

An Empirical Study on Grievance Redressal Mechanism With special reference to BHEL, Visakhapatnam.

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Abstract:

A company's grievance redressal process is an indicator of its efficacy and productivity as it provides valuable input on the management's work. Grievance redressal mechanism plays key role to increase employee morale. The primary object of this study is to find out level of acceptance regarding Grievance redressal mechanism in BHEL. To meet the objective of study, 100 employees selected by stratified sampling method. The data processing was conducted with chi square method and percentage analysis.

Key words: Grievance, Organisation, arbitrary action, productivity, dissatisfaction

Introduction:

A complaint is any dissatisfaction or feeling of injustice related to the situation in which one is employed and brought to management's attention. Generally speaking, a concern is any discontent affecting organizational ties and profitability. In order to understand what a complaint is, there must be a distinction between dissatisfaction, complaint and grievance.

1. Unhappiness is whatever disturbs a person, whether or not his condition expresses itself in words.
2. Complaint to the boss or the store manager is a spoken or written complaint.
3. Grievance is a formal action lodged with a representative of the board or with a Union official.

"The grievance is, whether valid or not, any discontent or dissatisfaction expressed by an employee as a product of a person's own thinking, believing or feeling unfair, unfair or even unjust." Michael Jucious stated.

In brief, complaints are dissatisfaction with expressed or unexpressed employment, written or not, justified or unwarranted employment conditions.

Need for a formal procedure to deal with Grievance:

A grievances handling system acts as an outlet for employers to get relief from anger and frustration. Employees must not bottle their frustrations until discontent eventually causes an explosion.

The existence of an effective disciplinary procedure reduces employers' need to take arbitrary measures because supervisors realize that employees are defending their actions and that higher managers are hearing complaints. The very idea of workers being seen and heard is leading to spiritual improvement. Every company will have a specific problem resolution policy in mind.

Review of literature

In his article "Employee Grievance" **Dr. V.Mohana Sundaram, N.Saranya(2013)** Organisations comprise of individuals and works without organisation of individuals. The resources of individuals, capital, materials and equipment are gathered, organized and used by the citizens of the business. The combined efforts of people make good use of supplies and monetary resources to achieve common goals and goals without the common effort that no organisation would reach its targets.

In his research article ""The Influence of Heads of Department Personalities on the Selection of Grievance Handling Styles" " **Zulkiffee Bin Daud, Khulida Kirana Yahya (2011)** grievance management is an important topic in the field of industrial relations. Work on conflict resolution is growing, and yet there is no awareness of its antecedents and consequences. This research examines the types and the determinants of the personality in the selection of the correct style between the heads of divisions at a telecommunications office and in branches in Peninsular Malaysia.

In his research paper "Listening skills: a requirement for grievance management," **Sonika Sharma, Niti Sharma (2011)** takes for granted the opportunity to be an involved listener very much. Within the company, HR practitioners have an significant role. They offer workers a feeling of trust and faith by responding to and addressing their problems and concerns. Complaints from workers are simply individual, actual or imagined issues.

Objectives:

The primary object of this study is to find out level of acceptance regarding Grievance redressal mechanism in BHEL.the other objectives are like

- To find out level of acceptance regarding Grievances handling is one of the most important components of work satisfaction
- To analyse level of acceptance regarding Employees approach their complaints directly with the supervisor
- To know about level of acceptance regarding The employer gathers all information about grievances
- To find out level of acceptance regarding grievance redressal is one of the major components of job satisfaction
- To asses level of acceptance regarding grievance management strategy Applied in company is satisfactory

Research Methodology

The research methodology explains how the objectives are systematically reached. This provides a straightforward direction for reaching and seeking consistent answers. The foregoing are the steps from which work has emerged

Collection of data:

For study purposes, data sources are used.1.Primary source 2. Secondary source

1. Primary Data source:

The primary data were gathered by way of a well-structured survey of specific questions. The key data are the knowledge, which is first collected and is therefore original in nature

2. Secondary data sources:

The secondary data collected from "journals, magazines, , research papers, websites.

SIZE OF SAMPLE:100, **SAMPLING METHOD:** stratified random sampling,
STATISTICAL TOOLS: Chi-square test, **ANALYSED SOFTWARE:**SPSS23.0

Data Analysis and Interpretation

1)H₀: There is an association between category-I&II regarding Grievances handling is one of the most important components of work satisfaction

H₁: There is no association between category-I&II regarding Grievances handling is one of the most important components of work satisfaction

		Opinion					
			Strongly agree	Partially agree	Partially disagree	Strongly disagree	Total
Employee category	CAT-I	Count% within Employee category	15	17	8	10	50
			30%	34%	16%	20%	100%
	CAT-II	Count% within Employee category	18	15	8	9	50
			36%	30%	16%	18%	100%
Total		Count% within Employee category	33	32	16	19	100
			33%	32%	16%	19%	100%
Table 1.1 Cross tabulation of Employee category * Opinion							

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.968 ^a	3	0.397
Likelihood Ratio	3.055	3	0.383
Linear-by-Linear Association	0.309	1	0.578
N of Valid Cases	100		

Table 1.2 Chi-Square Test Results

Analysis

The calculated value(χ)=2.968a table value(p)=0 is shown in the above-noted Table 1.2. So so (χ)> (p) so alternate hypothesis H₁ is accepted

2) H₀: There is no significant difference between category-I&II regarding Employees approach their complaints directly with the supervisor

H₁: There is a significant difference between category-I&II regarding Employees approach their complaints directly with the supervisor

		Opinion					
			Strongly disagree	Partially disagree	Partially agree	Strongly agree	Total
Employee category	CAT-I	Count% within Employee category	5	12	14	19	50
			10%	24%	28%	38%	100%
	CAT-II	Count% within Employee category	4	10	16	20	50
			8%	20%	32%	40%	100%
Total		Count% within Employee category	9	30	39	19	100
			9%	22%	30%	39%	100%
Table2.1 Cross tabulation of Employee category * Opinion							

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.452 ^a	3	0.929
Likelihood Ratio	0.452	3	0.929
Linear-by-Linear Association	0.255	1	0.613
N of Valid Cases	100		

Table 2.2 Chi-Square Test Results

Analysis:

The calculated value(χ)=0.452 table value(p)=0.929 is shown in the above-noted Table 2.2. So so (χ)<(p) hence H₀ is accepted

3) H₀: There is no significant difference between category-I&II regarding The provision of advice or feedback box leads to the spiritual and morale of workers

H₁: There is a significant difference between category-I&II regarding The provision of advice or feedback box leads to the spiritual and morale of workers

		Opinion					
			Strongly disagree	Partially disagree	Partially agree	Strongly agree	Total
Employee category	CAT-I	Count% within Employee category	10	12	8	20	50
			20%	24%	16%	40%	100%
	CAT-II	Count% within Employee category	8	15	9	18	50
			16%	30%	18%	36%	100%
Total		Count% within Employee category	10	27	17	38	100
			18%	27%	17%	38%	100%
Table 3.1 Cross tabulation of Employee category * Opinion							

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.720 ^a	3	0.869
Likelihood Ratio	0.721	3	0.868
Linear-by-Linear Association	0.008	1	0.931
N of Valid Cases	100		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.50.

Table 3.2 Chi-Square Test Results

Analysis:

The calculated value(χ)=0.720 table value(p)=0.869 is shown in the above-noted Table 3.2. So so (χ)<(p) hence H₀ is accepted

4)H₀: There is an association between category-I&II regarding The employer gathers all information about grievances

H₁: There is no association between category-I&II regarding The employer gathers all information about grievances

		Opinion					
			Strongly disagree	Partially disagree	Partially agree	Strongly agree	Total
Employee category	CAT-I	Count% within Employee category	5	15	25	5	50
			10%	30%	50%	10%	100%
	CAT-II	Count% within Employee category	4	21	22	3	50
			8%	42%	44%	6%	100%
Total		Count% within Employee category	9	36	47	8	100
			9%	36%	47%	8%	100%
Table 4.1 Cross tabulation of Employee category * Opinion							

Table 4.1 Cross tabulation of Employee category * Opinion

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.803 ^a	3	0.614
Likelihood Ratio	1.813	3	0.612
Linear-by-Linear Association	0.606	1	0.436
N of Valid Cases	100		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 4.00.

Table 4.2 Chi-Square Test Results

Analysis

The calculated value(χ)= 1.803,table value(p)=0.614 is shown in the above-noted Table 4.2. So so (χ)> (p) hence H₁ is accepted

5)H₀: There is no significant difference between category-I&II regarding Applied grievance management strategy in company is satisfactory

H₁: There is a significant difference between category-I&II regarding Applied grievance management strategy in company is satisfactory

		Opinion					
			Strongly agree	Partially agree	Partially disagree	Strongly disagree	Total
Employee category	CAT-I	Count% within Employee category	15	17	8	10	50
			30%	34%	16%	20%	100%
	CAT-II	Count% within Employee category	18	15	8	9	50
			36%	30%	16%	18%	100%
Total		Count% within Employee category	33	32	16	19	100
			33%	32%	16%	19%	100%
Table 5.1 Cross tabulation of Employee category * Opinion							

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.450 ^a	3	0.93
Likelihood Ratio	0.451	3	0.93
Linear-by-Linear Association	0.205	1	0.651
N of Valid Cases	100		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.00			
Table 5.2 Chi-Square Test Results			

Analysis

The calculated value(χ)=0.450 table value(p)=0.930 is shown in the above-noted

Table 5.2. So so (χ)<(p) hence H₀ is accepted

Conclusion:

The research analysed the mechanism for the handling of grievances by employees performed in BHEL,Vizag to understand whether employees are informed of the grievance process in the organisation. The study shows that the mechanism for resolving complaints is satisfactory. The company acknowledges the importance of satisfying and retaining employees. The success of the grievance procedure was compared to the general trust of the union members. It is Procedures relating to union commitment have been found, Employer commitment and mutual involvement. The statement Procedure calls for the recognition of procedures, and institutional procedures which are responsible Complaints from staff such that improvements can be taken into account.

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