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## **Mechanism of Grievance Handling Housing Construction Companies**

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### **ABSTRACT**

*This paper aims to afford each covered employee a systematic means of resolving complaints concerning discrimination, non-compliance with the Personnel Rules, or other work-related matters which directly and personally affect the employee. One of the important factors behind every successful organization is its employees. Every organization understands the importance of experienced and good employees. Therefore, it is very essential to retain such employees and ensure they are happy in their current jobs and motivated in their roles. This eventually brings us to the project*

### **OBJECTIVE OF THE STUDY**

- To study the effectiveness of Employee Grievance.
- To identify whether the employees are aware of the grievance handling mechanism.
- To know the level of satisfaction towards their work in the organisation.

### **INTRODUCTION**

A grievance means any discontentment or dissatisfaction in an employee arising out of anything related to the enterprise where he is working. It may not be expressed and even may not be valid. It arises when an employee feels that something has happened or is going to happen which is unfair, unjust or inequitable. Thus, a grievance represents a situation in which an employee feels that something unfavourable to him has happened or is going to happen. In an industrial enterprise, an employee may have grievance because of long hours of work, non-fulfilment of terms of service by the management, unfair treatment in promotion, poor working facilities, etc.

#### **Nature of Grievance:**

Grievances are symptoms of conflicts in the enterprise. Just like smoke could mean fire, similarly grievances could lead to serious problem if it is not addressed immediately! So they should be handled very promptly and efficiently. While dealing with grievances of subordinates, it is necessary to keep in mind the following points: A grievance may or may not be real. Grievance may arise out of not one cause but multifarious causes. Every individual does not give expression to his grievances.

#### **Forms of Grievances:**

A grievance may take any of the following forms: **Factual:** When an employee is dissatisfied with his job, for genuine or factual reasons like a breach of terms of employment or any other reasons that are clearly attributed to the management, he is said to have a factual grievance. Thus, factual grievances arise when the legitimate needs are unfulfilled. The problem that he has is real and not virtual **Imaginary:** When an employee's grievance or dissatisfaction is not because of any factual or valid reason but because of wrong perception, wrong attitude or wrong information he has. Such a grievance is called an imaginary grievance. **Disguised:** An employee may have dissatisfaction for reasons that are unknown to himself. This may be because of pressures and frustrations that an employee is feeling from other sources like his personal life.

#### **Grievances Classification:**

(1) Grievances resulting from working conditions  
Improper matching of the worker with the job.  
Changes in schedules or procedures.  
Non-availability of proper tools, machines and equipment for doing the job.  
Unreasonably high production standards.  
Poor working

conditions.Bad employer – employee relationship, etc. (2) Grievances resulting from management policy Wage payment and job rates. Leave. Overtime.Seniority and Promotional.Transfer.Disciplinary action (3) Grievances resulting from personal maladjustment (i) Over – ambition. (ii) Excessive self-esteem or what we better known as ego. (iii) Impractical attitude to life etc.

**RESEARCH METHODOLOGY**

**Sample Design**

**Sample Size:** 50 surveyed in the Middle East and India.

- **Sampling Area:** The research is conducted in Real Estate Companies **Primary Data:** - Questionnaires, Interview from employees with a sample size of 50 and seeking information from the companies.
- **Secondary Data:** - Books and Journals.

**Cross Tabulation**

It is used to determine, If there is exist a significant relationship between the two variable.

**Table2 (a): Age \* Gender Crosstabulation**

Count				
		Gender		Total
		Male	Female	
Age	20-30	12	6	18
	31-40	12	7	19
	41-50	7	3	10
	51-60	3	0	3
Total		34	16	50

**Table2 (b)Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.650 <sup>a</sup>	3	.648
Likelihood Ratio	2.547	3	.467
Linear-by-Linear Association	.628	1	.428
N of Valid Cases	50		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .96.

**Interpretation:** -Significance value is .648 which is more than level of significance i.e. (.05). Hypothesis is accepted.

**Table:- Age \* Experience Crosstabulation**

Count		Experience					Total
		0-2	3-5	6-8	9-11	11-above	
Age	20-30	10	8	0	0	0	18
	31-40	2	5	12	0	0	19
	41-50	0	0	2	8	0	10
	51-60	0	0	0	0	3	3
Total		12	13	14	8	3	50

**Table2 (d): Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)

Pearson Chi-Square	1.113E2 <sup>a</sup>	12	.000
Likelihood Ratio	82.997	12	.000
Linear-by-Linear Association	38.635	1	.000
N of Valid Cases	50		

a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is .18.

**Interpretation:** - Significance value is .000 which is less than level of significance i.e. (.05). Hypothesis is rejected.

**Regression**

**Simple Regression** involving 1 independent and 1 dependent variable i.e. regression line =  $a+bx$

**Table3 (a): Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
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1	<p>Companyholdmeeting,          Workingconditionisgood,          Policiesisgood,          Effectivemechanism,          Salaryoffered,          Discussgrievancewithsuperior,          Superiorrespondstogrievance,          Employeesarecommunicated,          Sharegrievancewithcolleagues, Workdivided,          Responsibilityisaccording specialization,          Wageandsalaryadequate<sup>a</sup></p>		. Enter
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a. All requested variables entered.

b. Dependent Variable: Grievancehandlingbymanagement

**Table3 (b): Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.480 <sup>a</sup>	.230	-.019	.986	.230	.923	12	37	.534

a. Predictors: (Constant), Companyholdmeeting, Workingconditionisgood, Policiesisgood, Effectivemechanism, Salaryoffered, Discussgrievancewithsuperior, Superiorrespondstogrievance, Employeesarecommunicaed, Sharegrievancewithcolleagues, Workdivided, Responsibilityisaccordingspecialization, Wageandsalaryadequate

b. Dependent Variable:  
Grievancehandlingbymanagement

**Interpretation:** - R square is .534, it represents coefficient of determination i.e. 53.4% of the variation in opportunities for development is explained by other components.

#### **Standard Error of Estimate**

As standard deviation measure the deviations around the mean standard error of estimate measure the deviation around the regression line. Larger the value, larger the deviation.

Standard error of the estimate is .986

**Table): ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.767	12	.897	.923	.534 <sup>a</sup>
	Residual	35.953	37	.972		
	Total	46.720	49			

a. Predictors: (Constant), Companyholdmeeting, Workingconditionisgood, Policiesisgood, Effectivemechanism, Salaryoffered, Discussgrievancewithsuperior, Superiorrespondstogrievance, Employeesarecommunicaed, Sharegrievancewithcolleagues, Workdivided, Responsibilityisaccordingspecialization, Wageandsalaryadequate

b. Dependent Variable: Grievancehandlingbymanagement

**Overall Regression Model**

Here, F test is used to determine the validity of regression model i.e. whether there exist a relationship between dependent variable and one of the independent variable.

**Interpretation**

F calculated value = .923

P value = .534 which is more than alpha i.e. .05. Hence, accept hypothesis and overall regression model is valid.

**Table: Coefficients<sup>a</sup>**



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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.935	1.650		1.173	.248
	Workingconditionisgood	.048	.158	.049	.303	.763
	Wageandsalaryadequate	-.138	.230	-.164	-.600	.552
	Policiesisgood	.183	.199	.194	.915	.366
	Responsibilityisaccordingspecialization	.099	.179	.108	.550	.585
	Workdivided	.055	.193	.058	.286	.776
	Salaryoffered	.126	.177	.179	.713	.481
	Sharegrievancewithcolleagues	.082	.153	.100	.533	.597
	Effectivemechanism	-.075	.130	-.094	-.577	.567
	Discussgrievancewithsuperior	-.134	.165	-.152	-.807	.425
	Superiorrespondstogrievance	-.176	.142	-.222	-1.239	.223
	Employeesarecommunicated	.005	.164	.006	.032	.975
	Companyholdmeeting	.429	.182	.403	2.353	.024

a. Dependent Variable: Grievancehandlingbymanagement



**Table: Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.80	4.75	3.84	.469	50
Residual	-2.244	1.551	.000	.857	50
Std. Predicted Value	-2.225	1.948	.000	1.000	50
Std. Residual	-2.276	1.573	.000	.869	50

a. Dependent Variable: Grievancehandlingbymanagement

**Factor Analysis**

**KMO measure of Sampling Adequacy**

It is an index used to measure two things:

- Factor Analysis is appropriate or not.
- Sample Size is adequate or not.

Value lying between .5 to 1 indicates the validity of the above two statements.

**Table: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	197.946
	Df	78
	Sig.	.000

**Interpretation-** Here, KMO value is .718 indicating that sample size is adequate and factor analysis can be applied.

**Bartlett's Test of Sphericity**

It is the test used to examine the hypothesis that variables are uncorrelated in the population.

**Interpretation-** The value of chi-square is 197.946 with Df 78 and significance value is .000. Hypothesis is accepted.

Ho: No correlation between variables

Ha: Relationship exist between the variable.

**Table-: Communalities**

	Initial	Extraction
Workingconditionisgood	1.000	.549
Wageandsalaryadequate	1.000	.766
Policiesisgood	1.000	.660
Responsibilityisaccordingspecialization	1.000	.553
Workdivided	1.000	.652
Salaryoffered	1.000	.830
Sharegrievancewithcolleagues	1.000	.706
Effectivemechanism	1.000	.567
Discussgrievancewithsuperior	1.000	.548
Superiorrespondstogrievance	1.000	.621
Employeesarecommunicaed	1.000	.519
Companyholdmeeting	1.000	.791
Grievancehandlingbymanagement	1.000	.504

Extraction Method: Principal Component Analysis.

**Table-): Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.045	31.117	31.117	4.045	31.117	31.117
2	1.687	12.976	44.093	1.687	12.976	44.093
3	1.418	10.906	54.999	1.418	10.906	54.999
4	1.115	8.573	63.572	1.115	8.573	63.572
5	.946	7.279	70.851			
6	.750	5.768	76.619			
7	.687	5.282	81.901			
8	.650	4.998	86.899			
9	.521	4.006	90.905			
10	.404	3.109	94.014			
11	.356	2.736	96.749			
12	.254	1.955	98.705			
13	.168	1.295	100.000			

Extraction Method: Principal Component Analysis.

**Determination of no. of factors:-**

**Eigen values-** Consider Eigen values greater than 1. Here, In the above figure 4 values are greater than 1 which indicates 4 factors are extracted:-

Factor 1 explains the variance of 31.117

Factor 2 explains the variance of 12.976

Factor 3 explains the variance of 10.906

Factor 4 explains the variance of 8.573

**Interpretation:** - Thus, total variance is  $31.117+12.976+10.906+8.573=63.572$

Approximately, 36.42% of the information is lost by relying on factors.

**Table:Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
Workingconditionisgood	.217		.698	-.116
Wageandsalaryadequate	.786	.144	.133	.330
Policiesisgood	-.735	.102	.165	.287
Responsibilityisaccording specialization	.678	-.231	-.197	
Workdivided	.611	.501		-.136
Salaryoffered	.702	.165	.269	.487
Sharegrievancewithcollea gues	-.573	.217	.239	.523
Effectivemechanism	-.288	-.312	.616	
Discussgrievancewithsupe rior	-.621	.268	.261	-.147
Superiorrespondstogrieva nce	.532	.156	.452	-.331
Employeesarecommunica ed	.652	-.194	.135	.195

Companyholdmeeting		.817		-.346
Grievancehandlingbymanagement		.615	-.183	.288

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

**Table: Determination of component in each factor**

Component	1	2	3	4
Working condition is good			.698	
Wageandsalaryadequate	.786			.330
Policiesisgood	.735			
Responsibilityisaccordingspecialization	.678			
Workdivided	.611	.501		
Salaryoffered	.702			.487
Sharegrievancewithcolleagues				.523
Effectivemechanism		.312	.616	
Discussgrievancewithsuperior	.621			
Superiorrespondstogrievance	.532		.452	.331
Employeesarecommunicated	.652			
Companyholdmeeting		.817		.346
Grievancehandlingbymanagement		.615		

Thus, as shown in above table:-

- Factor 1 includes 8 components.
- Factor 2 includes 4 components.

- Factor 3 includes 3 components.
- Factor 4 includes 5 components.

To avoid overlapping of variable in different factors, we apply **Rotated component matrix**

**Table Rotated component matrix**

Component	1	2	3	4
Working condition is good			.698	
Wage and salary adequate	.786			
Policies is good	.735			
Responsibility is according specialization	.678			
Work divided	.611			
Salary offered	.702			
Share grievance with colleagues				.523
Effective mechanism			.616	
Discuss grievance with superior	.621			
Superior responds to grievance	.532			
Employees are communicated	.652			
Company hold meeting		.817		
Grievance handling by management		.615		

**Interpretation:** - Thus, Factor 1 includes wages and salary adequate, Policies is good, Responsibility is according specialization, Work divided, Salary offered, Discuss grievance with superior, superior responds to grievance, Employees are communicated.

Factor 2 includes company hold meeting, Grievance handling by management.

Factor 3 includes Working condition is good and Effective mechanism.

Factor 4 includes Share grievance with colleagues.

Majority of employees are satisfied with working condition in the organisation.

Majority of employees are satisfied with promotion and policy of the company.

Employees feel good about their colleagues working with them.



Majority of employees feels that responsibility entrusted in company is according to their specialization.

Employees are satisfied with working hours in the organization.

Some of the employees feel that salary is not sufficient and salary offerings play a key role in employee satisfaction, in turn industrial growth.

Employees are strongly agreed that company should hold the meeting to sort out the grievance.

Majority of employees are agreeing with the management's decision regarding their grievance.

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