

A Study on Leadership Style and Corporate Culture in the Impact of Employee Grievance Handling Procedure at Century Apparels, Tirupur

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ABSTRACT

This study is to examine the leadership styles and corporate culture in the impact of employee grievance handling procedure. The study is based on the factors such as Quick action, acknowledging grievance, gathering facts, examining the causes of grievance, decisioning, execution and review. The study employed a descriptive survey design. The study targeted a population of 150 respondents among employees of Century Apparels Pvt., Ltd., Tirupur. A structured questionnaire, survey and interview method were used to collect data. Descriptive statistics such as frequency and Chi-square were used to analyze data. Most of the respondents are male, and having an experience of more than three years. However these measures have to be appropriately modified to suit the needs of younger generation of employees.

Keywords: Quick action, acknowledging grievance, gathering facts, examining the causes of grievance, decisioning, execution and review.

INTRODUCTION

Every employee has certain expectations, which he thinks must be fulfilled by the organization he is working for. When the organization fails to do this he develops a feeling of dissatisfaction. When an employee feels something is unfair in the organization he is said to have a grievance.

An effective grievance procedure ensures an amiable work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers. It also helps the management to frame policies and procedures acceptable to the employees. It becomes an effective medium for the employees to express the feelings, discontent and dissatisfaction openly and formally.

Objectives of the Study

Primary Objective

To determine the Grievance Handling Procedures among the employees in **CENTURY APPARELS**

Secondary Objective

- To study the socio-economic status of the employees.
- To find out the need for a grievance redressal procedures.
- To analyze the effectiveness of the grievance redressal procedures in the organization.
- To identify the steps involved in solving Grievance redressal procedure.
- To suggest measures to overcome the problems.

Scope of the Study

The scope of the study is to observe the existing problems in the organization and to follow the necessary steps to overcome the grievance procedures in the organization. This study is also conducted to find out the work pattern and behavior of the respondents. It has been used to measure the intensity of grievance and subsequent stress among the respondents. It is also highly useful for designing a grievance management programme for the respondents in the organization. This analysis is done based on providing information after doing a thorough analysis to find out the exact situation existing in the organization. If the same can be implemented periodically by ascertaining various information about the grievances procedures required in the organization.

Limitations of Study

- 1) The limitation of time for the data collection is another problem faced by the researcher.
- 2) The study being sensitive in some aspects, the respondents showed natural biasedness in their responses.
- 3) This study covers a number of factors that are related with grievance procedures and importance of these factors cannot be found.

REVIEW OF LITERATURE

Kumar (1996) studied the “employee grievance” among 100 workers of the Southern Textiles Ltd., using an interview schedule. The factors of study are age marital status, working conditions, supervision, co-workers, remuneration etc.

Deepa (1999) studied the “Employee grievance handling procedure” among 100 workers of valves department of BHEL, Trichy. The factors of study includes age marital status, number of family members, number of earning members, work conditions, supervision.

Rensis and his colleagues (1998) studied about the “Organisational Climate” and have gathered data from different companies supporting the inferences that an organizational climate, low productivity, labor problem and quantitative evidences from this inference has been found both directly and indirectly.

RESEARCH METHODOLOGY

“The objective and systematic method of finding solution to a problem ie, systematic collection, recording, analyzing, interpretation and reporting of information about facts of a phenomenon under study”.

Research Design

The research design used in this study is descriptive research design. Descriptive research studies are those which are concerned with describing the characteristic of a particular group. The major purpose of descriptive research is description of the state of affairs as it exists at present.

Sampling Technique Used

Simple Random sampling method was used in the present study to collect the data. From the total of 750 Century Apparels (P) Ltd., 150 respondents were selected by random sampling method.

Method of Data Collection

The self prepared interviewer scheduler to find out the personal data of respondents to find out the grievance procedures involved in the organization.

Tools for Analysis

Simple percentage analysis and chi-square test has been used for the study.

Chi-Square

Chi-Square Test is an important test among the several tests of significance. Chi-Square is symbolically written as χ^2 (pronounced as Ki Square). It is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance.

Chi square test enables to explain whether or not two attributes are associated. Chi- square is calculated as follows,

$$\chi^2 = \sum \frac{(o_{ij} - E_{ij})^2}{E_{ij}}$$

Analysis and Interpretation

Table No. 1: Settlement of Grievances is conducted at the level of

Opinion	Number of Respondents	Percentage of Respondents
Through Supervisors	41	27
Through Personnel Department	61	41
Through Trade Union	27	18
Others	21	14
Total	150	100

Inference

It is clear from the above table that 41 percent of the respondents agree that the grievances conducted at the level of personnel department, 27 percent of the respondents stated that the grievances are conducted at supervisory level, 18 percent of the respondents indicated that the grievances are settled at trade union level and the remaining 14 percent of the respondents reported that their grievances are settled through other sources i.e. political parties, direct settlement, etc..It was found that 41 percent of the respondents agree that the grievances conducted at the level of personnel department.

Settlement of Grievances is conducted at the level of

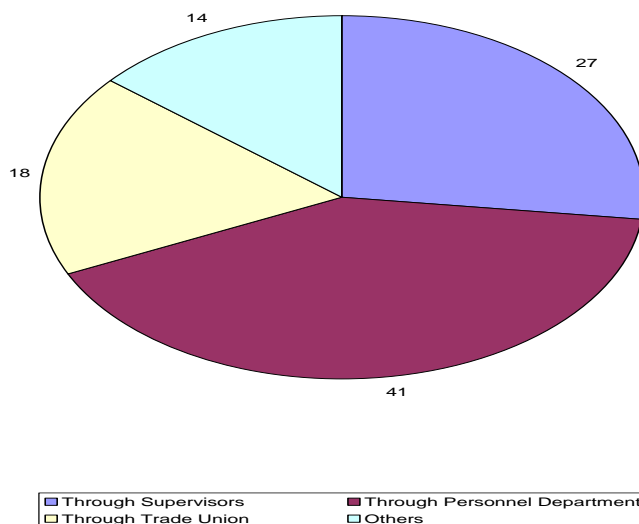


Table No. 2: Opinion of the respondents towards the management's grievance handling procedure

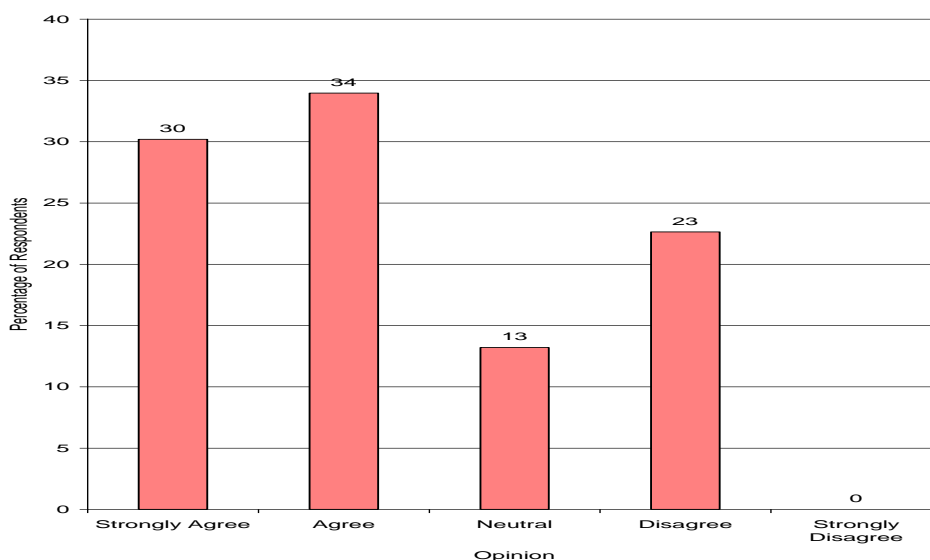
Opinion	Number of Respondents	Percentage of Respondents
Strongly Agree	48	30
Agree	54	34
Neutral	21	13
Disagree	36	23
Strongly Disagree	0	0
Total	150	100

Inference

It is evident from the above table that 34 percent of the respondents agree that the management do not become angry, belligerent or hostile during grievance handling procedures, 30 percent of the respondents strongly agree, 23 percent of the respondents disagree and the remaining 13 percent of the respondents had neutral opinion.

It was found that 34 percent of the respondents agree that the management do not become angry, belligerent or hostile during grievance handling procedures.

Opinion of the respondents towards the management's grievance handling procedure



Chi Square

H_0 : There is no significant relationship between the Department and opinion towards the adjustment problems with their Colleagues

H_1 : There is significant relationship between the Department and opinion towards the adjustment problems with their Colleagues

Relationship between the Department and opinion towards the adjustment problems with their Colleagues

Opinion towards the adjustment problems with their colleagues	Department			Total
	Weaving	Spinning	Mixing	
Strongly Agree	12	10	9	31
Disagree	45	23	31	99
Strongly Disagree	7	5	8	20
Total	64	38	48	150

Chi-Square Value: 1.83

Table Value: 9.488

Degree of Freedom: 4

Result: Not Significant

He result of the chi-square test reveals that the calculated chi-square value (1.83) is less than the table value (9.488) at 5% level and therefore, the relationship between the Department and opinion towards the adjustment problems with their Colleagues is not significant. Thus the hypothesis is that relationship between the Department and opinion towards the adjustment problems with their Colleagues does not hold good. Therefore the null hypothesis is accepted.

H_0 : There is no significant relationship between the Department and opinion towards the disciplinary rules

H_1 : There is significant relationship between the Department and opinion towards the disciplinary rules

Relationship between the Department and opinion towards the disciplinary rules

Department	Opinion towards disciplinary Rules		Total
	Yes	No	
Weaving	52	12	64
Spinning	31	7	38
Mixing	41	7	48
Total	124	26	150

Chi-Square Value: 0.374

Table Value: 9.488

Degree of Freedom: 4

Result: Not Significant

The result of the chi-square test reveals that the calculated chi-square value (0.374) is less than the table value (9.488) at 5% level and therefore, the relationship between the Department and opinion towards the disciplinary rules is not significant. Thus the hypothesis is that relationship between the Department and opinion towards the disciplinary rules does not hold good. Therefore the null hypothesis is accepted.

Findings

- 41 percent of the respondents agree that the grievances conducted at the level of personnel department
- 45 percent of the respondents agree that management provides opportunities to all parties to hear their complaints.
- As high as 51 percent of the respondents agree that the management try to look upon the problems on different angles for appropriate understanding.
- Half (50 percent) of the respondents agree that the management always focused on the subject of the grievance than concentrating on allied issues
- Most (67 percent) of the respondents agree that the supervisors follows favoritism.
- The hypothesis is that relationship between the Department and opinion towards the adjustment problems with their Colleagues does not hold good. Therefore the null hypothesis is accepted.
- The hypothesis is that relationship between the Department and opinion towards the disciplinary rules does not hold good. Therefore the null hypothesis is accepted.
- The hypothesis is that relationship between the Department and opinion towards the disciplinary rules holds good. Therefore the null hypothesis is rejected.

SUGGESTIONS

In the absence of grievance redressal procedure, an employee could either keep his dissatisfaction to himself or may try to share with his colleagues. If he has an opportunity to express his will automatically the frustration will be settled.

- During the times of settlement the satisfaction of the employee should be ultimate goal of any organization. To follow an effective settlement the company needs to keep a check on arbitrary actions during grievance procedures.
- It is suggested that a good grievance redressal may bring harmonious industrial relations as employee grievances are settled before they turn into industrial conflict.

CONCLUSION

- The employee with a grievance first approaches his supervisor/manager and conveys his problems, verbally. The grievance can be settled at this stage if the supervisor has the requisite people management and problem solving skills. If the employee is not satisfied with the settlement, the supervisor forwards this grievance to a higher-level manager or departmental head with a note mentioning the grievance of the employee and the failure in the first stage of redressal. The manager solving the grievance at this level may be a business manager, or superintendent or an industrial relations officer who checks the grievance and gives his verdict. The study concludes that this shall be kept intact to achieve the satisfaction level among employees and organization.

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