

EFFECTIVENESS OF GRIEVANCE HANDLING PROCEDURE-A STUDY OF “BHILAI JAYPEE CEMENT LIMITED”

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ABSTRACT

JaiPrakash Associates Limited (JAL) and Steel Authority of India Limited (SAIL) signed a Share Holders Agreement as on 21st March 2007. It is the biggest joint venture of SAIL with a private corporate. SAIL shall contribute 26% of the total equity, while the balance 74% shall be contributed by JAL. The new JOINT VENTURE Company formed in the name of “BHILAI JAYPEE CEMENT LIMITED”(BJCL) was incorporated on 11th April 2007. As a Joint Venture with Steel Authority of India Ltd.(SAIL) the company is to produce 2.2 MTPA of cement at Bhilai & Satna. The employee strength was 400 for clinkerisation plant. A grievance procedure is necessary in large organization which has numerous personnel at many levels with the result that the manager is unable to keep a check on each individual or be involved in every aspect of working. The primary value of grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon cooperation & productivity. This paper aims to Study the “Effectiveness of Grievance Handling Procedure “at Bhilai Jaypee Cement Limited”.

INTRODUCTION

JAYPEE group has diversified interest with the motto of building nation in activities such as Cement, Hydropower, Civil Engineering, Education, Expressway, Integrated Township, Hospitality, Information Technology, Agri –business and sports. Jaypee group is the 3rd largest cement producer in the country. The group’s cement facilities are located in the Satna Cluster, which has one of the highest cement production growth rates in India. The group produces a special blend of Portland Pozzolana Cement under the brand name “Jaypee Cement”(PPC). Its cement division currently operates modern, computerized process control cement plants with an aggregate capacity of 13.5 MTPA.

NEED FOR STUDY

An organization is a joint place where various character people work under a common roof. Difference of opinion is a common subject in such a scenario.

- Superiors may impose certain regulation on subordinates
- One employee intension may hurt the other.
- One person’s words may be interpreted by other in a wrong sense.
- Satisfaction of job may be low.

Employees differ as individuals, in their needs, expectations and behavior. 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.

Many such differences may be quoted. Grievance is one emotion that plays a vital role in such an environment. Grievance acts as rust which corrodes the very fabric of organization. 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.

This research is conducted to study the grievance redressal procedure adopted at “BHILAI JAYPEE CEMENT LIMITED “at Babupur, Satna, and M.P. This report includes the satisfaction level of employees towards the grievance handling procedure of the organization.

OBJECTIVES OF THE STUDY

The objectives of the study are:-

- 1) To study the effectiveness of grievance handling mechanism.
- 2) To identify whether the employees are aware of the grievance handling mechanism followed at “BJCL”.
- 3) To study the source of grievance at “BJCL”.
- 4) To know the level of satisfaction towards the grievance handling procedure of the organization.

RESEARCH DESIGN

The type of research used in this project is descriptive in nature. Descriptive research includes surveys and fact finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The descriptive research carried out includes study of information related to grievance handling meetings known as “Culture Integration Forum”, questionnaire designing through which data is collected from sample size of 101 employees. The data is analyzed and interpreted with the purpose to describe the state of affairs existing at present in the company. The data sources used are both primary and secondary data. The research instrument used is Questionnaire and sampling scheme is simple random sampling.

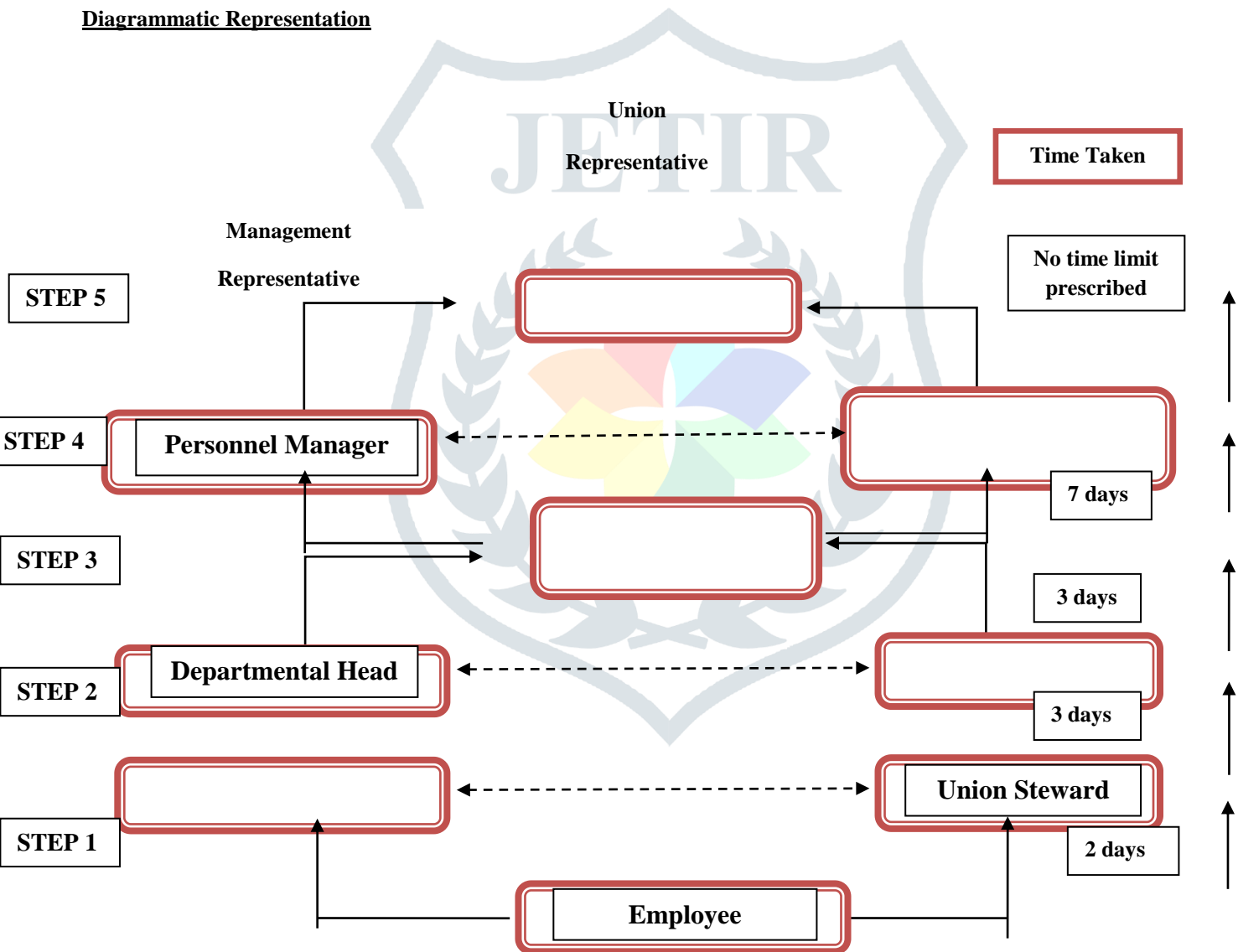
REVIEW OF LITERATURE

Grievance is any discontent or dissatisfaction that **affects organizational performance**. The formal mechanism for dealing with such worker’s dissatisfaction is called grievance procedure.

A grievance procedure is a formal process which is preliminary to an arbitration which enables the parties involved to attempt to resolve the difference in a peaceful, orderly and expeditious manner.

At present, the “Model Grievance Procedure” is diagrammatically represented below:

Diagrammatic Representation



Grievance Handling At BJCL through Constitution of “CULTURE INTEGRATION FORUM” at BJCL, Babupur & Bhilai.

It has been desired by Honorable Executive Chairman that the CIF should be constituted at Babupur & Bhilai so that the new employees at these locations could get acquainted with the company’s culture and values. In pursuance to guidelines issued by CHRD, the employees have been categorized in two lists:-

- List 1:- are those employees who have more than 4 years’ service in the group.
- List 2:- are employees who have less than 4 years’ service in the group.

Accordingly, it is proposed to constitute CIF’s as mentioned below:-

- 1) Considering the universe size employees at Babupur & Bhilai, it is proposed to have 4 CIF's at Babupur and 3 at Bhilai.
- 2) The strength of each forum at Babupur will be 20-22 and at Bhilai 10-12.
- 3) Each meeting of the forum will be attended by Universe Head , 2-3 members having more than 4 years' experience and 16-17 members at Babupur/8-10 members at Bhilai having up to 4 years' experience.
- 4) Desk Officer will also attend the meeting and shall make regular notes of each meeting. A suitable nominated representative from P & A shall be Desk Officer of the meeting .This representative from HR department shall play the role of observer.
- 5) Meetings for each forum will be held every month.
- 6) Circular for the meeting should be given at least two days prior to meeting.
- 7) Each Universe Head will ensure that the issue discussed in the meeting, gets resolved within 24 hours of their being raised.
- 8) The older members of the forum should reflect on examples which highlight the culture/values of the group.
- 9) Share learning, experiences with other members during monthly meets where entire team gets chance to interact.
- 10) The solution to common problem should be solicited by way of group interactions and intense personal discussions.

DATA ANALYSIS AND INTERPRETATION

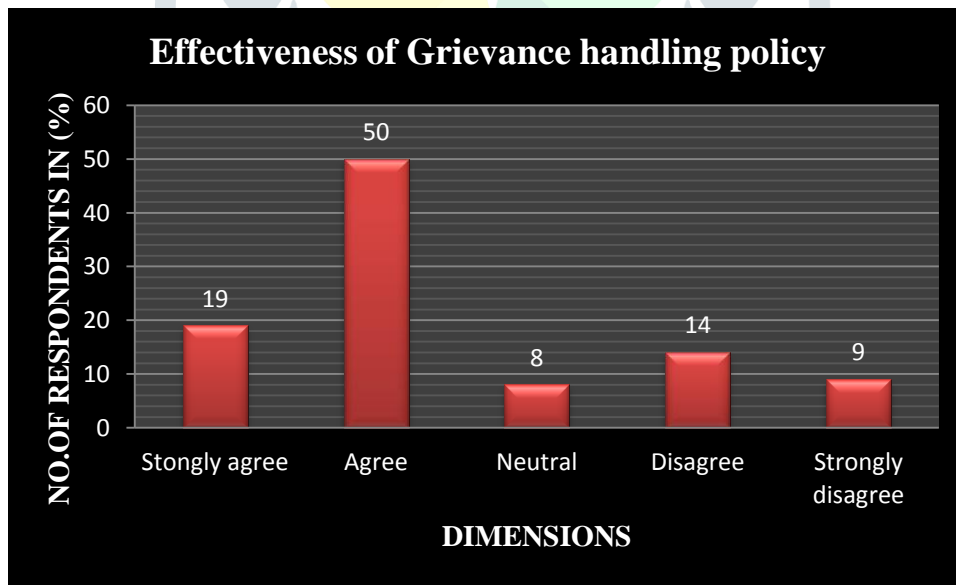
My study was strictly based on the primary data collection method collected by means of questionnaire dealing and involving the overall sample of 101 people working at “BHILAI JAYPEE CEMENT LIMITED”.

1) Do respondents feel that present grievance handling policy of organization is effective?

Table 1

DIMENSIONS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly agree	19	19
Agree	51	50
Neutral	8	8
Disagree	14	14
Strongly Disagree	9	9
TOTAL	101	100

Graph 1



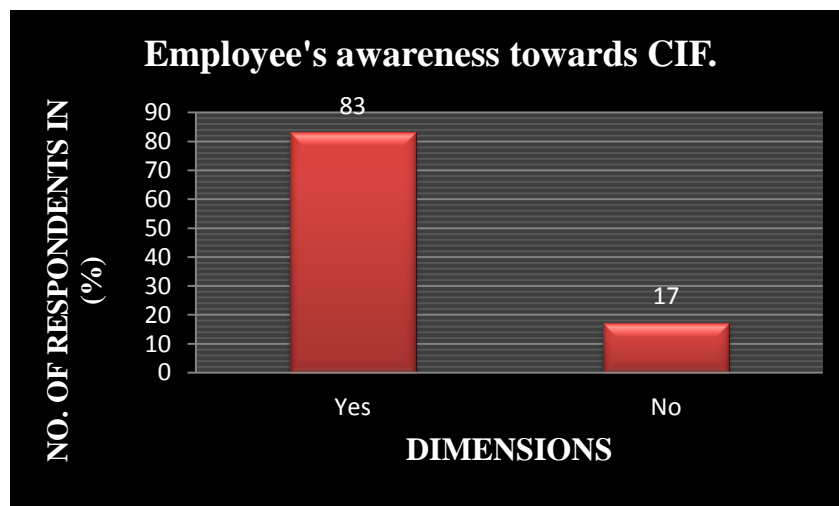
FINDING:-

It is observed that 19% of respondents strongly agree that the grievance handling policy of organization is effective, 50% of respondents only agree, 8% remain neutral to this statement, 14% disagree and 9% of respondents strongly disagree with this statement.

2. Employees awareness towards CIF (Culture Integration Forum) that redresses grievance.

Table 2

DIMENSIONS	NO.OF RESPONDENTS	PERCENTAGE (%)
Yes	84	83
No	17	17
TOTAL	101	100

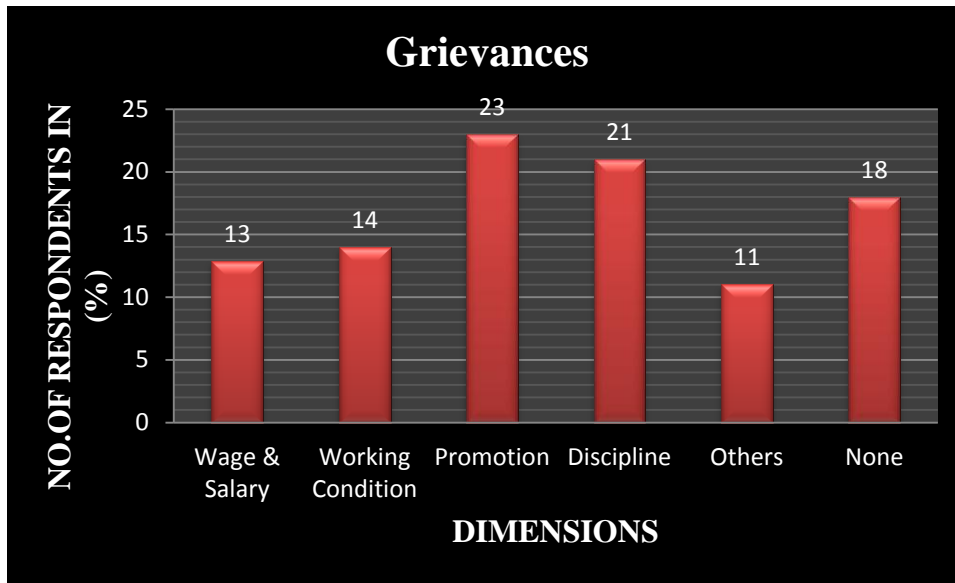
Graph 2**FINDING:-**

83 % of respondents are aware about CIF (Culture Integration Forum), on the other hand only 17% of respondents are not aware about CIF.

3) What is employee's grievance concerned with?**Table 3**

DIMENSIONS	NO.OF RESPONDENTS	PERCENTAGE (%)
Wage and Salary	13	13
Working Condition	14	14
Promotion	23	23
Discipline	22	21
Others	11	11
None	18	18
TOTAL	101	100

Graph 3



FINDING:-

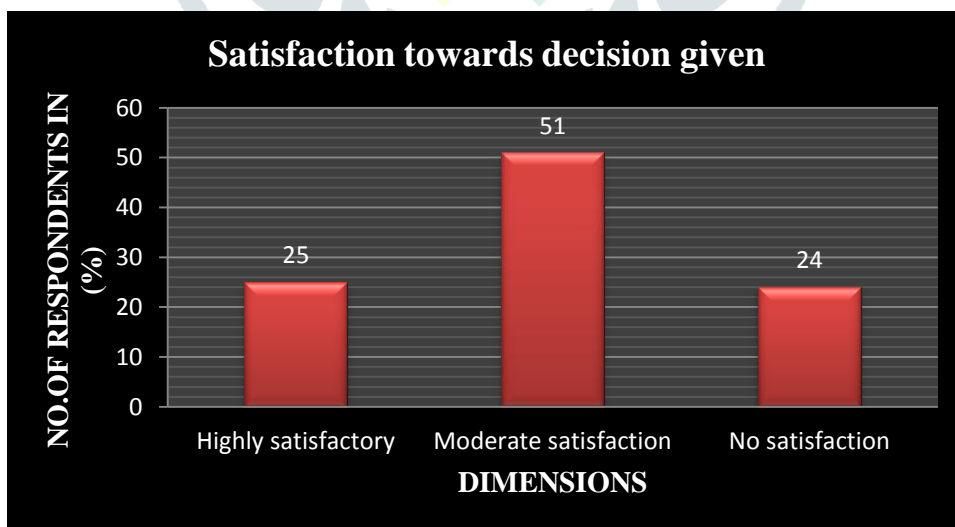
Majority of grievances are in the areas of promotion and discipline as 23 % and 21% respectively.

4) How do respondents feel about the decision given corresponding to grievance?

Table 4

DIMENSIONS	NO. OF RESPONDENTS	PERCENTAGE (%)
Highly satisfactory	25	25
Moderate satisfactory	52	51
No satisfaction	24	24
TOTAL	101	100

Graph 4



FINDING:-

76% of respondents are satisfied with decision given corresponding to their grievance.

OTHER FINDINGS:

- 1) 58% of respondents are facing grievances for a period that extends beyond six months.
- 2) It is observed that 80% of respondents always prefer to share grievance with their colleagues that means they have good interpersonal relationships.

- 3) Grievances of 71% of respondents are resolved by supervisor within specific time limit.
- 4) It is observed that 42% of respondents say that management redresses grievances in less than one month, 15% of respondents say that management takes more than one month to redress grievance, 4% of respondents can't say about this statement and 39% of respondents say that their grievances are still pending and are not resolved.
- 5) It is observed that 71% of respondents have accepted that they are informed about the action taken in view of their grievance.
- 6) It is observed that 86% of respondents believe that an atmosphere of cordiality and cooperation is facilitated through mutual discussion and conference while 14% of respondents are against this statement.
- 7) 48% of respondents say there are never any discrepancies in handling the grievance in the organization, 42% of respondents say that sometimes it is possible and only 10 % say that there are always discrepancies in handling grievance.
- 8) 75% of respondents have accepted that temporary relief is provided until proper decision is made so that it does not raise any undesirable effects within the organization, 23% of respondents have not accepted the statement and 2% of respondents are unable to answer it.
- 9) It is observed that 29% of respondents believe that supervisor is highly skilled in terms of understanding the problem, 51% of respondents say that the supervisor is skilled and 20% of respondents say that the supervisor is unskilled and does not possess necessary human relation skills.
- 10) It is observed 73% of respondents agree with the statement that "management gathers relevant facts about the grievance".
- 11) 77% of respondents have accepted that the procedure for conveying grievance is simple and easy to utilize.
- 12) It is observed that 52% of respondents agree that proper records are maintained on each grievance, 43% of respondents disagree and 5% of respondents are unable to say anything on above statement.

RECOMMENDATIONS

Maintaining quality of work life for its employees is an important concern for any organization. The grievance handling procedure of the organization can affect the harmonious environment. The management should take care of following aspects to develop a culture of trust and confidence among employees.

- Always ensure that the managers involved in the grievance handling procedures have a quiet place to meet with the complainant.
- More awareness programmes should be continuously taken up.(Finding-2)
- Always ensure that managers have adequate time to be devoted to the complainant.
- Each department must have brochures describing "Importance of Grievance Handling Procedures and meets". The concerned departments must submit grievances resolved/pending status report monthly to Personnel & Administration department.
- Grievances should be dealt with quickly, courteously, fairly and within established timelines.(Finding-5)
- Employees having grievance should be advised on how long it will take to deal with the grievance in accordance with the company's policies and keep them informed of the progress. If additional time is required to resolve the issues the concerned individual should be kept informed and advised of the additional time required and the reasons for the delay. If the grievance is still not resolved to the complainant's satisfaction, explain your decision clearly, and offer any possible alternative actions or review opportunities.(Finding-8)

"Being responsive helps employees in knowing that their company has a commitment to quality service and prevents the escalation of grievances."

CONCLUSION

"JAYPEE" is an indigenous industry in the country as it has contributed to the development of modern civilization in a number of ways and therefore, it ranks as the number one culture oriented company. The research done reveals that the grievances of the employees are related to the working condition, discipline, accommodation facilities and promotion.

The grievance handling procedure is effective to a certain extent. Here, the attitude on the part of management in understanding the problems of employees and resolving the issues amicably have better probability to maintain a culture of high performance. Company tries to solve grievances within time limit with proper feedbacks though some grievances cannot be resolved at that moment due to lengthy organizational policies.

The cooperation from both parties is the pre-requisite to handle the problem and effective settlement of the grievances. Conscious and empathetic use of professionalism can help managers in the grievance redressal situations.

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