

Grievance Redressal Mechanism in BSNL

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ABSTRACT:

This paper presents the design and implementation of a robust grievance redressal mechanism aimed at addressing issues promptly and effectively within organizations. The mechanism utilizes a multi-tiered approach, encompassing digital platforms, dedicated personnel, and structured procedures to ensure timely resolution of grievances. Key features include an intuitive user interface for grievance submission, automated routing to relevant authorities, real-time tracking for both complainants and administrators, and mechanisms for feedback and continuous improvement. The proposed system offers transparency, accountability, and accessibility, thereby fostering a culture of trust and fairness within the organization. Evaluation results demonstrate the effectiveness of the mechanism in enhancing employee satisfaction, organizational efficiency, and overall workplace harmony.

In this study we looked upon the grievance redressal mechanism system of BSNL. This paper examines the process structure and effectiveness of BSNL's grievance redressal mechanism.

INTRODUCTION:

"Grievances" refer to concerns, complaints, or dissatisfaction expressed by individuals or groups regarding their experiences, treatment, or conditions within an organization. These concerns can relate to various aspects such as employment practices, workplace environment, policies, procedures, or interactions with others. Grievances may arise from perceived injustices, unfair treatment, discrimination, harassment, or other issues that impact the well-being or rights of individuals within the organization. Addressing grievances promptly and effectively is essential for maintaining a positive organizational culture and fostering trust among stakeholders.

GRIEVANCE HANDLING MECHANISM

A grievance handling mechanism is a structured process designed to address and resolve complaints, concerns, or issues raised by individuals within an organization. It typically involves clear procedures for lodging complaints, impartial investigation, and accountability, fostering a positive work environment and enhancing organizational trust and satisfaction among stakeholders.

NEED FOR STUDY :

Studying grievance redressal mechanism is crucial for organizations to ensure fairness, transparency, and prompt resolution of employee grievances, thereby enhancing morale, productivity, and organizational reputation while mitigating legal risks.

Research Objectives:

Evaluate Current Practices: To assess the existing grievance redressal mechanisms in place within organizations to understand their strengths and weaknesses.

Identify Employee Perceptions: To determine how employees perceive the fairness, accessibility, and effectiveness of grievance redressal processes.

Examine Impact on Satisfaction: in order to Investigate the relationship between grievance handling procedures and employee satisfaction, engagement, and retention.

Explore Best Practices: To identify best practices for designing and implementing grievance redressal mechanisms based on factors such as fairness, transparency, and communication.

Provide Recommendations: To offer practical recommendations for improving grievance redressal mechanisms to enhance organizational effectiveness and employee well-being.

SCOPE OF THE STUDY

The scope of a grievance redressal mechanism is like the boundaries or limits of what it deals with and who it helps. It includes:

- The different kinds of problems it solves, like technical issues or complaints about services.
- The people or groups it helps, such as customers, employees, or partners.
- The steps it follows to handle complaints, from reporting to resolving them.
- The things it needs, like enough staff and tools to fix problems.
- Making sure it follows the rules and laws.
- Always trying to get better by listening to feedback and making improvements

LIMITATIONS OF STUDY:

- The study may be limited by the size and diversity of the sample population, which could impact the generalizability of the findings.
- Since perceptions of grievance handling can be subjective, there may be variations in how employees interpret and respond to survey questions or interview prompts.
- Participants may provide socially desirable responses or be hesitant to express negative opinions about grievance handling practices, leading to potential response bias.
- The study's cross-sectional design may limit the ability to establish causal relationships between grievance handling procedures and employee outcomes over time.
- Findings may be influenced by specific organizational contexts, such as industry type, company culture, or leadership styles, which could limit the generalizability of the results.
- The reliance on self-report measures or qualitative interviews may introduce biases or inaccuracies in the data collected.
- Limitations in resources, such as time, budget, or access to participants, may restrict the scope or depth of the study's analysis.

LITERATURE REVIEW:

The literature on grievance redressal mechanism provides valuable insights into various aspects such as the design, implementation, and effectiveness of these mechanisms within organizational contexts. Researchers have explored the importance of grievance redressal in promoting a positive work environment, enhancing employee satisfaction, and reducing turnover

Studies have also examined the different types of grievance redressal mechanism, ranging from informal approaches such as open-door policies and peer mediation to formal procedures involving grievance

committees and arbitration. Researchers have compared the strengths and weaknesses of these mechanisms, highlighting factors such as accessibility, fairness, timeliness, and the role of organizational culture in shaping their effectiveness.

Pre-2000s: Focus on legal compliance and formal procedures.

2000s-2010s: Emphasis on organizational justice and procedural fairness.

2010s-2020s: Rise of digital technologies for streamlining processes.

Recent Trends: Integration of diversity, equity, and inclusion considerations.

These trends have evolved over time, reflecting the changing dynamics of workplaces and the increasing emphasis on fairness, transparency, and employee engagement in grievance handling.

RESEARCH METHODOLOGY

Research/Exploration is defined as a "careful disquisition or inquiry, especially through the hunt for new data in any branch of knowledge.

A project, on the other hand, is a systematic presentation that includes a formulated hypothesis, collected data, analysis of the facts, and proposed conclusions presented in the form of recommendations.

KIND OF RESEARCH

The research conducted is descriptive research, which focuses on describing situations rather than making predictions or determining cause and effect.

In survey method research, participants respond to questions either through interviews or questionnaires. Researchers then describe the responses provided. To ensure the reliability and validity of the survey, it's crucial that questions are constructed properly. They should be clear and easy to comprehend for participants.

RESEARCH DESIGN

The research design refers to the method and procedure specified to acquire the information necessary to address or solve a problem. It encompasses the overall operational framework of the project, outlining what information is to be collected from which sources and through what procedures. The research design arranges conditions for data collection and analysis in a manner that aims to balance relevance to the research purpose with efficiency in procedure.

DATA ANALYSIS

The data analysis was based on units, age, years of experience, and various factors. Simple average method was used for analysis to ensure that the survey findings are easily understandable by all.

Method of Data Collection:

The researcher opted for the questionnaire method due to time constraints. When designing the data collection procedure, measures were taken to ensure safeguards against bias and unreliability. The collected data were examined for completeness, comprehensibility, consistency, and reliability.

Additionally, secondary data were gathered from sources such as journals, historical documents, magazines, and reports prepared by other researchers. The following methods were used for the present research:

Questionnaires

Interviews

Observation

SAMPLING AND THE METHOD USED

SAMPLE DESIGN

Care was taken to select the sample based on considerations such as age, sex, and work experience of respondents to ensure better representation of the heterogeneous population. However, the sample design was that of "convenience sampling" or "haphazard sampling" only. Time constraints and the size of the population were major factors in determining the choice of sample design.

Sample Size:

A sample size of 50. Questionnaires were randomly administered to employees from different units.

Statistical Tools Used:

The statistical tools that is being used for data collection and analysis include:

Pie Charts

Tables

METHODOLOGY

Every project relies on a specific methodology, which systematically guides the problem-solving process or achievement of its objectives. According to Clifford Woody, Research Methodology involves defining and redefining problems, collecting, organizing, and evaluating data, making deductions, and arriving at conclusions.

- The methodology used in this project follows these steps:
- Defining the objectives of the study.
- Developing a questionnaire aligned with the objectives.
- Gathering feedback from employees.
- Analyzing the feedback.
- Drawing conclusions, presenting findings, and providing suggestions based on the analysis.

FINDINGS

- Most of the employees find that the work culture in the organization is very much supportive. But at times they face grievances which are mostly related to salaries, incentives and the work environment.
- 2. The employees discuss their grievances with their superior rather than the HR head. Also the grievances are taken care off most of the times.
- Majorly the problem relies with the superior who takes decision according to level of Greivances and take undefined time to reply to the grievances reported to them. Also the management participates in the grievance handling only to a certain extent when the situation goes out of reach of the senior managers.
- The employees aren't much satisfied with the grievance handling ,they get satisfied sometimes only and also feel that the management participate actively in the same.
- Employees find that the informal way to solve their problems proves out to be more suitable. Also that their grievances actual basis is not found out but yes the seniors listen to them actively.

- The grievance handling system is faulty as the employees aren't continuously informed the progress of their grievance handling but yes the seniors try to solve the problems verbally and create a healthy environment.
- The employees do not seem to be satisfied with the decisions taken regarding their grievances as there is not much follow ups post decision making.
- Also the committee set-up to solve the problems does not actively participates to solve the problems.

SUGGESTIONS

For the effective working of the organisation the companies should consider the following:

- Training on Communication, body language (concerning behavioral aspects)
- Education and training on Employee Morale.
- Discussion on the Vision and Mission statements of the company and the ways to achieve.
- More clarity on roles and responsibilities to be carried out by individuals (Duties and rights).
- Education on Occupational safety.
- Awareness on importance of education.
- Employees participation, suggestion, ideas need to be encouraged by the supervisor which will surely motivate the employees and will result in higher level of job satisfaction This can not be done incontinently and it'll not be encouraged by all workers suddenly, it'll take time to be involved. Still it's veritably good for the workers as well as the company. A system of suggestion box can be implemented which will facilitate the employees to give their suggestion to improve the organization and the performance of the employees as well.
- Since utmost of the workers in product and manufacturing position are uninstructed open door sessions can be carried out so that they will feel easy to express their problems.
- Time barrier must be fixed to solve problem at different levels which will encourage the employees to express their grievance.
- The problems should be answered considering their significance, urgency and counteraccusations .
- Counselling of employees need to be carried out periodically which will help the organization to the problem of employees and to solve them which will increase the job satisfaction as well as increase in the efficiency of the employees.
- Informal comforting helps to address and manage grievances in the plant.
- The operation can interact well with the workers whenever there's a problem or grievance. This will make the hand to explain the problem duly. This should be done with no comprehensions and no favor.
- Job descriptions, liabilities should be as clear as possible. Everyone should be informed of company's pretensions.

CONCLUSION

Grievance procedures are related to other attitudinal measures and the actions of shop servants in the grievance procedure It's procedures have been set up to relate to union commitment, employer commitment and binary commitment. The grievance procedure provides a means for relating practices, procedures, and executive programs that are causing hand complaints so that changes can be considered. still, the operation platoon comprising of the CEO, applicable Heads of Department(Jugs),

If the organisation is unionized. This is a needed contractual obligation because when an employer recognizes a union, it acknowledges that the union represents all workers within the compass of the collaborative agreement. Communication with the workers can be carried out through notices or leaflets, followed up staff meetings for the purposes of carrying feedback, addressing enterprises and furnishing assurances. In a unionized organisation, the operation should accept the Trade Union's backing in communication because generally, workers are more open to communication from the Trade Union. Administration should insure that the grievances should be entered and stable instantly, so that the workers get the necessary intelligence of satisfaction. As former stated, redressal of the grievances is a must to save good labor operation relations and artificial peace. therefore, the operation should certify that the grievance should be entered and settled instantly, so that the workers get the essential sense of satisfaction. The worried hand approaches the frontal line administrator first. However, a representative of trade union also links the administrator in handling the grievance, If the concern is unionized. All grievances can not be resolved in this step, as these may be beyond the authority and capability of the director. In the coming step, the mid-level director, generally the labor force officer, along with amid-union officer attempt to attack the grievance. In the third step, the top administration and top union leaders be seated together to settle grievances concerning company wide issued. However, it's appertained to an external adjudicator for redressal, If the grievance keeps on unsettled.

RECCOMENDATIONS

On the basis of the finding and conclusions of this study on grievance redressal mechanism in BSNL .Organization must Improve their communication channels so that employee and customer can share their Grievances Build a consistent resolution system Timely monitoring and evaluation should be done Look upon continuous improvement of grievance redressal system

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5. <http://www.theweekendleader.com/Causes/1270/maruti-mire.html>
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Books:

1. "Human Resource Management" by Ashwathapa.
2. "Human Resource Management" by Michael Armstrong.