

**A STUDY ON GRIEVANCE HANDLING IN RAMCO CEMENTS LIMITED
GOVINHAPURAM WORKS AT ARIYALUR**

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ABSTRACT

Grievance refers to any dissatisfaction or sense of injustice which is felt by an employee in reference to his/her pay, working conditions, leave, recoveries of dues or other aspects of employment. Grievances handling is important a part of any company. It helps to unravel the matter of an employee who is trouble and needs some kind help. The sample respondents are used for collecting the information is merely 125 employees within the total population of the organization. The majority of the respondents said redressal of employee's grievances makes job satisfaction.

Keywords: Grievance, Job satisfaction, Employment, Redressal, Recovery.

INTRODUCTION

Grievance refers to any dissatisfaction or sense of injustice which is felt by an employee in reference to his/her pay, working conditions, leave, recoveries of dues or other aspects of employment. Broadly, "A grievance is any dissatisfaction that adversely affects organisational relations and productivity". Grievance may sometimes be expressed and sometimes not. Even sometimes, it's going to not be valid also. The grievance arises when the worker feels that something's happening or getting to happen unfair and unjust to him/her within the organization.

Complaints affecting one or more individual works in respect of their wage payments, overtime, leave, transfer, promotions, seniority, work assignment, and discharge would constitute grievance. Where the points at dispute are general applicability or considerable magnitude, they're going to fall outside the scope of this procedure. However, some sort of grievance could also be beneficial for the organizations, because it direct the eye of management towards improving the working conditions, incentive plans, leave plans etc.

MEANING OF GRIEVANCE

Personnel experts, however, have attempted to differentiate between dissatisfaction, complaint, and grievance. Generally speaking, dissatisfaction is any state or feeling of dissatisfaction which is orally made known by one employee to a different is understood as complaint. A complaint becomes a grievance when this dissatisfaction, which is typically related to work, is delivered to the notice of the management.

DEFINITION OF GRIEVANCES

Dale yoder, define it as, a written complaint filed by an employee and claiming unfair treatment. Keith Davis , on other hand , defines it as any real or imagined feeling of private injustice which an employee has concerning his employment relationship.

The International Labour Organisation defines a grievance as, a complaint of one or more workers in respect of wages, allowances, conditions of labor and interpretation of service stipulations , covering such areas as overtime , leave, transfer, promotion, seniority, job assignment and termination of service”.

STATEMENT OF THE PROBLEM

The employees are the foremost expensive also because the most vital resources in any organization, it might be to the simplest advantage of both employer and employee to make sure the latter’s satisfaction, performance. this will be attained and be made possible only the management has provided healthy climate for individual growth and develop within the company. There should be an honest a relationship between employer and employees. Employee grievances are common in most of the companies. Grievances handling is important a part of any company. It helps to unravel the matter of an employee who is trouble and needs some kind help. The Ramcocements ,Govindhapuram, Ariyalur also facing an equivalent problem.

NEED OF THE STUDY

Without an analysis of their nature and pattern, the explanation for employee dissatisfaction can't be removed. The personnel administrator of an organisation should enter to details of the grievances and determine the simplest possible methods of settling them. He should help the highest management and line managers, particularly foremen and supervisors, within the formulation and implementation of the policies, programmes and procedures which might best enable them to handle employee grievances. This study is meant to understand and to know the worker grievance

handling procedure within the organization.

OBJECTIVES OF THE STUDY

To know the grievance of employees within the organization.

To study the grievance handling procedure within the Ramco Cements ltd

To study the perception of workers towards the prevailing grievance handling procedure.

To know the satisfaction level towards the grievance handling procedure of the organization

SCOPE OF THE STUDY

The study focuses on understanding the satisfaction of employees towards the grievance Redressal procedure within the organization and its effectiveness by considering various factors like employee awareness about the grievance system , management's efficiency in handling employees conflicts. These help a harmonious relationship towards employers and employees.

AREA OF THE STUDY

The area of the study on 'Grievance Handling' at The Ramco Cements Ltd, Govindhapuram works, Ariyalur.

PERIOD OF THE STUDY

The period of the study is covered for 4 months from Dec 2019 to March 2020.

METHODOLOGY OF THE STUDY

RESEARCH DESIGN

The research design states the conceptual structure within which research was conducted. It's a thought for study that's used to confirm that each one relevant data are collected within the foremost economic way. The research design gives the accuracy within the data collected. Descriptive research is getting used within the study.

SAMPLING TECHNIQUE

Convenient sampling method is adopted for selecting the sample.

SAMPLE SIZE

The sample respondents are used for collecting the information is merely 125 employees within the total population of the organization.

SOURCE OF DATA

The look for answers for the research questions is known as collection of data . Data are the facts, figures et al. relevant materials past and present serving as base for

study and analysis. the information is collected from both primary and secondary source.

A)Primary data

Primary data is gathered for the primary time for the precise purpose or specific research process. the traditional procedure for obtaining primary data is to interview some people individually. the tactic used for collecting the info for my study is Questionnaire method , interview and observation method.

B)Secondary data

Secondary data are the data that are already been collected by somebody else and which already been skilled statistical process. This sort of knowledge is named secondary data.

The secondary data has been collected through following:

Books and journals concerning the subject

Record of the corporate

Internet

The conclusions are supported the idea that the answers given by the workers are true and adequate.

LIMITATION OF THE STUDY

The time provided for the study was very limited.

It wasn't possible to review thorough .

The research study is restricted to a little sample size.

The entire population of the factory wasn't interviewed because of time constraints.

The conclusions are supported the idea that the answers given by the workers are true and adequate.

ANALYSIS AND INTERPRETATION

TABLE NO.1

CLASSIFICATION ON THE BASIS OF AGE

Age in years	No. of. respondents	% of the respondents
20-25 Years	25	20%
25-30 Years	25	20%
30-35 Years	40	32%
35 Years and above	35	28%

Total	125	100%
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Source: Primary Data

Interpretation:

The above table reveals that the majority of the respondents (32%) belongs to the age group of 30-35years, 28% of the respondents belongs to the age group between 35 and above, 20% of the respondents belongs to the age group between 20-25 years, and 20% of the respondents belongs to the age group between 25-30 years.

TABLE No.2

CLASSIFICATION ON THE BASIS OF EDUCATIONAL QUALIFICATION

Particulars	No. of respondents	% of respondents
HSC	10	8%
ITI /Diploma	50	40%
UG	40	32%
PG	25	20%
Total	125	100%

Source: Primary Data

Interpretation:

The above table reveals that the majority of the respondents (42%) belongs to the educational qualification of ITI /Diploma, 32% of the respondents belongs to the educational qualification of UG, 20% of the respondents belongs to the educational qualification of PG, and 8% of the respondents belongs to the educational qualification of HSC.

TABLE NO. 3

CLASSIFICATION ON THE BASIS OF WORKING EXPERIENCE

Particulars	No. of respondents	% of respondents
Less than one year	10	8
1-3 years	28	22%
3-5 years	32	26%
5years and above	55	44%
Total	125	100%

Source: Primary Data

Interpretation:

The above table, shows that the majority of the respondents (44%) belongs to the length of service group between 5 years and above, 26% of the respondents belongs to the length of service group between 3-5 years, 22% of the respondents belongs to the length of

service group between 1-3 years, and 8% of the respondents belongs to the length of service group between less than one year.

TABLE NO.4

CLASSIFICATION ON THE BASIS OF THEIR DESIGNATION

Particulars	No. of. respondents	% of respondents
Worker	60	48%
Staff	40	32%
Officer	25	20%
Total	125	100%

Source: Primary Data

Interpretation:

The above table indicates that 48% of the respondents are Workers, followed by 32% of the respondents are staff, 20% of the respondents are the officers.

TABLE NO.5

Opinion of existence of grievance due to work load in the organization

Particulars	No. of. Respondents	% Of Respondents
Strongly Agree	0	0%
Agree	5	4%
Neutral	40	32%
Strongly Disagree	35	28%
Disagree	45	36%
Total	125	100%

Source: Primary Data

Interpretation:

The table no. 4.1.5 indicates that out of 125 respondents, 4% of the employees agree that grievance occurs due to work load, whereas, 32% of the employees are neutral in their opinion. 28% of the employees disagree that grievance occurs due to work load and, 36% of the employees strongly disagree that grievance occurs due to work load.

TABLE NO.6

Opinion of grievance due to work group in the organization

Particulars	No. of. Respondents	% of Respondents
Strongly Agree	5	4%

Agree	10	8%
Neutral	45	36%
Disagree	35	28%
Strongly disagree	30	24%
Total	125	100%

Sources: Primary Data

Interpretation:

The above table, exhibits that out of 125 respondents, 4% of the employees said that they are not happy with their work group, 8% of the employees are Agree in their opinion, 36% of the employees are neutral in their opinion, 28% of the employees are happy with their work group and remaining 24% of the employees highly satisfied with their work group.

TABLE NO.7

OPINION OF GRIEVANCE DUE TO WAGES AND SALARY

Particulars	No. of. Respondents	% of Respondents
Strongly Agree	Nil	Nil
Agree	Nil	Nil
Neutral	10	8%
Disagree	70	56%
Strongly disagree	45	36%
Total	125	100%

Source: Primary Data

Interpretation:

The above table, it clear that out of 125 respondents, 8% of the employees neutral in their opinion, 56% of the employees disagree and said that they are happy with the salary, remaining 36% of the employees are strongly disagree that they are happy with the salary.

TABLE NO.8

OPINION OF REDRESSAL PROCEDURE

Particulars	No. of. Respondents	% of Respondents
Yes	120	96%
No	5	4%
Total	125	100%

Source: Primary Data

Interpretation:

The above table, clears that opinion of redressal procedure, Out of 125 respondents, 96% of respondents known about the redressal procedure in the organisation and the remaining 4% of the respondents are don't know about the redressal procedure followed in the organization.

TABLE 4.1.9

Opinion of satisfaction level of employees towards management decisions

Particulars	No. of Respondents	% of Respondents
Strongly Agree	50	40%
Agree	50	40%
Neutral	20	16%
Disagree	5	4%
Strongly Disagree	Nil	Nil
Total	125	100%

Source: Primary Data

Interpretation:

The above table, it is found that 40% of the employees are highly satisfied of the decisions, 40% of the employees are satisfied with the decisions, 16% of the employees neutral with their opinion, 4% of the employees are not satisfied with the decisions taken by the management.

TABLE NO.10

Opinion about the meeting higher authorities for their grievances

Particulars	No. of Respondents	% Of Respondents
Yes	120	96%
No	5	4%
Total	125	100%

Source: Primary Data

Interpretation:

The above table, Analysed that opportunity is given to the employees to go to the higher authority for their grievances. Out of 125 respondents, 96% respondents said yes and remaining 4% of respondents said they are not able to take their grievances to the higher authority.

TABLE NO.11

Opinion about the sharing / reporting grievances

Particulars	No. of Respondents	% of Respondents
Superior	35	28%

Colleagues	20	16%
Function Head	30	24%
Head of the department	40	32%
Total	125	100%

Source: Primary Data

Interpretation:

The above table exhibits that out of 125 respondents, 16% of the employees are sharing the grievances to colleagues, 24% of employees sharing the grievances to superior, 28% of the employees are sharing the grievances to the function head, and 32% of the employees are sharing the grievances to the head of the department.

TABLE NO.12

Opinion about the time taken for the superior on a complaint

Particulars	No. of Respondents	% of Respondents
2 weeks	75	60%
6 weeks	20	16%
Indefinite	Nil	Nil
Depends upon level	30	24%
Total	125	100%

Source: Primary Data

Interpretation:

The above table indicates that, time taken for the superior on a complaint. The Majority (60%) of the respondents are strongly agree that the superior takes two weeks for solving the grievances, 16% of the respondents are says that the superior takes 6 weeks for solving the grievances, and 30% of the respondents are agree it depends upon a level.

TABLE NO.13

Opinion about the present grievance handling policy

Particulars	No. of Respondents	% of Respondents
Strongly agree	45	36%
Agree	55	44%
Neutral	20	16%
Disagree	5	4%
Strongly disagree	Nil	Nil
Total	125	100%

Source: Primary Data

Interpretation:

The above table predicts that , the majority (44%) of employees are agree and said that present grievance handling policy of the organisation is effective, 36% of the employees are strongly agreed that present grievance handling policy is effective, 16% of the employees are neutral in their opinion, and 4% of the employees are disagree and said that the present grievance handling policy is not effective.

TABLE 4.1.14

Classification of facing grievances in the organization

Particulars	No. of. Respondents	% of Respondents
Mostly	15	12%
Rarely	40	32%
Sometimes	60	48%
Not at all	10	8%
Total	125	100%

Source: Primary Data

Interpretation:

The above table indicates that 12% of the respondents are said that they are mostly facing the grievances,32% of the respondents are facing grievances in rarely, 48% of the respondents are facing grievances in sometimes, and 8% of the respondents are no grievances in the organization.

TABLE 4.1.15

Opinion of the workload changed during last three year

Particulars	No. of. Respondents	% of the Respondents
Workload has decreased	70	56%
Remaining the same	50	40%
Worked increased	5	4%
Total	125	100%

Source: Primary Data

Interpretation:

The above table reveals that, the majority (70%) of the respondents are said that during last three years the workload has been decreased, 50% of the respondents are said that remaining the same, 5% of the respondents are said that the workload has been increased.

FINDINGS:

- 32% of the respondents belong to the category of age – 30 to 35 years and 20% of the respondents belong to the category of age – 25 to 30.
- 40% of the respondents having the ITI qualification .
- 44% of respondents associated with the organization for above 5 years
- It is observed from the study that the employee grievance in the organization is solved by the immediate supervisor of the employee and it goes to top management in hierarchy.
- 48% of the respondents are the workers, 32% of the respondents are the staff and 20% of the respondents are the officers.
- 50% of the employees are satisfied with the work environment.
- 32% of the respondents are strongly disagree the existence of grievance due to work load.
- 30% of the respondents are disagree the existence of grievance due to work group and 36% of the respondents are neutral in this cases.
- 92% of the respondents are highly satisfied their wages and salary.
- 96% of the respondents are agree the redressal procedure followed in their organization.
- 40% of the respondents are strongly agree that the decision taken by the top management is effective in grievance settlement.
- 96% of the respondents are highly satisfied for meeting the higher authorities regarding the grievance.
- 32% of the respondents are agree if they having any grievances they will sharing their the head of the department.
- 60% of the respondents are strongly agree the grievance settlement process has minimum 2weeks and 24% of the respondents are agreed that the process has depends upon the problem.
- 44% of the respondents are agreed that present grievance handling policy is effective.

- 53% of the respondents are said that sometimes they are facing the grievances.
- 70% of the respondents are said that the total workload has decreased during last three years.

SUGGESTION

The main aim in grievance management is to resolve subordinate's dissatisfaction and maintain harmonious working environment. To reach the circumstances, appropriate styles have to be selected to resolve different issue of grievance as every grievance has its own uniqueness.

A grievance redressal committee can be formed with representatives of employer and employee so that major issues can be sorted out in the initial stage itself.

The committee might be headed by the HR who always acts as a bridge between the management and the employee. So there won't be any biased situation.

A meeting can be organized with the committee members to hear the general grievances faced by the employees. This makes the grievances settle at the initial stage thereby any dispute in future can be avoided.

CONCLUSION:

The grievance redressal procedure is a problem solving, dispute settling machinery. It is a device by which grievances are effected considering various aspects and the nature of the grievances. This procedure is an important part of healthy industrial relations.

- In the Ramco Cements Limited, Govindhapuram, the employees files of grievances will go to the head of the department and then to higher authority. It was found from the study that the majority of the respondents are satisfied with redressal procedure. The organization established the redressal committee to run it more effective.
- Work environment of the organization is good. The majority of the respondents said redressal of employee's grievances makes job satisfaction. The majority of the respondents says that the existance of grievance due to work group. The majority of the employees are satisfied with their present grievance handling policy.

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