

A Study on Employee Grievances Handling System in Manigreeva Knitters at Tirupur

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Abstract

Any true or imagined sensation of dissatisfaction or injustice that an employee has regarding his or her job and its nature as well as management rules and processes, is referred to as a grievance. It must be expressed by the individual and brought to management's and the organization's attention. When grievances are not resolved, they become collective disagreements. Employee morale and productivity will also suffer as a result. Frustration, unhappiness, low productivity, lack of interest in work, absenteeism, and other issues emerge from unresolved grievances. In a nutshell, a grievance occurs when a company fails to meet the expectations of its employees, resulting in a sense of unhappiness and dissatisfaction.

Keywords: Dissatisfaction, employee, grievances, management, organization

INTRODUCTION

Every employee has certain expectations that he believes must be met by the company for which he works. This unhappiness must stem from work-related difficulties rather than personal ones. He acquires a sense of discontent or dissatisfaction when the organisation fails to do so. A grievance is a complaint filed by an employee who believes that anything in the company is unfair.

A grievance, according to Julius, is "any unhappiness or discontent, whether stated or not, whether genuine or not, coming out of anything linked with the company that an employee thinks, believes, or even feels to be unfair, unjust, or inequitable".

1. Industrial life is full with grievances and conflicting thoughts.
2. It is critical to bring this dispute to light.
3. While all disputes cannot be eradicated, their visibility can help to reduce them. Such exposure lead to adjustment and further improved organizational effectiveness.

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Received Date: November 20, 2021

Accepted Date: November 27, 2021

Published Date: December 30, 2021

Citation: S. Anbarasu, G. Kalpana, K. Muthukumar. A Study on Employee Grievances Handling System in Manigreeva Knitters at Tirupur. NOLEGEIN Journal of Human Resources Management & Development. 2021; 4(2): 35–42p.

In a nutshell, a grievance is a feeling of displeasure that is stated or unspoken, written or unwritten, justifiable or unjustified, and has something to do with one's job.

GRIEVANCES TYPES

A complaint can take any of the following forms:
(a) Factual (b) Imaginary (c) Disguised

GRIEVANCES AND THEIR CAUSES

Economic

Individual compensation modifications may be requested by employees. They may believe they are underpaid in comparison to others. Late

bonuses, payments, modifications to overtime pay, perceived inequities in treatment, equal pay claims, and appeals against performance-related pay awards are just a few examples [1, 2].

The Workplace

It could be unfavourable or unpleasant working conditions. For example, inadequate lighting, space, or heat in the workplace, as well as defective tools and equipment, poor material quality, unjust rules, and a lack of acknowledgment [3].

Supervision

It could be objections to the supervisor's general methods of supervision, such as the supervisor's attitude toward the employee.

OBJECTIVES OF THE STUDY

- To investigate the Manigreeva Knitters, Tirupur, employee complaints handling mechanism
- To investigate how employees feel about the company's grievance mechanism
- To rank the major sources of employee dissatisfaction at Manigreeva Knitters
- Determine whether the grievance procedure leads to mutual understanding between workers and management

The study is confined to employees of Manigreeva Knitters. It evaluates the efficacy of grievances being handled in the organization. It helps to appraise the grievances procedure as required by the employees [4].

This study identifies the problem that hampers the proper functioning of grievance machinery. To aid the company which certain counteractive proceedings that has to be taken to enhance the current redressal procedure. It also helps to recognize and scrutinize the employee grievances and its causes in the organization [5].

The Study's Restrictions

- There were just 200 people that took part in the survey.
- The research was only done for a short period of time.
- Because the study was limited to Manigreeva knitters, the findings and recommendations may or may not be applicable to other situations.
- The correctness is determined by the information provided by the respondent.
- No personal interviews were permitted.
- The majority of employees are hesitant to give information [6].

Review of Connected Works

In his paper "Employee Grievance", Dr. V. Mohana Sundaram, N. Saranya, (2013) states that organisations are made up of people and function via people. Without people, organisations cannot exist [7]. People in the organisation collect, coordinate, and use the organization's resources of men, money, material, and machinery. Materials and monetary resources are efficiently employed for the achievement of common aims and goals when people work together. Without a united human effort, no organisation would exist.

The goal of the study by Dwayne Devenish, Lawrence Nurse, [8] was to see how workers' demographic features affect their perceptions of grievance handling procedural justice. A similar goal is to see if perceptions of procedural justice influence perceptions of distributive justice. Expectancy theory, according to Gordon and Miller, Allen and Keavney, and Klass, can help distinguish between grievances and non-grievances [9]. Despite not being a comprehensive test of expectation theory, Lewin and Boroff did add the employees' perception of the grievance procedure's success as an explanatory variable. Surprisingly, this had no bearing on the filing of grievances [10]. More study on

expectation theory and grievance filing that creates testable hypotheses drawn from expectancy theory appears to be necessary.

Design of Research

A research design is an arrangement of settings for data collecting and analysis that seeks to combine relevance to the study goal with procedural economy. The research design is the conceptual framework for conducting research. It serves as a plan for data gathering, measurement, and analysis.

Design Example

Convenience random sampling is a non-probability sampling method that involves selecting a sample population from a portion of the population that is near at hand.

METHODOLOGY

The research is based on first-hand information using a pre-tested questionnaire to conduct interviews with respondents.

Technique of Sampling

The convenience sampling method is also known as the chunk, which refers to a subset of the population being interviewed that is chosen not on the basis of probability or judgement, but on the basis of convenience. Convenience sampling, on the other hand, is frequently used.

Sampling Unit

Those who all are the respondents of the study is called sampling unit. The sampling unit for the study is 198 employees of Manigreeva Knitters.

Tools for Statistical Analysis

The study makes use of the following statistical tools:

- Calculation of percentages
- The Chi-square test
- Average (weighted)
- Correlation

Data Analysis and Interpretation

Table 1 shows the nature of work. It can be categorized into four namely workmen, supervisor, quality controller, and manager. Among 198 respondents, 165 (83%) are workers, 18 (9%) are supervisors, 7 (4%) quality controllers and remaining 8 (4%) employees are managers. Hence, the maximum 165 (83%) of employees are workers.

Table 2 shows the monthly income of sample employees. It has been classified into four categories on the basis of their incomes. Out of 198 employees, 83 (41.9%) receive monthly income less than Rs. 15000, 61 (30.8%) comes under the income group Rs. 15001 to 30000, 20 (10.1%) belong to the income group between Rs. 30001 to 45000, 16 (8.1%) comes under the income group between Rs. 45001 to 60000 and remaining 18 (9.1%) employees belong to the group of above Rs. 60000.

Table 1. Nature of work of the respondents.

Location of work	No. of respondents	Percentage (%)
Workmen	165	83
Supervisor	18	9
Quality controller	7	4
Manager	8	4
Total	198	100

Table 2. Monthly incomes of the respondents.

Monthly income	No. of respondents	Percentage (%)
Less than Rs. 15000	83	41.9
Rs. 15001–30000	61	30.8
Rs. 30001–45000	20	10.1
Rs. 45001–60000	16	8.1
Above Rs. 60000	18	9.1
Total	198	100

Hence, most 83 (41.9%) employees receive less than Rs. 15000 income per month.

Chi-Square

The chi-square test is an important test among the several tests of signification developed by satisfaction. Chi-square, symbolically written χ^2 is a statistical measure used in the contexts of sampling analysis for comparing a variance to a theoretical variance. It can also be used to make comparison between theoretical population and actual data when categories as used.

The following hypothesis is formulated to test the significant association between age of the respondents and their face grievances:

H₀ = There is a significant association between age of the respondents and face grievances in your organization.

Degree of Freedom: 6; Calculated χ^2 Value: 3.896; Table value: Five per cent level: 12.59; the calculated value (3.896) is less than the table value (12.59). Therefore, it was concluded that there is no significant association between age of the respondents and grievances faced in your organization. Hence, Null hypothesis is accepted (Table 3).

Table 3. Association between age of the respondents and faced grievances in your organization.

Age (years)	Faced grievances in your organization			Total
	High	Moderate	Low	
25 and below	63	12	2	77
26–35	53	2	0	55
36–40	15	28	0	43
41–45	3	20	0	23
Total	134	62	2	198

Source: Primary data

The following hypothesis is formulated to test the significant association between gender of the respondents and most of your grievances related:

H₀ = There is a significant association between gender of the respondents and most of your grievances related

Degree of Freedom: 2; Calculated χ^2 value: 1.425; Table value: Five percent level: 5.991; the calculated value (1.425) is less than the table value (5.991). Therefore, conclude that there is no significant association between Gender of the respondents and their most of your grievances related. Hence, null hypothesis is accepted (Table 4).

Table 4. Association between gender of the respondents and most of your grievances related.

Gender	Most of your grievances related			Total
	High	Moderate	Low	
Male	87	10	2	99
Female	84	15	0	99
Total	171	25	2	198

Source: Primary data

The following hypothesis is formulated to test the significant association between nature of work of the respondents and higher authority listen when your grievance is presented:

$H_0 =$ There is a significant association between nature of work of the respondents and higher authority listen when your grievance is presented.

Degree of Freedom: 6; Calculated χ^2 value: 8.553; Table value: Five percent level: 12.59; the calculated value (8.553) is less than the table value (12.59). Therefore, it is concluded that there is no significant association between nature of work of the respondents and their higher authority listen when your grievance is presented. Hence, Null hypothesis is accepted (Table 5).

Table 5. Association between nature of work of the respondents and higher authority listen when your grievance is presented.

Monthly income	Higher authority listen when your grievance is presented			Total
	High	Moderate	Low	
Below 5000	58	15	0	73
5001–15000	55	0	3	58
15001–25000	65	0	0	65
25000 and above	2	0	0	2
Total	180	15	3	198

Source: Primary data

The following hypothesis is formulated to test the significant association between marital status of the respondents and report if you have any grievances:

$H_0 =$ There is a significant association between marital status of the respondents and report if you have any grievances

Degree of freedom: 2; Calculated χ^2 value: 5.004; Table value: Five percent level: 5.991; the calculated value (5.004) is less than the table value (5.991). Therefore, it was concluded that there is no significant association between marital status of the respondents and report if you have any grievances. Hence, Null hypothesis is accepted (Table 6).

Table 6. Association between marital status of the respondents and report if you have any grievances.

Marital status	Report if you have any grievances			Total
	High	Moderate	Low	
Married	115	15	0	130
Unmarried	56	0	2	58
Total	171	15	2	198

Source: Primary data

The following hypothesis is formulated to test the significant association between Educational qualifications of the respondents and satisfied with the existing grievances handling procedure of Manigreeva Knitters:

$H_0 =$ There is a significant association between Educational qualification of the respondents and satisfied with the existing grievances handling procedure of Manigreeva Knitters

Degree of Freedom: 8; Calculated χ^2 value: 4.654; Table value: Five percent level: 15.507; the calculated value (4.654) is less than the table value (15.507). Therefore, conclude that there is no significant association between educational qualification of the respondents and their satisfied with the existing grievances handling procedure of Manigreeva Knitters. Hence, Null hypothesis is accepted (Table 7).

Table 7. Association between educational qualification of the respondents and satisfaction with the existing grievances handling procedure of Manigreeva Knitters.

Educational qualification	Satisfied with the existing grievances handling procedure of Manigreeva Knitters			Total
	High	Moderate	Low	
School level	58	10	2	70
Diploma	35	0	0	35
Bachelor Degree	33	0	0	33
Master degree	30	0	0	30
Others	25	5	0	30
Total	181	15	2	150

Source: Primary data

Correlation

Table 8 shows that Karl Pearson's co-efficient of correlation is used to identify relationship if any between employee qualification and management gather all relevant facts about the grievances.

Table 8. Correlation with education qualification and management gather all relevant facts about the grievances.

Educational qualification	Management gather all relevant facts about the grievances		
	Yes	No	Total
School level	134	10	144
Diploma	29	4	33
Bachelor degree	11	2	13
Master degree	5	3	8
Total	179	19	198

$$X = \sum x/n = 179/4, Y = \sum y/n = 19/4$$

$$r = \frac{\sum xy}{\sqrt{\sum x^2 \cdot \sum y^2}} = > \frac{854.56}{\sqrt{10977 \cdot 38.62}} = 854.54/423931.74 = > 854.56/561.10$$

$$R = 1.31$$

Inference

The correlation value is found to be 1.31. There is a positive correlation between educational qualification and management gathers all relevant facts about the grievances (Table 9).

Table 9. Correlation between educational qualification and management.

X	y	$\overline{X-X}$	X^2	$y-y$	Y^2	Xy
134	10	89.25	79.65	5.25	27.5	465.5
29	4	-15.75	256	0.75	0.56	11.81
11	2	33.75	1156	2.75	7.56	255
5	3	39.75	1600	1.75	3	190.25
179	19		10977		38.62	854.5

Findings

Chi-Square Test

- The table value (3.896) is less than the calculated value (3.896). (12.59). As a result, draw the conclusion that there is no substantial link between respondents' age and employee grievances in your company. As a result, the null hypothesis is accepted.
- The table value (1.425) is less than the calculated value (1.425). (5.991). As a result, we may conclude that there is no substantial link between the respondents' gender and the majority of their complaints. As a result, the null hypothesis is accepted.
- The table value (8.553) is less than the calculated value (8.553). (12.59). As a result, draw the conclusion that there is no substantial link between the respondents' nature of work and their higher authority's willingness to listen to your complaint. As a result, the null hypothesis is accepted.
- The table value (5.004) is less than the calculated value (5.004). (5.991). As a result, draw the conclusion that there is no substantial relationship between respondents' marital status and report any complaints. As a result, Null hypothesis is accepted.

Correlation

- The correlation value is found to be 0.934. There is a positive correlation between educational qualification and management gathered all relevant facts about the grievances.

Suggestions

- Job descriptions, responsibilities should be as clear as possible. Everyone should be informed of company's goals and expectation including what is expected from each individual.
- Informal counseling helps to address and manage grievances in the workplace.
- Conflict management in the organization will be helpful to reduce the number of grievance rates.
- Accident rates, requests for transfers, resignations, and disciplinary cases should be analyzed since they reveal the general patterns that are not apparent.
- Temporary relief can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his/her morale and productivity.
- Conducting meeting at proper interval. Proper counseling should be done to get rid of their personal.
- The working condition can be improved. Work load of the employees can be optimum.
- The welfare facilities like medical facility can be improved. The employees can further educated by proper training of development program.
- The management should be impartial with workers express their feelings and dissatisfaction.
- The supervisors and union representatives must undertake human relationship.
- Employees are in need of proper career development should be conducted at the regular intervals.

CONCLUSION

The key to industrial peace is the prompt and effective management of grievances. Long before a grievance becomes an open fight, it should be settled and eased.

The complaint should be made public so that management is aware of it and can take corrective action. For a well-established company like “Manigreeva Knitters engineering private limited” it is always possible to raise the bar by cultivating positive psychological relationships with employees.

By resolving employee issues not only in the workplace but also at home. The management’s actions should cause employees to modify their personalities, but not to cause them to become confused in their daily lives. As a result, the Manigreeva Knitters Limited’s grievance handling needs to be enhanced in order to create a more pleasant working environment for the employees.

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