

# “A CASE STUDY OF EFFECTIVE EMPLOYEES GRIEVANCE REDRESSAL AT NATIONALIZED BANK OF INDIA”

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## **Abstract**

*Employees differ as individuals, in their needs, expectations and behavior. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. The grievance redressal procedure of an organization enables employees to air their dissatisfaction. It is important for an organization to have an effective grievance redressal system. HR manager should immediately identify all grievances and must take appropriate steps to eliminate the causes of such grievances so that the employees remain loyal and committed to their work. Effective grievance management is an essential part of personnel management. This research is conducted to study the effectiveness of grievance redressal procedure of one of the Nationalized Bank of India. This paper includes 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 paper reveals that the Grievance Handling Procedure is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Most of the surveyed employees are satisfied with the method adopted by the organization for redressing the grievances or complaints of the employees.*

**Key Words:** Employees Grievance Redressal, Nationalized Bank of India, Uttar Pradesh etc.

## **I. Introduction**

It is not an easy task for the management to keep all the employees satisfied and motivated, all the time. There can be different reasons for an employee being dissatisfied. If the dissatisfaction of employees' goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavorable attitude towards the management and unhealthy relations in the organization. Hence, handling the grievances of any person in any organization is of paramount importance. It also helps the management to frame policies and

procedures acceptable to the employees. It becomes an effective medium for the employees to express their feelings, discontent and dissatisfaction openly and formally.

## **II. Objectives of the Study**

1. To study the effectiveness of grievance handling procedure at nationalized bank of India.
2. To identify whether the employees are aware of the grievance handling mechanism.
3. To know the level of satisfaction towards the grievance handling procedure of the organization under study.

## **III. Scope of the Research Study**

- The study throws light on need for Grievance handling procedure and may facilitates the management for further improvement on the same.
- The research will be useful when similar kind of research is undertaken in future.

## **IV. Research Methodology**

Research in a common parlance refers to search for knowledge. It is a careful investigation or enquiry especially through search for new facts in any branch of knowledge.

### **4.1 Research Design**

A research design is the arrangement of condition for collection of data and analysis of data in a manner that aims to combine relevance to the research purposes with economy in procedure. In this study descriptive research design has been used.

### **4.2 Sample Selection and Size**

In the survey, Area Sampling Method was adopted to conduct the research. The sample size of universe was 75, i.e. sample of 100 individuals were used as a baseline of conducting research programme.

### **4.3 Data Collection**

Both sources of data were used i.e. primary as well as secondary. For collecting primary data, survey method was used which involved filling of questionnaire with respondents for conducting the research.

Questionnaire contain the list of questions (enclosed in annexure) regarding the project for research. It was filled by sample of individuals selected as a universe. All precautions were taken in preparation of questionnaire so that reliable data can be obtained.

Secondary data was collected from the records of the department of the organisation and various related articles, newspapers, magazines, in-house journals of bank were referred.

The results in the study are based on the responses of the respondents who filled the questionnaire. The margin of sampling error is 2% for result from the complete survey.

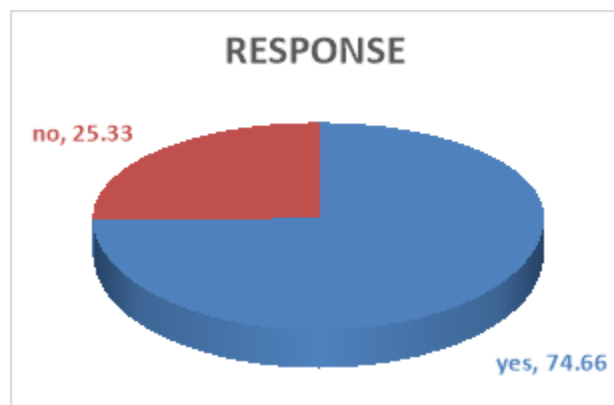
## V. Data Interpretation

Is based on the responses given by the employees of the bank under research:

### 1.GRIEVANCE REGARDING WORKING CONDITION OF THE BANK.

*Matter- Are you satisfied with the working condition?*

Responses	No. of respondents	Percentage
Yes	56	74.67
No	19	25.33
Total	75	100



**Interpretation** – Majority of employees are satisfied with the working condition of the bank.

### 2.GRIVANCE REGARDING PROMOTION.

*Matter- Do you get promotion in time?*

Responses	No.of	Percentage
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	respondents	
Yes	61	81.34
No	14	18.66
Total	75	100



**Interpretation** – 81% employees are satisfied with the promotion that they got during their working life. It is good management indication because promotion is tool in hand of management to motivate employees to get maximum results from the employees.

### 3.GRIEVANCE REGARDING SALARY STUCTURE.

*Matter- Are you satisfied with your present salary structure?*

Responses	No.of Respondents	Percentage
Yes	22	29.33
No	53	70.67
Total	75	100

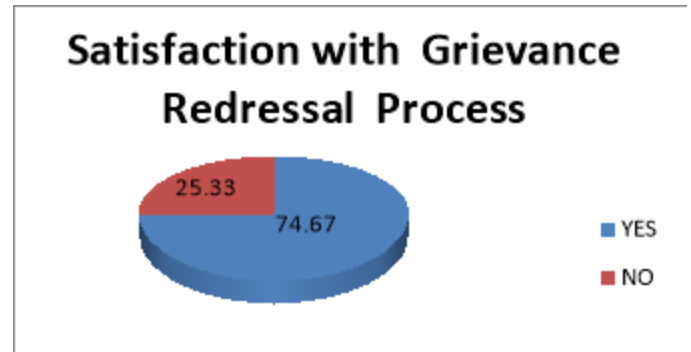


**Interpretation** – During survey it was found that most of the employees were dissatisfied with their salary. Money is prime motivator; thus, it may result in decrease in the productivity and increase in grievances.

#### 4. GRIEVANCE RELATED TO PRESENT GRIEVANCE REDRESSAL PROCEDURE

*Matter-Are you satisfied with present grievance redressal procedure?*

Responses	No.of Respondents	Percentage
Yes	56	74.66
No	19	25.34
Total	75	100

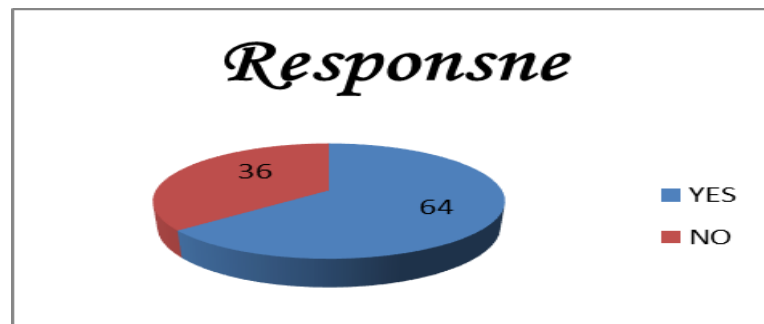


**Interpretation** – 74% of employees are satisfied with the present grievance redressal procedure of the bank, while 25% are dissatisfied.

#### 5.GRIEVANCES ARE SETTELED PROMTLY

*Matter-Are you satisfied with the promptness of grievance redressal procedure?*

Responses	No.of Respondents	Percentage
Yes	48	64
No	27	36
Total	75	100

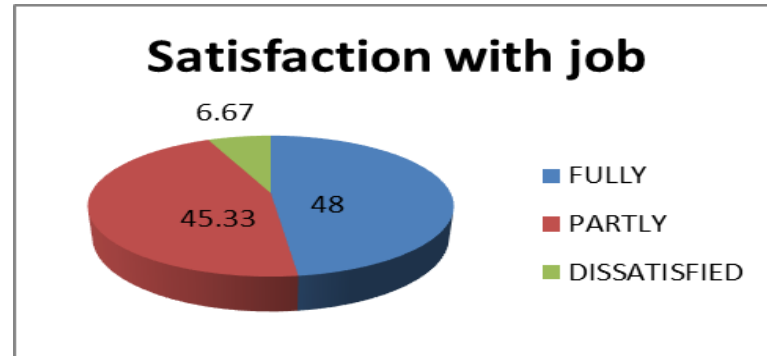


**Interpretation** - From the survey it is found that although the majority said that their grievances are settled promptly but still 36% said that their grievances were not settled at time.

## 6. GRIEVANCE REGARDING PRESENT JOB

*Matter-Are you satisfied with your job?*

Responses	No. Of Respondents	Percentage
Fully	36	48
Partly	34	45.33
Dissatisfied	5	6.67
Total	75	100

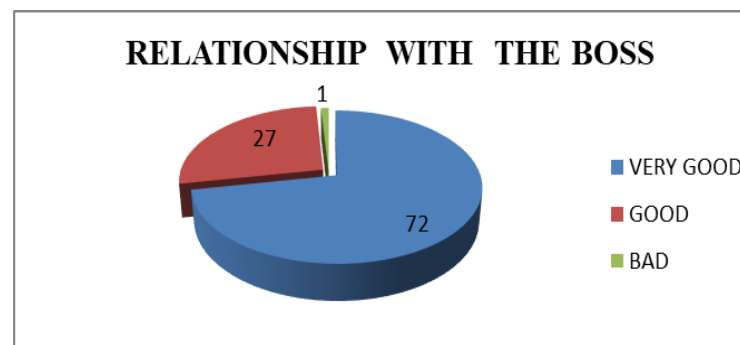


**Interpretation** – After analyzing the above figures that it was inferred that 48% were fully satisfied, while 45% were partly satisfied whereas 6% were dissatisfied. Job satisfaction is one of the most important factors for smooth running of the organization. It increases the morale of the worker and results in better productivity and reduce absenteeism.

## 7. RELATIONSHIP WITH THE PRESENT BOSS.

*Matter-Are you satisfied with your relationship with your boss?*

Responses	No.of Respondents	Percentage
Very good	54	72
Good	20	27
Bad	1	1
Total	75	100

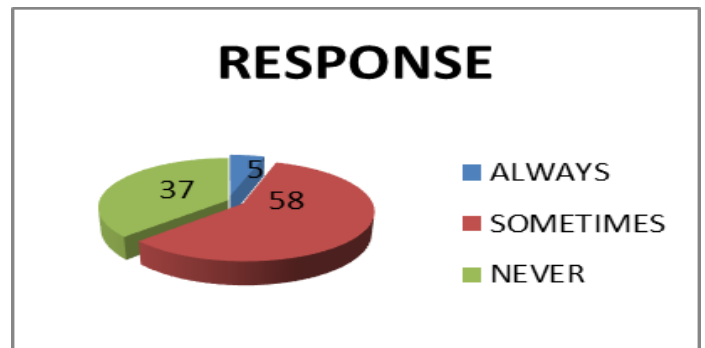


**Interpretation** – According to the particular question the employees are satisfied with their boss, 72% of employees have a very good relationship with their boss, 27% have a good relation while only 1% have a bad relation with their immediate boss for a healthy and efficient working environment. Harmony between management and employees is very important.

### 8. DO YOU FEEL HESITATION TO FILE GRIEVANCES YOU HAVE?

*Matter-Are you hesitant to file a grievance?*

Responses	No.of Respondents	Percentage
Always	4	5
Sometimes	43	58
Never	28	37
Total	75	100

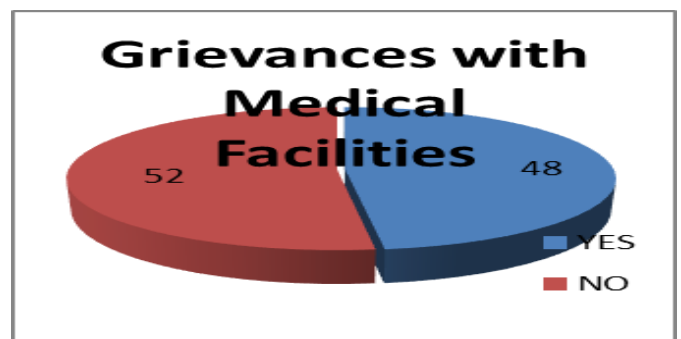


**Interpretation** – The above data clearly reveals that majority of employees sometimes feels hesitation to file their grievances, 37% of employees never feel hesitation and file their grievances very freely, while only 5% of employees always hesitate to file their grievance.

### 9. GRIEVANCE REGARDING MEDICAL FACILITIES.

*Matter – Are you satisfied with the medical facilities provided by the bank?*

Responses	No.of Respondents	Percentage
Yes	36	48
No	39	52
Total	75	100

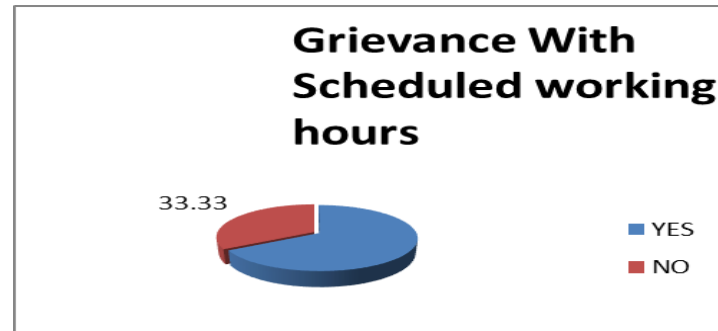


**Interpretation** – Above data shows that 48% employees are satisfied with the medical facilities provided by the bank, while majority of 52% are totally dissatisfied with the medical facilities.

### 10. GRIEVANCES REGARDING SCHEDULED WORKING HOURS,

*Matter- Are you satisfied with the scheduled working hours?*

Responses	No.of Respondents	Percentage
Yes	50	66.67
No	25	33.33
Total	75	100

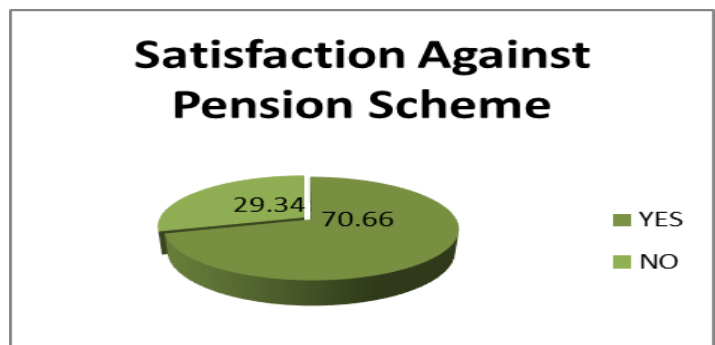


**Interpretation** – During survey it was found that although 66% employees are satisfied with their scheduled working hours. i.e. 10 am to 5 pm, but still 33% of employees are dissatisfied with it. Dissatisfied employees mostly belong to the officer cadre who are required to work after 5PM even sometimes on Sundays and holidays too.

### 11.GRIEVANCE REGARDING PENSION SCHEME.

*Matter- Are you satisfied with the Pension Scheme?*

Responses	No.of Respondents	Percentage
Yes	53	70.66
No	22	29.34
Total	75	100



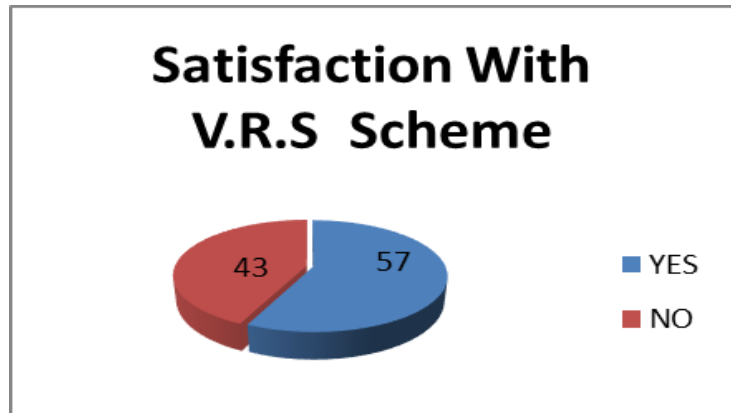
**Interpretation** – Above data reveals that majority of employees are satisfied with the Pension Scheme, while 29.34% of them are dissatisfied this is the reason that many of the employees have not taken the pension scheme due to their dissatisfaction.



**12. GRIEVANCE AGAINST V.R.S SCHEME.**

*Matter –Are you satisfied with the feasibility of V.R.S. Scheme?*

responses	No.Of Respondents	Percentage %
Yes	43	57
No	32	43
Total	75	100

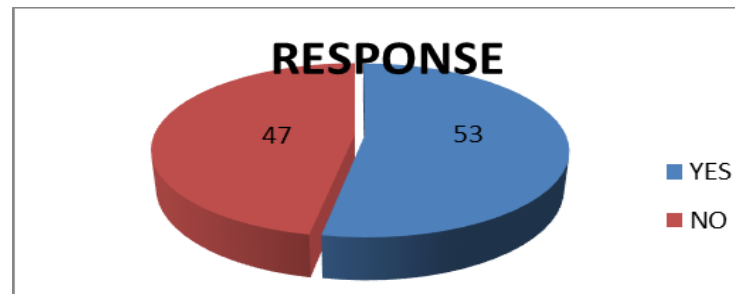


**Interpretation** – The above data clearly reveals that the majority of employees are satisfied with the feasibility of VRS Scheme but still 43% of them are dissatisfied. According to them V.R.S Scheme need many amendments.

**13.GRIEVANCE AGAINST PROCESS OF CUSTOMER GRIEVANCE REDRESSAL PROCEDURE,**

*Matter- Are you satisfied with the process of the customer grievance redressal?*

Responses	No.of Respondents	Percentage %
Yes	40	53
No	35	47
Total	75	100

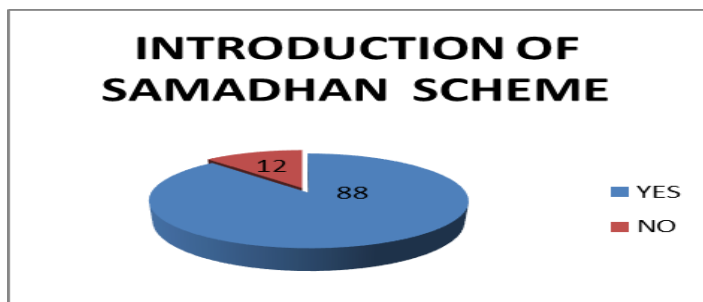


**Interpretation** – The above data shows that the number of satisfied and dissatisfied respondents are nearly same.

**14. DO YOU WANT INTRODUCE THE PROPER GRIEVANCE REDRESSAL PROCESS IN THE LINE WITH THE PROVISION OF THE “SAMADHAN SCHEM”AT YOUR CIRCLE LEVEL ALSO?**

*Matter- Are you satisfied with the process of the customer grievance redressal?*

Responses	No.of Respondents	Percentage %
Yes	66	88
No	9	12
Total	75	100

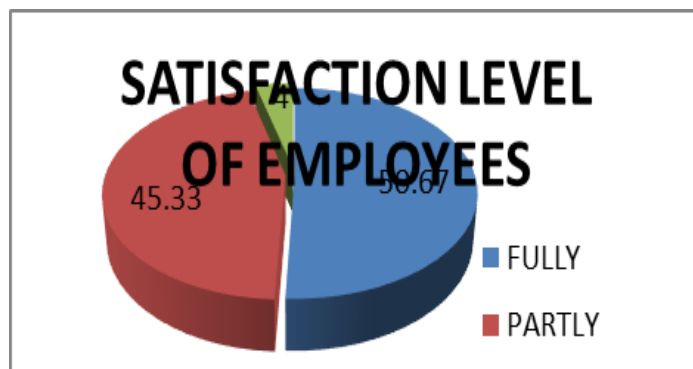


**Interpretation- From** above analysis It was found that majority of employees want to introduce SAMADHAN at circle level also.

**15.SATISFACTION LEVEL OF EMPLOYEES TOWARDS GRIEVANCE REDRESSAL PROCEDURE**

*Matter: Are the employees satisfied with the grievance redressal procedure of the bank.*

Responses	No. Of Respondents	Percentage
Fully	38	50.67
Partly	34	45.33
Dissatisfied	3	4
Total	75	100



**Interpretation –** From the above data it was found that grievance redressal system is effective and most of the employees are satisfied with the system. only 4% of employees are not satisfied with it.

## VI. Findings

1. 25.33% respondents are satisfied with the working condition where as 74.66% are not satisfied.
2. 18.66% respondents are satisfied with the promotion scheme whereas 81.34 are dissatisfied with it.
3. 29.33% respondents are satisfied where as 70.67% are dissatisfied with the salary as money is the prime motivator for employees.
4. 74.67% employees are satisfied with the grievance redressal procedure where as 25.33% are dissatisfied with the same.
5. 64% employees accepted that grievance was settled promptly where as 36% said that grievance was not settled in time.
6. 48% employees were fully satisfied with their job 45.66% were partly satisfied with the job and 6.67% were dissatisfied with the job.
7. 72% employees had very good relation with their boss, 27% had good relation with their boss and 1% had bad relation with their boss.
8. 58% employees sometime hesitate in filing their grievance, 38% employees never hesitate to file grievance where as 5% always hesitate to file their grievance.
9. 48% employees were satisfied with the medical facilities provided by the bank but 52% are not satisfied with the medical facilities.
10. 33.33% employees had no problem with the working hours of the bank where as 66.67% of the employees were dissatisfied with it.
11. 70.66% employees were satisfied with the pension scheme but 29.34% employees were not satisfied with the pension scheme.
12. 57% employees were satisfied with the feasibility of the VRS scheme still 43% employees were not satisfied with the scheme.
13. 54% employees are satisfied with the process of customer grievance redressal but 46% were not satisfied with the same process.
14. 88% employees said yes for introduction of "SAMADHAN SCHEME" at circle level where as 12% of employees said no for the scheme at circle level.
15. 50.67% employees were fully satisfied with the grievance redressal procedure of the bank, 45.33% are partly satisfied and remaining 4% are dissatisfied with the employee's grievance redressal procedure of the bank.

## **VII. Conclusion**

Maintaining quality of work life for its employees is an important concern for the any organisation. The grievance handling procedure of the organisation can affect the harmonious environment of the organisation. The grievances of the employees are related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus, etc. Here, the attitude on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability to maintain a culture of high performance. Managers must be educated about the importance of the grievance process and their role in maintaining favorable relations with the union. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace. Positive labor relations are two-way street both sides must give a little and try to work together. Relationship building is key to successful labor relations.

During the survey in the nationalized bank it was found that employees mainly had grievances regarding the staff strength, working hours and salary structure.

## **VIII. Suggestions**

- Employees and management relation should be improved so that the respondents can communicate their grievance to the supervisor.
- The work environment should be improved to satisfy the employee needs.
- Temporary relief can be provided so that the delay does not increase frustration
- and anxiety and thereby not affecting morale and productivity of the employees.
- Informal counseling helps to address and manage grievances in the workplace.
- Conflict management in the organization will be helpful to reduce the number of
- grievance rates.
- Open door policy can be used. The barriers that exist between the various categories are to some extent broken by personal contact and mutual understanding.
- Good schemes must be introduced at cicle office level also.
- Measures should be taken to improve the medical facilities for the employees.

### **8.1 Practical Implications**

The managers should adopt the following approach to manage grievance effectively-

*Quick action-* As soon as the grievance arises, it should be identified and resolved. Training must be given to the managers to effectively and timely manage a grievance. This will lower the detrimental effects of grievance on the employees and their performance.

*Acknowledging grievance-* The manager must acknowledge the grievance put forward by the employee as manifestation of true and real feelings of the employees. Acknowledgement by the manager implies that the manager is eager to look into the complaint impartially and without any bias. This will create a conducive work environment with instances of grievance reduced.

*Gathering facts-* The managers should gather appropriate and sufficient facts explaining the grievance's nature. A record of such facts must be maintained so that these can be used in later stage of grievance redressal.

*Examining the causes of grievance-* The actual cause of grievance should be identified. Accordingly, remedial actions should be taken to prevent repetition of the grievance.

*Decisioning-* After identifying the causes of grievance, alternative course of actions should be thought of to manage the grievance. The effect of each course of action on the existing and future management policies and procedure should be analyzed and accordingly decision should be taken by the manager.

*Execution and review-* The manager should execute the decision quickly, ignoring the fact, that it may or may not hurt the employees concerned. After implementing the decision, a follow-up must be there to ensure that the grievance has been resolved completely and adequately. An effective grievance procedure ensures an amiable work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers.

### **Limitations of the Study**

- The time period of study was limited.
- Study restricted to Nationalized Bank of Gorakhpur Region of Uttar Pradesh, India only.
- The sample size was restricted to 100 and may not represent the whole employee population.

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