

# A Study on Employee's Perception on Effectiveness of Employee's Grievance Handling Mechanism at Butibori MIDC, Nagpur

Manjarkhede Anand Prabhakar, Research Scholar, Department of Management, Kalinga University, Raipur, [anand9595@gmail.com](mailto:anand9595@gmail.com)

Dr. Vikrant Jaiswal, Professor, Department of Management, Kalinga University, Raipur

## Abstract

The viability of management representative and union representative's grievance dealing with framework is significant for keeping an amicable and productive workplace. Powerful complaint dealing with is a fundamental part of developing great representative connections. Employee's perception nowadays matters a lot in working environment in any industrial cluster. Concentrate on genuine Essential goal: To comprehend the general elements affecting the Worker's complaints. Auxiliary goal: To know the viability of the complaint dealing with framework. Realize the fulfillment level of workers towards their complaint taking care of framework. Also, the effectiveness, efficiency and productivity is correlated with proper grievance handling mechanism.

**Keywords:** Employee's Perception, Grievance Handling Mechanism, Management representative, Union representative.

## 1. Introduction

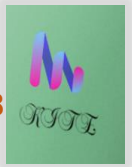
An friendly and productive workplace is essential, and every company has its share of complaints, so it's important to handle them properly. Issues related to employee grievances are addressed and resolved. Creating a fair, productive, and beneficial work environment and building strong worker connections both depend on effective grievance handling. Management and union representatives have issues with the agreement, work rules or guidelines, strategy or system, health and safety guidelines, previous work, alterations to individual living standards, exploitation of individuals, compensation, perception, and so on. A culture of exceptional execution is more likely to persist if the board's mentalities are geared towards understanding representatives' difficulties and resolving them amicably. This ought to be achievable by making educated guesses about the response times for the representatives' concerns. Assuming it is completed quickly, it is typically concluded by stating that the association genuinely cares about the workers. Legitimately addressing employee grievances ensures that their concerns are seen and assessed in a fair and ideal light.

## 2. Literature Review

According to study by Manikandan. B. and Gowsalya. G. (2011) on the topic of "Employee Grievance Handling," a grievance arises whenever there is a disagreement, complaint, or feeling of embarrassment between a company and its representatives in the workplace. The employees voice their dissatisfaction with the demonstration. This review focuses on studies that have examined grievance strategies throughout the last decade, with a particular emphasis on those studies that have applied sociological theories to the field. Based on the results of the prior investigation, the survey concludes that the hypothetical setting of continuing grievance research has been successful, but is still severely lacking.

"A study on Effectiveness of Grievance Handling Mechanism at Swastika Apparels" by Ms. G. Ramya (2014) found that shop stewards' actions and other attitude-related metrics all play a role in the company's grievance dealing approach. Customers' overall satisfaction with the association was correlated with the adequacy of the complaint procedure. Association responsibility, management responsibility, and double responsibility are all identified as interconnected concepts with their solutions. One strategy to identify the methods, procedures, and regulatory arrangements that are making employees unhappy is to use the complaint methodology. This will allow you to come up with solutions.

A grievance, according to Rupali Dilip Taru's (2016) study on the "Effectiveness of Grievance Handling Mechanism," may be defined as any kind of dissatisfaction or embarrassment, and in



the workplace, it should be related to work. Deciding how a worker's concerns should be handled is the main objective of this study. According to the research, the most common reasons for employee complaints are salary and benefits, working conditions, promotions, relocation, lack of communication, relationships within departments, and so on. Additionally, the focus sought out administrative mechanisms for resolving complaints, complaint handling procedures, and the basis of complaint looked for by a representative. In order to build strong employee connections, manage the association smoothly and efficiently, and achieve high work efficiency, viable complaint handling is essential.

In his 2017 article "A study on Grievance management system and Grievance Settlement," K. Vaitheeswari said that, in the modern day, the chief executive officer complaint is the most important test for various organisations. During this cycle, the board is doing quite well, and the evaluation found very few terms that needed further consideration. Failure to adequately address complaints creates an atmosphere of constant noise, which in turn hinders the association's ability to get things done. With this examination, we will take a look at the various grievance resolution instruments and the elements that contribute to complaints. The grievance board and settlement both provide different ways to resolve complaints. The proposals are presented based on the responses received, and more in-depth investigation should be feasible down the road.

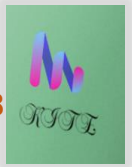
In their 2019 article "A study on Grievance Handling," Naga Sumalatha and Dr. M. M. Sucharitha reported that the review found the grievance handling approach to be pleasant. Fulfilling and hanging on to the representatives is something the association is realising is important. If we want everyone to be very satisfied with the system, we can make further improvements. When put into action, the recommendations will provide even more benefits to the organisation. The association's approach to evaluating employee complaints or objections has been well-received by many of the surveyed workers.

In their study titled "A study on Effectiveness of Employees Grievance Handling System at Sumul Dairy Surat," Payal Rathod and Nimisha Jariwala (2020) found that a well-functioning complaint handling system is crucial to a positive and productive work environment. One of the cornerstones of building strong relationships with employees is handling complaints effectively. The purpose of this evaluation was to learn how effective the framework is at handling worker complaints and to get a basic understanding of the factors influencing these complaints. Determine the extent to which reps are satisfied with their grievance handling platform. Additionally, it was shown that executives are more likely to maintain a culture of top performance if they make an effort to understand representatives' problems and handle them amicably.

"Grievance handling procedure and employee performance" is the subject of Enochkwi Assafuah's (2017) study. The primary goal is to determine the methods utilised to handle employee grievances and to analyse the impact on performance. The study's methodology is qualitative. Optimal working circumstances are associated with higher levels of job satisfaction, which in turn leads to greater efficiency, effectiveness, and productivity on the job. Because of the importance of discipline to the industry's smooth operation, high-quality work from employees is essential to the success of any business in this field.

A study conducted by Dr. Nuzhath Khatoon in 2016 examined the relationship between employee productivity and the "grievance handling procedure." Productivity in the workplace is the lifeblood of every business, and when workers are happy in their jobs, it shows in the results. To ensure employee happiness, it is important to provide them with engaging work, job stability, recognition, opportunities for advancement, safe working conditions, and organisational assistance when needed. In this research, we see how the grievance management method affects employee happiness, which in turn increases their productivity.

"A review on adequacy of complaint dealing with techniques in worldwide air terminal Tiruchirappalli." (Dr. G. Balamurugan and V. Shenbagapandian, 2016). The main goals are to



identify the relationship between the company and the representative, to determine the level of satisfaction felt by workers after the resolution of their complaints, and to generate strategies for handling such complaints. This expert makes use of illustrative plan. The expert also found a few of adjustments to the organization's methods and structures that would boost employee productivity. The administration should work on improving the section where they communicate with their representatives on their problems. Regular exchanges should be reduced and employees should be better prepared by the association.

### 3. Problem Statement

A study on employee's perception on effectiveness of employee's grievance handling mechanism at Butibori MIDC, Nagpur.

### 4. Objectives of the study

**4.1 Primary objective:** To understand the general factors influencing the Employee's perception on grievances and grievance handling mechanism.

### 4.2 Secondary objective:

- To know the effectiveness of the grievance handling mechanism with respect to employee's perception at Butibori MIDC, Nagpur.
- To know the satisfaction level of employees towards their grievance handling mechanism.

### 5. Research Methodology

#### 5.1 Introduction

Methodology is the life and blood of any research study. Without a sound methodology, a study cannot claim to have achieved its objectives. Owing to this importance a systematic approach towards data collection, tabulation, selection, presentation and analysis is taken care.

#### 5.2 Methodology

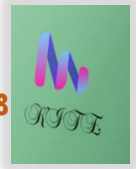
An approach to methodically resolving research issues is known as research methodology. It may be seen as the study of scientific research methods. It lays out the standard procedure and reasoning behind each step a researcher takes while investigating a research issue.

#### Data Collection Method

The primary data required for this study will be collected from employees and managers in two different ways of structured questionnaires framed for this purpose. The questionnaire distribution to employees intends to obtain their views on grievance handling mechanisms being implemented by the management. Their grievances expressed and unexpressed with the attitude of the management towards employees' grievances. The questionnaire distribution for managers intends to find out the attitude of the management, management's views towards solving grievances and management's view point towards cause of these grievances. Some part of this data or primary data may be collected by interviewing the management persons who are owners of the micro, small sector industries.

While framing the questionnaire proper care is taken to avoid hypothetically ambiguous questions. Question pattern include open type and closed type questions, ranking type, multiple choice type and dichotomous questions (yes/no type questions). The question pattern is also developed in such a fashion that checks were provided in the questions to enable the researcher to discard the unrealistic and unreliable answers. The questionnaire can be filled from the respondents by delivering personally to them in their industries. Validity of proper responses is taken care from each respondent. The secondary data will be collected from Butibori MIDC industrial cluster. This data will be collected from government agencies. Also, data will be collected through company manuals and websites. The collected information will be then transcript and tabulated for easy understanding of individual aspects of the research topic. The conclusions will be drawn based on the findings and analysis of data. Necessary suggestions will be proposed that are necessary for proper implementation of the grievances handling mechanisms, based on the study and the findings.





6. Data Analysis

**GRIEVANCE HANDLING MECHANISM**

The questions are set for knowing grievances handling mechanisms for Management representatives as well as Union representatives.

1) In reply to a question on awareness of grievance handling mechanism followed in industry/organization:

Answering to the question on awareness of grievance handling mechanism, in case of Management representatives, 3 (10%) indicated that they are not at all aware of grievance handling mechanism, 12 (40%) indicated that they are known to such mechanism to some extent and 15 (50%) indicated that they are fully aware. In case of Union representatives, none indicated that they are not at all aware of grievance handling mechanism, 18 (60%) indicated that they are known to such mechanism to some extent and 12 (40%) indicated that they are fully aware. Category wise responses are given in table form in Table 1. The diagrammatic representation of responses, category wise are shown in the bar-chart at figure-1.

Table 1

Category of Respondents	Opinion on awareness of Grievance handling mechanism		
	Not at all aware	To some extent	Fully aware
Management representative	3 (10%)	12 (40%)	15 (50%)
Union representative	--	18 (60%)	12 (40%)

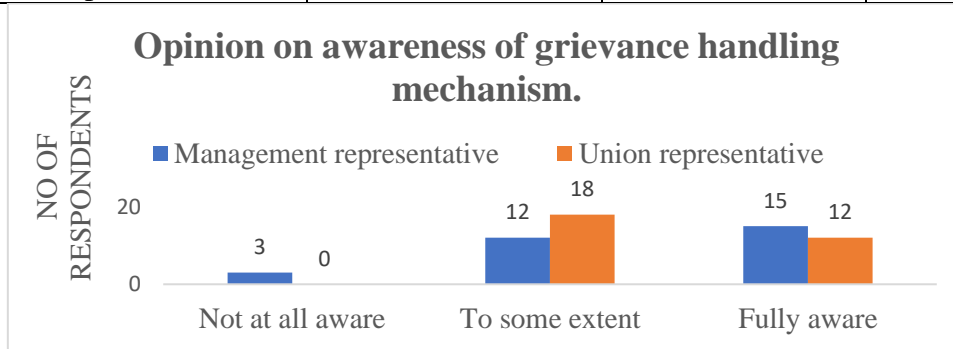


Figure 1

**Interpretation**

From the above table 1 and figure 1, it can be interpreted that from management representative side 10% feel that they are not at all aware of grievance handling mechanism, 40% feel that they are aware to some extent of grievance handling mechanism, 50% are fully aware of grievance handling material. In case of union representatives, 60% feel that they are aware to some extent of grievance handling mechanism, 40% are fully aware of grievance handling material and no one is not aware of grievance handling mechanism.

2) In reply to a question on awareness of grievance handling mechanism followed in industry/organization and its suitability for expeditious grievance redressal:

Answering to the question on suitability for expeditious grievance handling procedure, 27 Management representative and 30 Union representative who are aware of grievance handling procedure are eligible to answer this question. In case of Management representative, 21 (70%) indicated that the process is suitably expeditious in grievance handling and 6 (20%) denied that. In case of Union representative, 24 (80%) indicated that the process is suitably expeditious in grievance handling and 6 (20%) denied that. Category wise responses are given in table form in Table 2. The diagrammatic representation of responses, category wise are shown in the bar-chart at figure-2.



Table 2

Category of Respondents	Opinion on awareness of existing procedure's suitability for expeditious grievance redressal.	
	Yes	No
Management representative (27)	21(70%)	6 (20%)
Union representative (30)	24 (80%)	6 (20%)

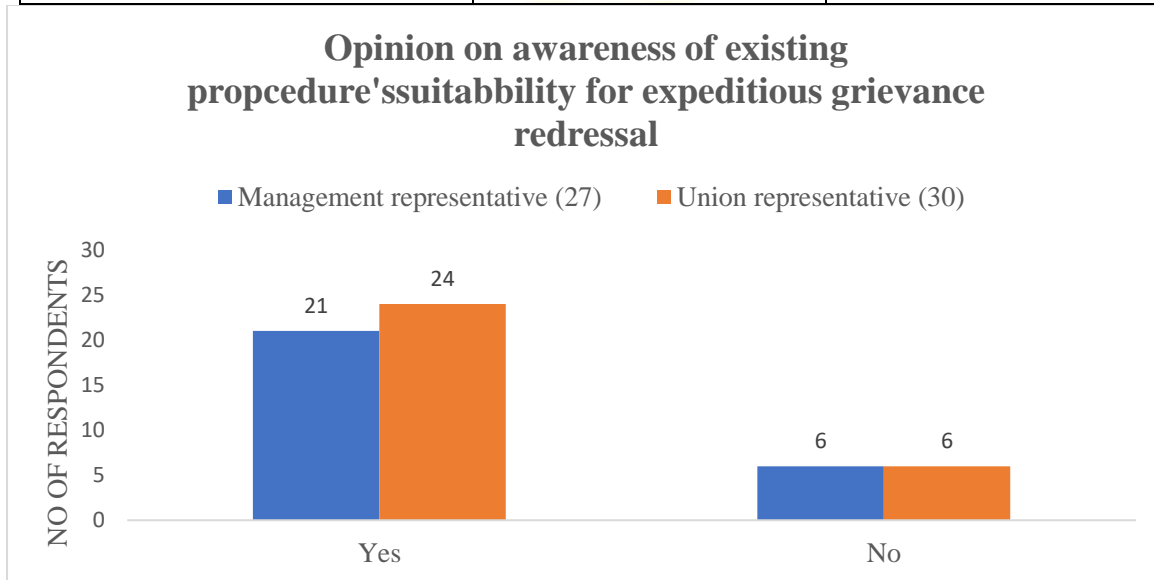


Figure 2

**Interpretation**

From the above table 2 and figure 2, it can be interpreted that from management representative side 70% are knowing on awareness of existing procedure's suitability for expeditious grievance redressal and 30% are not knowing on awareness of existing procedure's suitability for expeditious grievance redressal. In case of union representatives, 80% are knowing on awareness of existing procedure's suitability for expeditious grievance redressal and 20% are not knowing on awareness of existing procedure's suitability for expeditious grievance redressal.

3) In reply to a question on existing mechanism and the other system:

Answering to the question on existing mechanism of other grievance handling systems, if existing system is not suitable, 27 Management representative and 30 Union representative who are aware of grievance handling mechanism are eligible to answer this question. In case of Management representative, 9 (30%) indicated open door system, 12 (40%) indicated that the three-tier system is suitable, 3 (10%) indicated that the four-tier system is suitable and 3 (10%) indicated that the five-tier system is suitable. In case of Union representative, 12 (40%) indicated that open door system is suitable, 12 (60%) indicated that three tier system is suitable, 3 (10%) indicated that the four-tier system is suitable and 3 (10%) indicated suitable system as five tier system. Category wise responses are given in table form in Table 3. The diagrammatic representation of responses, category wise are shown in the bar-chart at figure-3.

Table 3

Category of Respondents	Opinion on feasibility grievance handling mechanism of existing systems.			
	Open Door System	Three Tier System	Four Tier System	Five tier System
Management representative (27)	9 (30%)	12 (40%)	3 (10%)	3 (10%)
Union representative (30)	12(40%)	12 (40%)	3 (10%)	3 (10%)

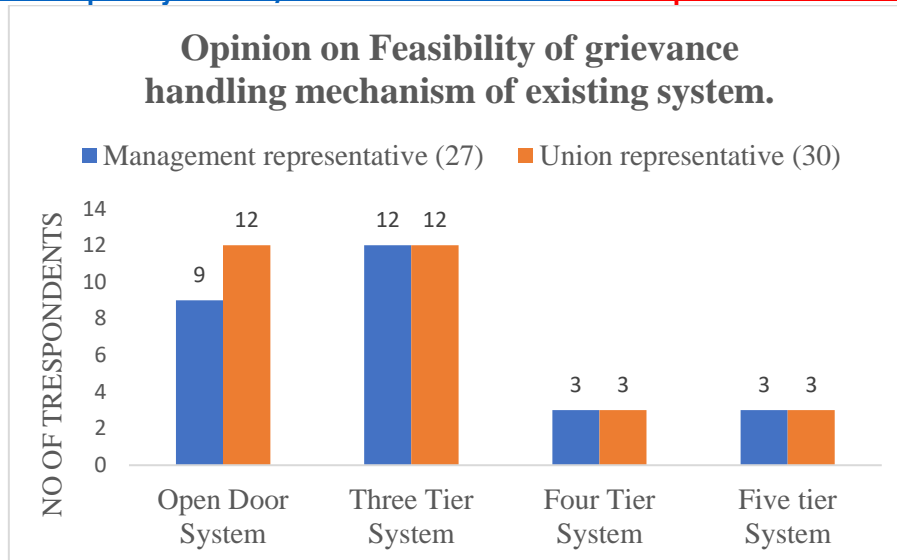


FIGURE 3

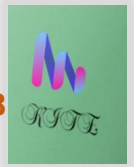
**Interpretation**

From the above table 3 and figure 3, it can be interpreted that from management representative side 30% feel that open door system is alright, 40% feel that three tier system is good, 10% feel that four tier system is better and remaining 10% thinks that five tier system is excellent. In case of union representatives, 40% feel that open door system is alright., 40% feel that three tier system is good, 10% feel that four tier system is better and remaining 10% thinks that five tier system is excellent.

**Conclusions**

From the study, it can be concluded that A study on employee’s perception on effectiveness of employee’s grievance handling mechanism at Butibori MIDC, Nagpur has been done properly. Employee’s perception is outlined by research paper. A vital factor of industrial productivity is “Grievance Handling mechanism” studies with employee’s perception on its usage. Surprisingly not only the subjects belonging to workforce but also the subjects belonging to supervision and management levels have shown their extreme dissatisfaction over the grievance handling system prevailing in the industries. The striking fact that even the subjects belonging to Management representative group are mostly unaware of any systematic grievance handling system came on surface during the course of the study. Though the percentage of unaware representatives was moderate. In absence of a grievance redressal system usually the chaotic system prevails in which the piled-up claims un responded / un settled gives rise to ultimate situations like strikes and lockouts. The cluster selected is a victim of such negativity. Hence, it is concluded that an appropriate mechanism for handling the grievances of employees should be devised by government in the form of a charter which must be made mandatory for the industries to implement.

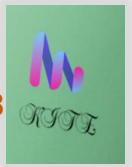
The same group of parameters have shown the severe disparity among the responses given by two groups i.e. management representatives and union representatives. The group consisting of workers has given highest priority to safety, working conditions and medical facilities, accommodation, leave, overtime facilities. Whereas the subjects belonging to management representative group given priority to promotion, increment, pay facilities and stray factors like relationship with superiors, colleagues. Clearly the approach towards factors leading to grievances seems to be 180 degrees apart among both the groups of subjects. Obviously the continuous and prolonged clashing of interest among the managerial level and worker level has been wide open. Both categories of respondents show dissent about apathy of management and want to change existing system for better grievance handling mechanism.



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