A STUDY ON GRIEVANCE HANDLING PROCEDURE AT HEMA ENGINEERING INDUSTRIES LIMITED, HOSUR

Dr.V.Mohana Sundaram, Professor and Head & D.Ramya
Vivekanandha Institute of Engineering and Technology for Women, Tiruchengode

Abstract

A grievance means any dispute or discontent or feelings of unfairness arise between an employer and employee in workplace. The employees express their grievances in terms of complaint. This paper discusses about the nature of grievances perceived by the employees, causes of grievances, grievance handling procedure among the employees in Hema Engineering. The study involves distribution of questionnaire among 110 employees working in different departments and samples are collected randomly. The study identifies the most common employers complaints are wage & salary, working condition, promotion, unfair management practices and safety & health violations. The study also looks at the nature of grievances, cause of grievances, grievance handling factor and grievance handling procedure of Hema Engineering. The study indicates that employers should predict and spot the grievances among employees at earliest at lower level itself.

Keywords: Employee Grievances, Cause of Grievance, Nature of Grievance, Grievance Handling Procedure.

Introduction

A grievance means any discontent or dissatisfaction whether expressed or not by the employees in the organization. Grievance may be valid or not, arising out of anything connected with the company than an employee thinks, believes or even feels, is unfair, unjust or inequitable. Grievances are natural in any organization. The problems of the employees should be solved as early as possible otherwise they can create serious problems for the organization, the industry and society. A grievance should be dealt with in the first instance at the lowest level by his immediate superior. It may be simple to settle at the starting stage or on
the spot and that will be the end of it. Even if it cannot be settled at that lower level, the man’s superior will know what is happening. The superior should try to get at the root of the problem immediately. The management must show it anxiety to remove the grievances of the workers. The workers should feel that the management is genuinely interested in solving the problems.

**Overview of the organization**

Hema group of companies came into existence in the year 1972 under the leadership of Sh.K.K.Jajoo, A qualified engineer having done B.E. (Mechanical). He specialized in the manufacturing of sheet metal and forging components. These companies continued to grow at a very fast speed due to the hard work, dedication and quality consciousness of Sh. K.K. Jajoo. His efforts were fully rewarded when these companies were selected as major ancilliary units of M/s Hero Honda Motors Ltd. In the year 1983 for manufacturing sheet metal components required as original parts for Hero Honda Motor Cycle. Thus the companies became original equipment manufacturer (OME) for motor cycles conforming to the Japanese Industrial Standard (JIS). Now these companies have grown manifold in terms of range of components through their conscious approach towards quality.

Established in 1984 under the visionary leadership of Shri K. K. Jajoo, Chairman, Hema Group of Industries has positioned itself as one of the leading original equipment manufacturer for major two wheeler and four wheeler manufacturing giants of the country. With an annual turnover of more than Rs. 590 crows (FY 2011-12), Hema Group dominates in the field of design, mass production of sheet metal and tubular fabricated components, aluminum high pressure die casting with a virtual unbeatable leadership in all types of surface treatment solutions, like electro plating (Ni-Cr & Zinc), powder coating, liquid painting and heat resistance painting. The group companies hold TS 16949, ISO 9001, ISO 14001, OHSAS 18001 as well as Design Capability and NABL Certification. In 2006, Hema Group was awarded “Research & Development” certificate by the Government of India.
Review of literature

Dr. V. Mohana Sundaram, N. Saranya, (2013)\(^1\) in his article “Employee Grievance” Organizations are made up of people and functions through people without people organization cannot exist. The resource of men, money, materials and machinery are collected, coordinated and utilized through people in the organisation. It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goals.

Zulkifee Bin Daud, Khulida Kirana Yahya, (2011)\(^2\) in his research paper “The Influence of Heads of Department Personalities on the Selection of Grievance Handling Styles” Grievance management is an important topic in the area of industrial relations. Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear. This research discusses the styles in handling grievances among heads of department at a telecommunication headquarters and branches located in Peninsular Malaysia and the determinant of personalities in selecting the appropriate styles.

Sonika Sharma, Niti Sharma, (2011)\(^3\) in his research paper entitled “Listening Skills: A Pre-Requisite for Grievance Handling” The ability to be an active listener is too often taken for granted. HR professionals play pivotal role in the organization. They inject a feeling of confidence and belief among the staff members by listening and solving their issues and concerns. Employee grievances are essentially human problems, real or imaginary.

Lawrence Nurse, Dwayne Devenish, (2007)\(^4\) in his working paper entitled “Grievance Management and its Links to Workplace Justice” The purpose of this paper is to explore the influence of workers' demographic characteristics on their perceptions of procedural justice from grievance management. A related aim is to determine whether procedural justice perceptions have an impact on perceptions of distributive justice.
Objectives of the study

- To know the employees awareness about the grievance handling procedure in the organisation
- To analyse the satisfaction level among the employees with the current grievance handling procedures followed in the Hema Engineering.
- To examine the cause of grievance at Hema Engineering Industries Limited.
- To find out the nature of grievances according to the perception among the employees in the organization.

Scope of the study

- Due to rapid growth of technology and industrialization, it has become a tough job to cope the employees with the machineries.
- Success of an organization largely depends upon the collective efforts of the employer and employees.
- However, there are various factors that result in employee satisfaction. There is no organization in which the employees have no grievance.
- Hence understanding and finding of root cause of employee grievance is itself a solution to it. Hence the study on “Grievance Handling Procedure” at Hema Engineering industries Limited Hosur is undertaken to make an exploration into the grievances faced by employees.

Limitation of the study

- This study is undertaken at Hema Engineering Industries Limited., Hosur is limited to exploring an understanding of employee grievances by analyzing the related aspects like Employee Salary, Leadership Style, Work complexity, Training & Development, and Grievance procedure.
• The reliability on accuracy of information gathered from respondents of the company cannot be assured. The sample respondents may not have disclosed the exact information with accuracy.
• With the Information gathered from both primary and secondary data, analysis and interpretation, findings and suggestions are made with the availability of time, data and samples.

**Research design**

Descriptive Research design has been followed to conduct the research study. The success of any formal research depends on its sound research design. As the aim of this project is to identify the investments behaviour of employees and their preference among various investments alternatives, this project is purely descriptive in nature.

**Sampling design**

Sampling is a process of a sufficient number of elements from the population or characteristics would make it possible for us to generalize such properties. Sampling technique used is simple random sampling method. The sample size is restricted to 110 employees selected at random from different working units in the company.

**Data Analysis Method**

The collected data are converted into tables. To analyze the data, the statistical tools Simple Percentage, Chi-square test and ANOVA test is used. Giving score to each response as 1, 2, 3, 4 & 5 measured the perceptions of the workers. An instructed in the standard scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree.

**Findings and discussion**

**Distribution of respondents by the demographic factors**

Out of the 110 respondents 83.6% are male and remaining 16.4% are female, 36% of the respondents from the Hema Engineering Private Limited are having the age of 20-30 years, mostly they are studied diploma and their monthly income is 10,001-20,000 and also their working experience is 5-10 years.
Level of satisfaction about nature of grievance

<table>
<thead>
<tr>
<th>S.No</th>
<th>PARAMETERS</th>
<th>HS</th>
<th>S</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>No of the Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Working condition</td>
<td>19</td>
<td>17.3</td>
<td>62</td>
<td>56.4</td>
<td>24</td>
<td>21.8</td>
</tr>
<tr>
<td>2</td>
<td>Leave policy</td>
<td>15</td>
<td>13.6</td>
<td>24</td>
<td>21.8</td>
<td>48</td>
<td>43.6</td>
</tr>
<tr>
<td>3</td>
<td>Promotional Opportunities</td>
<td>15</td>
<td>13.6</td>
<td>24</td>
<td>21.8</td>
<td>48</td>
<td>43.6</td>
</tr>
<tr>
<td>4</td>
<td>Training and Development programs</td>
<td>20</td>
<td>18.2</td>
<td>41</td>
<td>37.3</td>
<td>30</td>
<td>27.3</td>
</tr>
<tr>
<td>5</td>
<td>Wages and salaries</td>
<td>8</td>
<td>7.3</td>
<td>12</td>
<td>10.9</td>
<td>40</td>
<td>36.4</td>
</tr>
<tr>
<td>6</td>
<td>Loan facility</td>
<td>10</td>
<td>9.1</td>
<td>48</td>
<td>43.6</td>
<td>32</td>
<td>29.1</td>
</tr>
<tr>
<td>7</td>
<td>Rules and Regulations</td>
<td>16</td>
<td>14.5</td>
<td>33</td>
<td>30</td>
<td>26</td>
<td>23.6</td>
</tr>
<tr>
<td>8</td>
<td>Time duration for problem solving</td>
<td>32</td>
<td>29.1</td>
<td>40</td>
<td>36.4</td>
<td>18</td>
<td>16.4</td>
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</tbody>
</table>

The above table shows that out of 110 respondents, the majority of the employees’ perceptions about the nature of grievance of the respondents are satisfied with the working condition which constitutes 56.4%, the respondents are neutral with the leave facility which constitutes 43.6%, the respondents are neutral with the promotional opportunities which constitutes 43.6%, the respondents are satisfied with the the training & development programs which constitutes 37.3%, the respondents are neutral with the wages & salaries which constitutes 36.4%, the respondents are satisfied with the loan facilities which constitutes 43.6%, the respondents are dissatisfied with the rules & regulations which constitutes 31.8%, and the respondents are satisfied with the time duration for problem solving which constitutes 36.4% to the total.

Chi-square result

<table>
<thead>
<tr>
<th>S.NO</th>
<th>VARIABLES</th>
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<th>SIGNIFICANT</th>
<th>RESULT</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>The relationship between the age and grievance factors.</td>
<td>12</td>
<td>.248</td>
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<tr>
<td>2</td>
<td>The relationship between the experience and promotional opportunities.</td>
<td>12</td>
<td>.028</td>
<td>P&lt;0.05, Significant</td>
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<tr>
<td>3</td>
<td>The relationship between the age and facing</td>
<td>3</td>
<td>.219</td>
<td>P&gt;0.05,</td>
</tr>
</tbody>
</table>
the grievance period.

4 The relationship between the department and taking immediate action to resolve problem. 16 .001 P<0.05, Significant

5 The relationship between the age and working environment meet our expectation. 12 .788 P>0.05, Not Significant

ANOVA Result

<table>
<thead>
<tr>
<th>S.NO</th>
<th>VARIABLES</th>
<th>PARAMETERS</th>
<th>F- TEST</th>
<th>SIGNIFICANT</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age and Nature of Grievance</td>
<td>Working Condition</td>
<td>.899</td>
<td>.444</td>
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<tr>
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<td>Leave Policy</td>
<td>.376</td>
<td>.771</td>
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<td></td>
<td></td>
<td>Promotional Opportunities</td>
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<td>.825</td>
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<tr>
<td></td>
<td></td>
<td>Training &amp; Development</td>
<td>.445</td>
<td>.721</td>
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<tr>
<td></td>
<td></td>
<td>Wage &amp; Salaries</td>
<td>.383</td>
<td>.766</td>
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<td>Loan Facility</td>
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<td>.871</td>
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<td>Rules &amp; Regulations</td>
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<td>.950</td>
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<tr>
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<td>Time Duration</td>
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<td>.922</td>
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<td>Experience and Cause of grievance</td>
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<td>.119</td>
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<tr>
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<td>Unfair Treatment</td>
<td>3.125</td>
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<td>Disciplinary Actions</td>
<td>2.575</td>
<td>.058</td>
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<td>Health &amp; Safety Standard</td>
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<td>.115</td>
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<td>Work Procedure</td>
<td>3.367</td>
<td>.021</td>
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<td>Experience and Grievance Handling Procedure</td>
<td>Sharing Grievance With Colleague</td>
<td>3.905</td>
<td>.011</td>
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<td></td>
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<td>Identifying Grievance</td>
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<td>.041</td>
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<td></td>
<td>Care Of Grievance Complaints</td>
<td>2.434</td>
<td>.069</td>
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<td>Committee Members Resolve Our Problem</td>
<td>1.745</td>
<td>.162</td>
<td>P&gt;0.05, Not Significant</td>
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<td></td>
<td></td>
<td>Nature Of Work Meet Our Expectation</td>
<td>3.029</td>
<td>.033</td>
<td>P&lt;0.05, Significant</td>
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</tbody>
</table>

Suggestions

- Based on this research most of the employees are satisfied with working condition so management should have to maintain the same working condition in the organization. The employees are facing the grievance for less than 6 months. The
management must have to take immediate action for solving the employee grievances.

- The grievance factors in the organization are wage & salary, and promotion. So management should increase their salary and promotions regarding his or her educational qualification and experience. The employees are always sharing our grievances with colleagues therefore management maintains good relationship with employees.

- Based on this research it has been found that higher authority are sometimes involved in identifying grievance and taking care of grievance complaints, therefore higher authorities must have to concentrate on solving employee grievances in our organization.

- The employees are satisfied with the nature of work and working environment which meets their expectation so management should have to maintain same working environment, it will raise their productivity and also reduce the grievance levels.

- Management should handle the grievances without delay and Superiors should be trained to handle the grievances effectively.

- Based on this research the respondents are satisfied with the present grievance handling procedure followed by an organization and in future to make highly satisfy the employees the grievance handling procedure can be improvised.

**Conclusion**

The survey was about a study on grievance handling procedure which has been conducted in Hema Engineering Private Limited, Hosur which helps to understand that employees are aware about the grievances handling procedure done in the organization. The employees think that employers should understand and predict the drawbacks at the initial stage itself and resolved the employee grievances it will increase the healthy relationships between superior and co-worker. The study concludes that the employees are not fully satisfied with salary and promotions provided by the organization. So, the management should take some steps in order
to satisfy the employees at maximum level whereby it can reduce the grievance level among the employees; hence it can increase and maximize the productivity. The study reveals that the Grievance handling mechanism is satisfactory in Hema industries.

Reference