



A Study on Analysis of “Grievances Redressal Procedure” at India Pistons Limited

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ABSTRACT:

This study systematically analyzes and aims to improve the grievances redressal procedure within the organization, focusing on transparency, user-friendliness, and staff training. Findings from both quantitative and qualitative analyses reveal significant associations between various factors and grievance resolution outcomes across welfare, safety, settlement, and absenteeism grievances. Quantitative analysis highlights strong positive associations, while qualitative analysis provides nuanced insights into the relationships between communication/training effectiveness and employee satisfaction. Based on these findings, recommendations include enhancing transparency and user-friendliness in addressing welfare grievances, strengthening confidence in safety procedures, prioritizing settlement procedure improvement based on employee feedback perception, and ensuring clarity and consistency in absenteeism management policies. Implementing these strategies will not only enhance the grievances redressal procedure but also contribute to fostering a positive workplace culture.

INTRODUCTION:

A grievance redressal procedure is a crucial aspect of organizational management, aimed at addressing and resolving concerns, complaints, or disputes raised by employees within an organization.

This mechanism serves as a formalized structure to ensure that employee grievances are heard, evaluated, and resolved in a fair and timely manner. An effective grievance redressal procedure is essential for maintaining a positive work environment, promoting employee satisfaction, and fostering a healthy employer-employee relationship.

Safety Grievances (PPE): This segment emphasizes the importance of effective safety-related grievance redressal, particularly concerning the availability and proper utilization of Personal Protective Equipment (PPE). It explores the impact of safety grievances on organizational culture, morale, and compliance with safety standards.

Settlement Grievances (Clause 18-E): Addressing grievances arising from contractual complexities, especially those governed by Clause 18-E, is crucial. This part of the study delves into legal frameworks, contractual obligations, and strategies for fair and equitable resolutions.

Absenteeism Grievances: Investigating the root causes and consequences of absenteeism, this segment considers factors such as workplace stress, health concerns, and organizational culture. Practical strategies for effective absenteeism management, aiming to foster a healthier work-life balance, are discussed.

Welfare Grievances: A holistic approach to employee well-being is essential. This section scrutinizes welfare-related concerns, ranging from healthcare benefits to workplace amenities, and proposes strategies for enhancing employee support systems. It emphasizes creating a workplace environment that prioritizes employee needs and satisfaction.

By addressing these grievances effectively, organizations can foster a positive work environment, improve employee satisfaction, and enhance organizational success.

LITERATURE REVIEW

Zainol (2013) highlights the influence of training on the grievance handling styles adopted by department heads in a telecommunications company. The study emphasizes the importance of integrating styles through training to facilitate fair resolutions.

Sucharitha (2019) offers a methodical examination of grievance handling procedures, emphasizing employee awareness and clear communication to minimize workplace grievances and enhance productivity.

Taru's (2020) practical insights from an International Airport in Tiruchirappalli underscore the importance of effective communication and grievance redressal procedures in fostering a healthy employer-employee relationship.

Gomathi's (2014) examination of grievance management within a private company emphasizes systematic procedures and effective communication channels for efficient resolution.

Sharan (2016) identifies common factors contributing to workplace grievances and emphasizes the need for effective redressal mechanisms to address root causes.

Garima (2017) highlights the motivational aspect of grievance handling, emphasizing its role in preventing conflicts and maintaining employee motivation.

Ngetich's (2016) study focuses on the practical utilization of grievance handling procedures within organizations, emphasizing a step-ladder policy for fair resolution.

Objectives of the study:

Primary Objective:

To systematically analyze and improve the “**Grievances redressal procedure**”

Secondary Objective:

1. to analyze openness in the organization’s grievance redressal process
2. to study user-friendly access for seamless grievances submission and updates.
3. to analyze staff training programs to ensure effective grievance handling
4. to suggest systematic approach to measure and gather feedback for ongoing refinement

Limitations of the Study:

- Scope confined to employees with 10-25 years of tenure, potentially lacking universal applicability.
- External factors like organizational policy changes may affect generalizability.
- Resource limitations, including availability of senior executives, could impact comprehensive exploration.
- Temporal considerations focus on specific periods, potentially missing dynamic organizational issues.

Sample Selection Strategy:

- Allocating 100 respondents divided into four groups of 25 each for in-depth exploration of distinct major grievances.
- Enhances specificity and depth of understanding, allowing tailored analysis and comprehensive coverage of organizational challenges.

Research Methodology:

The current grievances redressal procedure within the organization lacks structure and transparency, hindering effective resolution and impacting workplace dynamics negatively. Communication barriers and a lack of user-friendly access complicate the submission and tracking of grievances. Inadequate staff training further exacerbates the issue. Additionally, the absence of systematic feedback mechanisms limits refinement efforts. Addressing these deficiencies through systematic analysis and improvement initiatives is crucial to enhance the grievances redressal procedure and foster a positive work environment.

India Pistons Ltd:

India Pistons Limited (widely known as IPL) established by the late visionary Mr. S. Anantha Ramakrishnan in 1949, is one of the oldest and largest producers of Pistons and allied components in India.

In its successful journey spanning over 5 decades, IPL has established world-class benchmarks of engineering excellence, robust adherence to quality-oriented processes, wide range of application-specific products, application of cutting-edge technologies and maintaining enduring customer relationships by consistently delivering value.

Products

Aluminum Gravity Die casting pistons Alfin Ring Carrier pistons for medium and heavy-duty diesel engines Cooling gallery pistons for CRDI Engines Aluminum Alloy Pistons for both Gasoline & Diesel Engines Large Bore Two Piece Pistons Piston Rings of alloyed cast iron with wear resistant Coating

- Rings
- Ring Carriers
- Gudgeon Pins
- Circlips
- Cylinder Liners
- Valves Gaskets
- Crankshaft

QUALITY

India Pistons as a company is firmly rooted on quality. Since the inception and throughout India Piston's growth cycle, quality has always remained at the fulcrum. The company was able to achieve consistent growth and industry leadership through its visionary and qualitative response to the changing consumer and market demands.

The quality system

- Professional project management mechanism designed to identify possible defects during the initial phases of development
- Suppliers are committed to stringent quality standards to ensure the company gets high quality raw materials and components

3.3 SWOT Analysis for India Piston Limited:

Strengths:

- Established Market Presence
- Robust Research and Development
- Skilled Workforce

Weaknesses:

- Dependency on Automotive Sector
- Limited International Presence
- Environmental Compliance Challenges

Opportunities:

- Diversification into Emerging Markets
- Green Technology Adoption
- Strategic Partnerships

Threats:

- Intense Global Competition
- Economic Volatility
- Technological Disruption

ANALYSIS AND INTERPRETAION OF THE DATA:

WELFARE GRIEVANCES

- Transparency of welfare-related grievance communication.
- Confidentiality of handling welfare concerns during grievance resolution.

CHI – SQUARE TEST

Observed Frequency

				Confidentiality		
Transparency	Position	Yrs. Of. Service	Not Confidential	Moderately Confidential	Highly Confidential	Total
Lacks Transparency	Executive	15-20	2	2	1	5
	SR. Executive	20-25				
Somewhat Transparent	Executive	10-15	3	5	4	12
	SR. Executive	15-20				
	Staff	20-25				
Fully Transparent	Executive	10-15	2	1	5	8
	SR. Executive	15-10				
	Staff	20-25				
Total			7	8	10	25

Expected Frequency

				Confidentiality		
Transparency	Position	Yrs. Of. Service	Not Confidential	Moderately Confidential	Highly Confidential	
Lacks Transparency	Executive	15-20	1.4	1.6	2	
	SR. Executive	20-25				
Somewhat Transparent	Executive	10-15	3.36	3.84	4.8	
	SR. Executive	15-20				
	Staff	20-25				
Fully Transparent	Executive	10-15	2.24	2.56	3.2	
	SR. Executive	15-10				
	Staff	20-25				

(O-E) ^2/E

Transparency	Position	Yrs. Of. Service	Not Confidential	Moderately Confidential	Highly Confidential
Lacks Transparency	Executive	15-20	0.257	0.1	0.5

	SR. Executive	20-25			
Somewhat Transparent	Executive	10-15	0.039	0.35	0.133
	SR. Executive	15-20			
	Staff	20-25			
Fully Transparent	Executive	10-15	0.071	0.951	1.012
	SR. Executive	15-10			
	Staff	20-25			

$$E=(O-E)^2/E$$

$$C.V = 3.413$$

Level of Significance = 0.05 or 5%

$$\text{Degree of Freedom} = (R-1) * (C-1)$$

$$= (3-1) * (3-1)$$

$$= 4$$

$$T.V = 9.49$$

Therefore $C.V < T.V = \text{Accept } H_0$

$$\rightarrow 3.413 < 9.49$$

Interpretation:

Analysis suggests that, based on the data collected, there is not enough evidence to support the hypothesis that the perceived transparency and confidentiality in addressing welfare-related grievances are significantly associated. The variables "**perceived transparency**" and "**confidentiality**" appear to be independent in the study.

∴ **Accept the Null Hypothesis**

SAFETY GRIEVANCES

- Satisfaction with PPE options for safety.
- Effectiveness of PPE communication and training.

PEARSON CORRELATION

Respondents	Unsatisfactory (2)	Acceptable (4)	Exceptional (19)
SR. Executive	-	-	2
Executive	1	3	11
Staff	1	1	6

Respondents	Poorly (3)	Adequately (9)	Excellently (13)
SR. Executive	-	2	-
Executive	1	5	9

Staff	2	2	4
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Here,

X = Effectiveness of communication and training on PPE

Y = Employees' satisfaction with the variety and quality of provided PPE options.

*Taken

TOTAL =>

X	Y	x	y	x ²	y ²	xy
3	3	0.32	0.6	0.1024	0.36	0.036864
3	1	0.32	-1.4	0.1024	1.96	0.200704
3	2	0.32	-0.4	0.1024	0.16	0.016384
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
2	3	-0.68	0.6	0.4624	0.36	0.166464
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
2	3	-0.68	0.6	0.4624	0.36	0.166464
3	2	0.32	-0.4	0.1024	0.16	0.016384
3	2	0.32	-0.4	0.1024	0.16	0.016384
2	1	-0.68	-1.4	0.4624	1.96	0.906304
3	2	0.32	-0.4	0.1024	0.16	0.016384
2	2	-0.68	-0.4	0.4624	0.16	0.073984
3	3	0.32	0.6	0.1024	0.36	0.036864
3	2	0.32	-0.4	0.1024	0.16	0.016384
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
3	3	0.32	0.6	0.1024	0.36	0.036864
3	2	0.32	-0.4	0.1024	0.16	0.016384
3	1	0.32	-1.4	0.1024	1.96	0.200704
1	2	-1.68	-0.4	2.8224	0.16	0.451584
1	2	-1.68	-0.4	2.8224	0.16	0.451584
2.68	2.4	0	0	9.44	12	3.1216

$$r = \frac{N \sum xy - \sum X \sum Y}{\sqrt{N \sum x^2 - (\sum X)^2} \sqrt{N \sum y^2 - (\sum Y)^2}}$$

$$= \frac{25 \cdot 3.1216 - 2.68 \cdot 2.4}{\sqrt{25 \cdot 9.44 - (2.68)^2} \sqrt{25 \cdot 12 - (2.4)^2}}$$

$$= \frac{78 - 0.1536 \cdot 17.32}{15.36 \cdot 17.32}$$

$$r = 0.2932$$

Interpretation:

Positive but Weak Relationship: The correlation coefficient ($r = 0.2932$) suggests a positive but weak relationship between PPE communication/training effectiveness and employees' satisfaction with provided options.

∴ **Accept the Alternative Hypothesis**

Findings:

Welfare Grievances:

- Majority perceive the grievance redressal procedure as transparent.
- Mixed feedback on user-friendliness and staff proficiency.

- Existing feedback mechanisms have potential for improvement.

Safety Grievances:

- Majority express concerns about PPE procedures.
- Diverse perceptions on promptness and equity.
- Varied opinions on clarity of reporting mechanisms.

Settlement Grievances:

- Predominantly positive sentiment towards settlement process.
- Strong awareness of assistance channels.

Absenteeism Grievances:

- Varied opinions on consequences for absenteeism-related issues.
- Majority perceive communication on policies as highly effective.
- Positive perception of policies accommodating genuine reasons.

Conclusion:

In conclusion, while the organization's grievance redressal process generally fares well, improvements are there in safety, welfare, and absenteeism concerns. Attention is required to enhance safety procedures, prioritize transparency and user-friendliness in welfare grievances, and ensure fairness and clarity in absenteeism policies. Streamlining settlement procedures and improving timeliness can further bolster overall satisfaction and foster a culture of trust and accountability.

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