



TO EXPLORE THE CAUSES OF EMPLOYEES GRIEVANCES AND THE EFFECT OF GRIEVANCES ON ORGANIZATION PERFORMANCE AND COMMITMENT IN TORRENT PHARMACEUTICAL LTD. IN DELHI

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ABSTRACT:

Grievances arise when there is any discontent or dissatisfaction from the job. Grievances can be in oral or written form or they can be legitimate, or unexpressed. Grievances that are not redressed in proper manner and on time can effect organization performance and commitment towards organization. Understanding the causes of grievances and handling them is very crucial task in pharmaceutical industry as the stress and grievance is inevitable. The objective was to explore the causes of grievances in Torrent and to examine the impact of grievances on organizational performance. This study involves distribution of questionnaire among 60 workers who were selected randomly. The study explored the various causes of grievances like interpersonal relationships at workplace, incentives etc. This study concludes that workers have awareness about their grievances and the causes of grievances. Employees also know that grievances effect organization performance and commitment.

OBJECTIVES

To understand the nature and elements of grievances

To explore the causes of grievances in Torrent pharmaceutical ltd.

To examine the effect of grievance on organization performance and organization commitment

RESEARCH METHODOLOGY

The study is descriptive in nature. The research is primary and secondary in nature. Primary data was collected through questionnaire. Questionnaire was given to respondents. Sample size was 60 and tools for analysis of data were percentage analysis and frequency distribution.

KEYWORDS:

INTRODUCTION

Any discontent or dissatisfaction from work is grievance. Grievances can be in oral form or written form, or can be legitimate, stated or unexpressed. Grievance effects organizational performance. Grievances are natural in any organization.

Any type of worry, stress, annoyance and anxiety at the work give birth to grievances. The congenial work environments have chances that the employees are not in state of stress or anxiety. The conditions at the work place like rules and regulations, interpersonal relationships, physical working conditions affects the mental state of workers.

If grievances are identified at its very root level they can be handled in very effective manner. Grievances once identified by the workers affect their mental health firstly. The management role is to find the reason of such mental health and state of employees. There must be some amicable solution from management for such situation. The ignorance on the part of management can cost so

much for the organization in long run. Organization performance has adverse effect if grievances are not identified or ignored.

The behavioural implications of grievances in employees can be seen in the form of lack of interest in work which leads to absenteeism, labour turnover, less cooperation among workers, low productivity etc. It becomes drastically important to examine and explore the causes of grievances and their effect on organizational performance and commitment.

REVIEW OF LITERATURE

1. CAUSES OF EMPLOYEE GRIEVANCES

Hemantha Kottawatta & Chanaka Chameera Piyasena conducted this research on employee grievances in small v/s large scale apparel companies in Lanka: Empirical Evidences. They found that there is not so much similarity in causes of grievances of small scale and large scale except few elements of grievances. The various causes of grievances were elements like culture, salaries, HRM

practices, formalized systems and other contextual factors. The study also emphasized the importance of flexible and informal structure of handling grievances than a complex and formalized structure in large scale companies.

2. A STUDY ON THE EMPLOYEE GRIEVANCES

Dr. V. Mohanasundaram & N. Saranya conducted this research on a study on employee grievances at Dharmapuri district co-operative sugar mills ltd. Palacode. The research was conducted on 110 samples. The research was descriptive in nature and random sampling method was used. It was found out that mostly employees are satisfied with the organization culture. The workers are not satisfied with the wages and salaries provided to them. They are also not satisfied with the promotion opportunities available in the organization. Management was asked to take suitable directions in order to solve the problems related to wages, salaries and promotional opportunities available in the organization.

3. A STUDY ON GRIEVANCE HANDLING PROCEDURE

Dr. V. Mohana Sundaram & D. Ramya conducted this research on a study on grievance handling procedure at Hema engineering industries limited, Hosur. The sample size was 110 employees selected randomly from the different working units of the company. Most of the employees were satisfied with the working culture and training and development program of the organization. The workers are dissatisfied with the rules and regulations of the organization and neutral about leave policy of the organization as well as wages and salaries provided to employees. Employees feel that management should identify grievances at the very early stage of outset and grievances must be resolved as soon as possible. The quick and timely redressal of grievances will result in healthy and cordial relationship between subordinates and supervisors.

GRIEVANCES AND CAUSES

Human resources as we know are the most important asset of the organization. It is such type of asset that it is not depreciated with the passage of time rather it appreciates. Because of this it becomes the prime responsibility of the organizations to concentrate on their human resources. Human resources if facing any type of problem in the organization it becomes prime responsibility of the organization to solve or tackle it in most effective way. When human resources work in the organization it is quite possible that there may be some issues or things that are not as per their expectations. Management or immediate supervisors must take necessary steps to solve the issue at its very initial stage. Employees should be aware of the grievances and they must have trust in the grievance redressal machinery of the organization. If the grievance redressal procedure takes too much of time to solve grievances then it will lose its credibility among its employees.

CAUSES OF GRIEVANCES

WRONG PLACEMENT:-

Placement is the process of placing or assigning a individual a job or responsibility which matches his qualification and experience. But if there is mismatch between job requirements and qualification, experience and interest of the individual then a condition of wrong placement arises. Wrong placement cost employee as well as organization.

Due to wrong placement an employee cannot utilize his full potential effectively and efficiently. Gradually employee will start losing interest in job and it can cause turnover absenteeism and high accident rates. Wrong placed employee can be counselled and performance can be done as per expectations or above expectations of the organization. But even after counselling employee performance is below expectation or not as per expectation then the employee will have grievances. Grievances related to wrong placement of employee should be resolved in effective and timely manner.

TRAINING AND DEVELOPMENT:-

Training is the process of imparting new knowledge/skill to employee for performing job in effective and efficient manner. Development is long term process and it sharpens the skills of employees in such manner that it gives them opportunity for career growth in the organization. Training improves morale of the employees but if the employees are not trained then it reduces their chances of internal promotion. Employees who have potential but not promoted due to lack of particular skill or knowledge have chances of grievances.

Grievances related to training can be only resolved by providing training to the employees as it will give those chances of personal growth. Trained employees have up-to-date knowledge and skills which will further boost their career.

WAGE AND SALARY:-

Compensation is the most important thing for an employee. To compensate an employee according to their qualification, skills and experience is very important. Wages and salaries should also be in accordance with the prevailing rates in the similar industry. Employees who are underpaid can never give their 100 percent on job. Such employees lose interest in job and there are chances that they may soon leave the organization.

Methods of payment should be fair enough. There are many provisions related to wages. The Payment of wages act, 1936, the minimum wages act 1948, the equal remuneration act, 1976, The industrial dispute act, 1947 aimed at to ensure the prompt and regular wages payment. Labour turnover due to wages and salary is the primary reason.

INCENTIVE PLANS:-

It is a kind of extra or additional pay given for extraordinary performance. Incentives terms and conditions must be clear and understood by the employees

for whom it is made. Incentives are for hardworking and sincere employees who contribute above expectations. Incentives helps in improving productivity as it is kind of motivational tool for workers to gain monetary benefits in return for their work. But if incentives plans are not simple and there are such terms and conditions which are very confusing and not easily understood by employee it becomes duty of the employer to make it clear. Incentives once promised and not given to employees give rise to grievances.

PERFORMANCE APPRAISAL:-

The performance of the employee is assessed to check whether they are performing at par, above or below the expectations. Depending upon their performance level the employees are promoted, transferred, demoted or given hike in existing salary or wages. As appraisal report is prepared firstly by the immediate supervisor so it is very important that he should be fair and experienced in judging the performance of the employee and no biasness should come. While judging the performance of the employee personal grudges if any should not come in between. When employee meets each and every criteria of getting promotion in terms of his tenure in the organization and performance level and not promoted then it give birth to grievances. So proper care must be taken while judging the performance of the employees as it is about their career.

HEALTH AND SAFETY:-

The mental and physical health of the employees can only be preserved by providing them working environment which ensures their safety. Physical working conditions like cleanliness, drinking water, disposal of wastes and effluents, overcrowding, temperature and ventilation, lighting, freedom from noise, working space and seating arrangement, dust control should be checked properly. If these working conditions are not provided to workers it can cause grievances. Occupation hazards and disease also must be considered. Any occupation involving any hazard to individual health must have preventive measures. Otherwise employees will feel neglected regarding their health from employer side which can cause grievances.

EMPLOYEE WELFARE:-

Employee welfare is a kind of economic benefits for employees other than regular wages. Employee welfare includes housing facilities, education, transportation, recreation, consumer cooperative stores etc. The various provisions concerning employee welfare are The Factories Act, 1948, The Plantation Labour Act, 1951, The Mines Act, 1952, The Motor Transport Workers Act, 1961, The Contract Labour (Regulation and Abolition) Act, 1970 which provides various measures. Various agencies for employee welfare are The Central Government, State Government, employers, trade unions and various other agencies. If the employee welfare facilities are not provided to workers it may result in low morale. Low morale and low job satisfaction can result in grievances.

WORKERS PARTICIPATION IN MANAGEMENT:-

Workers participation in management means to involve workers representative in decision making. When workers are involved in decision making which is going to effect them it is advisable to involve them. The benefit of involving them in the decision making is that they will not resist changes, will feel sense of belongingness with the organization and will try their best to achieve the targets as targets are decided involving them. Organization where workers are not involved in deciding the targets the morale and motivation of the workers will be low. Grievances can arise in such organizations where workers are not involved in decision making.

DISCIPLINE:-

Employees have to behave in responsible and orderly manner while working in organization. Discipline develops cooperation in the workers. Due to discipline workers follows the rules and regulations of the company willingly. The workers who do not follow rules and regulations of the organizations have to go through penalties/punishments. These penalties can be minor or major depending upon the intensity of indiscipline on the part of employee. Minor punishment involves oral warning, fines, suspension while major punishment includes demotion, discharge, withholding increments etc. When employee feels that his punishment is not in accordance with the act of indiscipline he can have grievances.

LEAVE POLICY:-

To maintain the balance between work and family organizations have leave policies so that employees can fulfil their social needs. Casual leaves, Earned leave, maternity leave (under maternity benefit act 1961), medical leave etc. are provided. There are statutory provisions related to minimum leaves with which employee is entitled. Grievances can arise if the leaves are not provided to them as when required.

PERSONAL DISTURBANCES:-

Stress is a condition of pressure which causes hardship. Grievances can arise not only because of some external circumstances; it can be due to internal thinking pattern of individual. Sometimes nature of the job is such that stress is inevitable in it. An individual should know how to tackle it. Physical environment at the workplace, roles in the organization, career development, change are kind of organizational stressors. Whereas individual own personality characteristics can also cause stress. Individual stressors are biographical variables, needs and values, life stages of individual, introversion, and flexibility/rigidity. Due to individual and organizational stressors employee can have grievances.

TRADE UNIONS:-

Trade union is a kind of association among workers for protecting their interests and to have healthy and congenial relationships with each other and with employer

as well. Workers join trade unions to get recognition and to express themselves in better manner. Sometimes Trade unions have limitations of small size, weak financial position, political leadership, multiplicity of unions, inter union rivalry because of which employers refuses to

recognize such unions. Employer has no obligation to recognize trade unions. They can deny recognition of trade unions on the ground that they have very few workers associated with it. Such practice on the part of employer to not recognize the trade union can cause grievances.

DATA ANALYSIS

TABLE:- 1 DEMOGRAPHIC DETAILS OF THE RESPONDENTS

SR. NO.	VARIABLES	PARAMETERS	FREQUENCY	PERCENTAGE
1.	GENDER	MALE	50	83%
		FEMALE	10	17%
2.	QUALIFICATION	DIPLOMA	10	17%
		GRADUATE	30	50%
		POST GRADUATE	20	33%
3.	AGE	21-30 YRS	10	17%
		31-40 YRS	30	50%
		41-50 YRS	20	33%
4.	WORK EXPERIENCE	0-5 YRS	20	33%
		6-10 YRS	20	33%
		11-15 YRS	10	17%
		16-20 YRS	10	17%
5.	MARITAL STATUS	MARRIED	50	83%
		UNMARRIED	10	17%

INTERPRETATIONS:-

The following interpretations can be drawn from above table

- 83 % of respondents were male and only 17 % were female
- 17 % of the respondents were diploma holders while majority of 50 % were graduates

- In 21-30 years of age only 17 % of the respondents came and in 31-40 years of age 50 % of the respondents were there.
- 33 % of the workers were having 6- 10 years of work experience and 17 % were having work experience of 16-20 years
- 83 % of respondents were married

TABLE:- 2 GRIEVANCES IN RELATION TO WORKING CONDITION

GRIEVANCES IN RELATION TO WORKING ENVIRONMENT	FREQUENCY	PERCENTAGE
UNACHIEVABLE TARGETS	13	22%
PHYSICAL CONDITIONS AT WORKPLACE	12	20%
UNPLANNED CHANGES IN PROCEDURE	8	13%
WRONG PLACEMENT OF EMPLOYEE	7	12%
INTERPERSONAL RELATIONSHIP	20	33%

INTERPRETATIONS:-

The following interpretations can be drawn from above table

- 33 % of the respondents have grievances due to

relationships at the workplace.

- 22% of respondents were having grievances related to unachievable targets
- 20 % of respondents have grievance due to physical conditions at work place

4. 12 % of respondents have grievances due to wrong placement in the company

5. 13 % of the respondents have grievances due to unplanned changes in work procedure

TABLE:- 3 GRIEVANCES DUE TO MANAGEMENT POLICY

GRIEVANCES DUE TO MANAGEMENT POLICY	FREQUENCY	PERCENTAGE
SENIORITY	3	5%
PROMOTION, DEMOTION AND TRANSFERS	3	5%
LEAVE POLICY	2	3%
WAGES AND SALARIES	25	42%
INCENTIVES	20	33%
CAREER GROWTH OPPORTUNITIES	7	12%

INTERPRETATIONS:-

The following interpretations can be drawn from above table

1. 42 % of respondents have problems related to wages and salaries

2. 33 % of respondents have grievances due to incentive scheme of the organization.

3. 12 % of the respondents have grievances due to the less opportunities for career growth in the company

4. 5 % have grievances related to seniority, promotions, transfers and demotions

TABLE:- 4 GRIEVANCES DUE TO PERSONAL DISTURBANCES

GRIEVANCES DUE TO PERSONAL DISTURBANCES	FREQUENCY	PERCENTAGE
ANXIETY ATTITUDE	15	25%
HIGH LEVEL OF SELF ESTEEM	7	12%
HAVING STRESS IN NORMAL SITUATION	20	33%
IMPRACTICAL ATTITUDE	3	5%
OVER AMBITIOUS	15	25%

INTERPRETATIONS:-

The following interpretations can be drawn from above table

1. 33 % of the respondents have grievances due to personal habit of having stress in every situation

2. 25 % have grievances due to anxious behavior and over ambitiousness

TABLE:- 5 GRIEVANCES FREQUENCY

FREQUENCY OF GRIEVANCES	FREQUENCY	PERCENTAGE
REGULARLY	10	17%
FEW TIMES	46	77%
RAREST	4	6%

INTERPRETATIONS:-

The following interpretations can be drawn from above table

1. 77 % of the respondents have grievances few times

2. 17 % of the respondents have grievances on regular basis

3. 6 % of the respondents have rarely faced any grievance

TABLE:- 6 REPORT OF GRIEVANCES

REPORT OF GRIEVANCES	FREQUENCY	DISTRIBUTION
FORMAL WAY	3	5%
INFORMAL WAY	43	72%
SUPPRESSED BY MANAGEMENT	4	6%
NO REPORT OF GRIEVANCE BY EMPLOYEE	10	17%

INTERPRETATIONS:-

The following interpretations can be drawn from above table

1. 72 % of the respondents report grievances in a informal way
2. 17 % of the respondents do not report grievances to anyone and ignore it
3. 6 % of the respondents reported that grievances were suppressed by management when reported
4. 5 % of the respondents report grievance in a formal way

TABLE:- 7 GRIEVANCES EFFECT ORGANIZATIONAL PERFORMANCE

EFFECT OF GRIEVANCE ON ORGANIZATION PERFORMANCE	FREQUENCY	DISTRIBUTION
AGREE	48	80%
DISAGREE	12	20%

INTERPRETATIONS:-

The following interpretation can be drawn from above table

1. 80 % of the respondents agree that grievances effect organizational performance while only 20 % denied the effect of grievances on organizational performance

TABLE:- 8 GRIEVANCES AFFECT ORGANIZATIONAL COMMITMENT

GRIEVANCES AFFECT ORGANIZATIONAL COMMITMENT	FREQUENCY	DISTRIBUTION
AGREE	46	77%
DISAGREE	14	23%

INTERPRETATIONS:-

The following interpretation can be drawn from above table

1. 77 % of the respondents agree that grievances effect the commitment towards organization while 23 % disagree that grievances effect organization commitment.
6. Majority of the respondents agreed that grievances effect organizational performance
7. Majority of the respondents agreed that grievances have effect on organization commitment

SUGGESTIONS**FINDINGS**

1. Majority of the workers have grievances related to interpersonal relationships at the work place
2. Majority of the workers have issues and grievances related to wages and salaries
3. Majority of the workers have grievances because of their own stressed personality
4. Majority of the workers responded that frequency of grievance occurring was few times.
5. Majority of the respondents reported about the grievances in informal way

1. It has found that respondents are having grievances mainly because of poor interpersonal relationship among workers or with supervisors. So organization should take necessary steps to improve the relationships at workplace which will further increase harmony at the workplace.
2. It has found that respondents know that their own personality which is not able to handle workplace normal pressure and stress is also contributing towards having more grievances. So management of the organization should take necessary steps for stress management of employees.
3. It has found that respondents are aware about

their grievances and they discuss it in informal manner. It is positive thing that they vent out their heat and it relaxes them as it resolves their problems. But efforts should also be made to encourage the employees to report grievances in formal manner also. Management should have understanding and awareness about their employee's grievances.

4. As it has found that grievances effect organization performance and organization commitment on the part of employees so employees should also try their best to resolve issues which affect their performance.

CONCLUSION

Survey was a study on exploring the causes of grievances and their effect on organizational performance and commitment in Torrent pharmaceutical ltd. Delhi that helped to understand that workers main cause of grievance arising out of working condition, management policies and personal disturbances. Employees want congenial and healthy relationships at work and management should consider it. Employees report their grievance which helps them to come out of it and finding solutions but organization should build the trust of employees in reporting grievances in formal way also. The employees should be ensured with timely redressal of grievances. This study concludes that employees have

awareness about their grievances and they have understanding that how they affect their organization performance and commitment.

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