

## Grievance Redressal of Employees in Neyveli Lignite Corporation Limited (NLC) Neyveli, India

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**Abstract:** The employer and employee relationship is main factor for maintaining harmony and industrial relationship. The healthy relationship is main solution for industrial disputes and employee grievances. Grievances are expressed in working condition, management policy, alleged violation and personal maladjustment. These grievances are arising from employees. The management tries to solve the workers complaints and grievances for maintaining industrial peace and improve efficiency and productivity of workers.

**Key words:** Employee, factors of grievance, handling machinery of grievance, efficiency, India

### INTRODUCTION

Grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of management (Jucious, 1963). A grievance arises only when an employee feels that working conditions, management policy, alleged violation of and personal maladjustment. In Indian industry, managers can know and understand with the help of:

- Exit interview; an interview of every employee who quits the organization can reveal employees grievances
- Opinion survey; a survey may be conducted to elicit the opinions of employees regarding the organization and its management
- Gripe boxes; employees can drop their anonymous complaints
- Open door policy; employees to informally drop in the manager's room any time talk over their grievances (Armstrong, 2003)

The prime objective of the grievances redressal procedure is to promote practices and procedures which would ensure creation and substance of healthy employer-employee relationship expeditious settlement of genuine grievances of employee, so as to increase satisfaction on the job, refusing in improved productivity and efficiency of the industry. Besides, this it may result in strengthening the team spirit among all the members to perform in concert which is necessary to achieve the goals of industry (Dwivedi, 2002).

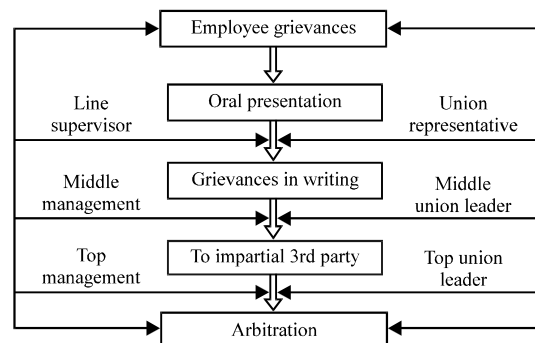


Fig. 1: The typical grievance redressal procedure

Every industry requires a permanent procedure for handling employee grievances. Grievances handling procedure is a formal process of settling grievances and it usually consists of number of steps arranged in hierarchy. A typical grievance redressal procedure is given in Fig. 1 (Gupta, 2009).

NLC, adequate attention has been paid to the settlement of grievances of employees in the way of directly meet the agreed employee:

- Handle every grievance of employees within the contractual time limits
- Examine the personal record of the aggrieved worker put all grievances in writing
- Gather all relevant facts about the grievances of employees
- Communicate to enforce the decisions
- Follow up action to determine its effect on the aggrieved employees (Bear, 1970)

**Profile of NLC:** Neyveli, home of the Neyveli Lignite Corporation (NLC) is India's energy-bridge to the 21st century and fulfillment of Pandit Nehru's vision incidently. Nehru and NLC share a common birthday (14.11.1956). Nehru launched the mining operations with his golden touch in May, 1957. Ever since, there has been to looking back. NLC has achieved objectives it has set for itself, fulfilling its corporate mission to be the leader in the industry. NLC has registered as a company on 14th November, 1956.

The NLC has been situated or located in Neyveli, Tamilnadu, India. It has 2 mines, the 3 Thermal Power Stations (TPS) and 1 fertilizer plant.

- Mine-1; started in 1957, its production 6.5 million ton of lignite per annum
- Mine-2; commenced in 1985, its production 10.5 million ton of lignite per annum
- TPS-1; started in 1962. It produces the power 600 MW
- TPS-2; commenced in 1986, it produces 1470 MW power
- TPS-3; launched in 1990, it produces 1500 MW power
- Fertilizer plant; it was started in 1966 and it produces 1, 52,000 ton of urea per annum

As per the report of the NLC, during the year 2013 there are 17593 employees are working in different cadre, out of these 2817 employees are female workers and rest are male workers. NLC has earned the rewards for its meticulous efforts and excellent performance.

**Scope of the study:** Grievance for the purpose of this scheme would only mean a grievance relating to any employee arising out of the implementation of the policies, rules, decisions of NLC. The grievances will include any matter relating to wage, salary payment, incentives, physical conditions of work place, leave, right production standards, failure to maintain proper discipline, poor relationship with the supervisor, central laws, excessive self esteem and impractical attitude to life.

**Research objectives:** To study and find out the grievances of employees and redressal mechanism in NLC to improve the productivity of employees in NLC.

- To identify grievances arising out of working conditions, management policy related to employees in NLC, India
- To examine grievances arising from alleged violation and personnel maladjustment in NLC, India
- To suggest accordingly to improve the productivity of employees through the machinery for redressal and settlement of grievances

## **MATERIALS AND METHODS**

The tool for generating responses was structured questionnaire consisting of 35 questions out of which 6 were framed to demographic as well as personal profile of the respondents while another 29 were framed regarding the grievances of employees and its redressal mechanism in NLC, India. In this study, 5 point scales has been used, ranging from strongly agree, agree, neutral, disagree and strongly disagree. Simple average method has been used to analyze the demographic variables. Weighted average method has been used to rank the causes of grievances of employees. Secondary data for the study have been collected from books, journals, magazines and internet. The primary information has collected from 525 employees, those who are working in NLC, India. The convenience sampling techniques have been used.

**Hypothesis:** The following hypothesis were framed and tested:

- The grievances do not affect the physical and mental health of workers in NLC
- The grievances affect the physical and mental health of workers in NLC

**Analysis of data:** In this part, collected information from the employees those who worked in NLC, India are presented and analyzed. This part discusses the results of the survey and interview responded by 525 respondents in the study.

**Demographic characteristics of employees:** Analysis of demographic characteristics of employees of NLC are important in the study of grievances as marital status, qualifications, experience and income status are directly connected with the impact of grievances and redressal mechanism. Table 1 shows demographic characteristics of employees NLC, India.

Table 1 shows that the majority of the employees were male (76.62%) and married (77.90%). Most of the employees were in the age group of 40-50 years (40.76%) and more number of employees were qualified degree holders in engineering technology. In the total population 525, there are 224 employees were having good experience in between 15 and 30 years and more number of employees were drawing the monthly income of Rs. 30,000-40,000 (31.81%).

**Working conditions related grievances:** Working conditions are important causes for arising the grievances among the employees, NLC, India. The working conditions causes such as poor work place, tight production schedule, non availability of machine tools

Table 1: Demographic characteristics of employees NLC

Factors	Categories	No. of employees	Percentage
Gender	Male	418	76.62
	Female	107	20.38
Total		525	100.00
Marital status	Married	409	77.90
	Unmarried	126	22.10
Total		525	100.00
Age	Between 20-30	115	21.90
	Between 30-40	133	25.34
	Between 40-50	214	40.76
	Between 50-60	63	12.00
Total		525	100.00
Qualifications	SSLC	32	6.10
	Diploma	76	14.48
	Degree	238	45.33
	Engineering/PG	110	20.95
	ITI	69	13.14
Total		525	100.00
Experience (years)	<5	88	16.76
	5-15	161	30.67
	15-30	224	42.67
	>30	52	9.90
Total		525	100.00
Monthly income (Rs.)	<20,000	87	16.57
	20,000-30,000	137	26.10
	30,000-40,000	167	31.81
	>40,000	134	25.52
Total		525	100.00
Primary data			

and equipments, poor maintenance, mismatch of job, poor industrial relations and unplanned schedule and procedure (Kapoor, 1997). The working conditions related grievances are depicted in Table 2.

Table 2 clearly shows that the poor industrial relationship between employer and employee is one of the causes for grievances of employees because there is no proper communication between them. And lack of workers participation in management activities. The tight production schedule is another one main causes for the grievances in NLC. The work pressure is mere and work assigned to the workers within limited time schedule.

Unplanned schedule and procedures, poor maintenance of work place are also creating the grievances in NLC. Machine and tools are not avail in the work place in the proportionate ratio of availability of the workers, therefore the grievances easily arised from the workers. The plant layout and faulty arrangement of material, improper conception of passage and overcrowding in work place are also main causes for the grievances of employees in the corporation.

The NLC consider the above causes related working condition in the work place and it takes redressal these machineries to avoid the grievance of employees in the corporation, these machineries are maintain the industrial relationship, meeting between employee and plant engineer and arbitration committee framed to solve the problems of employees.

**Grievances from management policy:** Management policy is, also another one important problem causes for

Table 2: Working conditions related grievances

Causes	SA	A	N	DA	SDA	Score	Rank
Poor work place	183	122	94	66	60	3.58	6
Tight production schedule	213	149	75	61	27	3.88	2
Non-availability of mach tools and equipment	191	131	85	63	55	3.65	5
Poor maintenance	209	140	81	69	26	3.83	4
Mismatch of job	173	118	96	73	65	3.50	7
Poor industrial relations	228	151	73	53	20	3.98	1
Unplanned schedules and Procedures	213	138	83	64	27	3.85	3

Table 3: Grievances from management policy

Causes	SA	A	N	DA	SDA	Score	Rank
Wage payment	198	93	85	61	88	3.48	2
OT and incentive scheme	185	86	81	81	92	3.36	6
Seniority	189	89	75	74	98	3.38	5
Promotion and demotion	195	98	89	82	61	3.54	1
Lack of opportunities for career growth	186	89	88	79	83	3.41	4
Penalty/punishment for misconduct	179	92	81	80	93	3.20	7
Hostility towards trade union	194	89	79	78	84	3.44	3
Primary data							

grievances among employees. Management policy such as wage payment, over time incentive scheme, seniority, promotion and demotion, lack of opportunities for career growth, penalties for misconduct leave and hostility towards trade union (Monappa, 1996). Management policy grievances of employees are presented in Table 3.

Table 3 is inferred that grievances from management policy of NLC, India. Most of the employees have strongly agreed upon promotion and demotion is main causes of grievances. The corporation has not followed the proper procedure of promotion system and it also punish the workers through demotion. The causal workers are suffered in different kinds of wage schedule framed by the management. Improper relationship between the management and trade union is also one of the main causes of grievances.

The management does not provide any opportunities, such as soft skills, personal abilities, abroad training and technical skill to develop the career of the employees. Therefore, the grievances may be arised in the work place. Based on unplanned work schedule, the management has assigned the overtime to the workers; it is one of the causes of creating the grievances in NLC. The management can punish the workers with penalty when they are doing mis-behaviour and attitude in the work place and also the management demotes the workers from their present position. Therefore, the workers can arise the problems in the work place.

The corporation may take some remedial measures to fulfill the needs of workers and to avoid the causes of grievances in such a way of increase wages and increase percentage of incentives.

**Grievances arising from alleged violation:** In NLC, India employee's grievances have been raised from alleged

Table 4: Grievances from alleged violation

Causes	SA	A	N	DA	SDA	Score	Rank
Collective bargaining	168	98	88	79	92	3.33	3
Corporation rules and regulations	176	88	85	82	94	3.32	4
Central Govt. laws	188	87	86	88	76	3.42	2
Management responsibilities	215	98	83	71	58	3.65	1

Table 5: Grievances from personal maladjustment

Causes	SA	A	N	DA	SDA	Score	Rank
Over ambition	193	89	72	75	96	3.40	1
Self esteem	188	85	89	71	92	3.39	2
Impractical attitude to life	178	93	86	80	88	3.37	3

Primary data

violation of collective bargaining, corporation rules and regulations, central government laws and management responsibilities (Pylee and George, 2007). Alleged violation related grievances of employees are exhibited in Table 4.

It is clearly known from Table 4 that the grievances from alleged violation related to grievances in the corporation. Management responsibility is the main causes to grievances of employees because the management did not take any care or responsibility for health and wealth of employees, therefore the employees can arise the grievances in the corporation. The central government implements the strict rules and regulations in NLC related to the working conditions and wage structure and the corporation rules and regulations are also affect the mind of workers. The management has left out the collective bargaining procedure but it takes any decision individually without consultation of the trade union and workers. These causes are creating the grievances in NLC.

The mention earlier causes of grievances are considered by the corporation and take redressal machinery to avoid and reduce the grievances of workers in the corporation and also mutually understand problems of workers mentally and adjust with them to smooth running of the corporation without painfully.

**Grievances arising out of personal maladjustment:**

Personal maladjustment is the main causes for arising the grievances of employees in NLC, India. Its causes are over ambition, self esteem and impractical attitude to life (Sarma, 2007). Table 5 shows that the personal maladjustment related grievances of employees.

Table 5 shows that the grievances from personnel maladjustment. In NLC, the employees are expecting more to attain their goal but the management has not fulfill their ambition and overtake them. So, the workers can arise the problems against the management. Self esteem and impractical attitude are also main causes for grievances of employee in the corporation when changes of working attitude and conditions in the society, the corporation can never change its attitude in work place, it is the main source for creating the grievances in the corporations.

Table 6: Impact of grievances of employees

Causes	SA	A	N	DA	SDA	Score	Rank
Working conditions	201	136	84	64	40	3.75	1
Management policy	189	91	83	76	86	3.42	3
Alleged violation	187	93	86	80	80	3.43	2
Personnel maladjustment	186	89	82	75	92	3.38	4

Primary data

Table 7: Z test for impact of grievances of employees

Physical and mental health of employees	Code (X)	Frequency (f)	fx	d	d <sup>2</sup>	fd <sup>2</sup>
SA	5	191	950	1.51	2.28	43.32
S	4	102	408	0.51	0.25	25.50
N	3	84	252	-0.49	0.24	20.16
DA	2	74	148	-1.49	2.22	164.28
SDA	1	75	75	-2.49	6.20	465.00
Total	-	525	1833	-	-	718.00

If the corporation may adjust with the personal ambitions of workers and their attitude life style, the workers can enjoying and properly do the work without harmful.

Impact of grievances of employees affects the work and their attitude. It may be expressed in the causes of grievances arising from working conditions, management policy, alleged violation and personal maladjustment.

Table 6 clearly exhibits that the impact of grievance of employees in NLC. Such as causes of working conditions are highly affect the workers job. Alleged violation is also most impact of the grievances of employees. Employee’s expectations are least impact of grievances of workers. The mention earlier main causes of grievances are affecting the physical and mental health of workers in their work place.

**Hypothesis testing:** The hypothesis formulated is tested as H<sub>0</sub>: The grievances do not affect the physical and mental health of employees in NLC (Table 7).

$$X = \frac{\sum fx}{N} = \frac{1833}{52} = 3.49$$

$$SD = \frac{\sqrt{\sum fd^2}}{N} = \frac{\sqrt{718.26}}{52} = 1.17$$

$$SE = \frac{S}{\sqrt{n}} = \frac{1.17}{\sqrt{525}} = 0.05$$

$$\mu = X \pm 1.96(SE) = 3.49 + 1.96(0.05) = 3.59$$

$$= 3.49 - 1.96(0.05) = 3.80$$

**RESULTS AND DISCUSSION**

At 95% confidence level, the population means fall between the range 3.59 and 3.80 any one of the boundaries chosen. The 1st boundary 3.59 is chosen as the population means:

Table 8: ANOVA of the causes of grievances of employees and their treatment

Causes	SS	df	MS	F
Between column	38950	C-1 5-1 = 4	38950/4 = 9737.50	9737.5/238.667 = 40.8
Between row	16	R-1 4-1 = 3	16/3 = 5.33	
Residual	2864	C X R = 4×3 = 12	2864/12 = 238.67	238.67/5.33 = 44.780
Total	41830	19		

$$Z = \frac{X - \mu}{SE} = \frac{3.49 - 3.59}{0.05} = -2$$

**Decision:** Since, the calculated Z score of -2 falls outside range of +1.96, the null hypothesis is rejected and the alternative hypothesis is accepted which states that the grievances of employees affect the physical and mental health of employees in NLC, India.

**ANOVA:** ANOVA is believed that 2 independent factors might have an effect on the response variable of interest; it is possible to design the best so that an ANOVA can be used to test for the effects of 2 factors simultaneously and researchers can test 2 sets of hypothesis with the same data at the same time.

**Hypothesis:** The calculated value of F is greater than the table value the null hypothesis ( $H_0$ ) is rejected, otherwise accepted (Table 8). ANOVA of the causes of grievances of employees and their treatment.  $H_0$ : There is no difference between the causes of grievances of employees and their treatment.

**Result 1:** Compare the treatment variance estimate with the residual variance estimate these  $F = 40.80$  with the table value of F for  $V_1 = 4$  and  $V_2 = 12$  at 5% significance level is 3.25. Here, the calculated value is more than the table value, hence the hypothesis is rejected. Researchers concluded that the treatment affects are differing significantly.

**Result 2:** Compare the causes of grievances of employees estimate with the residual variance estimate these  $F = 44.78\%$  with the table value of F for  $V_1 = 12$  and  $V_2 = 3$  at 5% level of significance 8.74. The calculated value is more than the table value. Therefore, hypothesis is rejected. Researchers conclude that the causes of grievances of employees are differ significantly.

### CONCLUSION

In this study, working conditions and management policy contribute major, causes for the grievances of employees in NLC. The hypothesis formulated and tested (Z and ANOVA test) for the impact of grievances of employees. It proved that the causes of grievances affect

the physical and mental health of employees. It is vital for the redressal machinery to reduce the grievances of workers such as poor maintenance, poor work place, tight production schedule, wage and incentive problems, penalties and punishment. The corporation focuses on improving the wage structure, maintain good industrial relationship, proper promotion method and growth of employees career. So, reduce the grievances of workers and improve their efficiency, ability and productivity.

### SUGGESTIONS

The corporation may meet the aggrieved employees directly and hearing their grievances for solves it:

- The NLC must take the steps to handle every grievance within the contractual time limits
- The corporation may ask the union representation to identify the specific rules/regulations allegedly violated by the management
- The NLC do not post-pone a grievance of employees
- The corporation may collect the grievances from employees in writing matter for taking the redressal machinery of grievances
- The NLC may impact the grievances of employees however relevant or irrelevant
- The corporation may be modifying the work environment based on the working conditions
- It takes to change mode of working for reduce the grievances of workers in their work place
- The corporation may rearrange the wage structure based on the life style of causal workers
- It should maintain proper methods of promotion and it may reduce the demotion method to avoid the grievances of employees
- It may take some redressal machinery to reduce to tight production schedule in work place
- The corporation must much more concentrate to maintain the good industrial relationship with the employees, it helps to reduce the grievances of workers
- Mostly, the corporation may assign the job to the employees based on their qualifications, skill and abilities
- It may avoid unplanned scheduled programme and procedure for maintain the smooth relationship with the workers

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