

A STUDY ON GRIEVANCE HANDLING MECHANISM WITH A SPECIAL REFERENCE TO LUCAS TVS LTD

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ABSTRACT

The aim of the study is to find whether the grievance handling mechanism ensures that employee's problems are recognized and appropriately reviewed in a prompt and timely manner. The grievance mechanism acts as a foundation for a harmonious and healthy relationship between employee and employer. The grievance mechanism ensures a fair and just treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.

Grievance is any discontent or dissatisfaction that affects organizational performance. As such it can be stated or unvoiced, written or oral, legitimate or ridiculous. If the dissatisfaction of employees' goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavorable attitude towards the management and unhealthy relations in the organization. The formal mechanism for dealing with such worker's dissatisfaction is called grievance procedure. All companies whether unionized or not should have established and known grievance methods of processing grievances. The primary value of grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon co-operation and productivity. A grievance procedure is necessary in large organization which has numerous personnel and 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 of the small organization.

Key words: dissatisfaction, discrimination, coercion, restraint or reprisal, organizational performance, unfavorable attitude & grievance mechanism.

INTRODUCTION

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. Grievance procedures have been found to relate to union commitment, employer commitment and dual commitment. Employer commitment has found to be negatively related to absenteeism and turnover and union commitment has found to have a positive relationship with union participation and with shop steward behavior in the grievance procedure. Many studies still report empirical analysis with no theoretical grounding, or only intuitive and ad hoc hypotheses.

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. Arbitration is a procedure in which a neutral third party studies the bargaining situation, listens to both the parties and gathers information, and then makes recommendations that are binding on the parties. Arbitration has achieved a certain degree of success in resolving disputes between the labor and the management. The labor union generally takes initiative to go for arbitration. When the union so decides, it notifies the management. At this point, the union and company must select an arbitrator.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study the effectiveness of grievance handling mechanism.

SECONDARY OBJECTIVE

1. To identify whether the employees are aware of the grievance handling mechanism.
2. To identify whether the grievance handling system leads to a favorable attitude towards the management
3. To identify that the grievance handling system leads to a mutual understanding between workers and the management
4. To know the level of satisfaction towards the grievance handling procedure of the organization
5. To identify the factors influencing the effectiveness of the grievance handling in the organization

RESEARCH METHODOLOGY

RESEARCH

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".

RESEARCH METHODOLOGY

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods compromise the procedures used

for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

TYPES OF RESEARCH

The type of research used in this project is descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross sectional study of the current situation .The descriptive methods are extensively used in the physical and natural science, for instance when physics measures, biology classifies, zoology dissects and geology studies the rock. But its use in social science is more common, as in socio economic surveys and job and activity analysis.

DESCRIPTIVE RESEARCH AIMS

- To portray the characteristics of a particular individual situation or group(with or without specific initial hypothesis about the nature of this characteristics).
- To determine the frequency with which something occurs or with which it is associated with something else(usually , but not always ,with a specific initial hypothesis).

The descriptive method has certain limitation; one is that the research may make description itself an end itself. Research is essentially creative and demands the discovery of facts on order to lead a solution of the problem. A second limitation is associated whether the statistical techniques dominate. The desire to over emphasis central tendencies and to fact in terms of Average, Correlation, Means and dispersion may not always be either welcome. This limitation arises because statistics which is partly a descriptive tool of analysis can aid but not always explain causal relation.

DESIGN OF DESCRIPTIVE STUDIES

Descriptive studies aim at portraying accurately the characteristics of a particular group or solution. One may undertake 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'.

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

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.

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 Lucas- TVS Limited.

Sample Design

Sample Element	: Employees at Lucas- TVS Limited.
Sample Size	: 100 samples
Sample Test	: Percentage Method & Correlation
Sample Media	: Questionnaire
Sampling Method	: Simple Random Sampling

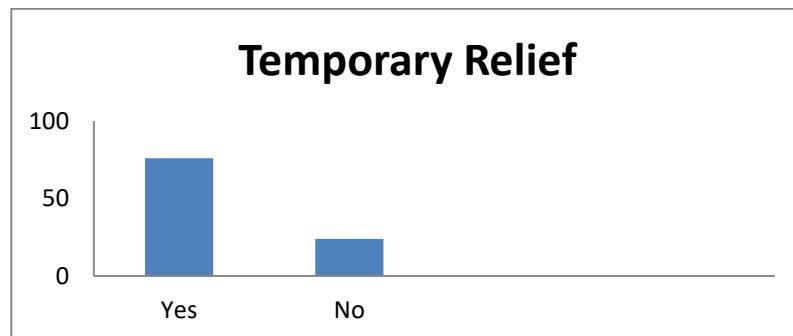
DATA ANALYSIS AND INTERPRETATION

Distribution of respondents regarding Temporary relief

Temporary relief	No. of respondents	Percentage (%)
Yes	76	76
No	24	24
Total	100	100

INFERENCE:

From the above table it is inferred that 76% of respondents state that they are being provided with temporary relief and 24% stating they are not being provided relief.

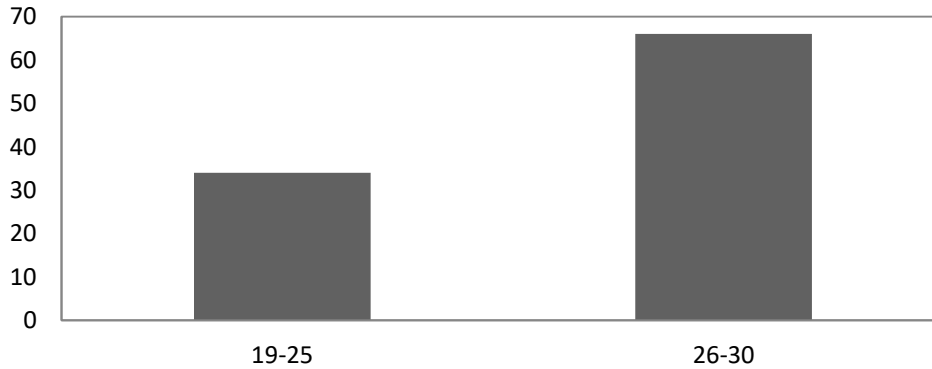


Distribution of respondents based on age

Age	Frequency	Percentage (%)
19-25	34	34
26-30	66	66
Total	100	100

INFERENCE:

From the above table it is inferred that 34% of respondents are between the age group 19-25 and 66% are between the age group 26-30.

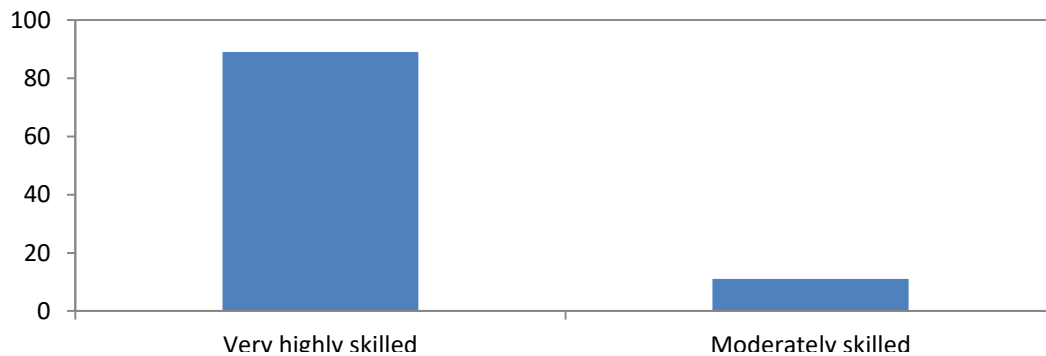


Distribution of respondents towards supervisors' level of skill

Supervisor possess necessary skill	Frequency	Percentage (%)
Very highly skilled	89	89
Moderately skilled	11	11
Total	100	100

INFERENCE:

From the above table it is inferred that 89% of respondents state that their supervisor are highly skilled and 11% state that their supervisor is moderately skilled.

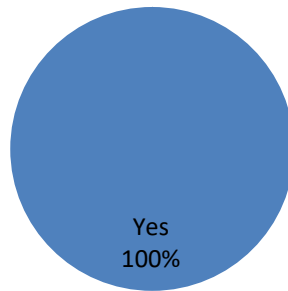


Distribution of respondents towards awareness of committees

Awareness of committees	Frequency	Percentage (%)
Yes	100	100
Total	100	100

INFERENCE:

From the above table it is inferred that 100% of respondents are aware of the various committees that are framed for redressing their grievance.

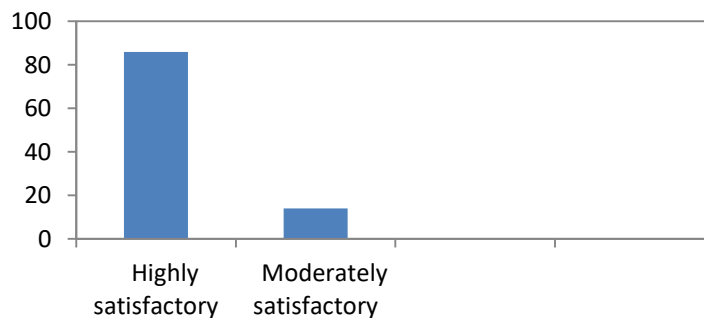


Distribution of respondents towards decision given

Decision given is satisfactory or not	Frequency	Percentage (%)
Highly satisfactory	86	86
Moderately satisfactory	14	14
Total	100	100

INFERENCE:

From the above table it is inferred that 86% of respondents are highly satisfied towards the decision given by the management and 14% of respondents are moderately satisfied towards the decision.

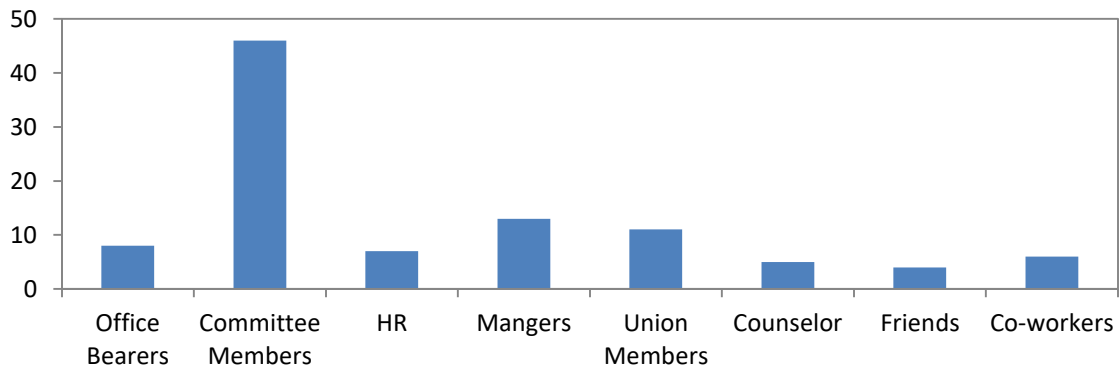


Distribution of respondents regarding whom they redress for grievance

Whom do you redress	Frequency	Percentage (%)
Office Bearers	8	8
Committee Members	46	46
HR	7	7
Mangers	13	13
Union Members	11	11
Counselor	5	5
Friends	4	4
Co-workers	6	6
Total	100	100

INFERENCE:

From the above table it is inferred that 8% of respondents communicate grievances through office bearers, 46% through committee members, 7% through HR, 13% through managers, 11% through union members, 5% through counselor, 4% through friends and 6% through co-workers.

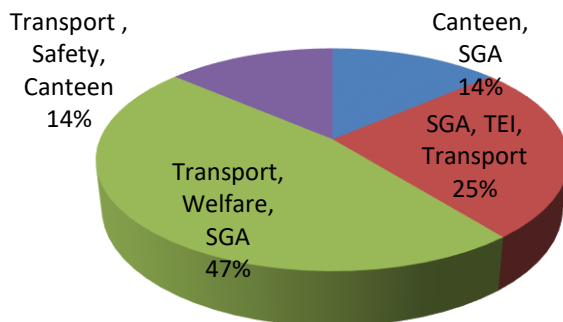


Distribution of respondents regarding awareness of various committees

Various committees	Frequency	Percentage (%)
Canteen, SGA	7	7
SGA, TEI, Transport	13	13
Transport, Welfare, SGA	24	24
Transport , Safety, Canteen	7	7
Safety , Transport , SGA	6	6
Canteen , TEI , Safety , Transport	8	8
TEI , SGA , Canteen , Transport	27	27
Transport , Welfare , Safety	5	5
TEI , SGA , Transport , Welfare	3	3
Total	100	100

INFERENCE:

From the above table it is inferred that 7% of respondents are aware of canteen-sga committee,13% of respondents are aware of sga-tei-transport committee,24% of respondents are aware of transport-welfare-sga,7% t of respondents are aware transport, safety, canteen, 6% of respondents are aware safety, transport, sga ,8% of respondents are aware of canteen,tei,safety,transport,27% of respondents are aware tei,sga,canteen,transport,5% of respondents are aware transport, welfare, safety and 3% of respondents are aware of tei, sga, transport, welfare.



ANALYSIS USING CORRELATION

To know whether there is correlation between feel about decision given and real basis identification

Let **X** be Feel about decision given

Let **Y** be Real basis identification

Real basis identified					Total
Strongly Agree			Agree		
Feel about decision given	Highly Satisfactory	25	6		31
	Moderately satisfactory	2	2		4
Total		27	8		35

VALUES FOR CORRELATION

$\sum x^2$	$\sum y^2$	$\sum xy$
180.5	364.5	256.5

$$r = \frac{\sum xy}{\sqrt{(\sum x^2 * \sum y^2)}}$$

Substituting the values of $\sum x^2$, $\sum y^2$, $\sum xy$ in the above equation we get. $r = 1$

INFERENCE:

Since the value of r is equal to one the variables are positively correlated. A variation in one variable will cause variation in another

ANALYSIS USING CORRELATION

To know whether there is correlation between discussion and conference and supervisor has skill

Let **X** be Discussion and conference.

Let **Y** be Supervisor has skill.

Supervisor has skill			Total
Very Highly skilled		moderately skilled	
Discussion and conference	Strongly Agree	28	1
	Agree	4	2
Total		32	3
			29
			6
			35

VALUES FOR CORRELATION

$\sum x^2$	$\sum y^2$	$\sum xy$
420.5	264.5	333.5

$$r = \frac{\sum xy}{\sqrt{(\sum x^2 * \sum y^2)}}$$

Substituting the values of $\sum x^2$, $\sum y^2$, $\sum xy$ in the above equation we get. **r = 1**

INFERENCE:

Since the value of r is equal to one the variables are positively correlated. A variation in one variable will cause variation in another.

FINDINGS OF THE STUDY

- ✓ 76% of respondent's state that they are being provided with temporary relief until final decision is taken.
- ✓ 66% of the respondents are between the age group 26-30.
- ✓ 89% of respondents state that their supervisors are highly skilled that is the supervisors possess necessary human relation skills.
- ✓ 100% of respondents are aware of the various committees that are framed for redressing their grievance.
- ✓ 86% of respondents are highly satisfied towards the decision given by the management.
- ✓ 46% of respondents' immediately redress their grievance through committee members.
- ✓ 27% of respondents are aware of tei, sga, canteen, transport committees available.

SUGGESTIONS AND RECOMMENDATIONS

- ✓ Job descriptions, responsibilities should be as clear as possible. Everyone should be informed of company's goals and expectation including what is expected from each individual.
- ✓ Informal counseling helps to address and manage grievances in the workplace. Conflict management in the organization will be helpful to reduce the number of grievance rates.
- ✓ 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. Suggestion boxes can be installed. This brings the problem or conflict of interest to light.
- ✓ Accident rates, Requests for transfers, Resignations, and disciplinary cases should be analyzed since they reveal the general patterns that are not apparent.
- ✓ Temporary relief can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his / her morale and productivity.

CONCLUSION

The study reveals that the Grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Every employee comes across some sort of grievance at some point of time. Some are represented and others are ignored. Some are satisfied using a formal procedure and others are done in an informal manner. Definitely, this would remain a critical topic for research for years to come. This paper has amply portrayed the mode of stating grievance, the relationship between marital status and disturbance of unsettled grievance, education level and person approached during grievance, association between gender and grievance stating mode, marital status and efforts towards employee needs satisfaction. This would definitely serve as an eye opener for adopting suitable grievance handling system.