



GRIVANCES HANDLING PROCEDURE IN ELECTRONIC COMPANIES IN COIMBATORE

Dr.N.Balachandran, MBA., M.Phil., MISTE., SET., Ph.D.,

Faculty @ Department of Management Studies (MBA),
Velalar College of Engineering and Technology (Autonomous),
Erode, Tamilnadu, India

ABSTRACT

Grievance is a complaint that has been formally presented to a management representative or to a union official. In addition, there are other definitions of a grievance that distinguish it from the other two. A grievance is a formal dispute between an employee and management on the conditions of employment. Grievances are complaints that have been formally registered in accordance with the grievance procedure. A grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of the management. The main objective of the study is that identify the main causes of worker's grievances and to find the relationship between demographic profile of the respondents and the present management decision on grievance handling. For this purpose a sample of 80 was collected from the employees working in electronic companies. The conclusion of the study is that it will help the conclusion of the study is that, as observed the new workers lack awareness about the incentive system that is prevailing in the organisation, orientation can be organised to inform about the incentive system so that both the management and workers will be benefitted out of it and recreation activities like family gathering, picnic, tour etc can be arranged for better coordination among workers.

Keywords: Grivances Handling, Electronic companies and Coimbatore.

INTRODUCTION

Employees differ as individuals, in their needs, expectations and behaviour. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. It is not an easy task for the management to keep all the employees satisfied and motivated, all the time. There can be different reasons for an employee being dissatisfied.

The grievance redressal procedure of an organization enables employees to air their dissatisfaction. It is important that an organization has an effective grievance redressal system.

The grievances of the employees are related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage,

bonus, etc. The attitude on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability to maintain a culture of high performance. Managers must be educated about the importance of the grievance process and their role in maintaining favourable relations with the union. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace. Relationship building is a key to successful labour relations.

Theoretical background of the study

Every employee has certain expectations which he thinks must be fulfilled by the organisation he is working for. When the organisation fails to do this, he develops a feeling of discontent or dissatisfaction. When the employee feels that something is unfair in the organisation, he is said to have grievance. According to Julius, a grievance is “any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or, even feels to be unfair, unjust or inequitable.”

Features

If we analyse these definitions of grievance, some noticeable features emerge clearly:

- a) A grievance refers to any form of discontent or dissatisfaction with any aspect of the organisation.
- b) The dissatisfaction must arise out of employment and not due to personal or family problems.
- c) The discontent can arise out of real or imaginary reasons. When the employee feels that injustice has been done to him, he has a grievance. The reasons for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.
- d) The discontent may be voiced or unvoiced. But it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this not looked into promptly, the employee feels a sense of lack of justice. Now the discontent grows and takes the shape of a grievance.
- e) Broadly speaking, thus, a grievance is traceable to perceived non-fulfilment of one's expectations from the organisation.

Discovery of Grievances

Grievances can be uncovered in a number of ways. Gossip and grapevine offer vital clues about employee grievances. Ripe boxes, open door policies periodic interviews, exit surveys could also be undertaken to uncover the mystery surrounding grievances.

These methods are discussed below:

- a) **Observation:** A manager / supervisor can usually track the behaviours of people working under him. If a particular employee is not getting along with people, spoiling materials due to carelessness or recklessness, showing indifference to commands, reporting late for work or is remaining absent - the signals are fairly obvious. Since the supervisor is close to the scene of action, he can always find out such unusual behaviours and report promptly.
- b) **Grievance procedure:** A systematic grievance procedure is the best means to highlight employee dissatisfaction at various levels. Management, to this end, must encourage employees to use it whenever they have anything to say. In the absence of such a procedure, grievances pile up and burst up in violent forms at a future date. By that time things might have taken an ugly shape altogether, impairing cordial relations between labour and management. If

management fails to induce employees to express their grievances, unions will take over and emerge as powerful bargaining representatives.

c) **Gripe boxes:** A gripe box may be kept at prominent locations in the factory for lodging anonymous complaints pertaining to any aspect relating to work. Since the complaint need not reveal his identity, he can express his feelings of injustice or discontent frankly and without any fear of victimisation.

d) **Open door policy:** This is a kind of walk-in-meeting with the manager when the employee can express his feelings openly about any work-related grievance. The manager can cross-check the details of the complaint through various means at his disposal.

e) **Exit interview:** Employees usually leave their current jobs due to dissatisfaction or better prospects outside. If the manager tries sincerely through an exit interview, he might be able to find out the real reasons why 'X' is leaving the organisation. To elicit valuable information, the manager must encourage the employee to give a correct picture so as to rectify the mistakes promptly. If the employee is not providing fearless answers, he may given a questionnaire to fill up and post the same after getting all his dues cleared from the organisation where he is currently employed.

f) **Opinion surveys:** Surveys may be conducted periodically to elicit the opinions of employees about the organisation and its policies.

STATEMENT OF PROBLEM

Grievances affect not only the employees and managers but also the organisation as a whole. The management has to identify and redress the grievances in a prompt manner. If the individual grievances are left ignored and unattended, there is a danger that these grievances may result in collective disputes. An effective grievances procedure is vital for the employee to address the causes for their grievances so that steps would be taken to set right by the organisation. Grievance handling are highly essential for any organisation as it has an impact on both individual and group. This has motivated the researcher to undertake a research on

“A Study on Worker’s Grievances at Electronic companies in Coimbatore, Coimbatore”

OBJECTIVES OF THE STUDY

- To identify the main causes of worker’s grievances.
- To identify the grievance handling mechanism preferred by worker’s.
- To find the relationship between demographic profile of the respondents and the present management decision on grievance handling.

SCOPE OF THE STUDY

The study is based on the worker grievances at Electronic companies in Coimbatore unit II. Time frame of the study limited to 6 weeks. The study is undertaken to identify various causes of grievances like general causes, department/routine causes, consequences of grievances and grievance handling mechanism preferred by the employees are also analysed in the present study.

METHODOLOGY

The type of research used in this project is descriptive in nature since the characteristics of the variables of interest are analysed.

Sampling technique:**Sampling Design** : Simple random sampling**Sampling Unit** : The sampling unit is limited to the employees' electronic companies.**Sample Size** : 80**Statistical tools** : To analyse the data the following tools were applied Simple percentage analysis, Chi square test, Mean Score and Factor Analysis**LIMITATIONS**

- Study restricted to Electronic companies in only.
- The sample size was restricted and may not represent the whole employee population.
- Personal bias, if any, of the respondents may affect the result of the study.
- Few employees had resistance to co-operate.

ANALYSIS AND INTERPRETATION**Age of the Respondents**

Age (in years)	No. of Respondents	Percentage
Less than 20	12	15
21 to 30	41	51.2
31 to 40	27	33.8
41 to 50	-	-
Above 50	-	-
Total	80	100

The above table shows that, most (51%) of the respondents are in the age group of 21 to 30 years.

Gender of the Respondents

Gender	No .of Respondents	Percentage
Male	34	42.5
Female	46	57.5
Total	80	100.0

The table shows that, majority (58%) of the respondents are female.

Marital status of the Respondents

Marital Status	No. of Respondents	Percentage
Unmarried	34	42.5
Married	46	57.5
Total	80	100.0

The table shows that, majority (58%) of the respondents are married.

Educational Qualification of the Respondents

Educational Qualification	No. of Respondents	Percentage
No formal education	-	-
SSLC	30	37.5
HSC	40	50.0
Diploma	10	12.5
Degree Holders	-	-
Total	80	100.0

From the above table it is inferred that majority (50%) of the respondents have completed higher secondary education.

Experience of the Respondents

Experience in years	No. of Respondents	Percentage
Less than 3	32	40.0
3 to 6	17	21.2
7 to 11	22	27.5
Above 11	9	11.2
Total	80	100.0

The above table shows that, most (40%) of the respondents are having an experience of less than 3 years.

General causes for Grievances

Sources	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Pay not matching with skills and performance	8.8	25.0	12.5	35.0	18.8
Wage revision period	1.2	28.8	31.2	30.0	8.8
Work timings	6.2	26.2	21.2	42.5	3.8
Uncongenial work environment	0	17.5	26.2	46.2	10.0
Job insecurity	0	13.8	22.5	52.5	11.2
Lack of adequate job instructions	2.5	22.5	26.2	38.8	10.0
Lack of Recognition	1.2	21.2	37.5	26.2	13.8
Lack of training	5.0	17.5	30.0	35.0	12.5
Leave benefits	0	13.8	32.5	41.2	12.5
Lack of performance based incentives	8.8	22.5	35.0	26.2	7.5

- From the above table, 35% of the respondents disagree that pay scale as source for their grievances.
- 31 % of the respondents stand neutral with regard to wage revision period as a source of grievances.
- 42.5% of respondents disagree that work timings as source of their general grievances.
- 46.2% of the respondents disagree that uncongenial work environment as grievances.
- 52.5% stands disagree for job insecurity as reason for grievances.
- 38.8% of the respondents fall under the disagree category for lack of adequate job instructions as their source for grievances.
- 37% of the respondents stands neutral for lack of recognition for their source for grievances.
- 35% of the respondents disagree that lack of training as the source for their grievances.
- 41.2% of the respondents disagree that lack of benefits as the source for their grievances.
- 35% of the respondents disagree that lack of performance based incentives as the source for their grievances.

Routine/Department cause of grievances of the respondents

Sources	Always	Regularly	Sometimes	Once or twice	Never
Tight production norms	3.8	26.2	40.0	13.8	16.2
Time pressure to complete	10.0	0	58.8	26.2	5.0
Insufficient tools	0	16.2	38.8	27.5	17.5
Favoritism by the supervisor	0	8.8	28.8	20.0	42.5
Lack of safety measures at work place	6.2	11.2	20.0	31.2	31.2
Trouble with coworker	1.2	7.5	25.0	21.2	45.0
Over time duration & pay	15.0	21.2	27.5	16.2	20.0
Accidents at workplace	6.2	10.0	38.8	35.0	10.0
Strict supervision	10.0	7.5	32.5	22.5	27.5
Union intervention	3.8	8.8	20.0	17.5	50.0

- From the above table, it can be inferred that most (40%) of the respondents felt that tight production norms as a cause for grievances.
- 58.8% of the respondents have time pressure to complete their work
- 38.8% of the respondents have insufficient tools as their source of grievances some times.
- 42.2% of the respondents stated that never have favouritism by the supervisor is never a source of grievance.
- 31.2% of the respondents stand for once or twice and never in case of lack of safety measures at work.
- 45% of the respondents stated that they never had the trouble with the co worker as a source of grievances.
- 27% of the respondents had the grievance in overtime duration and pay as their source of grievance some times.
- 38.8% of the respondents stated that accidents at work place as the cause for grievance some time.
- 32.5% of the respondents stated that strict supervision as source of grievance sometimes.
- 50% of the respondents they never had union intervention as source of grievances.

Consequences of grievances

Consequences	Very often	Regularly	Sometimes	Once or twice	Never
Absenteeism	1.2	0	36.2	17.5	45.0
Health problem	2.5	2.5	37.5	18.8	38.8
Decreased level of commitment	0	6.2	21.2	12.5	60.0
Fall in efficiency	0	3.8	22.5	17.5	56.2
Going on a long leave	1.2	0	21.2	16.2	61.2
Not obeying superiors orders	0	0	10.0	7.5	82.5
Non cooperation with co worker	0	0	20.0	21.2	58.8
Request to switch department	0	1.2	22.5	12.5	63.8
Moving out of organization	5.0	0	12.5	26.2	56.2

- From the table, most (45%) of the respondents never absent them self for work as a consequence of grievances.
- 38.8% of the respondents never face health problems as a consequence of grievances.
- 60% of the respondents never have decreased level of commitment as a consequence of grievances.
- 56.2% of the respondents never have fall in efficiency.
- 61.2% of the respondents never go on a long leave.
- 82.5% of respondents never had the problem of obeying superior's orders as the consequences of grievances.
- 58.8% of the respondents never had a problem in cooperation with co-worker.
- 63.8% of the respondents never want to switch from the existing department.
- 56.2% of the respondents stand never for moving out of organisation.

FACTOR ANALYSIS**GENERAL CAUSES****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.780
Bartlett's Test of Sphericity	Approx. Chi-Square	246.477
	Df	45
	Sig.	.000

From the above table it can be inferred that KMO value is .780 which is adequate to conduct the factor analysis.

Communalities

	Initial	Extraction
Pay not matching with skills and performance	1.000	.630
Wage revision period	1.000	.620
Work timings	1.000	.721
Uncongenial work environment	1.000	.433
Job insecurity	1.000	.729
Lack of adequate job instructions	1.000	.744
Lack of recognition	1.000	.798
Lack of training	1.000	.690
Leave benefits	1.000	.359
Lack of performance based incentives	1.000	.672

The above table shows the communalities defined for each parameter based on the extracted factor. Therefore the initial value of the communalities should be 1 and the minimum accepted value is 0.5. It is observed from the table that all parameters are well defined by the extracted factor.

Thus the 3 components are extracted through the principal component analysis.

Total Variance Explained

Component	Initial Eigen values			Extraction Sum of squared Variations
	Total	% of Variance	Cumulative %	
1	3.795	37.945	37.945	3.795
2	1.566	15.658	53.603	1.566
3	1.036	10.362	63.965	1.036
4	.845	8.454	72.419	
5	.720	7.197	79.615	
6	.503	5.031	84.647	
7	.485	4.846	89.493	
8	.447	4.473	93.965	
9	.315	3.148	97.113	
10	.289	2.887	100.000	

The above table shows the most important representation of factor analysis as it is defined by the percentage of variance by each component. Since only those components whose Eigen values are more than 1 are considered. The 3 components have been taken as the factors which constitute 63.96% of variance of the aggregate parameter.

	Component		
	1	2	3
Pay not matching with skills and performance	.724	.286	.158
Wage revision period	.078	.776	.106
Work timings	.111	.839	-.074
Uncongenial work environment	.121	.640	.094
Job insecurity	.208	.053	.826
Lack of adequate job instructions	.139	.033	.851
Lack of recognition	.892	.027	.023
Lack of training	.633	.188	.505
Leave benefits	.336	.366	.334
Lack of performance based incentives	.749	.091	.321

FACTORS 1:

- Lack of recognition
- Lack of performance based incentives
- Pay not matching with skills and performance

FACTORS 2:

- Work timings
- Wage revision period

FACTORS 3:

- Lack of adequate job instructions
- Job insecurity

Thus these are the major factors in which the organisation must concentrate more in order to minimise the worker's grievances at Electronic companies in Coimbatore.

CHI SQUARE ANALYSIS:

This part of the analysis deals with the relationship between the demographic factors like age, gender, experience and income of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management.

To test the relationship between “the age of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management” the chi square test has been done by framing the null hypothesis.

H_{10} : There is no significant relationship between the age of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

The chi square results are shown below.

The relationship between the age and Worker's satisfaction

Particulars	Significant Value	Result
Relationship between age and satisfaction level regarding the present management decisions on grievances	.041	Reject

The p value is .041. So there is significant relationship between the age of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

To test the relationship between “the gender of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management” the chi square test has been done by framing the null hypothesis.

H₃₀ : There is no significant relationship between the gender of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

The chi square results are shown below.

The relationship between the gender and the satisfaction

Particulars	Significant Value	Result
Relationship between gender and satisfaction level regarding the present management decisions on grievances	.049	Reject

The p value is .049. So there is significant relationship between the gender of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

To test the relationship between “the experience of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management” the chi square test has been done by framing the null hypothesis.

H₄₀ : There is no significant relationship between the experience of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

The chi square results are shown below.

The relationship between the experience and the satisfaction

Particulars	Significant Value	Result
Relationship between experience and satisfaction level regarding the present management decisions on grievances	.018	Reject

The p value is .018. So there is significant relationship between the experience of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

To test the relationship between “the income of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management” the chi square test has been done by framing the null hypothesis.

FINDINGS

Demographic profile:

- Majority (51%) of the respondents are in the age group of 21 to 30 years from the table 4.1.1.1.
- Majority (57%) of the respondents are female
- Majority (57%) of the respondents are married.
- Majority (50%) of the respondents have completed higher secondary education.
- Most (40%) of the respondents are having an experience of less than 3 years.
- Most (45%) of the respondents belong to the income group of Rs. less than 5000.

5.1.1.2 Causes for Grievances

General causes

Majority (52.5%) stands disagree for job insecurity as reason for grievances. Most (46.2%) of the respondents disagree that uncongenial work environment as grievances. Most (42.5%) of respondents disagree that work timings as source of their general grievances. Most (41.2%) of the respondents disagree that lack of benefits as the source for their grievances.

Routine/department causes

Majority (58.8%) of the respondents have time pressure to complete their work. Majority (50%) of the respondents they never had union intervention as source of grievances. Most (45%) of the respondents stated that they never had the trouble with the co worker as a source of grievances. Most (42.2%) of the respondents stated that favouritism by the supervisor is never a source of grievance.

- From the above table 4.1.2.3, Majority (52.5%) of the respondents sometimes share their grievances with their co worker when the grievances arise.
- Majority (65%) of the respondents stated that their grievances are been responded in specified time limit.
- Majority (75%) of the respondents stated that they are given the opportunity to approach the higher official if the decision is not satisfactory.

Consequences and expectations

From the table 4.1.3.1, Majority (82.5%) of respondents never had the problem of obeying superior's orders. Most (63.8%) of the respondents never want to switch from the existing department as a result of grievances. Most (61.2%) of the respondents never go on a long leave as an effect of their problem.

Table 4.1.3.2 shows the activities that are expected from the management, Majority (72.5 %) of the respondents expect open door policy method to resolve their grievances. Majority (71.2%) of the respondents need training and expert help to reduce their work place grievances.

From the 4.1.3.3 table it is inferred that, Most (42.5%) of the respondents are satisfied with the present management action on grievance handling at Electronic companies in Coimbatore.

- There is significant relationship between the age of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

- There is significant relationship between the gender of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.
- There is significant relationship between the experience of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.
- There is significant relationship between the income of the respondents and their satisfaction with regard to grievance handling mechanism adopted by management at Electronic companies in Coimbatore.

RECOMMENDATIONS

- Performance based incentive system can be implemented to motivate the workers to improve productivity.
- The company can instruct the workers to use the safety equipments provided in the organisation that minimise the workplace accidents and health related problems.

CONCLUSION

The conclusion of the study is that, as observed the new workers lack awareness about the incentive system that is prevailing in the organisation, orientation can be organised to inform about the incentive system so that both the management and workers will be benefitted out of it and recreation activities like family gathering, picnic, tour etc can be arranged for better coordination among workers.

REFERENCES

- Krishnaveni, R., & Deepa, R. (2011). Human Resource Management Practices in Coimbatore-With Special Reference to the Manufacturing Sector. *Management Dynamics*, 11(1), 1-14.
- Krishnaveni, R., & Deepa, R. (2011). Sectoral differences in hr practices of coimbatore industries. *Pranjana: The Journal of Management Awareness*, 14(1).
- Dhanabhakya, M. (2022). Role of Employee Grievance Management on Job Commitment and Organizational Justice. *Mediterranean Journal of Basic and Applied Sciences (MJBAS) Volume*, 6, 45-50.
- Subashini, S., & Velmurugan, R. (2016). Mis selling—A bane on growth of life insurance. *International Journal of Scientific Engineering and Technology*, 5(5), 264-267.
- Dhanabhakya, M., & Monish, P. (2019). Impact of Employee Grievance Management on Job Commitment in Cyber Park Kozhikode. *International Journal of Advanced Science and Technology*, 28(17), 775-779.
- Monish, P., & Dhanabhakya, M. Effectiveness of team building and quality circle strategies of employee grievance management on job commitment. *Training and development*, 4, 3.
- Un, C. I. A., & Marks, E. T. Bharathiar university: coimbatore-641 046 executive mba integrated shipping & logistics management (For the CCII students admitted from the academic year 2016-17 onwards) Scheme of examinations (CBCS Pattern). *Human Resource Management*, 4(3), 25-75.
- Subashini, S., & Velmurugan, R. (2016). Policyholders Satisfaction of Life Insurance Products with Reference to Coimbatore District. *International Journal of Business and Management Invention*, 5(4), 28-33.