STRATEGY TO RESOLVE EMPLOYEE GRIEVANCE AT KHAITAN ELECTRICALS LTD

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ABSTRACT

This study provides a theoretical analysis of the impact of employee grievance management on organizational performance. It highlights the crucial role of effective grievance management in fostering a harmonious workplace environment, enhancing employee loyalty and commitment, and ultimately improving overall organizational productivity and performance. Conversely, the absence or mishandling of employee grievances can lead to negative outcomes such as reduced productivity, increased absenteeism, disobedience, indiscipline, and decreased work quality. The study concludes that effective employee grievance management is essential for establishing and maintaining a harmonious management-labor relationship, which in turn contributes to enhanced organizational performance. To optimize grievance management, it is recommended to address reported grievances promptly to minimize the negative consequences of unresolved issues in the workplace. Establishing a well-defined grievance management procedure can serve as a guide for managers to effectively handle and resolve grievances, thereby fostering harmony and boosting employee morale, both of which are critical for organizational performance. Moreover, organizations should ensure that individuals responsible for employee grievance management receive adequate training to handle grievance and conflict situations effectively. Additionally, educating employees about the available grievance procedures within the organization and emphasizing the importance of following these procedures when raising grievances can contribute to a more efficient resolution process.

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INTRODUCTION

A grievance refers to any dissatisfaction or sense of injustice related to one's employment that is brought to the attention of management. It is important to differentiate between dissatisfaction, complaint, and grievance to understand their respective meanings:

1. Dissatisfaction: Refers to any unrest or dissatisfaction experienced by an employee,whether or not it is expressed verbally.

2. Complaint: A complaint is an expressed dissatisfaction communicated orally or in writingto a supervisor or shop steward.

3. Grievance: A grievance is a formal complaint that is presented to a representative ofmanagement or a union

official.

The effects of grievances, if left unresolved, can have negative impacts on workers, managers,and the organization as a whole. Some of these effects include:

1. Production-related effects: a. Decreased quality of production. b. Lower productivity. c. Increased material wastage and machinery spoilage/leakage. d. Higher production costs per unit.

2. Employee-related effects: a. Increased rates of absenteeism and turnover. b. Reduced levels of commitment, sincerity, and punctuality. c. Higher incidence of accidents. d. Lower employee morale.

3. Manager-related effects: a. Strained relationships between supervisors and subordinates.
b. Increased need for supervision and control. c. More cases of indiscipline. d. Greater unrest, requires efforts to maintain industrial peace.

In today's business environment, maintaining a harmonious relationship in the workplace is crucial for boosting employee morale, enhancing organizational effectiveness, and improving productivity. Effective management of employee grievances has become a priority for forward- thinking managers and organizations. Recognizing the importance of addressing employee grievances, organizations are restructuring their procedures to create channels for employees to express their concerns, opinions, and views, aiming to build trust, loyalty, and wholehearted commitment among employees.

NEED OF THE STUDY

The importance of having an effective grievance procedure in place cannot be overstated. It provides employees with a safe and open channel to communicate their grievances without hesitation or fear. Timely and effective handling of grievances is crucial to address employee concerns and prevent them from escalating. By addressing grievances promptly, organizations can work towards reducing the overall number of grievances and fostering a positive work environment.

OBJECTIVES OF THE STUDY:

Primary Objective:

- To evaluate the level of employee satisfaction with the grievance mechanism atKHAITAN ELECTRICALS LTD.

Secondary Objectives:

- To examine the current grievance mechanism implemented in the company.

- To identify barriers that hinder the effective handling of employee complaints.

- To propose actionable improvements to the grievance handling mechanism at KHAITANELECTRICALS LTD.

RESEARCH METHODOLOGY

Research is a systematic process that aims to find solutions to problems and provide guidance for future actions. It involves a careful investigation or inquiry, seeking new facts and knowledge in a particular field.

RESEARCH METHOD

Methodology refers to the procedures and techniques employed by researchers to describe, explain, and predict phenomena. It encompasses the generation, collection, and evaluation of data, providing valuable information for analysis and explanation.

The research methodology for this study will involve the following steps:

1. Formulating clear objectives to guide the research.

2. Defining the target population and selecting a representative sample.

3. Designing appropriate methods for data collection.

4. Analyzing the collected data using relevant statistical tools and techniques.

5. Drawing valid conclusions and providing recommendations for further improvement.

By using these research methods, the study aims to obtain reliable and relevant data to address the research objectives effectively.

TYPES OF RESEARCH

The research conducted for this project follows a descriptive research design. Descriptive research aims to gather facts and information about a specific situation or group, without necessarily having a predefined hypothesis about the nature of the characteristics being studied. It involves cross-sectional studies of the current situation and is commonly used in physical and natural sciences, such as physics, biology, zoology, and geology. However, it is also widely utilized in social sciences, including socio-economic surveys and job and activity analysis.

The primary objectives of descriptive research are as follows:

SCOPE OF THE STUDY:

The scope of this study is focused on understanding the characteristics of an effective grievance- handling

mechanism and the importance of implementing one within an organization. The study aims to enhance the current system by identifying gaps and providing suggestions for improvement.

The study focuses on understanding the features of a good grievance handling mechanismand the need to build one in an organization. It attempts to improve the current system being followed by giving identifying gaps and giving suggestions

LIMITATIONS OF THE STUDY

However, it is important to acknowledge the limitations of this research. The following limitations were encountered throughout the research process:

1. Lack of available time: The researcher had limited time to complete the research project, which affected the collection and gathering of data from primary and secondary sources.

2. Lack of financial resources: Limited financial resources impacted the overall completion of the research project. Due to budget constraints, the researcher conducted a limited number of questionnaire surveys and interviews within the case study organization.

3. Additional travel required for more extensive data collection was not feasible. However, the researcher tried to overcome this limitation by working within the organization and making convenient appointments with management personnel and employees.

REVIEW OF LITERATURE

Authors: Sinha, Jai B. P.; Kanungo, R. N.
Source: International Journal of Psychology, Volume 32, Number 2, 1 April 1997, pp. 93-106(14)
Publisher: Routledge, part of the Taylor & Francis Group

This paper aims to provide an understanding of Indian organizational behavior by examining two interconnected concepts: context sensitivity and balancing. Context sensitivity involves beliefs about the person (patra), time (kal), and ecological (desh) aspects of the environment. Balancing refers to a behavioral inclination to avoid extremes and integrate diverse considerations. With rapid industrialization and the introduction of Western technology and work practices over the past three decades, individualistic values and Western management approaches have been incorporated. In response to the environmental components, individuals exhibit both a primary expressive mode rooted in tradition and a secondary expressive mode acquired through the transplantation of Western management systems. Superior-subordinate relationships, work behavior, and management practices reflect varying degrees of

both the primary and secondary modes.

Author(s): Derek Rollinson (School of Business, University of Huddersfield, Huddersfield, UK), Caroline Hook (School of Business, University of Huddersfield, Huddersfield, UK), Margaret Foot (School of Business, University of Huddersfield, Huddersfield, UK), Janet Handley (School of Business, University of Huddersfield, Huddersfield, UK)

Employee Grievance Procedures

A grievance refers to a genuine or perceived feeling of dissatisfaction or injustice experienced by an employee regarding their job, its nature, management policies, and procedures, which is expressed and brought to the attention of management and the organization (Juneja, 2018). Rose (2004) defines a grievance as any work or workplace-related dissatisfaction formally expressed by an employee to their immediate supervisor. Grievances indicate individual members' dissatisfaction with the unfolding dynamics in their workplaces. Therefore, employee

THEORETICAL FRAME WORK

A grievance refers to the genuine or perceived feeling by an employee regarding their job, the nature of their work, management policies, or workplace conditions (Juneja, 2018). According to Rose (2004), a grievance is an expression of dissatisfaction about work and the workplace, communicated formally to the immediate supervisor. Grievances indicate individual employees' dissatisfaction with various aspects of their work environment. Thus, an employee grievance pertains to an employee's dissatisfaction with their immediate supervisor in relation to their work and workplace (Rose, 2004).

Additionally, a grievance can also involve an employee raising concerns about management behavior and seeking changes (D'Cruz, 1999). It encompasses any discontent or dissatisfaction, whether expressed or not, arising from anything within the organization that the employee perceives as unfair, unjust, or inequitable and believes they have suffered as a result (Dwivedi, 2009). Due to organizational changes and differences in individual perceptions, complaints and disputes are likely to arise in the workplace.

A grievance can arise from a misinterpretation, misadministration, or alleged violation of the general or specific terms of a collective agreement between management and labor, leading to feelings of discontentment and dissatisfaction when employees' expectations are not met by the organization.

COMPANY PROFILE

Khaitan has been a trusted name in the fan industry in India for many years, known for its commitment to quality and air-management technology. With a strong presence across the country through 22 offices, Khaitan has established itself as the unrivaled leader in this field. Our brand is synonymous with innovation, evident in the introduction of groundbreaking product concepts like Freshair fans and mini models. Furthermore, Khaitan has expanded its offerings to include pumps, lights, and appliances, all of which uphold our promise of excellent quality, superior performance, and innovative design.

PIONEER

Khaitan holds a pioneering position in the fan industry. We were the first to brand fans, advertisethem on television, and create awareness about the importance of a high-quality branded product. Our visionary approach led to the development of the domestic exhaust fan, which we now commonly know as the "Fresh air fan." Additionally, we played a significant role in transformingthe fan industry into an organized sector. Through the establishment of the Indian Fan Manufactures Association (IFMA), we brought together all stakeholders in the industry, contributing to the success and oligopolistic nature of the fan market. We owe our gratitude to our Founder Chairman, whose foresight has immortalized the name "Khaitan."

VISION
Our vision is to provide the best electrical solutions and gain global recognition as an innovative organization.
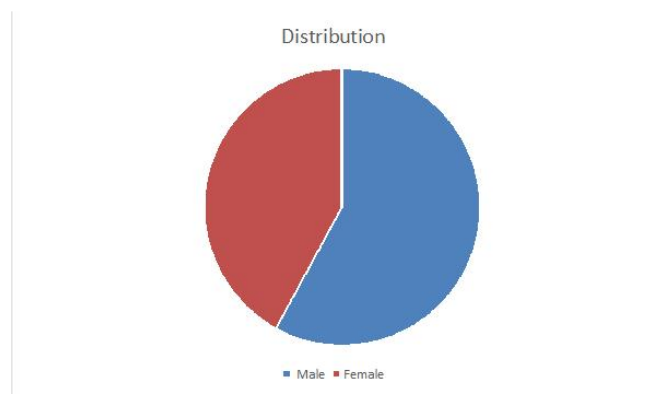
MISSION
We strive to achieve superior consumer satisfaction, offer technological expertise, and build long-term relationships based on integrity and transparency.

DATA ANALYSIS AND INTERPRETATION

Q1. Distribution of employees regarding Gender:

Gender			
Sr. No.	Category	Distribution	Percentage
1	Male	29	58
2	Female	21	42

Distribution

■ Male ■ Female

Inference:

By the above data, we can infer that most of the respondents were male (58%) as compared to female (42%).

RESEARCH FINDINGS

• Based on the provided data, it can be deduced that a majority of the respondents were male (58%), while the female respondents accounted for 42%.

• By analyzing the data, it can be inferred that the highest frequency of respondents falls within the age group of 20-30 years, followed by the 31-40 age group. The lowest frequency was observed in the "Above 60" age group. Only one respondent belonged to the 51-60 age group.

• From the given data, it can be concluded that the majority of the respondents held executive staff positions, followed by middle-level management. The senior management level had the lowest representation among the respondents.

• Analyzing the data, it can be inferred that the highest number of respondents had a work experience of 4-6 years in the hospital. This was followed by the length of service ranging from 1-3 years, above 9 years.

• Based on the data, it can be deduced that most of the respondents are aware of the existence of a grievance handling center at Khaitan Electricals Ltd. However, a small percentage (22%) disagrees with the majority.

• Inference: From the provided data, it can be inferred that a majority of the respondents claim to have been informed about the grievance settlement process at the time of their job appointment. However, 28% of the respondents state that they were not informed about the process, and a smaller portion mentioned that although they were informed, it was not clear to them.

• Analyzing the data, it can be inferred that most of the grievance committee members are aware of the various grievance handling committees. However, a small percentage lacks awareness about them.

• Based on the data, the smaller percentage (36%) has registered at least one grievance.

• Inference: From the given data, it can be inferred that most of the respondents claim that they never keep grievances to themselves. There is minimal variation in the percentage of respondents who sometimes keep grievances to themselves, while a relatively small percentage mentioned that they always keep grievances to themselves.

SUGGESTIONS

Based on the literature and conclusions drawn, the following are proposed:

1. Prompt Handling of Grievances: Grievances should be addressed swiftly upon reporting to prevent the negative consequences of unresolved grievances from impacting the workplace.

2. Improved Working Conditions: Since many grievances should strive to enhance working conditions for employees.

3. Training for Grievance Management Personnel: Organizations should ensure that individuals responsible for managing employee grievances receive comprehensive training. This training should focus on developing their human relations skills and deepening their knowledge of labor and industrial laws to enhance their capacity for

effective grievance and conflict resolution.

By implementing these recommendations, organizations can create a conducive work environment, resolve grievances efficiently, and promote positive employee relations, ultimately leading to improved organizational performance, effectiveness, and sustainability.

CONCLUSION

Effective management of employee grievances is crucial for understanding the feelings and attitudes of workers regarding organizational policies, practices, and rules. It serves as a channel for upward communication to top management, enabling them to identify areas of concern and take appropriate actions. Moreover, it fosters employees, leading to a reduction in unnecessary crises and improving organizational performance and efficiency.

Furthermore, employee grievance management practices help managers identify problematic areas and address employee dissatisfaction within the organization. It allows for correctivemeasures to be implemented, ensuring faulty practices or policies are rectified. The utilization of collective bargaining is also highlighted as an important tool for effective management-labor relationships, leading to increased profitability, market share, and overall organizational performance and effectiveness.

BIBILIOGRAPHY

- Ashwathappa: Human Resources and Personal Management, published by Himalaya Publishers, focuses on the management of human resources within organizations.

- Mamoria. C.B's book, Personal Management (Management of HR), also published by Himalaya Publishers, delves into the various aspects of personal management and its role in HR.

- Prasad. L.M's work, Human Resources Management, provides insights into the field of HR management and its significance in organizational settings.

- Subba Rao. P's book, Essentials of Human Resources Management and Industrial Relations, published by Himalaya Publishers, covers the essential principles and practicesof HR management and industrial relations.

- JD Edward's publication highlights the HR payroll policies implemented by Tata, offering valuable insights into their approach to managing payroll.

- The HR policies and applications of SAP and Oracle are also noteworthy. These softwaresolutions are widely used in the industry to streamline HR processes and enhance efficiency.

  For further information and resources, the following websites can be referenced:
  - www.peoplesoft.com
  - www.sap.india.in
  - www.oracle.com
  - www.hul.com