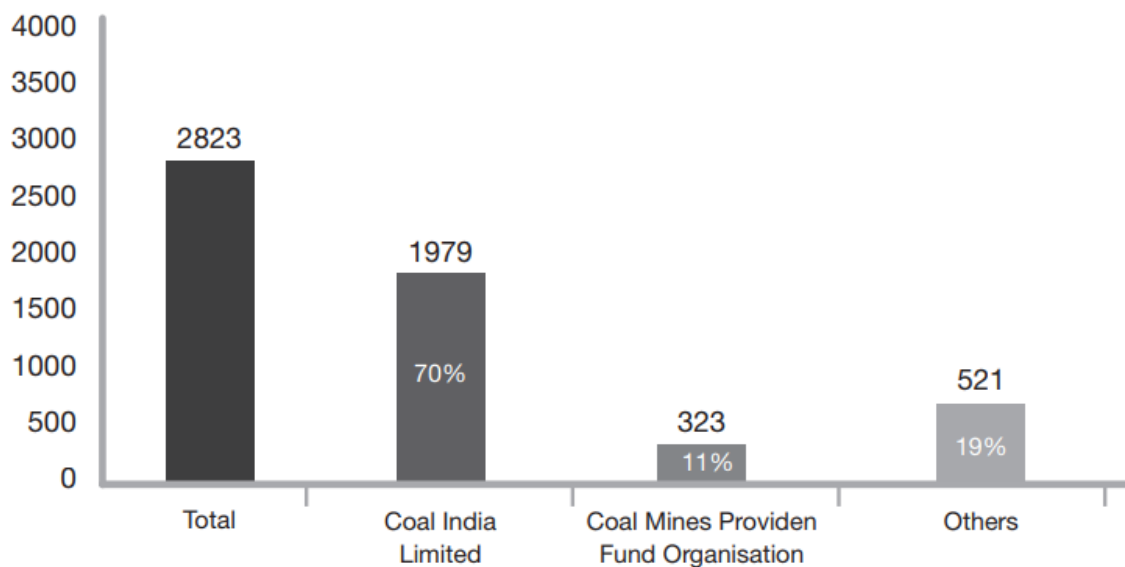
Data Analysis

Deep Dive Grievance Analysis

The three point approach for grievance analysis study includes data analysis, root cause analysis, and systemic reforms recommendations for the service issues.

IDENTIFICATION OF TOP DIVISION

The shortlisted divisions were the ones receiving maximum grievances (from 1.4.2015 to 31.3.2016). The highest grievances were received by Coal India Limited, which accounted for 70% of grievances. Coal India Limited is also appointed by the Ministry as the nodal and regulatory authority for 7 other Subsidiary companies across the country. Another 11% of the grievances were received by Coal Mines Provident Fund Organisation, the apex body responsible for accounting and disbursing entitlements to all retired employees.



Expected Outcome

The main reason for grievance is tight production standards in fixed time limits which act as a pressure for employees so it should be reduced with compatible fixation of the target. The reason for grievance for each category is different, so for different type of grievance for each category of employees the redresses procedure should be different

RESULTS AND DISCUSSION

Wyman (1971) suggested that “executives must give a written solution regarding grievance resolution outcome to distressed subordinate”. He also coded that unlike oral answers to spoken grievances, the written

answer must conform to established protocol which comes down from the management. And procedure decrees that the written grievance must be shaved of every other impinging feature however pervasive and controlling. A printed answer for grievance management is essential as a record for instance case if the same issue arises in future. The necessity for recorded grievance resolution result also needed if the grievance is mentioned to the next step in grievance procedure (Industrial Harmony Code for Conduct, n.d).

RESEARCH METHODOLOGY TITLE OF THE STUDY “AN IMPACT ASSESSMENT OF GRIEVANCE REDRESSAL MECHANISM ON INDUSTRIAL RELATION IN SOUTH EASTERN COAL FIELDS LIMITED BILASPUR CHHATTISGARH” OBJECTIVES 1. To know the socio – demographic details of the employees. 2. To analysis 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 SOUTH EASTERN COAL FIELDS LIMITED. 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 .

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 to10,000	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	Particular	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 shout 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 corresponding 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 corresponding to their grievance. Thus, majority of the respondents responded moderate that they felt the decision given corresponding to their grievance.

FINDINGS SUGGESTIONS AND CONCLUSION

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 ideated 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

Karambayya and Brett (1989) state in the research that “the employee discontent research that, the four roles have been determined as manager’s actions in handling the grievances”. The first role was named cross-examining role. Managers who took an cross-examining role retained both process and result control for them. In this role managers forced own idea, made final decision and future own idea. The second function was meditational role. Meditational role allows managers to ask their employee questions concerning conflicts, requested suggestions from employees and tried to add in their ideas into employees’ proposals. The third role signified the role, called technical organize. Managers taking this role designated the dispute-handling procedures to be followed and strictly imposed those rules. The fourth task was the motivational role. In this role, managers always depend on motivational control by using fears and incentives. If the issue of dispute could not be hard at the meeting, managers will forecast probable outcomes and utilized pressure to encourage a timely settlement.

Gordon and Miller (1984)” states that the studies the influence of the supervisors’ approach in identifying the issue of grievance It is also cited that the rules should be set up so that supervisors are directed by their predominant.

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.

REFERENCES

- Development. *Journal of Personality*, 71(6), 1059-1086.
- Labig, C.E., & Greer, C.R. (1988). Grievance Initiation: A Literature Survey and Suggestion for Future Research. *Journal of Labor Research*, IX(1), 1-27.

- Meyer, D. (1994). The Political Effects of Grievance Handling by Stewards In a Local Union. *Journal of Labor Research*. 15(1), 33-52.
- Rollinson, D.J, Hook, C.M, Foot, M., & Handley, J. (1996). Supervisor and Management Styles in Handling Discipline and Grievance
- (part two): Approaches to Handling Discipline and Grievance. *Personnel Review*, 25(4), 38-55.
- William, B.W Jr., & Davis, K. (1996). Human Resource Management 5th Edition. USA: McGraw Hill. Zikmund, W.G. (2003). Business
- Research Methods 7th edition. Ohio: Thomson Learning.
- Saha, Suranjan Practical Business Mathematics and Statistics first edition, Tata McGraw Hill, New Delhi.
- C.B. Memorial personal management Himalaya Publishing House, Mumbai.
- T.N. Chhabra-Human resources management Dhanpati Raj Publication.
- #SECL Profile published by SECL Bilaspur, Chhattisgarh
- #SECL Monthly Report.

