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A Study on Employee Attitude towards the Grievance Handling System at Bindal Silk Mills Private Limited

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Abstract: *This study examined to explore about the employees' attitude towards Grievance Handling System in Bindal Silk Mills Private Limited in Kadodara Taluka of Surat district in Gujarat. With a belief that happy employees are more productive. This paper focus to evaluate the effective handling of grievances faced by employees. Each organization develops and implements grievance handling procedure that is suitable to its needs. The objective of the study is to identify the factors responsible for the grievances and its impact on the productivity of the organization. The study also looks for the management's strategies to resolve the grievances. In this research researcher has used descriptive method. The population of the study comprised of 100 respondents. Primary data was collected using questionnaire. Tables were used to analyze the data with frequency to interpret it. The study found that the workers have high level of awareness of the grievance handling procedure. It reveals that the grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements are required so that all members are highly satisfied with the procedure.*

Keywords: *Employees' attitudes, grievance handling system, Productivity, employees' satisfaction.*

I. INTRODUCTION

There is a greater diversity in the workplace today, comprising employees from different age, nationality and gender, ethnic and religious background. In such work environment, miscommunication and misunderstanding are likely. If not managed properly, such misunderstandings will affect employees' morale and productivity. With employees being more Internet savvy and the popularity of social media, such unhappiness may also be publicized on social media platforms such as Facebook or Twitter. Such negative publicity can affect the employers' image and brand, causing unnecessary embarrassment to the management. In some cases, such grievances can also lead to expensive and time consuming litigations. Employers can pre-empt such situations by creating favorable working environment through adoption of fair employment practices.

This includes having a proper Grievance Procedure (GP) to handle complaints. Employers and employees should understand that it is unrealistic for every grievance to be resolved to the absolute satisfaction of either party. In most situations, the most reasonable solution is a compromise with both parties adopting a "give and take" position.

Previous research has found that Grievance is a matter raised by employee to express dissatisfaction with management behaviour and is an attempt to bring out changes (D'Cruz, 1999). Grievance involves an individual's claiming the or she has suffered or been wronged, often because of the actions or decisions made by the manager acting on behalf of the organisation (Anderson & Gunderson, 1982). A substantiated grievance is a signal that a manager's behaviour was in error or manager has breach worker's right (Meyer, 1994). Noe, Hollenbeck, Gerhart & Wright, (2003) pointed out that too many grievances may indicate a problem but so many too few. According to them, a very low grievance rate may suggest a fear of filing a grievance, a belief that the grievance procedure is not effective or a belief that representation is not adequate.

The major causes for grievances may be Economic causes such as wage fixation, overtime, bonus, salary, etc. employees may feel that they are paid less when compared to others; or Work environment such as poor physical conditions of workplace, tight production norms, lack of recognition, etc.; or Culture reasons such as employees may be aggrieved due to lack of performance oriented Culture, or highly political culture; or Leadership issues such as employees may be aggrieved due to attitude and treatment meted out to employees such as shouting, high handedness, violent behaviour, abusive language, etc. by top authorities. The objectives of the present study are to find the employee attitude towards company grievance handling system and to identify the factors responsible for the grievances and its impact on the productivity of the organisation. The study also looks for the management's strategies to resolve the grievances. The article organised in the following manner. The second section reviews some selective literature related to the employees' attitude towards grievance procedure in the organisation, followed by the third section discussing the research methodology adopted for the study. The fourth section shows the analysis and discussion as well as the outcome of the study, followed by the fifth section provides the findings and conclusion.

II. REVIEW OF LITERATURE

Past research has demonstrated the employees' attitude towards the grievance handling system in the organization.(GOMATHI DR.S) in his article "Grievance Management in a Pvt Enterprise."To understand how far the employee's grievances are redressed, To understand the various factors that influence employees to retain in the organization and support the management in future. The findings reveal that a great extent the aggravation of industrial problems depends on manager's approaches and attitude in effective handling of employee grievances.

(MANIKANDAN. B, GOWSALYA.G). in his article "Employee Grievance Handling."The purpose to find the opinion of employee that causes grievances in the organization. To analyse the employee level of satisfaction in the grievance handling methods. The study reveals that the grievance handling mechanism is satisfactory. The organisation is recognising the importance of satisfying the employees and retaining them.

(DR. B.SWARNALATHA.) in his article "A study on grievance handling system in power soaps private limited". Carried out with the purpose to determine the satisfactory level of existing grievance handling system followed in the organization. To find whether there is relationship between labour grievances and their satisfaction with the wages received. The organization should ensure that the grievances are received promptly, so that the workers feel satisfactory to work in the organization. The distressed employee approaches the front line supervisor first. If the concern is unionised, a representative of trade union also links the supervisor in handling the grievance.

(DR. NUZHATHKHATOON).In his article" Grievance Handling Procedure and Its Effect on Employee Productivity". To analyse the level of Employee satisfaction and employee productivity bases on grievance procedure, To find out the relation between the determinant of satisfaction and employee performance, To study the impact on grievance handling on employee productivity. This study has revealed that grievance handling procedure was the significant predictor for the employee satisfaction, which further effect on productivity of the employees. The interpretation of the data states that grievance handling procedure is directly affecting the productivity of the employees.

(SHIVANSH WADHWANI) in his article "Causes And Effects Of Grievances In Small Companies". To analyse the causes and effects of grievance and grievance handling procedure of the company, to identify the awareness level of the employees about the grievance handling mechanism of the company the study says that it is concluded that Grievance Handling Procedure followed by the two companies is effective and satisfactory and suggestions are given for the further improvement of the procedure so that all employees can be highly satisfied.

III. RESEARCH METHODOLOGY

The study adopted descriptive research design as it was appropriate because it explores and describes the relationship between variables in their natural setting without manipulating them. In order to gather data for understanding employees' attitude towards the grievance handling system in the organization description and performance, a sample of 100 respondents will ask to take part in a self-administered questionnaire.

Data was collected through previous documents, archival records and highly dependent on observation. Main source of data is open ended interview, questionnaire and observation. The data collected for the study consists of both primary and secondary data. The study has collected primary data from the workers, different managers, and visits the organization.

The research itself is mainly of qualitative research. In the qualitative part it is actually a structured; (Questionnaire) unstructured, descriptive research methodology based on provides insight and understanding of the Grievance. But as I have chosen to take up qualitative research I have mainly used my observation and questionnaire tried to find out that what the basic problem is happened for the Grievance.

The study gathered secondary data information from the journals and yearbook. The present study has used advanced statistical tool like Frequency, distribution analysis and The Kruskal–Wallis test by ranks.

IV. RESULT AND DISCUSSION

The study has been conducted in the textile industry of Kadodara city. The objective of the present study is to find the employee attitude towards company grievance handling system and to study about the factors causing grievances in the organization. The Researcher has analysed many of the past researchers and choose the variables from the research papers to find the causes and employees' attitudes towards the grievance handling system in the organisation. To draw the result, measure of frequency, kruskal-Wallis test, hypothesis, were applied.

Table :- 1 Demographic Profile of the respondents

Age- Group		
	Frequency	Percentage of age
18 – 20	9	9.0
21-30	50	50.0
31-40	29	29.0
41-50	12	12.0
Total	100	100.0
Educational Level		
Non-Matric	16	16.0
SSC	29	29.0
HSC	23	23.0
Graduate	25	25.0
Post- Graduate	7	7.0
Total	100	100.0
Work Experience		
Less than 5 yrs	18	18.0
6 - 10 yrs	39	39.0
11 - 15 yrs	30	30.0
16 - 20 yrs	6	6.0
Above 20 yrs	7	7.0
Total	100	100.0

- 1) *Discussion:* The above table gives a brief idea about demographic details of the respondents of the organisation. The above chart shows that 39% of respondents have experience group of 6–10yrs. 30% of the them have experience of 11–15 yrs. 18% of the respondents have experience of less than 5 yrs. It is evident from the table that 55% of the respondents have worked in the same organisation for less than 5 years. 28% of the respondents have worked for 6–10 years in same organisation. The reason behind this factor is “continuation in the textile sector for long period is difficult.

Table:-2 Income

Income	Frequency	Percent
LESS THAN 25000	53	53.0
25000 – 34999	32	32.0
35000 – 49999	11	11.0
ABOVE 50000	4	4.0
Total	100	100.0

- 2) *Discussion:* Represents the above table shows that 53% of the respondents earn less than Rs. 25000 per month. 32% of the respondents earn in between of Rs. 25000 – 34999 per month. The income of workers in company is below 25000. The reason behind below 25000 incomes is, the workers are either on Gate in –out contract, or piece wage system. It reveals that, workers are paid on the production basis or output produced.

Table:-3 Does grievances ever occur in your organization?

Occurrence of grievance	Frequency	Percent
YES	100	100.0

- 3) *Discussion:* Here, the above chart shows that 100% of the respondents acknowledged regarding the occurrence of grievance in the organisation.

Table:- 4 How often you faces grievance in your organization?

OCCURRENCE OF GRIEVANCES		
Frequency of grievance	Frequency	Percent
VERY FREQUENTLY	23	23.0
FREQUENTLY	31	31.0
LESS FREQUENTLY	28	28.0
UNCERTAIN	13	13.0
NEVER	5	5.0
Total	100	100.0

- 4) *Discussion:* Represents the above chart shows that 23% of the respondents faced grievances very frequently. 31% of the respondents have faced it frequently. 28% of the respondents have faced it less frequently. As frequency ratio is higher it reveals that the organisation requires adopting new management system to eradicate or resolve the grievances issue of organisation.

Table:- 5frequency of Causes of grievances in the organisation.

Reason of Grievances		
	Frequency	Percentage
Poor work climate	19	19.0
Poor leadership	19	19.0
Work pressure	32	32.0
Conflicting roles	23	23.0
None of these	7	7.0
Total	100	100.0

- 5) *Discussion:* Represents 32% of the respondents complained that they face work pressure. 28% of them declared that they face conflicting roles. As such work–pressure and conflicting roles are higher in ratio compare to other reasons. It reveals that organisation is lacking with proper production program as well as unhealthy environment or culture of the company.

Table:- 6Are you aware about the actions taken in view of your grievance?

Response of grievance	Frequency	Percent
YES	83	83.0
NO	17	17.0
Total	100	100.0

- 6) *Discussion:* Represents the table 6reveals that 83% of the respondents are aware about the actions taken by the organisation for resolving the grievances, whereas, 17% of the respondents are not aware about any such actions. It reveals that the HR department of the company is trying hard to satisfy their workers. So, that it does not affect the company's performance.

Table : -7 Time Taken by Management to Overcome Grievance

Period of grievances	Frequency	Percentage
LESS THAN A WEEK	52	52.0
LESS THAN A MONTH	25	25.0
LESS THAN A YEAR	09	09.0
PENDING	14	14.0
Total	100	100.0

- 7) *Discussion:* Represents 52% of the respondents declared that their grievances have been resolved in a week or less time duration. 23% of the respondents stated that their grievances have been resolved in a month or less time period. The issues related to the PF, BANK A/C, DAILY ENTRANCE, are solved in a week's time but issues related to the bonus, salary, conflicts, are addressed by top management. Such issues take considerable much time to get resolved say, a year, or a month.

Table: -8 Explanation of Grievance Handling Procedure to staff

Explained procedure	Frequency	Percent
YES	55	55.0
NO	45	45.0
Total	100	100.0

- 8) *Discussion:* Represents 55% of the respondents claimed that they are explained about the grievance handling procedure of the organisation, whereas 45% denied to the statement.

Table:- 9Kruskal -Wallis Test

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
do you think grievance affect your productivity	100	2.1000	.73168	1.00	4.00
does grievance lead to stress	100	2.1600	.67749	1.00	4.00
does grievance affect relationship	100	2.0700	1.05653	1.00	4.00
satisfaction with management action	100	2.0500	.98857	1.00	4.00
Experience	100	2.1700	1.29533	1.00	5.00

Represents The Kruskal Wallis test applied in the above table makes it clear that responses are more or less similar with the mean of 2.1, 2.16, 2.07, 2.05 and 2.17 for the variables Grievance affects productivity, Grievance leads to stress, Grievance adversely affects relationship, Satisfied with management's action and experience respectively. The standard deviation for these variables is .73168, .67749, 1.05653, .98857 and 1.29533 respectively.

Ranks			
	Experience	N	Mean Rank
do you think grievance affect your productivity	LESS THAN 5 YRS	39	50.55
	6 - 10 YRS	30	52.77
	11 - 15 YRS	18	46.83
	16 - 20 YRS	1	46.50
	ABOVE 20 YRS	12	50.50
	Total	100	
does grievance lead to stress	LESS THAN 5 YRS	39	46.01
	6 - 10 YRS	30	55.77
	11 - 15 YRS	18	47.17
	16 - 20 YRS	1	43.50
	ABOVE 20 YRS	12	57.50
	Total	100	
does grievance affect relationship	LESS THAN 5 YRS	39	48.05
	6 - 10 YRS	30	48.08
	11 - 15 YRS	18	53.28
	16 - 20 YRS	1	21.00
	ABOVE 20 YRS	12	62.79
	Total	100	
satisfaction with management action	LESS THAN 5 YRS	39	46.91
	6 - 10 YRS	30	52.75
	11 - 15 YRS	18	64.81
	16 - 20 YRS	1	78.50
	ABOVE 20 YRS	12	32.75
	Total	100	

The mean rank table shows the dependent variable was ("experience" in this case); the names of the conditions were; "N", the number of variables in each condition; and the mean rank for each condition. Mean rank issued to compare two or more rankings for the same set of objects (experience). The given four variables; Grievances influence on productivity, stress, relationships and management action. Here, the rank is assigned the first is "higher ranked" than followed. The detailed explains below:-

- Grievances influence on productivity comparing with experience, 52.77 for 6-10 yrs, 50.55 for less than 5 yrs, 50.50 for above 20 yrs, 46.83 for 1-15 yrs, 46.50 for 16-20 yrs. It reveals that 52.77 for 6-10 yrs has higher ranking of all.
- Grievances influence on stress comparing with experience, 57.50 for above 20 yrs, 55.77 for 6-10 yrs, 47.17 for 11-15 yrs, 46.01 for less than 5 yrs, 43.50 for 16-20 yrs. It reveals that 52.77 for 6-10 yrs has higher ranking of all.
- Grievances influence on relationships comparing with experience, 62.79 for above 20 yrs, 53.28 for 11-15 yrs, 48.08 for 6-10 yrs, 48.05 for less than 5 yrs, 21.00 for 16-20 yrs. It reveals that 62.79 for above 20 yrs has higher ranking of all.
- Grievances influence on management action comparing with experience, 78.50 for 16-20 yrs, 64.81 for 11-15 yrs, 52.75 for 6-10 yrs, 46.91 for less than 5 yrs, 32.75 for above 20 yrs. It reveals that 78.50 for 16-20 yrs has higher ranking of all.

Test Statistics				
	Do you think grievance affect your productivity	does grievance lead to stress	does grievance affect relationship	Satisfaction with management action
Chi-Square	.587	3.716	4.258	11.758
Df	4	4	4	4
Asymp. Sig.	.964	.446	.372	.019
a. Kruskal Wallis Test				
b. Grouping Variable: experience				

The above test statistics table presents the result of Kruskal Wallis H- Test. That is, "chi-square" row) the degrees of freedom (the "df" row) of the test and the statistical significance of the test (the "Asymp. Sig." row). In general, A Kruskal-Wallis H test showed that there was a statistically insignificant difference in experience between the different grievances affecting Productivity, stress, relationships. As, these variables are not between $p < .05$ and 0.01 . Whereas management action (0.019) has showed somewhere statistically significant difference in experience. The detailed explains below:-

- Grievances affects the Productivity, $\chi^2(2) = 0.584$, $p = 4$, with a mean rank of productivity, of 52.77 for the given experience variables.
- Grievances lead to stress, $\chi^2(2) = 3.716$, $p = 4$, with a mean rank of management action of 57.50 for the given experience variables.
- Grievances affects the relationship, $\chi^2(2) = 4.258$, $p = 4$, with a mean rank of management action of 62.79 for the given experience variables.
- Management action shows, $\chi^2(2) = 11.758$, $p = 4$, with a mean rank of management action of 78.50 for the given experience variables.

V. FINDINGS

From my observation and practical experience the study found that, Bindal Silk Mill PVT. LTD. Provides a good benefits and compensation to the workers. They follow the regulation strongly regarding to workers. Every clause at the guidelines provides opportunity is coping to the workers to be more benefits.

- Majority of respondents belonged to the age group '21-30' as it is the prime working age for majority population.
- Majority of the respondents are well educated and they can understand the job in a better way which leads to quality work.
- The organization recruits less experienced workers, which might increase the cost of training and development for the organization.
- As frequency ratio of occurrence of grievances is higher it reveals that the organization requires adapting new management system to eradicate the grievances issue of organization.
- The causes of grievances most likely to affect employee commitment: chances of promotion, safety and healthy environment as well as job content and working conditions.

- F. There is a need to bring few changes in organization policies and procedures to increase the productivity from the employees.
- G. The management has to improve the communication part to their employees about their issues. Due to As work – pressure and conflicting roles are higher in ratio
- H. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvement can be made so that all members are highly satisfied with the procedure.
- I. The findings reveal that a great extent the aggravation of industrial problems depends on manager's approaches and attitude in effective handling of employee grievances.
- J. There is no significant difference in the responses of the respondents belonging to different designation.
- K. As work – pressure and conflicting roles are higher in ratio compare to other reasons.
- L. The retention of the workers in the organization's are comparatively less than usual.
- M. The organization recruits less experienced workers, which might increase the cost of training and development for the organization.

VI. RECOMMENDATIONS.

Bindal Silk mills Pvt Ltd. is an textile organization which successfully operating their business in the textile market. In spite of their successful business Operation Company has face sort of problems.

So, for solving the prevailing problems and to be a market leader followings steps to be taken: -

- A. Grievance handling process should be more authentic and time less. New system may have introduced to done all the process in short time.
- B. Since most of the employees in production and manufacturing level are uneducated – open door sessions can be carried out so that they will feel easy to express their problems.
- C. In spite of low unrest in the factory. Company should give more emphases on workers right and try to strictly implement the different laws. If the workers are satisfied their production capacity will boost up by themselves.
- D. The company should provide worker orientation and introduction session to develop the workers ethics and culture and also increase the loyalty of workers.
- E. Company should increases the expertise in human resources department for the proper performance appraisal analysis, which provide the power to company for retain the expert qualified, skilful personal in company also increase the overall performance of the employees, increase the service quality of the employees, also raise the market share of the market.

Finally, it can be said that Bindal silk mills ltd. should properly take the above mentioned steps for the overcoming the prevailing problems.

VII. CONCLUSION

The study was about Employee grievance handling mechanism which has been conducted Bindal silk mills which helps to understand that employees are aware about the grievance handling mechanism done in the organization. The study reveals that the grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvement are required so that all members are highly satisfied with the procedure. To a great extent the aggravation of industrial problems depends on manager's approaches and attitude. For effective handling of employees grievances care should be taken in the way managers approaches the problem and perceiving the pros and cons of the situation. The suggestion and recommendations when implemented will still more benefit the organization.

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