

## Effectiveness of Grievances Handling Procedure at Reliance Life Insurance Co. Ltd., Chennai: A Study

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**Abstract:** A grievance means any discontent or dissatisfaction whether expressed or not by the employees in the organization. Grievance may be valid or not, arising out of anything connected with the company than an employee thinks, believes or even feels is unfair, unjust or inequitable. Grievances are natural in any organization. The problems of the employees should be solved as early as possible otherwise they can create serious problems for the organization, the industry and society.

**Key words:** Work environment, change, supervision and awareness, inequitable, employees, believe

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### INTRODUCTION

The formal mechanism for dealing with such worker's dissatisfaction is called grievance procedure. All companies whether unionized or not should have established a known grievance methods of processing grievances. The primary value of grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon co-operation and productivity. A grievance procedure is necessary in large organization which has numerous personnel and many levels with the result that the manager is unable to keep a check on each individual or be involved in every aspect of working of the small organization.

#### **Grievances may occur due to a number of reasons**

**Economic:** Employees may demand for individual wage adjustments. They may feel that they are paid less when compared to others. For example, late bonus, payments, adjustments to overtime pay, perceived inequalities in treatment, claims for equal pay and appeals against performance- related pay awards.

**Work environment:** It may be undesirable or unsatisfactory conditions of work. For example, light, space, heat or poor physical conditions of workplace, defective tools and equipment, poor quality of material, unfair rules and lack of recognition.

**Supervision:** It may be objections to the general methods of supervision related to the attitudes of the supervisor towards the employee such as perceived notions of bias, favouritism, nepotism, caste affiliations and regional feelings.

**Organizational change:** Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.

**Employee relations:** Employees are unable to adjust with their colleagues, suffer from feelings of neglect and victimization and become an object of ridicule and humiliation or other inter- employee disputes.

**Miscellaneous:** These may be issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leaves, medical facilities, etc. Prabakaran *et al.* (2014) in their study proved working condition and management policy are the major reasons for the grievance of employee. The causes for the grievances were due to physiological and mental health of the employees.

Organizations are made up of people Simon and George (2013) functions through people without people organization cannot exist. The resource of men, money, materials and machinery are collected, coordinated and utilized through people in the organisation. It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goals.

Rigin and Geetharani (2013) in their study concluded organization must get grievances from employees through written report and it is an evidence for future. Organization must also provide awareness to the employees about committee meeting and suggestion box. Employees are highly affected by the contract made by

the employers for longer duration. Now a days most of the companies are instating on contract at the time of joining because of employees are quitting their job immediately after getting the training (Simon and Jensmon George, 2013). Here, the researcher focuses on the contract and its net results.

Nurse and Dwayne (2007) studied in detail the types and causes of grievances in Reliance Communication Limited. It is concluded, grievance handling styles are very important to remove the misunderstandings between employer and employee. For achieving this goal, an effective grievance procedure will certainly contribute to industrial peace and contended or happy labour.

Daud *et al.* (2001) discusses the styles in handling grievances among heads of department at a telecommunication headquarters and branches located in Peninsular Malaysia. The main objective is to investigate the style of managers which they are use in handling employee grievances. In this study, we find the integrating, compromising and dominating factors using factor analysis.

Bemmels and Foley (1996) concludes that research in grievance has got much improvement but remains quite inadequate. It is argued that theory in grievance research should advance at two levels one the comprehensive systems approach and the application of specific social science theories to narrow the aspects of the grievance process.

**Objectives of the study:** To study the awareness among employees on grievances procedure and attitudes of management. To study the relationship between grievance attitude and favourable understanding To study the relationship with supervisor and training given to employees

**MATERIALS AND METHODS**

It is a descriptive research where primary data is collected through questionnaire. The secondary data was collected from journals and internet. A convenient sampling technique is used to collect data. The sample size for this study is 300. A structure questionnaire is framed after discussion with the HR persons. Pilot study consisting of 30 respondents was done to refine the questions

**RESULTS AND DISCUSSION**

Table 1 shows, 44.34% of total population is of age group between 31-40, 20% is between 41-45, age group <25 and 26-30 shows more or less same percentage and age group 46-50 and more than 51 age group has least percentage. Table 2 shows, 58.67% of total

Table 1: Age

Age	No.	Percentage
<25	35	11.67
26-30	34	11.33
31-40	133	44.34
41-45	60	20.00
46-50	24	08.00
More than 51	14	04.66
<b>Total</b>	<b>300</b>	<b>100.00</b>

Table 2: Experience

Year	No.	Percentage
<5	176	58.67
6-10	96	32.00
11-15	12	04.00
16-20	5	01.67
21-25	2	00.66
More than 25	9	03.00
<b>Total</b>	<b>300</b>	<b>100.00</b>

Table 3: Income

Income	No.	Percentage
<10,000	156	52.00
10,000-15,000	43	14.34
15,000-20,000	51	17.00
20,000-25,000	30	10.00
More than 25,000	20	06.66
<b>Total</b>	<b>300</b>	<b>100.00</b>

Table 4: Designation

Designation	No.
Clerk	230
Executive	70
<b>Total</b>	<b>300</b>

Table 5: Grievance lead to better understanding

Level of satisfaction	No.	Percentage
Strongly agree	129	43.00
Agree	80	26.67
Neutral	39	13.00
Disagree	36	12.00
Strongly disagree	16	5.33
<b>Total</b>	<b>300</b>	<b>100.00</b>

Table 6: Awareness of grievances: grievance arises and relationship with supervisor

Level of satisfaction	No.	Percentage
Strongly agree	165	55.00
Agree	47	15.67
Neutral	24	8.00
Disagree	20	6.66
Strongly disagree	44	14.67
<b>Total</b>	<b>300</b>	<b>100.00</b>

Table 7: Training in handling grievance mechanism

Level of satisfaction	No.	Percentage
Strongly agree	66	22.00
Agree	64	21.33
Neutral	72	24.00
Disagree	45	15.00
Strongly disagree	53	17.67
<b>Total</b>	<b>300</b>	<b>100.00</b>

population is of age <5 years, 32% is between 6-10 years and the remaining age groups have single digit percentage. Table 3 and 4 shows, 52% of total population is of less than Rs.10,000 income, 17% is between

Table 8: Proper record maintenance of grievances

Level of satisfaction	No.	Percentage
Strongly agree	38	12.67
Agree	26	8.66
Neutral	115	38.33
Disagree	86	28.67
Strongly disagree	35	11.67
Total	300	100.00

Table 9: Grievance attitude towards management

Level of satisfaction	No.	Percentage
Strongly agree	169	56.34
Agree	45	15.00
Neutral	39	13.00
Disagree	36	12.00
Strongly disagree	11	3.66
Total	300	100.00

Rs.15,000-20,000, 14.34% is Rs.10,000-15,000, 10% is Rs. 20,000-25,000 and 6.66% is more than 25,000 income group. Table 5 shows 43% of total population is of strongly agree, 26.67% is agree, neutral and disagree percentage is more or less same and 5.33% is strongly disagree. Table 6 shows 55% of total population is of strongly agree, 15.67% is agree, neutral and disagree people is least percentage and 14.67% of people is strongly disagree. Table 7 shows, 24% of total population is of neutral, 22% is strongly agree, 21% is agree, 15% is disagree and 17.67% is strongly disagree. Table 8 shows 38.33% of population is neutral, 28.67% is disagree, 12.67% is strongly agree, 11.67% is strongly disagree and 8.66% is agree. Table 9 shows 56.34% of population is of strongly agree, agree and neutral percentage more or less same and disagree group is 3.66%.

**Chi-square test**

**Hypothesis:** No significant relationship between grievance attitude and favourable understanding:

- . Calculated value is 15.378
- . Table value is 9.488 @ 5% level of significance
- . df is 4

Since, the calculated value is greater than the table value hypothesis is rejected.

**Hypothesis:** No significant relationship with supervisor and training given to supervisor:

- . Calculated value is 22.9
- . Table value is 9.488 @ 5% level of significance
- . df is 4

Since, the calculated value is greater than the table value hypothesis is rejected.

**CONCLUSION**

The study reveals that the grievance handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made, so that, all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization.

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