

**A CRITICAL ANALYSIS OF GRIEVANCE REDRESSAL IN AUTO
INDUSTRY**

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ABSTRACT

This paper presents the effectiveness of the grievance handling procedure followed by auto industry to resolve employee's grievance. The primary objective of this paper is to find the effectiveness of grievance handling procedure of the company. The secondary objective of this paper is to spot the attention level of the staff concerning the grievance handling mechanism of the corporate and to understand the extent of satisfaction towards the grievance handling procedure of the corporate. The analysis sort employed in this study is descriptive in nature, that helped in developing the thought and in higher cognitive process. Primary information is employed for analysis that is gathered exploitation form. Secondary information is additionally used for the study, which is gathered from net and already done project reports. Convenience sampling is employed whereas choosing samples for information assortment. A sample size of a hundred was taken out of 308, the population of the corporate. The gathered data is critically analyzed exploitation share methodology and, applied math tools like Chi sq. and Spearman Rank Correlation to reach a conclusion. This paper will ensure that effectiveness of Grievance Handling Procedure followed by the companies.

I. INTRODUCTION

Employees differ as individuals, in their needs, expectations and 11 behaviors. When their desires don't seem to be happy or their objectives don't seem to be achieved the result's worker discontentedness. It's not a straightforward task for the management to stay all the staff happy and motivated, all the time. There are often completely different reasons for Associate in nursing

worker being disgruntled. The grievance redressal procedure of a company permits staff to air their discontentedness. It's necessary for a company to own a good grievance redressal system.

A grievance could also be outlined as any feeling of discontent or discontentedness, whether or not expressed or not and whether or not valid or not, arising out of something connected with the corporate that Associate in Nursing worker thinks, believes or maybe feels is unfair, unjust or unjust [1]. Once Associate in nursing worker feels that one thing is unfair within the organization, he's aforesaid to own a grievance [2].

Grievance procedures square measure a big issue in negotiation agreements in abundant of Europe and USA. They sometimes detail a series of steps hospitable the employee, starting with discussion between the foreman and therefore the union steward and intensifying the road till a settlement has been reached. the ultimate step within the us is typically arbitration; in some European countries the grievance case could finally be appealed to a labor court [3]. One of the effective ways of minimizing and eliminating the source of an employee's grievance is by having an 'open door policy'. An 'open door policy' facilitates upward communication in the organization where employees can walk into a superiors' cabin at any time and express their grievances [4]. In a labor union, a grievance is the subject of a complaint filed by an employee to be resolved by procedures provided in the union. Such a grievance may arise from an alleged violation of the collective bargaining agreement, or violations of law, such as workplace safety regulations [5].

The primary objective of the paper is to analysis the effectiveness of grievance handling procedure. Secondary Objective of the paper is to identify whether the employees are aware of the grievance handling mechanism as well as to know the level of satisfaction towards the grievance handling procedure of the organization.

The analysis throws light on need for Grievance handling procedure and this analysis facilitates the management for further improvement on the same. This analysis will be useful when similar kind of research is undertaken [6].

This research is conducted for critical analysis of grievance redressal procedure in auto industry with reference to Maruti Suzuki. This paper includes the various factors which are taken into consideration for measuring the job satisfaction among the employees. This research also takes into consideration the methods adopted by the organization for handling and resolving the conflict. The main focus of this analysis revolves around the lower level management of the organization.

The paper has been organized in the following manner. The industry and company profiles are discussed in Section II. The research methodology is discussed in Section III. Data analysis & Interpretation are discussed in Section IV. Section V discusses about the findings and finally section VI concludes the paper.

II. INDUSTRY AND COMPANY PROFILES

This section discusses about the profiles of Indian auto industry as well as the profile of Maruti Suzuki.

A. INDIAN AUTO INDUSTRY

The Automotive trade in Asian nation is one in every of the most important within the world and one in every of the quickest growing globally. Asian nation manufactures over eleven million vehicles (including a pair of wheeler and four-wheeler) and exports concerning one.5 million per annum.

India car trade is the:

- Largest 3 Wheeler Market within the World
- Second largest 2 Wheeler Market within the World
- Fourth largest traveler Vehicle Market in Asia behind Japan, Republic of Korea and Siam.
- Fourth largest Tractor Market within the World

- Fifth largest industrial Vehicle Market within the World

The automobile trade in Asian nation presently value United States \$ thirty five billion is projected to grow to United States \$ one hundred forty five billion by 2016. Within the same time exports are calculable to grow to United States \$ thirty five billion from United States \$ four.1 billion presently. Employment within the automotive sector is anticipated to extend by twenty five million. Car industry’s contribution to the Indian gross domestic product (gross domestic product) is calculable to be between half-hour - thirty fifth, associate degree improvement of 20-25% as of currently. The best challenge and completion would be from the Chinese industry. The Chinese industry has been able to provide stiff completion to Asian nation in terms of productivity, price of producing and technology. Once more this trend of excess producing capability, reduced margins are making pressure on the trade.

a. Factors tributary to the expansion of the car trade

- India’s large geographic extension
- Road developments like construction of the Golden Quadrilateral, the North-South, and East-West Corridors,
- Higher income in services sector employments
- Availability of easier finance schemes
- Higher gross domestic product growth

b. Indian Auto Companies

Table 1 presents the name and products of Indian Auto companies

Table 1: Indian Auto Companies

Company	Products
Chinkara Motors	Beachster, Hammer, Roadster 1.8S, Rockster, Jeepster, Sailster
Hindustan Motors	
ICML	Rhino Rx
Mahindra	Major, Xylo, Scorpio, Bolero. Thar. Genio

c. Joint Venture Auto Companies in India

Table 2 presents the name and products of Joint ventures Auto companies in India.

Table 2: Joint Venture Auto Companies in India

Company	Products
Maruti Suzuki	800, Alto, WagonR, Estilo, A-star, Ritz, Swift, Swift DZire, SX4, Omni, Versa, Eeco, Gypsy, Grand Vitara

B. Company Profile

Maruti Suzuki is Bharat favored leading automobile manufacturer and therefore the market leader within the automobile section, each in terms of volume of vehicles sold-out and revenue earned. Till recently, 18.28% of the corporate was closely-held by the Indian government, and 54.2% by Suzuki of Japan. The BJP-led government control associate degree initial public giving of twenty fifth of the corporate in June 2003. With this, Govt. of Bharat not has stake in Maruti Udyog.

Maruti Udyog restricted (MUL) was established in Feb 1981, although the particular production commenced in 1983 with the Maruti 800, supported the Suzuki Alto kei automobile that at the time was the sole trendy automobile obtainable in Bharat, its solely competitors- the geographic region Ambassador and Premier Padmini were each around twenty five years out of date at that

time. Through 2004, Maruti Suzuki has made over five Million vehicles. Maruti Suzuki's square measure sold-out in Bharat and numerous many different countries, relying upon export orders.

The company annually exports over fifty thousand cars and has a very giant domestic market in Bharat merchandising over 730,000 cars annually. Maruti 800, till 2004, was the India's largest merchandising auto ever since it had been launched in 1983.

Maruti Suzuki offers over thirteen completely different models which incorporates Maruti 800, Alto, Wagon R, Estilo, A-star, Ritz, Swift, Swift DZire, SX4, Omni, Eeco, Gypsy, Grand Vitara.

III. RESEARCH METHODOLOGY

There are four sections which clearly explain about the research methodology.

A. Research Design

Research may be a method within which the research worker needs to seek out out the top result for a given drawback and so the answer helps in future course of action. The analysis has been outlined as "A careful investigation or enquiry particularly through rummage around for new reality in any branch of knowledge". The procedure victimization that researchers set about their work of describing, explaining and predicting phenomena is termed Methodology. ways compromise the procedures used for generating, collecting, and evaluating information. ways square measure the ways in which of getting info helpful for assessing clarification.

The type of analysis employed in this project is descriptive in nature. Descriptive analysis is basically a reality finding connected for the most part to the current, abstracting generations by cross sectional analysis of this scenario.

The descriptive methodology has sure limitation; one is that the analysis might create description itself associate degree finishing itself. Analysis is basically artistic and demands the invention of facts on order to steer an answer of the matter. A second limitation is associated whether or not the applied math techniques dominate. The need to over stress central tendencies and to reality in terms of Average, Correlation, suggests that and dispersion might not invariably be either

welcome. This limitation arises as a result of statistics that is partially a descriptive tool of study will aid however not invariably make a case for causative

Descriptive studies aim at depicting accurately the characteristics of a selected cluster or answer. One might undertake a descriptive analysis regarding the manufacturing plant, health and welfare.

A descriptive analysis involves the following steps:

Step 1: Formulating the objectives of the analysis.

Step 2: Defining the population and selecting the sample.

Step 3: Designing the method of data collection.

Step 4: Analysis of the data.

Step 5: Conclusion and recommendation for further improvement in the practices.

B. Data Collection Method

Data was collected victimization form. A form consists of twenty numbers of queries involving each specific and general question associated with the analysis topic. There are 2 sources of knowledge particularly primary & secondary. Primary knowledge is contemporary knowledge that is collected through survey from the staff victimization form. The secondary knowledge is collected from books, web and totally different researches etc.

Statistical Tools Used:

Percentage technique has been used as an applied mathematics tool during this paper.

C. Sampling Technique

Sampling style used is Convenience sampling. The sampling unit is restricted to the workers of Maruti Suzuki. The Population Size has been set to 308, whereas the Sample Size to one hundred.

IV. DATA ANALYSIS & INTERPRETATION

This section deals with the critical analysis of data and its interpretation. The source for most of the data is Maruti Suzuki.

A. Distribution of respondents based on age

From the figure 1, it's inferred that eighty seven of the workers square measure between the people nineteen to twenty five years, seven-percent of the workers are between the people twenty six to thirty years and six percent of the workers are higher than thirty years aged.

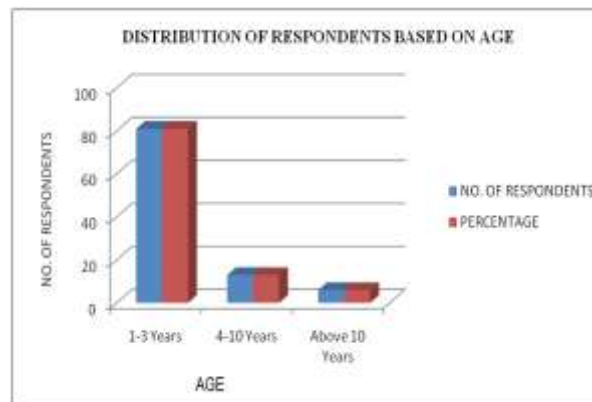


Figure 1 Distribution of Respondents Based on Age

B. Distribution of respondents based on experience

From the figure 2, it's inferred that eighty one of the respondents have expertise between one to three years, thirteen have expertise between four to ten years and six percent of the respondents have higher than ten years of expertise.

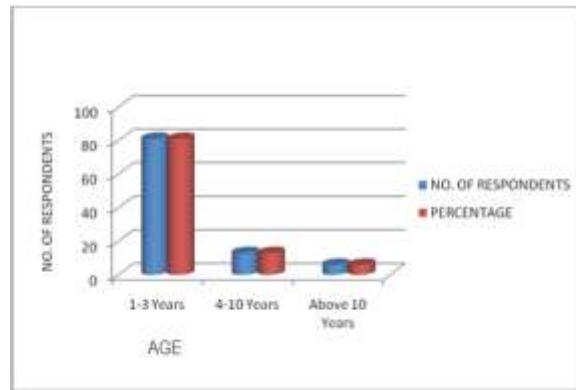


Figure 2 Distribution of Respondents based on Experience

C. Distribution of respondents towards awareness of grievance Redressal committee of the corporate, its members and also the monthly meeting of the committee

From the figure 3, it's inferred that seventy four percent of the workers measure privy to the grievance Redressal committee of the corporate, its members and concerning the meeting that's command monthly within the company and twenty six percent of the workers aren't privy to any of the higher than.

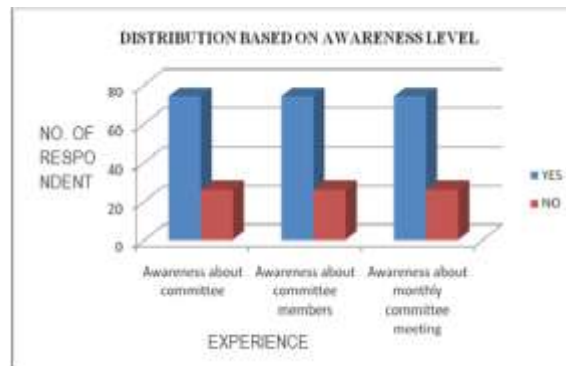


Figure 3: distribution based on awareness level

D. Distribution of respondents towards identification of real basis of worker grievance

From the figure 4, it's inferred that twenty eight percent of the respondents powerfully agree that real basis of their downside is known, 45% agrees, 17 percent stands neutral, eight percent disagrees for the statement and two percent powerfully disagrees with the statement.

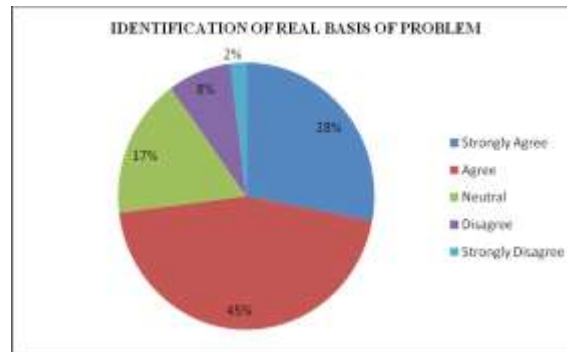


Figure 4 Identification of Real basis of Problem

E. Distribution of respondents supported grievance redressal committee members' active involvement in resolution downside

From the figure 5, it's inferred that sixty eight percent of the workers say that grievance Redressal committee members actively interact in resolution their downside and thirty two percent of the workers say that committee members aren't actively interact in resolution their downside.

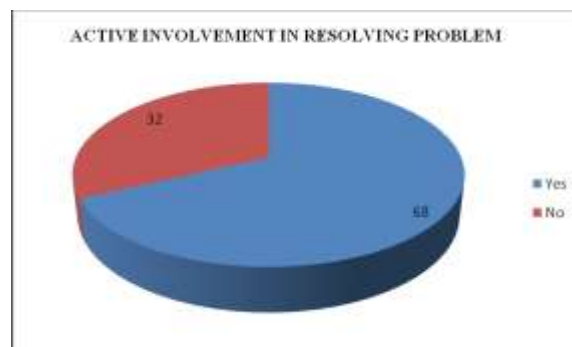


Figure 5 Active Involvements in Resolving Problem

F. Distribution of respondents supported confidentiality and correct maintenance of grievance records by the grievance handling committee members

From the figure 6, it's inferred that sixty one percent agrees that confidentiality is maintained concerning grievances and thirty nine percent disagrees with the upkeep of confidentiality. It's additionally legendary that seventy one percent of the respondents say that correct records maintained concerning grievance and twenty nine percent disagrees with the statement.

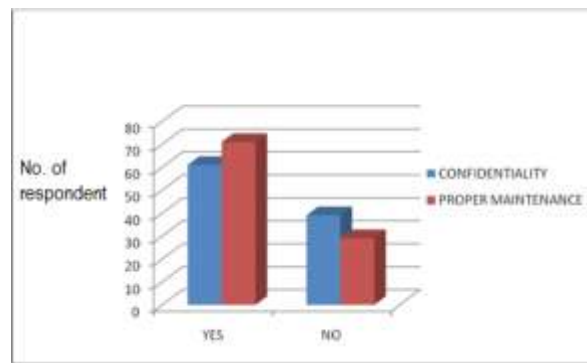


Figure 6: Distribution of respondents based on confidentiality

G. Distribution of respondents with respect to the statement ‘Conflict resolving is an important function for the smooth functioning of an organization’

From the figure seven, it's inferred that thirty one percent powerfully agree that conflict resolution is a vital operate for the graceful functioning of a company, fifty two percent of the respondents agrees, Sixteen percent stands neutral and one hundred and twenty five percent disagrees with the statement.

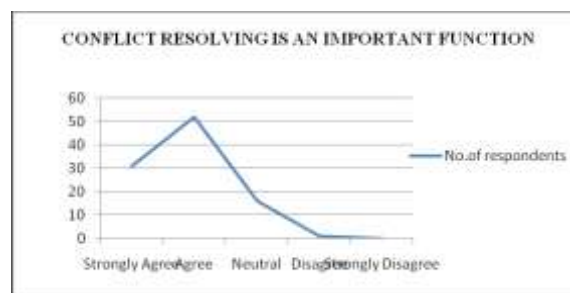


Figure 7: Conflict Resolving

H. Distribution of respondents towards Satisfaction level of the conflict resolution procedure of the corporate supported expertise

From the figure 8, it is inferred that in 1-3 years experience group 25.93% are highly satisfied, 41.97% are satisfied and 32.1% are neutral; in 4-10 years experience group 38.46% are highly satisfied, 38.46% are satisfied, 15.38% are neutral and 7.7% are extremely dissatisfied; in workers having quite ten years of expertise 50 percent extremely, 16.67% is neutral and 33.33% disgruntled toward the conflict resolution procedure of the corporate.

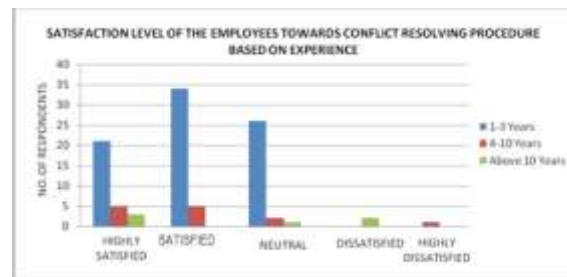


Figure 8: Satisfaction Level of Employees toward Conflict Resolving Procedure Based On Experience

I. Distribution of respondents concerning whom they redress for grievance

From the figure nine, it's inferred that sixty five percent of the respondents communicate their grievance to the private officer and thirty five percent of the respondents communicate to their supervisor.

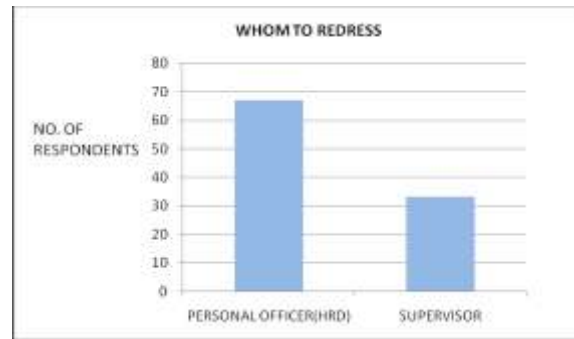


Figure 9: Distribution of respondents regarding whom they redress for grievance

J. Distribution of respondents concerning regular follow up to confirm that the correct call has over up in satisfaction

From the figure ten, it's inferred that eighty two percent of the respondents agree that regular follow up is created to confirm that the correct call has over up in satisfaction and eighteen percent of the respondents pain the higher than statement.

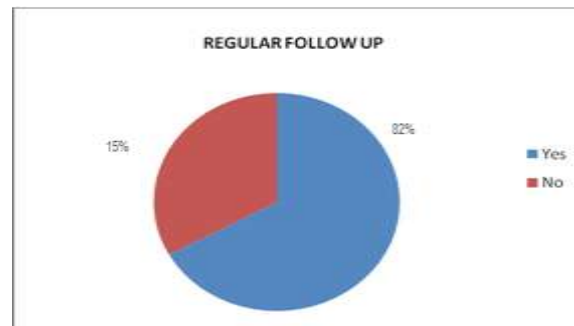


Figure 10: Regular Follow Up

K. Distribution of respondents towards any temporary relief provided till correct call is created in order that it doesn't raise any adverse effects among the corporate

From the figure eleven, it's inferred that sixty seven percent of the respondents agree that temporary relief is provided and thirty three percent of the respondents says that no temporary relief is provided.

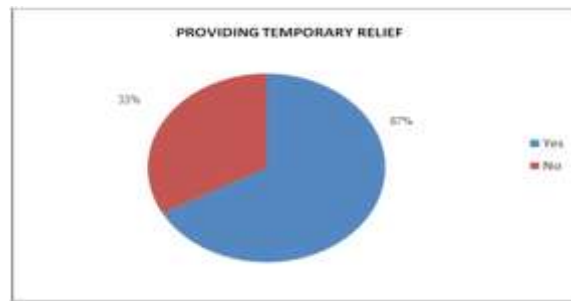


Figure 11: Providing temporary relief

L. Distribution of respondents towards the chance given to the workers to require the grievance to the upper official is call provided isn't satisfactory

From the figure 12, it's inferred that eighty five percent of the respondents agree that chance given to the workers to require the grievance to the upper official is call provided isn't satisfactory and fifteen percent of the respondents disagrees.

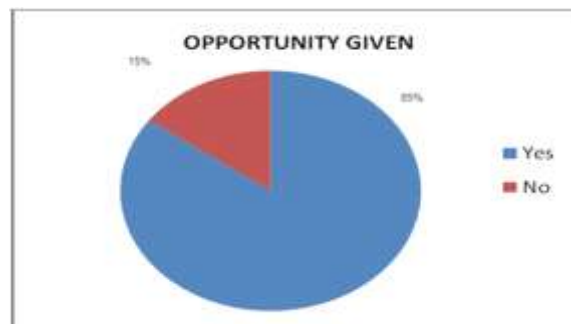


Figure 12: Opportunity Given

M. Distribution of respondents with relation to easy and simple grievance transfer procedure

From the figure thirteen, it's inferred that eighty four percent of the respondents agree that grievance transfer procedure is straightforward and simple and Sixteen percent of the respondents disagrees.

N. Distribution of respondents with respect the supervisor given authority to require necessary action to resolve the matter

From the figure fourteen, it's inferred that sixty six percent of the respondents agree that the supervisor is given authority to require necessary action to resolve the matter and thirty four percent of the respondents pain the statement the supervisor is given authority to require necessary action to resolve the matter.

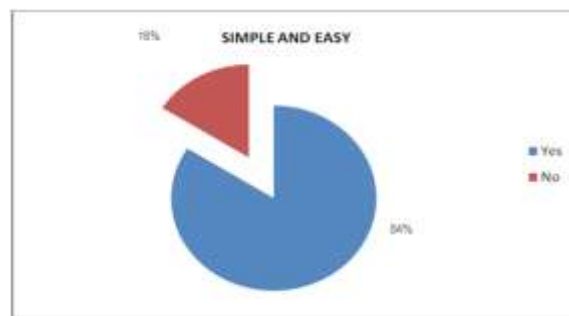


Figure 13: Distribution of respondents with respect to simple and easy grievance conveying procedure

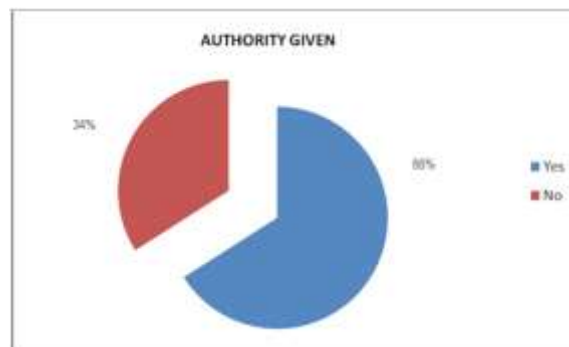


Figure 14: Distribution of respondents with respect the supervisor given authority

V. FINDINGS

There has been following findings after the critical analysis:

- 87% of the workers are below the people 19-25 years.
- 81% of the workers have 1-3 years of expertise.
- 74% of the workers have awareness concerning the grievance Redressal.
- Committee of the corporate, its members and also the monthly meeting being command.
- 68% of the respondents say that grievance Redressal committee members actively interact in resolution the issues.
- 61% of the respondents say that correct records' concerning grievance and Confidentiality is maintained.
- 83% of the workers say that conflict resolution is a vital operates for sleek running of a company.
- 68% of the workers square measure glad with the grievance handling Procedure followed by the corporate.
- 82% agrees that importance is given to what's right instead of United Nations agency is correct.
- 67% of the workers say that temporary relief is provided till correct call is created.

VI. CONCLUSION

The critical appraisal reveals that the Grievance handling procedure is satisfactory. The organization is recognizing the importance of satisfying the workers and retentive them. Any enhancements are often created in order that all members square measure extremely glad with the procedure. Most of the surveyed workers square measure glad with the strategy adopted by the organization for redressing the grievances or complaints of the workers.

VII. REFERENCES

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