

# **GRIEVANCE REDRESSAL AT R K HEAVY ENGINEERING PRIVATE LIMITED AT CHENNAI**

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## **ABSTRACT:**

A grievance is feeling of unfairness in a working environment. The employer-employee relationship forms the base of grievance in the workplace. Grievances are deep rooted and are related to employment. The author has chosen the topic as the management was very keen to know the employees opinion regarding the present procedure followed in the company. The author adopted descriptive research design. The random sampling method is used for collecting the data through questionnaire method. Data analysis is been done based on which the finding are highlighted. Suggestions are given based on the finding of the study.

Keywords: Grievance, Employment, Employee

## **INTRODUCTION:**

### **GRIEVANCE REDRESSAL:**

Grievance is any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management. Speaking broadly, a grievance is any dissatisfaction that adversely affects organizational relations and productivity. To understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance. The main features of grievances refer to any form of discontent or dissatisfaction with any aspect of the organization. The dissatisfaction must arise out of employment and not due to personal or family problems.

The discontent can arise out of real or imaginary reasons. When employees feel that injustice has been done to them, they have a grievance. The reason for such a feeling be valid or invalid, legitimate or irrational, justifiable or ridiculous. The discontent may be voiced or unvoiced, but it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this is not looked into promptly, the employee feels a sense of lack of justice. Now, the discontent grows and takes the shape of a grievance.

**OBJECTIVES OF THE STUDY :****PRIMARY OBJECTIVE**

To study the effectiveness of grievance redressal mechanism.

**SECONDARY OBJECTIVE**

- To identify whether the employees are aware of the grievance handling mechanism
- To identify that the grievance handling system leads to a mutual understanding between workers and the management
- To know the level of satisfaction towards the grievance handling procedure of the organization
- To identify the factors influencing the effectiveness of the grievance handling in the organization

**SCOPE OF THE STUDY:**

- The project throws light on need for grievance handling mechanism and this study facilitates the management for further improvement on the same.
- This study will be useful when similar kind of research is undertaken

**INDUSTRY PROFILE :****STEEL INDUSTRY**

The iron and steel industries are among the most important industries in India. During 2014 through 2016, India was the third largest producer of raw steel<sup>[1]</sup> and the largest producer of sponge iron in the world. The industry produced 82.68 million tons of total finished steel and 9.7 million tons of raw iron. Most iron and steel in India is produced from iron ore.

Policy for the sector is governed by the Indian Ministry of Steel, which concerns itself with coordinating and planning the growth and development of the iron and steel industry, both in the public and private sectors; formulation of policies with respect to production, pricing, distribution, import and export of iron and steel, ferro alloys and refractories; and the development of input industries relating to iron ore, manganese ore, chrome ore and refractories etc., required mainly by the steel industry.

Most of the public sector undertakings market their steel through the Steel Authority of India (SAIL). The Indian steel industry was de-licensed and de-controlled in 1991 and 1992 respectively

**COMPANY PROFILE:**

R K Heavy Engineering Pvt. Ltd.,(Formerly known as R K Structural & Engineering India Pvt. Ltd.,) was established by Mr. R. Karunanithi, (Chairman of RK Group of Companies) in 2009. Now becoming one of the India's prominent and fast growing heavy steel fabrication industries, providing engineering solutions to a multitude of global competent players.

Under the chairman's excellent and innovative leadership, R K Heavy Engineering Pvt. Ltd., (formerly known as R K Structural & Engineering India pvt. ltd., is now reaching a unique position in the fabrication industry by providing high quality and timely service to its clients.

The company quality policy is to provide best service, providing superior quality products, on time delivery and complying customer regulatory

The vision is be a preferred partner of choice in heavy engineering

The mission of the company is value service, enhanced quality, optimum customer service and timely delivery

**REVIEW OF LITERATURE:**

Dr. Mohanasundram ,N.Saranya(2013) in his article "employee grievance" organization are made up of people and function through people without people organization cannot exist. The resource of men, money, material and machine are collected, coordinated and utilized through people in the organization. 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 goal.

Zulkiffee Bin Daud, KhulidaKiranaYahya(2011) in his research paper " the influence of head of department personalities on the selection of grievance handling styles" grievance management is an important topic in the area of industrial relation. research in grievance management is burgeoning , and yet the understanding of its antecedents and consequences remains rather unclear. This research discuss the style in handling grievance among heads of department at a telecommunication headquarters and branches located in peninsular Malaysia and the determinant of personalities in selecting the appropriate style

Sonikasharma, Nitisharma (2011) in his research paper entitled “the ability to be an active listener is too often taken for granted. HR professionals play vital role in the organization. They inject a feeling of confidence and belief among the staff member by listening and solving their issues and concern.

Lawrence nurce (2007) in his research paper entitled “grievance management and its links to workplace justice” The purpose of the paper is to explore the influence of workers demographic characteristic on their perceptions of procedural justice from grievance management.

Kliener, Nigkelsburg and Pilarski (2009) in their published paper indicate that supervisor monitoring of employees will increase the number of grievable events, but a theoretical basis or rationale for this assumed relationship is not discussed.

Gordon and Miller, Allen and Keavney and Klass (2011) revealed the important role that expectancy theory could play in differentiating grievants and nongrievants. Although not a complete test of expectancy theory, Lewin and Boroff did include the employees perceived effectiveness of the grievance procedure as an explanatory variable. Surprisingly, this was not significantly related to grievance filing. Further research focusing on expectancy theory and grievance filing that more fully develops testable hypotheses derived from expectancy theory seems appropriate.

Bemmels, Reshef and Stratton-Devine (2002) in their published articles included the shop stewards assessment of how frequently employees approach them with complaints. Although most grievances are formally filed by employees, the initiation of a grievance can come from employees or stewards. Complaining to the shop stewards is the employees' role in the grievance initiation process. Both of these studies found the work group with employees who complained to the stewards more frequently had grievance rates. Employees' complaining to their stewards is a precursor to grievance filing. The measure of consideration and structure were significantly related to frequency of employee complaints in Bemmels and the steward's assessment of the supervisors' knowledge of the collective agreement was negatively related to complaints.

Lewin and Peterson(2004)published in their paper and found a positive relationship with grievance procedure structure and grievance rates. They also found higher grievance rates under procedures that include provisions for expedited grievance handling. It was found that provisions allowing oral presentation of grievances was related to lower rates of written grievances, and screening of potential grievances was related to lower rates of written grievance, and screening of potential grievances by a committee or other union officials was associated with lower grievance rates. The number of steps in the grievance procedure and the length of time allowed for filing a grievance were not related to grievance rates.

**RESEARCH METHODOLOGY:**

Research Design: Descriptive design

Sampling technique: Simple random sampling

Sample size: 50

Data collection method: Primary method through questionnaire and secondary methods through journals, websites and reference books

Sampling Technique: Simple random sampling

Tools used for analysis: Percentage analysis, Regression analysis

The statistical technique test applied to draw meaningful inference.

Percentage analysis tool also has been used.

**REGRESSION ANALYSIS:**

The regression analysis is widely used for prediction and forecasting and it can be used to infer the causal relationship between dependent and independent variables.

**NULL HYPOTHESIS** : There is no significant relationship between the age and perception of employee present grievance handling is effective

**ALTERNATE HYPOTHESIS** : There is significant relationship between the age and perception of employee present grievance handling is effective

age	Strongly agree	neutral	disagree	Strongly disagree	total
	2	10	2	1	15
	2	10	1	1	15
above	1	15	1	1	18

Regression Statistics	
Multiple R	
Adjusted R Square	
Standard Error	
Observations	

**INFERENCE:**

The data related to the employee perception of present grievance redressal is effective in the R K heavy engineering company. Here employee satisfaction of grievance is independent variable and age is dependent variable. Based on analysis the regression line fit is 1 from R square and it lies between -1 to +1. So the H<sub>0</sub> is rejected and H<sub>1</sub> is accepted and there is significant relationship between age and employee perception of present grievance redressal is effective

**FINDINGS**

- 94% respondents strongly agree that the company have committee to redress employee grievance.
- 80% respondents agree that they are very often being informed on what is being done about their grievance, committee members actively resolve the problem., They have agreed they are able to express their feeling without any bias
- 60% respondents agree that cordiality and co-operation facilitated through mutual discussion and conference
- 46% respondents agree that the mechanism being followed to resolve employee's grievance.
- 56% respondents strongly agree that regular follow up to ensure for the right decision has ended up in satisfaction.
- 62% respondents strongly agree that temporary relief provided until proper decision is made in the organization .
- 76% respondents agree that mostly economic related grievance raised in the organization
- 64% respondents agree that after settlement of grievance the management takes changes along with it and it will be supportive to employee.

**SUGGESTIONS**

It is clear from the findings that the company is having a satisfactorily redress also committee so the same can be maintained as there is no flaws in it. Frequent follow ups with permanent relief can be given to the employees so as to increase their confidence in working environment. Informal counseling helps to address and manage grievances in the workplace. Suggestion boxes can be installed which can bring the problem or conflict of interest to light.

**CONCLUSION:**

The study reveals that the Grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization.

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