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A STUDY ON EMPLOYEES GRIEVANCE MANAGEMENT PROCEDURE FOLLOWED IN BMTC, SOUTH DIVISION, BENGALURU

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ABSTRACT

The purpose of the study to understand the employee's grievance handling mechanism followed in BMTC, South Division. The study gives information on the grievance handling procedure followed in BMTC. It also includes information about the cause for the grievance in the organization. The study was conducted at BMTC, South Division, Bangalore. Primary data was obtained from employees with the help of structured questionnaire, which was handed over to 120 employees chosen randomly. The secondary data was collected through company records. Results of the study found that employees are facing grievance, which is economic in nature. It was also found that the existing grievance settlement mechanism is not much satisfactory to the employees. Suitable suggestions to overcome the employee's grievance were provided based on the results of the study.

KEYWORDS

employee's satisfaction, grievance mechanism.

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INTRODUCTION

Grievance can be defined as "a written complaint filed by an employee and claiming unfair treatment". The National Commission of Labor states that complaints affecting one or more individuals work in respect of their wage payments, overtime, leave, transfer, promotion, seniority, work assignment, and discharge will always constitute grievance. In business organizations where people work together for the purpose of achieving a common goal, distinction of opinion might occur. Dissatisfaction will also be seen when sure expectations, are not met within the activity. Dissatisfaction acts as a motive for grievance. Grievance could be against manager, against work load, one or more operating system and so on. Sadness, frustration and discontentment, inefficient work, less productivity would be the results of grievance.

REVIEW OF LITERATURE

Dr. G. Balamurugan, V. Shenbagapandian, in March 2016 made a study to identify common for grievances faced by employees in workplace and the mechanism used to solve the grievance. The study examined that the grievances were solved in a satisfactory way in the organization but the time span of solving the grievances must be improved.

Cristina BĂLĂNEASA, 2011 in her paper identified that it is not possible to create a working environment in which there are no complaints. Creating a environment like this depends on the ability to diagnose and correct possible causes of grievances before they become formal complaints.

Dr. S. Gomathi "A study on grievance management in improving employees performance in a private enterprises" September 2014, carried out research to understand the extent to which employees grievances are redressed. The results of the study indicated that employees were satisfied with the existing system of grievance management and were able to get their problem solved very quickly.

Dr. G. Karthi,(2017) in her paper has made an attempt to study and enhance the existing grievance system practiced in dairy industry. The study concluded that management should take some necessary steps to improve employee job satisfaction by reducing the grievances inside the organization.

Lydia Sylvia Danku, Adokou Faustin Apelety, Johnson Aboagye, Cletus Benyebaar,(2015), carried out the research to assess the level of knowledge in service employees with respect to educational institutions concerning discipline and grievance handling procedure. Results indicated that educational service employees had adequate knowledge on the disciplinary actions for service offences.

Njiraini, A. Gachunga, H (2015) conducted a survey to establish the effects of grievance handling mechanism on conflict management with special reference to Kenya National Union of Teacher. The study concluded that grievance handling mechanisms plays an significant role in conflict management in Kenya.

M.R. Vidhya in her research paper worked towards identifying employee's attitude towards grievance handling mechanism of their organization. The results of the study revealed that employees of the organization felt that there should be proper communication inside the organization for the purpose of encouraging employees to speak up their grievance

NEED OF THE STUDY

A complaint or grievance could be actual or probable emotion of unhappiness which an employee experiences in the course of every job. These complaints or grievances have to be communicated to the management or organization at large.

The study helps to gain knowledge on the employees grievance procedure followed in BMTC, South Division and also to know the way of handling and making sound managerial decisions under various constraints.

OBJECTIVES

1. To understand and analyze the grievance procedures followed in BMTC.
2. To identify the factors influencing the employees grievances.

HYPOTHESIS

1. Management effectiveness with regards to grievance settlement.

H0: The management is not effective in grievance settlement.

H1: The management is effective in grievance settlement.

2. Are your grievances & complaints being addressed on time

H0: The complaints and grievances have been not taken care very often.

H1: The complaints and grievances have been taken care of very often.

RESEARCH METHODOLOGY

Descriptive methodology is been used for the study. Questionnaires were distributed to employees. Along with hypothesis testing several other statements pertaining to employee grievances in BMTC, South Division were administered in the questionnaire and the responses of employees were recorded.

SAMPLE SIZE

TABLE 1

No. of respondents	Total Population	Samples
Drivers	1203	40
Conductors	3083	40
Artisan & Asst. Artison	257	40
Total	4543	120

SOURCE OF DATA COLLECTION

The Primary data was collected through suitable structured questions, interaction with the personnel of different cadres of various departments regarding the roles and responsibilities carried out and the functioning of the department. Secondary data was collected from the annual reports of BMTC & Transport Department, from books, registers and websites.

METHODS OF ANALYSIS

1. Tabular analysis.
2. Anova-Single factor analysis.

RESULTS AND DISCUSSIONS: HYPOTHESIS TEST

TABLE 2: WHETHER OR NOT THE GRIEVANCES OF EMPLOYEES ARE ADDRESSED ON TIME

Ratings	No. of Respondents	Percentage
Mostly	26	21.7%
Frequently	39	32.5%
Rarely	40	33.33%
Not at all	15	12.5%
Total	120	100%

The data was collected from employees working in BMTC, South Division. Hypothesis was framed and Anova Single Factor Analysis was done to know the results.

H0: The complaints and grievances have been not taken care very often.

H1: The complaints and grievances have been taken care of very often.

TABLE 3: ANOVA: SINGLE FACTOR

SUMMARY						
Groups	Count	Sum	Average	Variance		
Column 1	120	26	0.216667	0.171148		
Column 2	120	39	0.325	0.221218		
Column 3	120	40	0.333333	0.22409		
Column 4	120	15	0.125	0.110294		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3.516667	3	1.172222	6.451853	0.000274	2.623637
Within Groups	86.48333	476	0.181688			
Total	90	479				

Analysis: In ANOVA single factor analysis, if „f“ is greater than „f crit“, null hypothesis will be rejected. In the above table we can analyze that f (6.45)>f crit (2.62), therefore alternative hypothesis is accepted and null hypothesis is rejected.

Interpretation: From the above analysis we can interpret that, the management is not much effective in taking care of employee’s grievance.

TABLE 4: MANagements Effectiveness Regarding Grievance Settlement

Ratings	No. of Respondents	Percentage%
Completely	30	25%
To a certain	34	28.33%
To a satisfactory	48	40%
Not at all	8	6.7%
Total	120	100

The data was collected from employees working in BMTC, South Division. Hypothesis was framed and Anova Single Factor Analysis was done to know the results.

H0: The management is not effective in grievance settlement.

H1: The management is effective in grievance settlement.

TABLE 5: ANOVA: SINGLE FACTOR

SUMMARY						
Groups	Count	Sum	Average	Variance		
Col 1	120	30	0.25	0.18907563		
Col 2	120	34	0.283333	0.204761905		
Col 3	120	48	0.4	0.242016807		
Col 4	120	8	0.066667	0.062745098		
ANOVA						
Source of Variations	SS	Df	MS	F	P-value	F crit
Between Groups	6.866667	3	2.288889	13.10558674	3.09078E-08	2.623637
Within Groups	83.13333	476	0.17465			
Total	90	479				

Analysis: In ANOVA single factor analysis, if „f“ is greater than „f crit“ at significance level of 0.05 we reject null hypothesis. In the above table we can analyze that $f(13.10) < f_{crit}(37)$, therefore null hypothesis is accepted and alternative hypothesis is rejected.

Interpretation: From the above analysis we can interpret that, the management is not effective in grievance settlement.

FINDINGS OF THE STUDY

From the responses of the employees, the following findings were reported

- The organization is rarely accommodating work culture support to employees.
- Majority (48.33 %) of employees have opined they are facing professional related grievances in their life.
- Most of the employees (42.5%) have stated, that only sometimes they face grievance in corporation.
- Most of the employees are facing grievance related to economic in nature.
- The organization rarely takes care of employee’s grievance.
- The grievances of employees settled to a satisfactory level, but not completely by the management.
- A separate cell has to be formed to hear the grievances of women employees as per the Supreme Court direction.
- The workload of employees is contentiously increasing since 3 years.
- 60% of employees opine that top level management’s pressure is a reason for their grievance.
- 63% of employees state, they are not facing any grievance related to their performance appraisal.
- The existing grievance settlement mechanism of corporation is rarely satisfied to employees.
- The top management’s decision with regards to employee’s grievance is partly satisfied to employees.

SUGGESTIONS/RECOMMENDATIONS

- The organization should introduce a grievance handling mechanism cell at depots, so that the number of grievances & complaints taking to next level could be reduced.
- The BMTC management can introduce employee friendly work culture system, because the lower percent of workers have not opined positively towards prevailing system.
- It is heartening to know that the frequency of grievances is reported in large, at small interval of time; however frequency of grievances may be lessened.
- The BMTC management should take care of the economic grievances of the employees, & announce economic incentives to their employees depending upon the availability of resources.
- The BMTC should address the employee’s grievances through well established machinery by following the standard procedures, based on principles of natural justice. Even if one grievance is not attended properly, it is treated as a failure; hence attending grievance by management is essential.
- The duration of settlement of grievance should be based on urgency and need based, instead of laying down specific time period. E.g. A grievance should be settled preferably within 2 weeks, so that grievance handling machinery can be made to work satisfactorily.
- As far as management effectiveness in grievance settlement is concerned, majority of employees have opined satisfaction, and this should be maintained in long run.
- The BMTC has to take all possible steps to reduce work load by recruiting new personnel against the vacant posts.
- The top level management should make an attempt to infuse economic security to its employees in order to put an end to the grievance which is mostly economic in nature.
- The satisfactory level of the existing grievance settlement is reported to be not that satisfactory, hence the management should incorporate easy procedure for handling grievances of employees.
- The top level management of BMTC should make an attempt to hear the grievances of employees case by case and take suitable decision, because the employees have reported that top level management is not in a position to hear the grievances through proper channel.

OBSERVATIONS AND SUGGESTIONS GIVEN BY EMPLOYEES

OBSERVATIONS

- The corporation is operating with such a form-4 of BMTC rules, which is not suitable for present traffic condition.
- The maintenance of the fleet is not satisfactory to the crew members.
- The Statutory facilities like, Canteen, Crew Rest Room and other facilities are lacking in some depots.
- Due to shortage of crew, the employees are forced to do over time (OT) duty.
- Due to financial crises till today the management is unable to pay the Bonus, Ex-gratia, DA arrears etc.

SUGGESTIONS GIVEN BY EMPLOYEES

- The Corporation should reopen its Employees Grievance Cell.
- Corporation should much concentrate on employee’s health facilities. Reimbursement of medical bills.
- Form-4 of BMTC should be renewed as per present traffic situation of Bangalore.
- Proper basic amenities need to be provided as well as maintained in good condition of them.
- More Male Artisan need to recruit then Female Artisan.

CONCLUSION

The BMTC south division is considered to be a significant division because of above average performance reported from all the depots. As far as grievance settlement system is concerned, majority of the employees are not happy. There are instances where employees have been deprived of financial benefits (Bonus, Salary, Incentives, etc), equal work load and other facilities. All though the BMTC is offering a number of welfare schemes towards its employees the workforce is not

totally satisfied with such schemes. It may be noted that the employees of BMTC form the core working force; as such the management needs to restructure, redesign & redirect the whole grievance handling machinery, keeping in view the larger interest of the employees.

The fact that BMTC is a vast corporation with huge fleet operations reaching every nook and corner of the urban and rural Bangalore conglomerate manned by thousands of employees. Given its unwieldy size and volume, the formidable task of the officials is to satisfy every one of them through managing the grievance handling machinery. Thus, the whole system of grievance handling has indeed become quite challenging. With all these internal complexities in HR and other functional areas of BMTC, the Corporation has been declared as the Best Public Transport Service in the country and is the role model for other public transport corporations.

LIMITATIONS

- The study is confined to only BMTC, South Division.
- The Grievance of employees will be extended only to personnel & Professional type affecting their day to day life.
- Time Limitation: It was not possible to study all the grievance expressed by the employees
- Memory on the part of respondents need not be consistent.

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