Impact of Framing Employee Grievance Forum -A Study with Reference to Hinduja Global Solutions, Bangalore

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Abstract

A grievance may be defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1982:12). The validity of a grievance depends upon whether or not there is "just cause" or reason for such complaint. Certain tests are used in determining whether a company had just cause for disciplining an employee (BNA Editorial Staff, 1959 1987:1). Anyone having an affiliation with an organization can file a grievance on behalf of or against that organization. Some of the most common complaints by employees include unfair treatment by the employer, broken employment agreement, and employer communications and defamation. The most common employers' complaints are absenteeism, insubordination, misconduct, substance abuse, unsatisfactory performance, and safety and health violations. For grievance handling to be effective, the employer has to follow certain guidelines. In disciplining employees, management should mainly use penalties such as warnings, suspensions, and discharge (BNA Editorial Staff, 1959 1987:11).

Indian IT- BPO playing an instrumental role in economic and development and has become the nation's growth engine crossing significant milestones in terms of revenue, employment generation and value creation (Venkat Rao et al 2018)

Liberalization though gave a tremendous growth to Indian economy with the IT sector but also create problem of job insecurity and safety in facing global severe competition BPO sector in India is subjected to many problems. Despite this fact IT sector has given and iconic status to India's largest outsourcing destination and shares 9.4% in the 57% of the service sector contribution to the Indian GDP, IT sector in India gave the title of "brand image" at the global level (Bhargava 2015). Innumerable global call centers has been established in India to give better services. The availability low cost English speaking human resources, highly soft power are the reason behind calling service – led industrialization or service revolution (Dhar 2012).

HGS Bengaluru BPO company and they do not support any IT projects in india they deal with support project ranging from domestic to international projects it is pure play business and service provided head quartered in bengaluru. They cover health care insurance, health information, construction, electronics, and packages goods. Other verticals may be may be transportation.

KEYWORDS : service, outsourcing, grievances, interpersonal drivers, handling, liberalization health, grievance redressal forum.

INTRODUCTION

ITES is the main industry acting as a key driving force behind India's economic growth it has employed almost 10 million Indian and contributed a lot to social transformation in the country (Sharada Singh et al 2017). Outsourcing is a contract based relationship between client contracts out all or part of its services to a vendor, who provides agreed services to a vendor in return for remuneration. ITES industry steadily increasing its contribution to India's gross domestic product and reached 6% during 1998-2009.

BPO is one of the fastest growing segments of ITES industry. The drivers of growth of ITES industry. The drivers of growth of ITES industry may be, labor cost arbitrage, economies of scale, flexibility in operation, presence of skilled labor, government support etc. the maturity of Indian BPO sector has given birth to yet another wave in the global outsourcing area in the form of knowledge process outsourcing (KPO), KPO work is more skill based, analytical and judgments oriented. KPO works include pharmacy biotech , data integrated and management, financial research and analysis technology research, computer aided simulation and engineering services etc. The high end value KPO promises to provide long term jobs for intellectual, analytical and knowledgeable people with salary higher than BPO.

The severe competition emerged on account after effects of global recession making the ITES firms to face a multiple of difficulties in dealing with their offshore clients. The local vendors are putting pressure on captive centers and took lead over captive centers particularly in service area product development. The reason behind emerging trend may be increase cost, heavy labor turnover, lack of management support etc. In the study is an attempt to analyze the measures taken by the management to provide awareness about the grievances resolution which taken up by the management side in form of the cell or forum which is provide to the employee to put up the conflict which they face in organization. This study also illustrate the impact of the grievance forum of the employee life and also helps the employee to provide good environment to work with and also speaks about in case or not resolved it may lead to employment turnover, low productivity and morality.

Keywords grievance handling, grievance cell, interpersonal.

STATEMENT OF PROBLEM

Many of the workers in BPO unit of HGS left the place on account of multiple reasons. Workers are asked to solve their problem themselves when the HR team feel the grievance may affect their management or employee try to quit the organization they come forward and put up their issue on grievance forum. Harassment from HR management, not providing PF money to employee, unethical tax process, unprofessional behavior of HR manager towards employee, poor management, torturing employees, not providing incentives, salary issues doesn't hike salary , the

employee felt that the management change its tone when leave the organization. The HR person doesn't respond to them. The employee also complaints about the hr not responding to the issues raised. From the management side the review and grievance forum are settled through the redressal forum formed and assurances are given for rectification. The collected data is the form of tables and data was analyzed through application of quantitative metric like ANOVA.

OBJECTIVES OF THE STUDY

1. To investigate the reason of dissatisfaction.
2. To take appropriate action and ensure promise are kept.
3. To analyze respondents awareness of grievance forum from the management side.
4. To clarify nature of grievance.

HYPOTHESIS

1. Respondents are not aware of grievance cell formed by the management side.
2. There are no interpersonal drivers causing grievances.
3. Respondents are not aware of objectives of grievance cell
4. Respondents are not aware of impact of grievance forum.

RESEARCH DESIGN

The present study considers both primary and secondary data. The researcher has used descriptive research to identify the reasons behind grievances and analytical type to analyze the existing facts from the data collected from employees of Hinduja Global solution, a business process outsourcing concern, HGS do not support any IT project in India. They deal with support projects ranging from domestic and international projects. They are pioneers in the area of healthcare, insurance, construction, electronic and package goods. Further they also undertake publishing energy, utilities and transportation and logistics.

A. SAMPLE OF THE STUDY

The total population at HGS,Bengaluru unit is around 9500 and 600 sample is selected for the study purpose. The basis of 600 sample decision on the Bill Godden's sample formula. Sample size- finite population (where the population is less than 50000).

POP = population size = 9500

Note : calculate the sample size using the infinite population formula first. Then use the sample size derived from that calculated to calculate a sample size for a finite population.

$SS = ss /(1+ (ss -1) /pop)$

$SS = Z2 \ x \ (p)x(1-p)/C2$

SS = sample size

Z = z value A (e.g. 1.96 for a 95% confidence level)

P = percentage of population picking a choice, expressed as decimal

C = confidence interval, expressed as decimal (e.g. 0.04 = +/ - 4%)

A = values (cumulative normal probability table) represent the probability that a sample will fall within a certain distribution.

= 3.8416 x 0.25 / 0.0016

= 0.9604 / 0.0016 = 600.25

Now new SS = ss / (1 + (ss – 1/pvp))

= 600 / (1 + 600 -1 /9500))

= 600 / 1+ 0.0630

= 564.44 or 600 (round to next highest)

Sample table

Selected category of employees	No of sample selected
Customer relation officer	300
Customer care executive	150
Senior process consultant	50
Technical support engineer	25
Senior process engineer	25
Senior claim processor	50
Total	600

B. Universe of the study

The present study is confirmed only to Bengaluru. There is heavy concentration of IT/ ITES units and nickname as global software hub. Further, Bengaluru is the fastest growing center and popularly called as "silicon valley".

C. Sampling Technique

Convenient sampling technique was adopted and data has been collected using a structured questionnaire. 600 samples was fixed for the study as suggested by Bill Godden(2004).

D. Sources of data

The present research work utilizes both primary and secondary sources. The primary and secondary sources. The primary data was collected by administration

a well drafted structure questionnaire which was administered as scheduled a pilot the study was conducted. For this purpose 30 respondents were chosen and requested to provide valuable   answers for questions. In the light of experience of collecting and circulated among the sample respondents. 635 questionnaires were received and 35 were not usable ones and forms a success of 94.48%. The secondary sources were journals, books and different websites.

E. Questionnaire design

The questionnaire framed for this purpose is a structured one and all the questions to be asked are known in advance. The scales used to evaluate questions are:

1) Descriptive scale (yes or no)
2) Likert 5 or 4 point scale.

F. Statistical tools and Techniques

ANOVA statistical tools is used to interpret the data. ANOVA measures the quantum of variation of also helps as to test the data scientifically.

3. Review of literature

Cronin, Taylor (1992) tested the relationship between service quality and customer satisfaction; and concludes that perceived service quality leads to customer satisfaction Cronin, Taylor (1992) tested the relationship between service quality and customer satisfaction; and concludes that perceived service quality leads to customer Satisfaction Cronin, Taylor (1992) tested the relationship between service quality and customer satisfaction; and concludes that perceived service quality leads to customer Satisfaction Cronin, Taylor (1992) tested the relationship between service quality and customer satisfaction; and concludes that perceived service quality leads to customer satisfaction.

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Walker, Bernard and Hamilton, Robert (2015) The focus of industrial conflict has shifted from collective confrontation to grievances between employee and employer. This narrative review encompasses a range of international research on individual employee–employer grievances. The literature is reviewed in four key stages: (1) the incidence of grievable events; (2) the employee's response to a potential grievance issue; (3) the effectiveness of grievance processing; and (4) outcomes. The incidence of grievable events cannot be estimated precisely, because most are either not pursued by the employee or are settled informally (and so not recorded).

Gomathi (2014) observed that issues and complaints arise in a workplace even where there is a very strong and highly effective management and proficient workforce thus affecting employment relationship. This makes it necessary for a grievance procedure to be in place to address grievances. The process of handling grievances has been progressively considered both as an institutional instrument and a procedure of handling workplace misunderstandings that arise from the employment contract entered into by the

employer and the employee and its application has been integrated in union and management relations.

Mubezi, (2013). These include business competition, availability of raw material and etc. These factors can be solved and handled by using knowledge, skill and common sense of the employees. Grievance deal directly with employee's issues and all concerns they have in their working environment

Griffith, (2010). The construction and extent of these impacts will vary from one individual to another, thus, the same issue or occurrence can be considered from various angles by different persons and this contributes as to why perception is not corporeality.

Hardeman,(2004).Everybody has a right to be heard, and with the open communication, the problem can be easily resolved

Jackson, Tricia, (2000). There are recognized steps in handling the grievance which can be also applied in the process of the organizations. Firstly and maybe the most important, is to let the person or the people stand up and speak on what are the things they believed is wrong.

Survey findings

Table-1 highlights data about respondent's awareness of employee of grievances forum from management side. Out of 600 sample respondents 336 strongly over the statements listed in the table driving grievances, followed by 201 agree, 28 stood neutral, 14 disagree and 21 strongly disagree. Out of the 336 respondents who said strongly agree, 60 said about low salary followed by 58 about low appraisal, 53 about no opportunity to widen talent, 45 about shift timings and 6 days work and 45 each about improper training appraisal and no voice insurance, and 30 about no safety for girls. Out of the 201 respondents who said agree, 35 said about less salary, 34 about low appraisal, 32 about no opportunity to widen talent, 30 about no voice insurance, 28 about shift timings and 6 days work, 22 about improper training and 20 about no safety for girls. Out of 28 respondents who neutral a majority of 7 said about less salary. 6 about no voice insurance, 4 each about low appraisal and improper training appraisal. Out of 14 who said disagree, 3 each said about less salary and no voice insurance and 2 about shift timings and 2 each about low appraisal and improper training and appraisal. Out of 21 who said somewhat agree, 6 said about low salary, 4 about low appraisal and 3 each about no safety for girls and no voice insurance. ANOVA statistical metric fails to accept H0 and accepts H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of causes of grievance from management side.

Table-2 highlights data about inter personal drivers causing grievances. 330 respondents out of 600 have stated highly causes, 165 causes, 30 neutral, 45 not causes and 30 highly not causes. Out of 330 who said highly causes 90 said about inability to get along with supervisors, 75 about poor relation with team members, 60 about feeling loneliness, 57 about more egoism and procrastation, 48 about inappropriate approach to file. Out of 165 respondents who said about causes, 60 about inability to get along with the supervisors, 30 about impracticable approach to life, 27 about more ego and procrastation and 24 each about poor relation with team members and feeling loneliness. Out of 30 who stood

neutral a majority of a said about inability to get along with supervisors, 5 each about non egoism, and impracticable approach to life, and 4 about feeling loneliness. Out of 45 who said not causes 9 said about inability to get along with the supervisors and 9 each about impractical approach to life and feeling loneliness, 6 about more egoism and a majority of 12 said about poor relation with team members. Out of 30 who said highly not causes 9 said about poor relation 6 about inability to get along with supervisor and 6 each more egoism, and feeling loneliness. ANOVA quantitative metric fails to accept H0 and accepts H1. Therefore, it is concluded here that there exist significant variation in the data and respondents are aware of interpersonal drivers causing grievances.

Table - 3 reveals about respondents awareness of objectives of handling grievances. 330 respondents out of 600 said highly aware followed by 180 aware 30 neutral, 60 some that aware. Out of 330 respondents who said highly aware, 75 each said about solves the problem at an early stage without allowing to grow further, and takes human problems like absenteeism and demonization, 63 said about keeps concentration on productivity, 60 improve the overall conditions, 57 about keeps the workforce happy. Out of 180 who said aware, 45 each said about solves the problem at an early stage and takes human problem like absenteeism and demonization, 33 said about keeps concentration on productivity, 30 about improves overall working conditions, and 27 said about develops a happy work force. Out of 30 who stood neutral a majority of 9 spoke about neutrality about solves problem at an early stage, 6 said about improves overall conditions and 6 each further keeps concentration on productivity and takes human problems. Out of 60 who said somewhat agree, 15 each said about solves the problem at an early stage and keeps concentration on productivity, 12 each about improve the overall conditions and takes human problems like absenteeism and demonization. ANOVA quantitative metric fails to accept H0 and H1. Therefore it is concluded here that there exist significant variations in the data and respondents are aware of objectives of grievances handling.

Table-4 sum up information about impact of grievances. 342 respondents out of 600 are strongly agree followed by 168 agree, 36 neutral, 54 somewhat agree. Out of 342 respondents who said strongly agree 75 said about increase in labor unrest, 54 said about increases wastages, 48 about grievances creates indiscipline and 45 about loss of interest in work. Out of 168 respondents who said agree 42 said about increase in labor turnover, 36 about lack of morale and commitment and labor unrest, 24 about grievances create indiscipline, 21 about loss of interest in work and 18 said about damages stability and growth. Out of 36 who stood neutral 9 each said about grievances create indiscipline and lack of morale and commitment and labor unrest, 6 each said about increase in labor turn over and increases wastages. Out of 54 respondents who said somewhat agree, 12 each said about increases labor turn over and increases wastages, 9 each about grievance, create indiscipline, and lack of morale and commitment and labor unrest and 6 each about loss of interest in the work and damages the stability and growth. ANOVA quantitative metric fails to accept H0 and accepts H1. Therefore it can be concluded have that there exist significant variations in the data and respondents are aware of impact of grievances.

Conclusion

India on ITES is notably growing but it is facing some challenges. Innumerable youngsters are liking to enter this field and hence it has become vital important to managements to know their characteristics and expectations from the workplace. In this

globalised scenario the managements are required to follow better strategies and chances of promotion and opportunities for personal growth also boost up the engagement level of BPO employees. Wrong selection of the candidates lead to heavy turnover. Organizations must try to understand the organization dynamics of present workforce and its implications for the leaders of tomorrow. Top management must be very active in building better relationship with workforce either younger or older or experienced. Female employees should be given protection and awareness among girl employees through the proper education, training, leadership development program, mentoring so that the grievances may be kept at loss. The long demand like 6 days work should be reduced to 5 days like that of IT sector. While dealing with grievances essential skill has to be shown and solve all the grievances. A management which retains better industrial relation stays longer from the other.

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Table-1 : Respondents awareness of causes of employee grievances forum from management side

Drivers of grievances forum	SA	A	N	DA	SDA	T
No info on wage fixation	60	35	7	3	6	111
Poor physical condition of workplace	45	28	3	2	2	80
Paid less compare to other	30	20	2	1	3	56
No opportunity to widen talent	53	32	2	1	1	89
No wage revision	58	34	4	2	4	102
Tight production norms	45	22	4	2	3	76
Defective tools	45	30	6	3	2	86
Total	336	201	28	14	21	600

Source: Field survey

Note: SA - Strongly Agree, A - Agree, N - Neutral, DA - Disagree, SDA - Strongly Disagree

Hypotheses

H0	Employee impact grievances forum formed by management in HGS sector is not positively related to respondents awareness of causes of grievances cell from management size and there exist no significant variation on the data	Reject
H1	Employee grievances impact framed by management side in HGS sector is positively related to respondents awareness of causes of grievances cell from management size and there exist significant variation on the data	Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	11877.0778	(5-1)=4	11877.0778/4 =2969.2694	2969.2694/ 33.4369 =88.80	F(4,30) =2.09
Within sample	1003.1882	(35-5)=30	1003.1882/30 =33.4296		
Total	12880.2660	(35-1)=34			

Source: Field Survey

ANOVA Analysis:

The calculated value being 88.80 higher than the TV = 2.64 @ 5% level of significance with df = $v1$ = 4 and $v2$ = 30 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variations in the data and respondents are aware of grievances from the management side.

Table-2 : Interpersonal drivers causing employee grievances forum

Drivers of grievances	HC	C	N	NC	HNC	T
Inability to get along with supervisors	90	60	9	9	6	174
Poor relation with team members	75	24	7	12	9	127

More egoism and procrastination	57	27	5	6	6	101
Impracticable approach to life	48	30	5	9	3	95
Lack of recognition	60	24	4	9	6	103
Total	330	165	30	45	30	600

Source: Field survey

Note: HC - Highly Causes, C - Causes, N - Neutral, NC - Not Causes, HNC - Highly Not Causes

Hypotheses

H0	Employee impact grievances forum in HGS sector is not positively related to respondents employee grievances cell to the Interpersonal drivers no significant variation on the data	Reject
H1	Employee impact grievances forum HGS sector is positively related to respondents employee grievances to the Interpersonal drivers significant variation on the data	Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	13590	(5-1)=4	13590/4 =3397.5	3397.5/ 104.3 =32.5743	F(4,20) =2.87
Within sample	2086	(25-5)=20	2086/20 =104.3		
Total	15676	(25-1)=24			

Source: Field Survey

ANOVA Analysis:

The calculated value being 32.5743 higher than the TV = 2.87@5% level of significance with df = v1 = 4 and v2 = 20 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of inter personal drivers causing grievances.

Table-3 : Respondents awareness of objectives of grievances handling forum

Objectives of handling grievances	HA	A	N	SWA	T
It solves the problem at an early stage than letting to grow big and becomes insolvable	75	45	9	15	144
Improve the overall conditions	60	50	6	12	108
Develops a happy work force	57	27	3	6	93
Keeps concentration on productivity	63	33	6	15	117
Takes human problems like absenteeism, Demonization etc.,	75	45	6	12	138
Total	330	180	30	60	600

Source: Field survey

Note: HA - Highly Aware, A - Aware, N - Neutral, SWA - Somewhat Aware

Hypotheses

H0	Employee grievances forum in HGS sector is not positively related to the awareness of objectives of grievances handling cell no significant variation on the data	Reject
H1	Employee impact grievances forum in HGS sector is positively related to the awareness of objectives of grievances handling cell significant variation on the data	Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	11160	(4-1)=3	11160/3 =3720	3720/ 36.375 =102.26	F(3,16) =3.24
Within sample	582	(20-4)=16	582/16 =36.375		
Total	11742	(20-1)=19			

Source: Field Survey

ANOVA Analysis:
The calculated value being 102.26 higher than the TV = 3.24@5% level of significance with df = v1 = 3 and v2 = 16 fails to accept H0 and accept H1. Therefore it is concluded here that there exist significant variation in the data and respondents are aware of objectives of grievances handling.

Table-4 : Awareness of impact of grievances forum

Impact drivers of grievances	SA	A	N	SWA	T
Increase in labor turn over	75	42	6	121	35
Grievances create indiscipline	48	24	9	9	90
Loss of interest in work	45	21	3	6	75
Damages stability and growth	60	18	3	6	87
Increases wastages of time and cost	54	27	6	12	99
Lack of morale and commitment t	60	36	9	91	14
Total	342	168	36	154	600

Source: Field survey
Note: SA - Strongly Agree, A - Agree, N - Neutral, SWA - Somewhat Agree

Hypotheses

H0	Employee impact grievances forum in HGS sector is not positively related to the awareness of impact of grievances cell has no significant variation on the data	Reject
H1	Employee grievances forum in HGS sector is positively related to the awareness of impact of grievances cell has significant variation on the data	Accept

ANOVA Table

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	9900	(4-1)=3	9900/3 =3300	3300/ 53.7 =61.45	F(3,20) =3.10
Within sample	1079	(24-4)=20	1074/20 =53.7		
Total	10974	(24-1)=23			

Source: Field Survey

ANOVA Analysis:

The calculated value being 61.45 higher than the TV = 3.10@5% level of significance with df = v1 = 3 and v2 = 20 fails to accept H0 and accept H1. Therefore it is concluded here that there exist no significant variation in the data and respondents are aware of impishness of grievances forum.