

AN ANALYSIS AND FINDINGS ON GRIEVANCE HANDLING PROCEDURE

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ABSTRACT:

Issues of grievances are in general connected with dissatisfaction among workers which related to working condition, working environment confusions on provisions stated in company's policy and the breach of necessities in terms and conditions of employment stated in collective contract. This paper presents the analysis and findings of two cellular provider companies in terms of grievance handling procedures. Total 200 data were taken in this study for the findings and analysis of two cellular provider companies i.e. Idea and Airtel.

Keywords: *Complaint Procedure, Top Management, Human Resources Management, Grievance Handling, Cellular Provider.*

1. INTRODUCTION

Issues of grievances are normally associated with dissatisfaction among employees which related to working procedure, working facilities confusions on provisions stated in company's policy and the violation of provisions in terms and conditions of employment stated in collective agreement. Study made by Rollin son, has identified that complaints are quite common and only extends to taking-up a matter informally with a supervisor. As maintained by author, there are a number of decisions making points in the grievance handling process that potentially involve the supervisor [7, 18, 19].

2. BACKGROUND OF STUDY

Author identified that correlation coefficients showed strong relationship between attitude toward the grievance procedure and attitude of the supervisors. Scientist denotes that a high number of grievances in a unit or subunit can be indicative of many factors, including both effective and ineffective supervisory performance. Often in organizations, the grievance arises because of lack of clarity in the explicit company's rules. Some authors pointed out that too many grievances may indicate a problem but so may too few. According to them, a very low grievance rate may suggest a fear of filing a grievance, a belief that the grievance procedure is not effective or a belief that representation is not adequate [8,9, 18, 19].

3. GRIEVANCE HANDLING STYLES

Styles in handling employee's conflicts may give an impact in industrial relation culture. A unitary organization is more centralize. On the other hand, a bilateral organization which is more decentralizing may employ compromising, integrating or obliging styles when confronting with employee's grievances study has constructed independent scales to measure five styles in handling conflict namely integrating, obliging, compromising, dominating and avoiding [10, 18, 19].

3.1 Integrating Style

Integrating styles involves high concern for self as well as the other party involved in conflict. It is concerned with collaboration between parties (for example openness, exchange of information and examination of differences) to reach an acceptable solution to both parties. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insight, with the goal of resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem [11, 18, 19].

3.2 Obliging Style

Obliging styles involves low concern for self. Individual performing accommodating style neglects his or her own concerns to satisfy the concerns of the other person. In accommodating style, managers might take the form of selfless generosity or charity, obeying another person's needs and prefer to yield another's point of view [12, 18, 19].

3.3 Compromising Style

In compromising, this style involves moderate concern for self as well as the other party involved in conflict. It is associated with give-and-take or sharing whereby both parties give up something to make a mutually acceptable decision. Compromising style also refers to splitting the difference, exchanging concessions or seeking a quick middle-ground position [13, 18, 19].

3.4 Dominating Style

Dominating style involves high concern for self and low concern for the other party involved in the conflict. It has been identified with a win-lose orientation or with forcing behavior to win position. Researchers portrayed dominating style as power-oriented mode or competing style. A dominating manager always stands up with his or her rights, defending a position that his or her opinion is correct and simply trying to win [14, 18, 19].

3.5 Avoiding Style

Avoiding style is associated with low concern for self as well as for the other party involved in conflict. It has been associated with withdrawal, passing-the-buck, sidestepping or "see no evil, hear no evil, speak no evil" situations. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation [15, 18, 19].

3.6 Personality

Personality can be defined as the sum total of ways in which an individual reacts and interacts with others. To author personality represents those characteristics of the person that account for consistent patterns of feeling, thinking and behaving. Personality may represent a person's value judgment. Authors and Co-authors showed that manager's traits play a vital role in the process of

making decision. Individual's traits become fundamental in describing his personality which affects the consistency of patterns in the way individuals behave, feel and think [16-19].

4. ANALYSIS, FINDINGS AND DISCUSSION

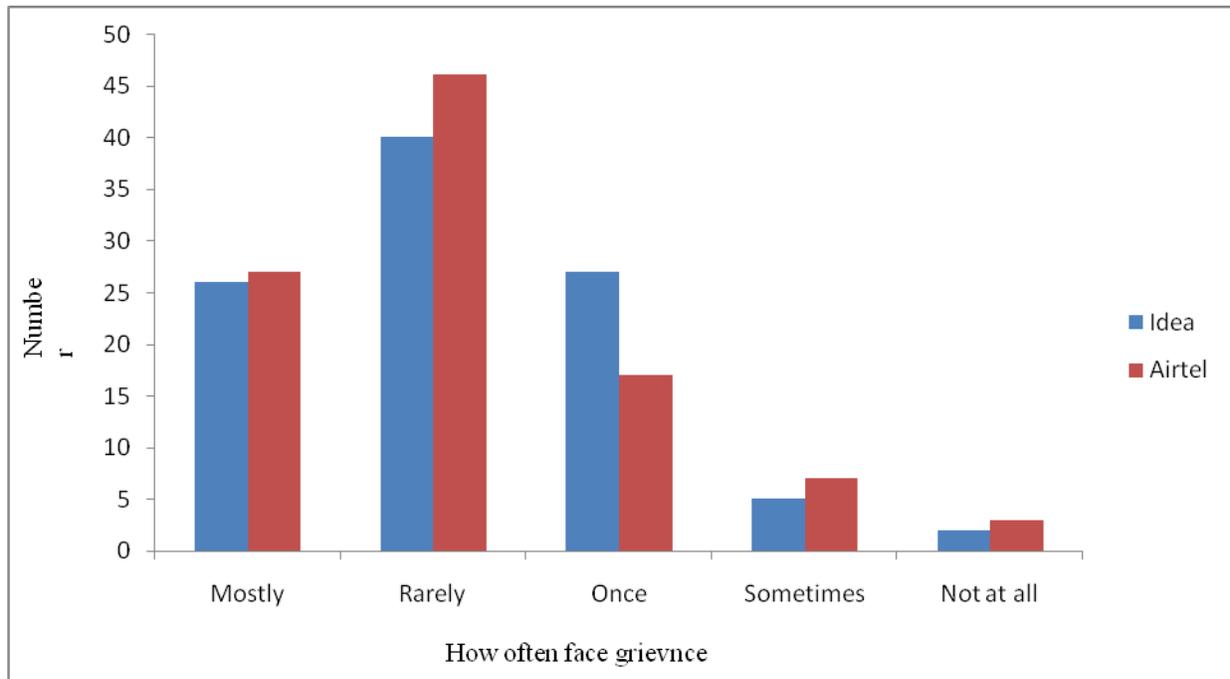
4.1 The Incidences of Grievances in the Selected Organizations

The data of stakeholders of two cellular companies facing grievances have been collected for analysis. Out of 100 stakeholders from Company Idea faces grievances as per description, but the facing of grievance at different levels are 26% were face mostly, 40% were rarely face grievance and 5% stakeholders were sometime faces grievance in the organization. In second cellular company i.e. Airtel, out of 100 stakeholders, 27% stakeholders have been face grievance mostly, 46% stakeholders faces grievance rarely, 17% stakeholders faced grievance once, and 7% stakeholders faced grievance sometimes and 3% stakeholders that not faced grievance at all, as represented and shown in Table 1 and Figure 1.

Table 1: The Incidences of Grievances in the Selected Organizations

| How often face Grievances | Stakeholders from Company Idea | | Stakeholders from Company Airtel | |
|---------------------------|--------------------------------|-----|----------------------------------|-----|
| | Number | % | Number | % |
| Mostly | 26 | 26 | 27 | 27 |
| Rarely | 40 | 40 | 46 | 46 |
| Once | 27 | 27 | 17 | 17 |
| Sometimes | 05 | 05 | 07 | 07 |
| Not at all | 02 | 06 | 03 | 03 |
| Total | 100 | 100 | 100 | 100 |

Figure 1 Incidences of Grievances in the Selected Organizations



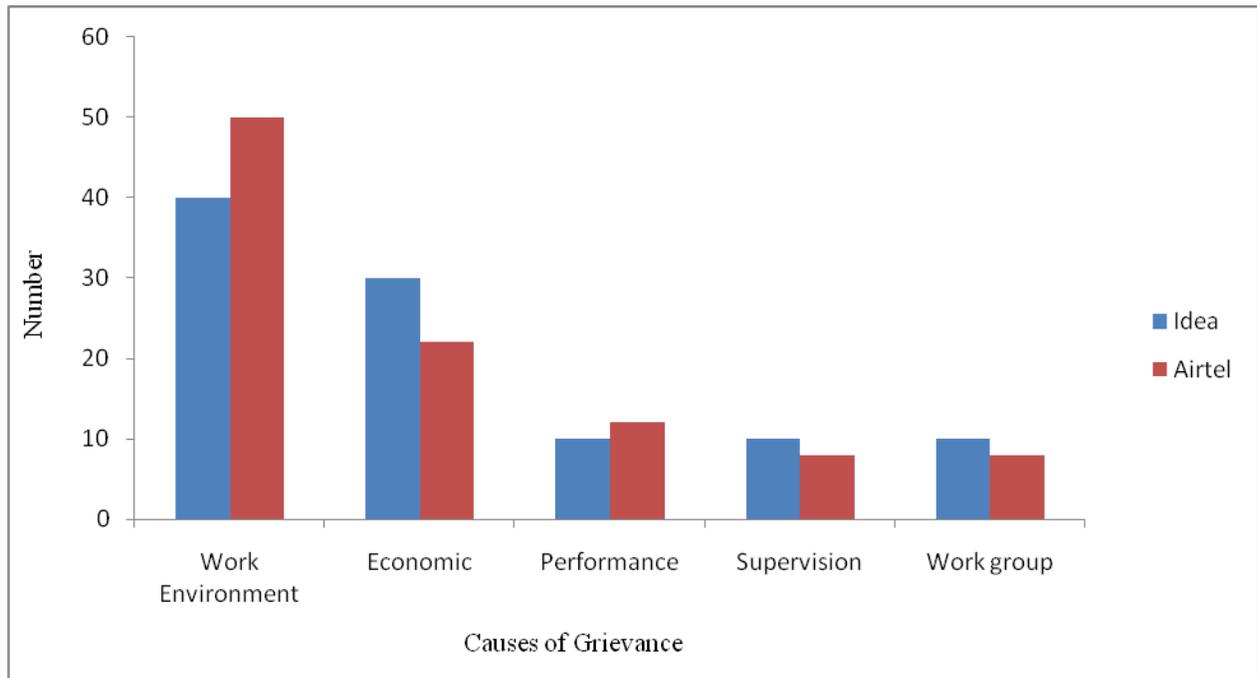
4.2 Causes of Grievance in the Selected Organizations

The data related to causes of grievances from two cellular companies have been collected and analyzed. Out of 100 stakeholders from Idea, 40% stakeholders have been given the causes of grievance were work Environment, 30% stakeholders causes were Economic i.e. salary, reward and incentives, 10% stakeholders were supervision and 10% stakeholders were Performance Appraisal process in the cellular company. In second cellular company i.e. Airtel, out of 100 stakeholders, 50% stakeholders have been raise that the causes of grievance in Airtel were Work Environment, 22% stakeholders have been raised Economic criteria i.e. salary, reward and incentives, 12% workers raised Performance Appraisal process and 8% workers responded in supervision, as represented and shown in Table 2 and Figure 2.

Table 2: Causes of Grievance in the Selected Organizations

| Causes of Grievances | Respondents from Company Idea | | Respondents from Company Airtel | |
|--|-------------------------------|-----|---------------------------------|-----|
| | Number | % | Number | % |
| Work Environment | 40 | 40 | 50 | 50 |
| Economic (salary, reward and incentives) | 30 | 30 | 22 | 22 |
| Performance Appraisal process | 10 | 10 | 12 | 12 |
| Supervision | 10 | 10 | 08 | 08 |
| Work group | 10 | 10 | 08 | 08 |
| Total | 100 | 100 | 100 | 100 |

Figure 2: Causes of Grievance in the Selected Organizations



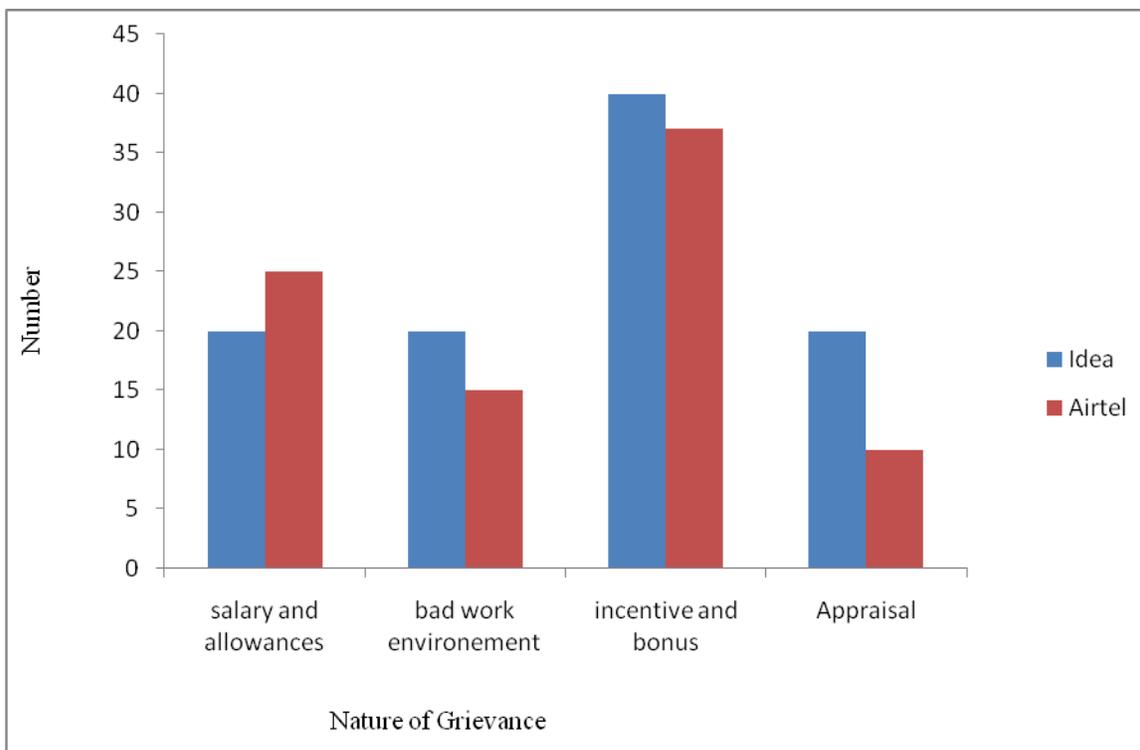
4.3 The Nature of Grievance in the Selected Organizations

Some of the stakeholders from two cellular companies raised the nature of grievances at Idea and Airtel. The workers and stakeholders out of 100 targeted from Idea have been responding as follows, 20% Bad working environment, 20% the big difference of salaries and allowances between higher management verses other management level, 20% performance appraisal process. (20%) While at second cellular company i.e. Airtel, workers and stakeholders out of 100 were mentioned that, 25% stakeholders raised the issue of big difference of salaries and allowance, 15% stakeholders raised the issue of Bad working environment, as represented and shown in Table 3 and Figure 3.

Table 3: The Nature of Grievance in the Selected Organizations

| Nature of Grievance | Stakeholders from Company Idea | | Stakeholders from Company Airtel | |
|---|--------------------------------|-----|----------------------------------|-----|
| | Number | % | Number | % |
| Big difference of salaries and allowances | 20 | 20 | 25 | 25 |
| Bad Work Environment | 20 | 20 | 15 | 15 |
| Incentives and Bonus | 40 | 40 | 37 | 37 |
| Performance Appraisal process | 20 | 20 | 23 | 23 |
| Total | 100 | 100 | 60 | 100 |

Figure 3: The Nature of Grievance in the Selected Organizations



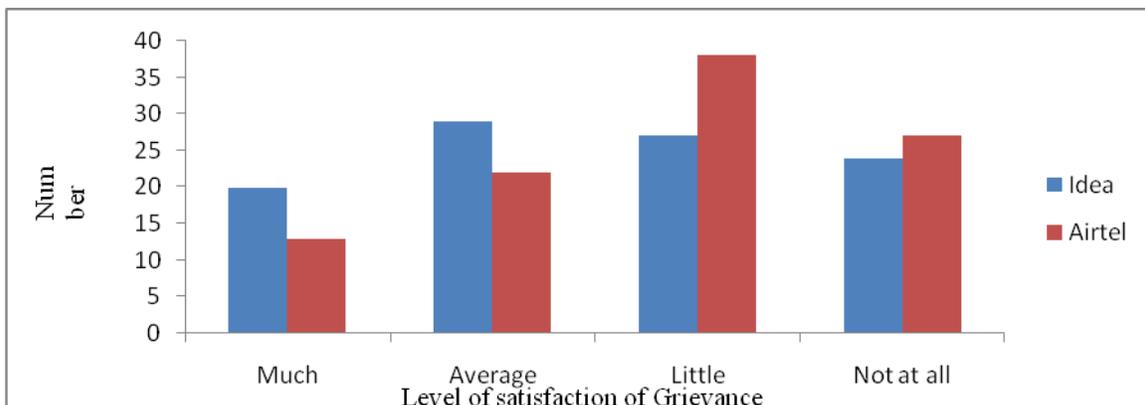
4.4 The Level of Satisfaction In The Employees For Grievance Management Policy

Some of the stakeholders from two cellular companies raised the issue of Level of Satisfaction in the employees for Grievance Management policy. The stakeholders from the company Idea has been responding as follows: Level of Satisfaction of Grievance The only 20% are much, 29% average, 13% Little and 24% Not at all while second cellular company i.e. Airtel has been responding as 13% are much, 22% average, 38% Little and 27% Not at all as represented and shown in Table 4 and Figure 4.

Table 4: The Level of Satisfaction In The Employees For Grievance Management Policy

| Level of Satisfaction of Grievance | Stakeholders from Company Idea | | Stakeholders from Company Airtel | |
|------------------------------------|--------------------------------|-----|----------------------------------|-----|
| | Number | % | Number | % |
| Much | 20 | 20 | 13 | 13 |
| Average | 29 | 29 | 22 | 22 |
| Little | 27 | 27 | 38 | 38 |
| Not at all | 24 | 24 | 27 | 27 |
| Total | 100 | 100 | 100 | 100 |

Figure 4: The Level of Satisfaction In The Employees For Grievance Management Policy



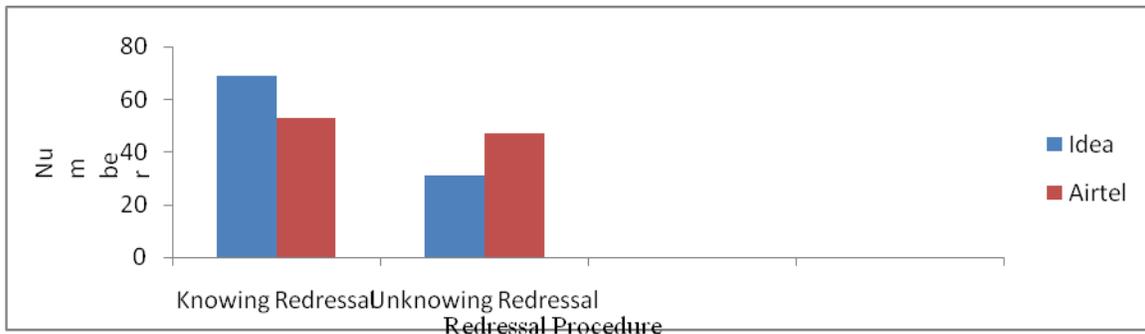
4.5 Workers Knowledge on the Grievance Redressal Procedure

Stakeholders and employees from two cellular companies mentioned reported that 69% employees from Idea knowing the grievance redressal procedure while 53% employees from Airtel knowing the grievance redressal procedure. In respect of not knowing the grievance redressal procedure in these cellular companies are 31% from Idea while 47% from Airtel has been reported out 100 employees and stakeholders for each cellular company as represented and shown in Table 5 and Figure 5.

Table 5: Workers Knowledge on the Grievance Redressal Procedure

| Grievance Redressal Procedure | Stakeholders from Company Idea | | Stakeholders from Company Airtel | |
|---|--------------------------------|-----|----------------------------------|-----|
| | Number | % | Number | % |
| Knowing the grievance redressal procedure | 69 | 69 | 53 | 53 |
| Not knowing the grievance redressal procedure | 31 | 31 | 47 | 47 |
| Total | 100 | 100 | 100 | 100 |

Figure 5: Workers Knowledge on the Grievance Redressal Procedure



5. CONCLUSION

This paper shows the finding and analysis of grievance handling procedures in two cellular provider companies i.e. Idea and Airtel. Total 200 data considered for the study. The study reveals that the grievance handling is necessary for better productivity of the organization. The comparative result shows the grievance handling procedure of two cellular provider organizations.

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