

A Study on Grievance Handling Mechanism with Reference to Vijaya Diary, Nellore

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Abstract:

Grievance handling mechanism is an important aspect in human resource management that contributes majorly to the satisfaction of employees in the organization. Better is the Grievance handling mechanism better will be the productivity of the employees. The present study focusses on analyzing the common grievances of the employees, knowing the level of mindfulness regarding grievance handling mechanism and analyzing the factors as well as level of satisfaction towards grievance handling mechanism in the company. The study also concentrates on knowing the association between demographic factors and the grievance handling at work place. 120 samples have been drawn out for the study by using stratified random sampling method and the statistical tools like factor analysis and chi-square tests are used. It is suggested to the management to concentrate more on building interpersonal relations in the organization as well as focus on conflict resolution at work place.

Keywords: Care Hospitals, Conflict Resolution, Grievances, Interpersonal Relations, Organization, Productivity.

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I. INTRODUCTION

A grievance is a proper grumbling that is raised by a worker towards an employer in the working environment. A complaint dealing with structure fills in as an outlet for representative frustrations, discontents, and issue like a weight release an incentive on a steam kettle. Delegates don't have to keep their mistake limited until in the long run discontent causes blast. The presence of a compelling complaint method lessens the need of self-assertive activity by directors since management realize that the workers can ensure such conduct and make fights to be

heard by top management. The very reality that workers reserve a benefit to be heard and are truly heard improves resolve. In point of view on all these, every affiliation should have an undeniable method for complaint dealing with.

II. REVIEW OF LITERATURE

Chitrlekha Kumar (2013) identified the reasons for faculty grievances, checked the availability of grievance handling mechanism in management colleges as well as identified the role of HR Department towards Faculty grievance handling. A survey is conducted by

using 298 samples from various institutions. It is found that talent retention is a big problem and attrition rate is very high. Organization should recognize the importance of satisfying the faculty and retaining them. Employee engagement helps in developing trust in the organization and that ultimately focus on decreasing grievances in the organization.

Deenathayalam Aruchamy et al (2017) said about the ways to handle grievances and considered it as big and challenging task and that too it was very common in Hospital industry. The author focused on understanding the effectiveness of grievance handling mechanism in tertiary care hospitals from the prospective employees. The main objective of the study is to find the employee problems and fair treatment of employee concerns as well as prompt resolution of grievances without discrimination. Data is collected with the help of questionnaire and 173 respondents are treated as sample. The study concluded that most of the employees are satisfied with the grievance handling mechanism in tertiary care hospitals.

Garima(2017) said that grievance is present in every organization and also clarified that grievance handling is the most effective tool for motivation. An empirical research discussion is done regarding various theories and grievance handling styles. Various cases in the court area are studied and explored that grievances are turned into conflicts. Grievance if not handled properly will be causing severe consequences. Managers have to take care in order to resolve the grievances.

Dr.S.Gomathi (2014) conducted a descriptive study and focused on knowing Grievance handling mechanism as well as focused on understanding the various factors that influence the employee to retain and support management in future. A sample of 500 respondents is selected for the study and factor analysis is used to extract the reliable factors that are influencing the Grievance handling mechanism. It is suggested to the management of Private enterprises to concentrate more on behavioral aspects, awareness programs as well as on job description.

Lawrence Nurse and Dwayni Devonish(2017) explored the influence of worker's demographic characteristics on their perceptions of procedural justice from grievance management. The study is based on a survey conducted on 660 employees across the public and private sectors. ANOVA test has been used for the study and it is found that good grievance mechanism in an organization often results in a feeling of employees as justice is being created in the organization.

Madhavi Sukhdani(2016) conducted a study on grievance handling procedure in the organization and focused on the sources of grievances in the company. The sources are to be traced out in order to avoid the conversion of grievances into conflict. Grievances of ten result in decreased performance in the organization and that ultimately decreases the productivity of the company.

Manikandan.B and Gowsalya.G(2012) focused on the opinion of employees that causes grievances in the organization and

identified the relationship between factors influencing grievance handling in the organization. One-way ANOVA test is being used and it resulted that there is no relationship between experience and job satisfaction of employees at 5% significance level. Further it is suggested that job description and responsibilities should be clear. Conflict management in the organization will help to reduce the grievance rates.

Ramya(2014) focused on grievance at the work place and elaborated to focus on employee and employer relationship. Conducted a descriptive research design and the main objective of the study is to know the socio-demographic details of the employees and to know the level of satisfaction towards the grievance handling mechanism. For this study data collected from 150 respondents through simple random sampling. The author concluded that grievance procedure effectiveness was related to Union Members overall satisfaction with the Union.

III.OBJECTIVES OF THE STUDY

- To find out the common grievances being faced by the employees of the company.
- To know the level of awareness regarding grievance handling mechanism.
- To analyze the factors that influence the grievance handling mechanism.

- To know the level of satisfaction of employees towards grievance handling mechanism in the company.

Sample design

Sample element: Vijaya Milk Dairy, Nellore

Sample size: 120

Sample test: Percentage Method, Chi-square analysis, factor analysis

Sample Media: Questionnaire

IV. DATA ANALYSIS

Factor analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.685
Bartlett's Test of Sphericity	Approx. Chi-Square	1.708E3
	Df	210
	Sig.	.000

The K.M.O value of 0.685 indicates that the condition is "good" for the future tests to be carried out.

Communalities		
	Initial	Extraction
I am mindful of the issue that occurs in my work zone	1.000	.770
I realize whom to report	1.000	.737
The individual is accessible (to whom you should report)	1.000	.767
I have talked about with others (Union members)	1.000	.620
I have the report the issue right away	1.000	.640
The board has acknowledged the	1.000	.668

proposition		
The management has checked the issue face to face	1.000	.655
The management has conveyed to the worry individuals associated with the individuals	1.000	.676
The management has recognized the underlying drivers of the issue	1.000	.745
The executives have found a way to take care of the issue	1.000	.738
The issue is completely solved	1.000	.740
I am ready to give the other solution	1.000	.699
I am satisfied with the arrangements shown up	1.000	.899
I am happy with the method pursued by the administrations tackled the issues	1.000	.672
in future I will bolster the administration	1.000	.511
I will also report staff issues identified with work	1.000	.707
I will urge other to report their concern	1.000	.807
Awareness programs was conducted in association with the issue	1.000	.806
The administration has just given to guidelines for such issues	1.000	.685
I recognize what to do first when a mishap happens	1.000	.666
I realize whom to report the mishap right away	1.000	.698
Extraction Method: Principal Component		

Analysis.								
1	5. 67 0	27. 00 0	27. 000	5. 67 0	27. 00 0	27. 00 0	4. 14 1	19. 71 8
2	2. 94 6	14. 02 8	41. 028	2. 94 6	14. 02 8	41. 02 8	3. 41 6	16. 26 8
3	2. 17 4	10. 35 4	51. 382	2. 17 4	10. 35 4	51. 38 2	2. 00 4	9.5 42
4	1. 61 4	7.6 86	59. 068	1. 61 4	7.6 86	59. 06 8	1. 87 3	8.9 20
5	1. 31 4	6.2 57	65. 325	1. 31 4	6.2 57	65. 32 5	1. 76 0	8.3 81
6	1. 18 9	5.6 60	70. 986	1. 18 9	5.6 60	70. 98 6	1. 71 3	8.1 56
7	.9 44	4.4 93	75. 478					
8	.9 22	4.3 88	79. 867					
9	.7 92	3.7 73	83. 639					
10	.6 47	3.0 83	86. 723					
11	.5 99	2.8 53	89. 576					
12	.5 26	2.5 04	92. 080					
13	.4 46	2.1 26	94. 206					
14	.3 11	1.4 81	95. 687					
15	.2 74	1.3 05	96. 992					
16	.2 14	1.0 19	98. 011					
17	.1	.76	98.					

7	60	2	772					
1	.1	.48	99.					
8	02	4	256					
1	.0	.34	99.					
9	72	2	599					
2	.0	.22	99.					
0	48	8	827					
2	.0	.17	100					
1	36	3	.00					
			0					
Extraction Method: Principal Components								

Interpretation

SPSS has extracted 6 factors based on Kaiser's criterion of retaining factors with Eigen values greater than 1. Kaisers criterion is accurate when there are less than 30 variables and the communalities after extraction are greater than 0.9. For this data there are 6 variables and mean communality is 70.986 so extracting 6 factors is warranted.

Rotated ComponentMatrix							
	Component						
	1	2	3	4	5	6	
I am mindful of the issue that occurs in my work zone	- .128	- .082	- .286	.717	.271	- .279	
I realize whom to report	.124	.742	.165	- .014	.379	- .016	
The individual is accessible (to whom you should	.086	.015	.094	.800	- .273	.191	

report)							
I have talked about with others (Union members)	- .089	.737	- .132	.123	- .166	.093	
I have the report the issue right away	.050	.606	.309	- .037	.305	.283	
The board has acknowledged the proposition	- .009	.628	.089	- .006	.047	- .513	
The management has checked the issue face to face	.560	.046	.474	.255	.056	.216	
The management has conveyed to the worry individuals associated with the individuals	.686	- .383	.119	.070	.190	- .067	
The management has recognized the underlying drivers of the issue	- .016	.047	.199	.030	- .156	.823	
The executives has found a way to take care of the issue	.722	.336	.217	- .152	- .181	.031	

The issue is completely solved	.560	.394	-.198	.453	-.085	.141
I am ready to give the other solution	.763	.255	.093	.058	-.056	-.191
I am satisfied with the arrangements shown up	.693	.218	.044	-.223	.361	.435
I am happy with the method pursued by the administrations tackled the issues	.724	-.134	.275	-.011	-.228	-.036
in future I will bolster the administration	.452	.429	.287	.033	.154	-.124
I will also report staff issues identified with work	.218	.766	.052	-.196	-.177	-.029
I will urge other to report their concern	.139	.334	.813	-.123	-.017	-.015
Awareness programs was conducted in association with the issue	.346	.316	.228	-.492	-.460	.282
The administration	.210	-.14	.699	-.11	-.24	.244

on has just given to guidelines for such issues		4		7	2	
I recognize what to do first when a mishap happens	.664	-.015	-.103	-.190	-.283	.315
I realize whom to report the mishap right away	-.101	.035	-.130	-.060	.807	-.123

Interpretation

6 factors have been extracted based on the criterion that only factors with eigen values of 1 or more should be extracted. Cumulative percentage of variance explained column extracted 6 factors together account for 70.986 % of total variance.

Thus, I conclude that

Component 1 leads to: awareness the problem

Component 2 leads to: management immediate reactions

Component 3 leads to: solving the issue

Component 4 leads to: satisfaction & future support

Component 5 leads to: involvement and support

Component 6 leads to: safety measures

Interpretation

By this factor's analysis, it is clear that the above 6 factors have maximum importance to

increase the grievance handling mechanism. Therefore, the above 6 factors / component have significant effect on the grievance handling mechanism and each of the factor related to grievance handling mechanism is inversely proportional to the grievance handling mechanism, so emphasising on the above factors leads to improvement in the grievance handling mechanism.

Chi – Square Test

There is no association between demographic profile of the respondent's grievance handling mechanism.

Gender			
	Observed N	Expected N	Residual
male	85	60.0	25.0
female	35	60.0	-25.0
Total	120		

Test Statistics	
	Gender
Chi-Square	20.833 ^a
Df	1
Asymp. Sig.	.000

Interpretation

Analysis across gender reveals that p value less than 0.05 indicates that null hypothesis has to be accepted. Therefore it is clear that there is no association between the gender and grievance handling mechanism.

Education qualification			
	Observed N	Expected N	Residual
primary education	28	30.0	-2.0
secondary education	24	30.0	-6.0
Graduation	61	30.0	31.0

post graduation	7	30.0	-23.0
Total	120		

Test Statistics	
	Education qualification
Chi-Square	51.000 ^a
Df	3
Asymp. Sig.	.000

Interpretation

Analysis across Marital status reveals that p value less than 0.05 indicates that null hypothesis has to be accepted. Therefore, it is clear that there is no association between the educational qualification and grievance handling mechanism.

Marital status			
	Observed N	Expected N	Residual
married	109	60.0	49.0
un married	11	60.0	-49.0
Total	120		

Test Statistics	
	Marital status
Chi-Square	80.033 ^a
Df	1
Asymp. Sig.	.000

Interpretation

Analysis across Marital status reveals that p value less than 0.05 indicates that null hypothesis has to be accepted. Therefore it is clear that there is no association between the marital status and grievance handling mechanism.

Age			
	Observed N	Expected N	Residual

26-35	8	30.0	-22.0
36-45	51	30.0	21.0
46-55	50	30.0	20.0
above 56	11	30.0	-19.0
Total	120		

Test Statistics	
	Age
Chi-Square	56.200 ^a
Df	3
Asymp. Sig.	.000

Interpretation

Analysis across Age reveals that p value less than 0.05 indicates that null hypothesis has to be accepted. Therefore, it is clear that there is no association between the age and grievance handling mechanism.

V. SUGGESTIONS

1. It is suggested to the management that they need to be cautious in grievances related to benefits management.
2. Management should concentrate on providing training to superior regarding creation of supportive organization environment.
3. Economic factors always have direct relationship with employee satisfaction. So, the management need to concentrate on resolving grievance related to economic factors.
4. Management should see that workload should be optimally distributed to the employees based on the skills, knowledge, abilities so that they can do their work efficiently in the organization.

VI. CONCLUSION

Companies must start to oversee individuals at work in an unexpected way, approaching them with deference and esteeming their commitment. In the event that administration improves the mental prosperity and wellbeing of the representatives, the complaints of the workers will be decreased and the association would make more incomes just as worker maintenance in the coming future. The investigation uncovers that the complaint taking care of component is agreeable; the association perceives the significance of fulfilling the representatives and holding them. Future improvement can be made so all individuals are profoundly happy with the method. The recommendations when actualized will even now give more advantages the association.

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