



A Study on Employee Grievance Mechanism in Automobile Industry

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ABSTRACT

A grievance denotes any discontentment or dissatisfaction in an employee arising out of anything related to the enterprise where he/she is working. It is a sort of complaint or discomfort which is faced by an employee who is working in a particular organization. To address grievances, employers typically implement a grievance procedure. A grievance procedure is a formal way for an employee to raise a problem or complaint to their employer. An effective grievance procedure provides employees with a mechanism to resolve issues of concern. An organization should concentrate on the harmony of employee that will maximize the productivity and performance of the employee. In order to maintain harmonious workspace relationship in an organization, they should maintain an active grievance handling system. This paper deals with the employee grievance mechanism which is referred to automobile industry.

Key words: Grievances, Automobile industry, Grievance mechanism, Employee, Relationship

INTRODUCTION

Organizations are a part of society and employee has certain expectations which must be fulfilled by the organization where he / she is working. Due to different social background and various psychological factors employees occasionally have to be uncomfortable or aggrieved about certain managerial decisions, practices or service conditions. In some cases, the employees have complaints against their employers, while in others it is the employers who have a grievance against their employees. For smooth selling of the organization, it is necessary to pay immediate attention on these grievances and complaints.

A grievance can be defined as an employee's dissatisfaction or feeling of personal injustice relating to his or her employment relationship. This feeling does not have to be expressed to become a grievance or neither does it have to be true or correct. A feeling that arises from imaginary conditions or from incorrect reasoning is still a grievance if it causes a feeling of injustice.

Problems may arise for anyone in a business regarding their work, working conditions or relationships with colleagues. Each one want their grievance to be addressed and resolved immediately. Before developing into major difficulties, resolvance of a problem is completely in the hands of the management's interest. Issues that may cause grievances include:

- Terms and conditions of employment
- Health and safety
- Work relations
- Bullying and harassment
- New working practices
- Working environment
- Organizational change
- Discrimination

Grievances may occur at all levels of seniority within a business. A majority of the industrial disputes that result in grave repercussions originate from minor grievances. If such grievances are settled amicably in time, many of the disputes could be prevented. It is the rationale of the mutual acceptability of the grievance procedure. Therefore, grievance procedure is expected to be effective tool in the tool kit of corporate managers handling manpower as well as human relations in the Indian industry.

REVIEW OF LITERATURE

Bean (1996) noted that issues of grievance results from employees been dissatisfaction with treatment meted out on them and also grievance results from employee's disagreement with their company's policy.

Effective handling of employee grievance is a vital role of the personnel managers in organizations today. **Danku, Apeteley, Aboagye and Benyebaar (2015)** contend that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management – labor relationships and negatively affect the productivity of the organization, therefore, must be tackled with all seriousness.

ACAS (2011) posit that managers try to reduce grievances and other challenges that do arise within an organization's workplace by utilizing laid down procedure. Management and immediate supervisors therefore have a serious role to play in effective management of employees' grievance.

Hardeman (2004) defines grievance procedure as a method through which employees make their voice known about management practices and/or decisions, in order to have them properly resolved.

Huselid (1995) defines Presence of grievance handling procedures will help the employees in addressing their issues and concerns and are important for sustaining high satisfaction high productivity of employees.

OBJECTIVES OF THE STUDY

- ❖ To identify the general factors influencing the employee's grievances.
- ❖ To determine the grievances of an employee.
- ❖ To analyse the employee grievance handling mechanism.
- ❖ To know the issues that causes grievances.
- ❖ To bring out a model employee grievance mechanism.

METHODOLOGY OF STUDY

The research design adopted is descriptive. The secondary records were collected from specific sources. That includes the articles and websites.

GRIEVANCE MECHANISM

Grievance procedure is formal communication between an employee and the management designed for the settlement of a grievance. The grievance procedures differ from the organization to organization.

1. Open door policy
2. Step ladder policy

OPEN DOOR POLICY

Under this policy, the aggrieved employee is free to meet the top executives of the organization and get his grievances redressed. Such a policy works well only in small organizations. However, in bigger organizations, top management executives are usually busy with other concerned matters of the company. Moreover, it is believed that open door policy is suitable for executives, operational employees may feel shy to go to top management.

STEP LADDER POLICY

Under this policy, the aggrieved employee has to follow a step by step procedure for getting his grievance redressed. In this procedure, whenever an employee is confronted with a grievance, he presents his problem to his immediate supervisor. If the employee is not satisfied with superior's decision, then he discusses his grievance with the departmental head. The departmental head discusses the problem with joint grievance committees to find a solution. However, if the committee also fails to redress the grievance, then it may be referred to chief executive. If the chief executive also fails to redress the grievance, then such a grievance is referred to voluntary arbitration where the award of arbitrator is binding on both the parties.

The below grievance procedure specifies the details of all steps that is been followed while redressing grievances.

These steps are:

STEP 1: In the first step the grievance is to be submitted to departmental representative, who is a representative of management. He has to give his answer within 48 hours.

STEP 2: If the departmental representative fails to provide a solution, the aggrieved employee can take his grievance to head of the department, who has to give his decision within 3 days.

STEP 3: If the aggrieved employee is not satisfied with the decision of departmental head, he can take the grievance to grievance committee. The Grievance Committee makes recommendations to the manager within 7 days in the form of report. A final decision of the management on the report of Grievance Committee must be communicated to the aggrieved employee within 3 days of the receipt of report.

MODEL OF A GRIEVANCE MECHANISM



CONCLUSION

Employees are the most important asset in the organization. There should always be a good relationship between employer and employee. If employees are happy in the organization, then the organization can move towards success. Handling of grievance is one of the major challenging job for the organizations but prevention is always better than cure. Productivity and efficiency of an organization depends on its soft resource quality that is human resource. Employee will give their best effort when every genuine problem will be addressed by the employer. Grievance mechanism develops the trust of employees in the organization so there should proper mechanism to prevent or resolve the issues of individual or group of employees.

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