

CHAPTER - I.

RESEARCH DESIGN & METHODOLOGY.

CHAPTER I

RESEARCH DESIGN AND METHODOLOGY

Introduction of the subject - Grievance

For boosting up the morale and developing cordial relationship in an enterprise, dissatisfaction should be diminished. The employee may feel disturbed when there exists dissatisfaction whether expressed through a proper written or oral complaint or not, valid or ridiculous or simply because he believes or feels that something unfair, unjust, inequitable has been done to him. These grievances may be real or imaginary, truthful or false, complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, transfer, promotions, seniority, work assignment, working conditions, dismissal or discharge, interpretation of service agreements, complaint against foreman, a machinery or a plant, or food in the canteen constitute a grievance.

Importance of the study

There is hardly any company or any industrial concern which function absolutely smoothly at all the times. In some concerns, employees have complaints against their employers, while in others, it is the employers who have a grievance against employees. These grievances may be real or

imaginary, valid or invalid, genuine or false. Broadly speaking, a complaint affecting one or more employees, constitute a grievance. The complaint may relate to the quantum of wages, the mode of payment, overtime payment, leave, interpretation of service agreements, working conditions, promotion, seniority, transfers, work assignments, dismissals or discharge, or a complaint against a foreman, against the quality of the plant or the parts used in the machinery, or the food available in the canteen. Where the points at dispute are of a general applicability or are of a considerable magnitude, they fall outside the scope of this procedure, that is the grievance handling procedure.

An employee grievance is an indication of his discontent or dissatisfaction. It may be expressed or a silent one. If it is expressed, it is easier for the manager concerned, to deal with it and remove it if possible. A grievance, even though an imaginary one, is likely to affect the employee's efficiency and should thus be promptly removed. When communicated the manager concerned should indicate his willingness to listen and understand it and thus should encourage the employee to express his grievance clearly.

The grievance produces unhappiness, discontentment, in difference, low morales, frustration and so on. Ultimately

it affects employee's concentration, efficiency and productivity. In the maintenance of peace in an organisation, a well defined and adequate procedure for settlement of day to day grievance is an essential requisite. Prompt and effective handling of grievance is the key to the industrial peace. A large number of work stoppages, work situation incidents and strikes could be attributed to the faulty handling of grievances.

Grievance is a curse on human relations. It's cost can be high in terms of time lost, poor work, damage to business by neglect, low morale, employee resentment, poor customer service, resistance to change, union agreement conflicts and so on. Effective grievance administration helps the management to shift from purely preventive and maintenance needs to the developmental needs of the employees such as improving communication, job-redesigning, integration with corporate goals add so on.

An organisation, as Barnard has pointed out, is a form of cooperative system. The maintenance of cooperation, as agreed, is a major task of the management. On the other hand, conflict is an inevitable part of human nature. An individual cannot rise above conflict. He can merely respond to it in different ways. The management, therefore, develops

many upward channels of communication to know about these responses. One such channel is a grievance procedure. It is perhaps the most significant means of discovering and resolving an individual conflict. But it is not always an individual who is in conflict with something about the organisation. At times the organisation may also be in conflict with something about the individual. The organisation expresses its conflicts in the form of disciplinary action. Thus, both grievance and disciplinary action are the basis of conflict though by different parties - in one case it is the individual, in the other the organisation. They are likely two sides of a coin - one side expressing the dissatisfaction of the employee and the other expressing the dissatisfaction of the employer.

Statement of the problem

The present study deals with greivances and their settlement. Grievance can be conceived in several stages. The dissatisfaction may or may not be articulate. When it takes a shape and brought to the notice of some authority, then it is seen as a complaint. A complaint is a formal representation of a grievance. An individual grievance if not settled under the grievance process, assumes the form of an industrial dispute and attracts the dispute settlement provisions.

Objective of the study

Though the object behind the study of workers grievances is limited, an attempt has been made to extract its importance to the fullest extent. The following are the important objectives of the study -

a) To study the various grievances and to know the views of workers on the grievance procedure settlement.

b) To know the suggestions of the workers and to make the procedure as simple and as clear as possible.

c) To minimise the grievances and to improve the relation between the workmen and management, by improving the quality of the grievance settlement procedure.

Scope and Limitations of the study

The study was confined to Shri Shahu Chhatrapati Mills , Kolhapur, Maharashtra. It was restricted to the study of workers who had put in less than 5 years of service at the time of the study.

Methodology followed

The present labour force of the mill is 1926 Nos. (as in October, 1988) comprising of 1871 men and 55 women, spread in working round the clock in three shifts - I, II

and III of eight hour period each, with no gap in between each shift. I shift starts from 6.30 A.M. and ends at 3.00 P.M. Shift II starts from 3.00 P.M. and ends at 11.30 P.M. and the shift III starts at 11.30 A.M. and works upto 6.30 A.M. There is a break of 30 minutes for the workers of each shift.

The mill has 5 sections rather named as departments from the raw material stage to finished product stage. The 5 sections/department are viz. Spining, Weaving, Processing, Folding and Engine. For the purpose of the study on workers grievances 200 workmen were interviewed from all the 5 departments

Section of workers :

Department	No. of workers interviewed	Total number in each department		
		Shifts		
		I	II	III
1. Spinning	45	200	125	124
2. Weaving	80	297	271	244
3. Processing	10	38	05	-
4. Folding	20	73	-	-
5. Engine	45	101	28	25
Total	200	709	429	393

Number of workers were selected depending on the strength of the departments. These 200 Nos. were selected by drawing of lots. among their 200 Nos., who are not turned up (badly - who have no work) during the 25 days of my interview period. Then the Nos. are replaced and accidental sampling method was followed.

The data was collected using structured interview schedule. Workmen were interviewed at their work place. All the workers spoke in Marathi i.e. in their mother tongue.

Details of data collected

Type of Data :

The data collected for the purpose of the study of worker's grievances in Shri Shahu Chhatrapati Mills, Kolhapur, is a direct through a face to face interview with workers who were selected by drawing of lots for the purpose of the study. They were interviewed personally with the help of the printed forms/schedules.

The schedule can be classified into 4 segments viz. personnel, service, grievance and opinion towards management and suggestion.

i) Personnel data : The schedule explains the personal data of the individuals i.e. Name, Token No., Age, Sex, qualifications, Marital Status.

ii) Service data : It explains the department, Designation, Years of Service/experience, job-classification, remuneration.

iii) Grievances data : Explains the workers grievances, procedure, settlement and opinion towards the supervisors and Union Representatives.

iv) Suggestions : For making the grievance settlement procedure clear to the workers.

Sources of Data :

Face to face interviews of the workers were taken. Hence the data collected in this connection is the primary data, and the data relating to the mill is a secondary data since it is collected from the books of the mill.

Technics of Data Collected :

The concern which was selected was a big one with nearly 2,000 workmen. It is a difficult task for one to collect the data from every individual of the universe. Keeping in the view the time, need, and costs of collecting

the data, only 200 persons were selected at random sampling on lottery basis.

It is a general trend that a worker will fear when he is called alone to a personnel room which was allotted to me by the Labour Welfare Officer for the purpose of interviewing the workmen. Expecting accurate response and to feel comfort for my questions each individual was interviewed at his work place, explained the purpose of the study and made him doubtless in giving response to my questions. This helped me a lot throughout my data collection.