

A Study On Employee Grievances In Co-Operative Sugar Mills At Dharmapuri District

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Abstract:

The ultimate valuable equities of an organization are labourers. Employees are the ones who are solely responsible for the efficacious operating of an establishment. The most significant point to be successful in present day's combative world in any profession absolutely depends on consumer satisfaction. As an outcome, the utmost prerogative for many organizations has been satisfying the needs of customer. Although regardless of contentment of the laborers, the employees are the internal consumer of the establishment. The foremost resources of any of the organization are the employees. The enterprise which is swamped with grievances has its ramifications on the fecundity of employees. It automatically leads to negative impacts on overall productiveness of the company. The focal intention of this research is to rummage upon the employee grievances in co-operative sugar mills.

Keywords Co-operative sugar mill, Grievances, Mechanisms, Organization and Welfare facilities.

1. Introduction

The disgruntlement of an employee or a labourer with the organization and its administration is known as Employee grievances. An organization or employer should be able to dispense an employee with a secure working atmosphere, sufficient indemnification and proper knowledge of job authority, esteem etc. Whenever there is a gap between what the employee anticipates and what he acquires from the organization there exist employee grievances. Employee grievances could or could not be substantiated. Nevertheless, the grievances must be tackled appropriately by the team leader. Since the grievance not only lowers the inspiration and accomplishment of the workers yet also influence on work atmosphere. If the worker grievances are not properly handled, it can lead to greater controversy within the business. It also leads to dripping of the

motivation level of co-working employees. Any establishment should be able to redress their employee's complaints.

2. Review of Literature

Gomathi.S (2014) has explored the protocol of the grievance handling in an establishment. The research recognizes that seven various features that spawns problems within any company are Health and safety regulation, policy or procedure, past practices, contract, wage and bonus, different company regulations, etc. The investigation culminates that the workers of the organization are completely contented since they have the ability to take up their grievances to the administration and resolve them on a stipulated time.

Mohanasundaram (2014) discussed and identified grievances, their causes, operating factors of grievances and protocol of grievance handling of the organization. The research depicts that workers must foresee and observe the grievances between laborers at the ahead of time at minimum measure itself. They have utilised observational research method and simple random sampling. They have additionally utilised ANOVA, simple percentage and chi square test. The study has deduced that employees are disgruntled with promotional opportunities and the wages given by the company. Thus, the administration ought to take obligatory steps to persuade the employees so that the productiveness, efficiency of the workers will emphasize.

Balamurugan.G and Shenbagapandian.V (2016) recognized the stereotypical features that results grievances are workplace's atmosphere, transfer, salaries, promotional opportunities, miscommunication, inter-departmental relationships, etc. The productive way of grievance handling is a significant part of enlightening good workers relationship and managing the firm properly and efficaciously and obtaining greater productivity in workplace.

Madhavisukhdani (2016) reported that the grievances of the employee in the management are associated to performing state, arrangement provisions and promotional opportunities. Additionally, it has been discovered that the company attempts to resolve problems of the workers in the time limits excluding several conditions where the grievances could not be deciphered at the moment on the account of protracted management guidelines.

Devika et al (2017) emphasized authority designs and corporate society in the impression of workers grievances redressal protocol. The investigation is based off of the features like fast action,

addressing grievances, assembling information, inspecting the causes of the problems, culpable, implementation and analysis.

Enochkwi Assafuah (2017) reported on the title "Grievance handling procedure and employee performance." The principal purpose was to inspect how the protocol of grievance handling impacts the performance of the workers and to recognize designs utilized in handling of employee grievance. The analyst employed qualitative research design. It is extremely accepted that effectual grievance handling protocol have the propensity to assure the extant of a harmonic work atmosphere for the company and its workers to attain efficiency and greater extent of productiveness.

Anushree and Sathyapriya.J (2018) inquired that the potency of the handling of worker grievance protocol at Ashok Leyland, Plant I, Hosur. They discovered that maximum employees are contented with subsisting grievance handling strategy in Ashok Leyland. The survey disclosed that occurring to the cordial solution and analytic process has powerful impact on the level of contentedness.

V.Krishna Priya Tathapi (2020) reported that the productiveness of the employees increase when several changes made in organization's policies and procedures. It has been noticed from the different statistical tests performed on the collected data that the grievance management system completely impacts the contentment of workers in an establishment.

Maduwanthi, M.N.a and Fahim (2020) revealed that the resultants from this survey scrutinized and depicted the influence of employee grievances and also work-related problems, organization decisions associated grievances, professed violations related grievances and inexpedient practices related grievances on work performance of employees. The survey evinced that there is a distinguishable contradiction influence on the work performance of the employee of operational workers of the particular organizations. To achieve the objectives of this study, six hypotheses were modernized and evaluated by gathering primary data.

3. Statement of the Problem

When an employee feels dissatisfied or unjustified of their problems there appears to be a grievance. On account of working policies, management conditions and personal characters etc can result in a grievance. When the grievances of the employees are not deciphered, it leads to collaborative controversy. If the grievances of the workers are ignored and abandoned, it results in annoyance, disappointment, and low fecundity, lack of curiosity in job, low attendance, low efficiency and pessimistic employees. The foremost

focus of this study is on the employee grievances in Subramaniya Siva Co-operative Sugar Mills in Dharmapuri District. The current survey aims at responding to the following queries related to employee grievances.

1. What are the various causes of grievances of employees?
2. How the mill tackles these problems? What are mechanisms adopted by mills to resolve the employees grievances?

4. Objectives of the study

1. To know the socio-economic characteristics of the employees of Subramaniya Siva co-operative sugar mill.
2. To identify various causes related to grievances of employees in co-operative sugar mills.
3. To know the appropriate mechanisms taken by the mills to resolve the grievances of the employees
4. To provide valuable recommendations to address the grievances of the employees of the sugar mills.

5. Scope of the Study

The Co-operative endeavors of the employer and employees results to a successful organization. If there is an organization, the organization has employees who have grievances to be rectified. The ultimate solution for this particular problem is to address the worker's grievances to work efficiently. On that account, this study is on "Employees grievances" of the employees of Subramaniya Siva Co-operative Sugar Mills in Dharmapuri District.

6. Formulation of Hypothesis

The following are the null and alternate hypotheses classified based on objectives of the study:

- H_0 : Experience does not influence the causes of employee grievance.
 H_1 : There is a significant difference between Experience and causes of employee grievance.
- H_0 : There is no significance difference in the causes of employee grievance among the employees.
 H_1 : Causes of employee grievances among the employees are same.

7. Research Methodology

The crucial intention of this inquiry is to examine the reasons that affect employees of Subramaniya Siva Co-operative Sugar Mills in Dharmapuri District. Descriptive research design has been employed to recognize the causes of grievances of employees. Primary and Secondary sources are the two sources where the data was collected.

The primary data and the secondary data were collected by survey and from books, websites, journals, magazines respectively. The primary data was acquired by using interview method with few questionnaire and observation from different workers of the Co-operative sugar mills. Samples of this study were selected by the convenience sampling technique. The sample size of this study was limited to 93 respondents. Percentage method, Analysis of variance and t-test were used for the analysis.

8. Limitations of the Study

- On the account of time constraints, the study was limited to considerably minimal sample size and area.
- The samples were constricted to 93 only.
- The conducted study is solitarily for Subramaniya Siva Co-operative Sugar Mills Ltd
- This inquiry is confined to the causation of employee grievances alone.

9. Analysis and Interpretation

The resultants of the statistical analysis and correlating elucidation of the socio-demographic aspects of the interviewees and the objective-wise inspection of the study are as follows:

9.1 Socio-Economic Characteristics of the Employees

The first objective is to analyze the socio-economic characteristics of the employees and it was fulfilled by analyzing the socio-economic characteristics of the employees using frequency analysis. The results are tabulated in the subsequent sections.

Table 1 Socio-Economic Characteristics of the Employees

S.No	Socio-Economic Characteristics of the Employees		Frequency	Percent	Cumulative Percent	Total
1	Gender	Male	84	90.3	90.3	93
		Female	9	9.7	100.0	
2	Age in Years	Below 30 years	22	23.7	23.7	93
		31 to 40 years	31	33.3	57.0	
		Above 41 years	40	43.0	100.0	
3	Educational Qualification	Upto School Level	50	53.8	53.8	93
		Diploma	27	29.0	82.8	
		Degree	16	17.2	100.0	
4	Basis of Appointment	Permanent Base	39	41.9	41.9	93
		Temporary Base	54	58.1	100.0	
5	Department	Administration	5	5.4	5.4	93
		Accounts	7	7.5	12.9	
		Cane	16	17.2	30.1	

		Engineering	36	38.7	68.8	
		Manufacturing	29	31.2	100.0	
6	Monthly Income	Below Rs. 25,000	18	19.4	19.4	93
		Rs.25,001- Rs.35000	51	54.8	74.2	
		Above Rs.35001	24	25.8	100.0	
7	Length of Experience	Below 10 years	32	34.4	34.4	93
		11-20 years	44	47.3	81.7	
		Above 21 years	17	18.3	100.0	
8	Residential Area	Rural	79	84.9	84.9	93
		Urban	14	15.1	100.0	

It is evident from Table 1 that the majority 90.3% of the respondents are male, 43% of the respondents are above 41 years of age group, 53.8% of the respondents completed upto School Level, 58.1% of the respondents are appointed on Temporary base, 38.7% of the respondents belong to Engineering Department, 54.8% of the respondents earned between Rs. Rs.25,001- Rs.35000, 47.3% of the respondents are in service for 11-20 years, 84.9% of the respondents belong to rural area.

9.2 Experience and Causes of employee grievance in co-operative sugar mills

The following Table 2 shows that the output of the ANOVA analysis and whether there is a statistically significant difference between group means of the level on perception on Experience and causes of employee grievance in co-operative sugar mills.

Hypothesis:

- Experience does not influence the causes of employee grievance.
- There is a significant difference between Experience and causes of employee grievance.

Table 2

ANOVA- Experience and causes of employee grievance in co-operative sugar mills						
Causes of Employee Grievance		Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
Misfit between workers ability and job	Between Groups	184.279	2	92.139	286.258	.000
	Within Groups	28.969	90	.322		
	Total	213.247	92			
Inadequate pay	Between Groups	131.043	2	65.522	267.134	.000
	Within Groups	22.075	90	.245		

	Total	153.118	92			
Lack of job security	Between Groups	107.343	2	53.672	127.221	.000
	Within Groups	37.969	90	.422		
	Total	145.312	92			
Inadequate leave facilities	Between Groups	146.266	2	73.133	156.502	.000
	Within Groups	42.057	90	.467		
	Total	188.323	92			
Poor welfare facilities	Between Groups	105.697	2	52.849	180.831	.000
	Within Groups	26.303	90	.292		
	Total	132.000	92			
Lack of promotional opportunities	Between Groups	167.615	2	83.808	318.304	.000
	Within Groups	23.697	90	.263		
	Total	191.312	92			
Unsafe and unpleasant working conditions	Between Groups	86.009	2	43.004	140.210	.000
	Within Groups	27.604	90	.307		
	Total	113.613	92			
Poor relationship with superior and employees	Between Groups	136.642	2	68.321	186.010	.000
	Within Groups	33.057	90	.367		
	Total	169.699	92			
Inadequate toilet facilities, Uncleaned toilets etc	Between Groups	122.748	2	61.374	187.178	.000
	Within Groups	29.510	90	.328		
	Total	152.258	92			
Personality traits	Between Groups	121.298	2	60.649	157.488	.000
	Within Groups	34.659	90	.385		
	Total	155.957	92			

1% level of Significance

The above table reveals that P values of the entire variables are found to be highly significant at 1% level of significance. Hence the null hypothesis is rejected for these variables and it is inferred that there is highly significant difference between mean scores of these factors of causes of employee grievance and experience.

9.3 Causes of employee grievance among the employees

The following Table 3 shows the output of the one-sample t statistics analysis and whether there is a statistically significant difference in

the causes of employee grievance among the employees in co-operative sugar mills.

Hypothesis

- There is no significant difference in the causes of employee grievance among the employees.
- Causes of employee grievance among the employees are same.

Table 3

One-Sample t Statistics							
Causes of Employee Grievance	N	Mean	Std. Deviation	Mean Difference	T	df	Sig.
Misfit between workers ability and job	93	3.17	1.522	.172	1.090	92	.279**
Inadequate pay	93	3.54	1.290	.538	4.019	92	.000*
Lack of job security	93	2.75	1.257	-.247	-1.898	92	.061**
Inadequate leave facilities	93	2.68	1.431	-.323	-2.174	92	.032**
Poor welfare facilities	93	3.00	1.198	.000	.000	92	1.000**
Lack of promotional opportunities	93	3.25	1.442	.247	1.654	92	.102**
Unsafe and unpleasant working conditions	93	2.94	1.111	-.065	-.560	92	.577**
Poor relationship with superior and employees	93	2.78	1.358	-.215	-1.527	92	.130**
Inadequate toilets facilities, Uncleaned toilets etc	93	3.23	1.286	.226	1.693	92	.094**
Personality traits	93	2.69	1.302	-.312	-2.310	92	.023**

*1% level of significance **5% level of significance.

The P value of the variable inadequate pay (3.54) is less than 0.01 at 1% level of significance. Hence null hypothesis for this variable is rejected. It concludes that there is a significant difference in the factors of causes of employee grievance among the employees in co-operative sugar mills.

The P value of the entire variable except inadequate pay is more than 0.05 at 5% level of significance. Hence null hypothesis is accepted. It concludes that there is no significant difference in the

factors of causes of employee grievance among the employees in co-operative sugar mills.

10. Findings

1. Majority 90.3% of the respondents are male.
2. Most 43% of the respondents are above 41 years of age group.
3. Majority 53.8% of the respondents completed upto School Level.
4. Majority 58.1% of the respondents are appointed on Temporary base.
5. Most 38.7% of the respondents belong to Engineering Department.
6. Majority 54.8% of the respondents earn between Rs. Rs.25,001-Rs.35000.
7. Mostly 47.3% of the respondents are in service for 11-20 years.
8. Majority 84.9% of the respondents belong to rural area.
9. Misfit between workers ability and job, Inadequate pay, Lack of job security, Inadequate leave facilities, Poor welfare facilities, Lack of promotional opportunities, Unsafe and unpleasant working conditions, Poor relationship with superior and employees, Inadequate toilets facilities, Uncleaned toilets etc and Personality traits are found to be highly significant variables between mean scores of these factors of causes of employee grievance and Experience in the co-operative sugar mills, results obtained by Analysis of variance.
10. Inadequate pay is a significant variable in the factors of causes of employee grievances among the employees in co-operative sugar mills, results obtained by t-test.

11. Suggestions

1. To resolve the employee grievances, prompt responses must be taken by the administration. If the employees are not contented with the furtherance opportunities, then the management is in a position to deliver the promotions and increament in their salaries in accordance of their performance in the company.
2. The grievances should be addressed immediately by the management. The organization should be able to provide training to the employers to sort out a grievance of an employee properly.
3. The facts of the grievances must be documented and preserved which can be used in future in grievance redresses
4. The employer must implement the decision as early as possible, on regardless of the employee might or might not be ending hurt. After executing the verdict, the manager must look further into to establish that the problems are sorted out acceptably and entirely.

5. The supreme proposition regarding grievances is to forecast them and necessary strides should be taken to tackle the grievance before it causes treacherous complications.
6. The redressal procedure of grievances should be inspected often. Changes can be made if necessary to make the redressal of grievances to work effectively.
7. Establishing and conducting consultations with the aim of maintaining a harmonious relationship between factory management and workers.

12. Conclusion

The Triumphant functioning of a grievance program needs the preservation of the ample documents, occurrence and equitable treatment to all. The human resource development is engaged to amend the same as required and relevant. An amicable work atmosphere can be attained by a constructive grievance protocol. It is because it rectifies the grievance to required contentment of employees as well as the employers. In order to gain more loyalty and commitment of the employees toward their work and management is to recognize all disservice faced by the employees. The grievances of the employees should be rectified straight away by the sugar mills. Productive grievance management plays a major key role in personnel administration. The grievances management should be operated in best possible way to improvise worker's relations and morale and encouraging co-operating with other workers. It also saves the organization from wasting time and cost as clarifications on discovering problems in the workplace which gives a way to construct an improved work environment. From this study, it presumes that the workers cannot be contented fully with the wages and promotions offered by the mills. Therefore the organization must take proper strides to make sure that the employees are satisfied at maximum. So that the grievance level of employees of the mills can be reduced. Thus the productiveness and the efficiency of the employees of the mill can be escalated and exaggerated.

Employee Grievances must be tackled in a genuine and well defined method. The framework abridged in policy must be used when a worker voice is raised or somebody delineates a circumstance related with a guideline or he/she is not gratified with or requires to criticism. Grievance is also elucidated as actual or notional feeling of individual inequity which a worker has, regarding his employment associations. The disapproval or anguishing or agonizing or misery spawned causelessly or illegitimately.

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