

OPINION OF THE EMPLOYEES REGARDING GRIEVANCE REDRESSAL MECHANISM IN PHARMACEUTICAL INDUSTRY: A CASE STUDY OF HIMACHAL PRADESH

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Abstract

Disputes in the workplace might manifest as grievances, which need to be handled immediately and skillfully. The grievance management process will help to preserve workplace harmony, safeguard the company's reputation, and decrease the detrimental consequences of grievances on employee morale and productivity. Opinion of the employees regarding grievance redressal mechanism in Pharmaceutical Industry: A Case Study of Himachal Pradesh. Research work conducted to determine the opinion of employees regarding the grievance redressal mechanism undertaken by the management in order to maintain the cordial industrial relations in Himachal's Pharmaceutical Industry. The empirical results of the study are based on the primary data collected through a sample survey of 300 respondents from pharmaceutical industry of Himachal Pradesh. The five-point Likert scale has been employed in the questionnaire for measuring responses of fourteen attributes which is ranging from 1 to 5. The reliability of this scale has been verified using the Cronbach's alpha test. Majority of respondents are graduates followed by diploma and intermediate. The study has been found that problems of employee solved by higher authority within time period.

Key Words: Opinion, Employees, Pharmaceutical Industry.

INTRODUCTION

Relationships between the parties in industry, particularly with regard to setting working conditions, are the focus of the study of industrial relations. However, the focus is on "relations," specifically, human connections during the industrial process. Except for the fact that increased productivity results in more production, which lays the groundwork for better working conditions, the Process itself, as well as the material organisation of production, different types of machinery and equipment, sales organisation, banking, and transportation systems, are all outside the scope of the topic (Breach 1955). A grievance is any unhappiness or sense of unfairness related to one's job condition that is brought to management's notice. Grievance is one of the signs of business disagreement. Therefore, they should be dealt with quickly and effectively. The grievance management method will also assist to maintain workplace harmony, protect the company's reputation, and lessen the negative effects of grievances on employee morale and productivity. The employees' attitudes were examined in order to analyse the current grievance handling procedure in the pharmaceutical industries. Questions like "Are you aware of the various committees

that address grievances?" "Are you aware of the various committee members?" "Is there a positive and friendly approach during grievance handling?" and "Do the various committee members actively engage in resolving your grievance?" According to Bhatia and Mittal (2015), how complaints are handled is a significant factor in employee satisfaction. Grievances may occur as a result of internal issues with specific workers or union procedures, but they should be successfully managed for the benefit of the business.

Karpagavalli and Rajandran (2019) suggested that the majority of employees reported having complaints in their workplace. Additionally, they claim that the primary cause of the complaint is senior management. The employees complain to their senior officials about their issues. Some complaints have been resolved, while others don't give a damn. Therefore, the official is responsible for handling and resolving complaints. Onyebuchi and Uchechi (2019) revealed that managing employee grievances has become a major and crucial organisational problem. Employee grievance management is essential for ongoing workplace harmony and organisational effectiveness. Any company that neglects to set up an effective employee grievance procedure leaves itself open to systemic inefficiencies that may very well lead to the collapse of the company. Employee grievance management is regarded as one of the strategies for employee retention and employee satisfaction, according to Dhanabhakym and Monish's study (2020). By effectively implementing grievance management approaches and procedures, a firm may improve workplace fairness and customer happiness. In the IT industry, the two main causes of employee complaints are job stress and unfair treatment at work. Some IT businesses are also putting appropriate procedures in place to identify employee grievances. Employees like an open door policy. Employee dedication and happiness are correlated with workplace fairness.

Every organisation wants to function smoothly, so I personally believe that justice must be served. Maheshwari and Kavyashree (2021) presented that grievances are an internal part of any organisation and are bound to arrive from a variety of sources, including interpersonal relationships, facilities provided, etc. The organisation must make an honest effort in handling grievances because some grievances which are small in nature if not handled properly can lead to bigger problems. In their study, Sharma, Chaturvedi, and Limaye (2021) discovered that employee engagement, which includes measures to encourage workers to participate in decision-making, is really what determines an employee's quality of life. The majority of the employees, in my perspective, claimed to have complaints within their workplace. Additionally, they claim that the principal cause of the complaint is top management. The workers' highest officials were informed of their complaints. Some concerns have been

eliminated, while others don't even address issues. As a result, the official is responsible for handling and resolving complaints. Data from the northern IT industry was gathered for this study, and the chi square test was run on the sampling data to see whether our technique was effective. Puttraj et al. (2021) claimed that a critical analysis of academic work involving high- and upper middle-income nations led to the development of the current framework on grievance remedies for patient rights breaches. We showed that the framework's components apply to India, an LMIC environment. The model incorporates the macro (such as discourses on patient rights) and micro dynamics of policy implementation caused by power imbalances between those seeking healthcare and the state and the socially privileged medical profession.

In their research on grievance management, Gulzar et al. (2022) have mainly concentrated on how useful it is for both businesses and people. Investigating workers' perceptions of the grievance handling procedure in their individual firms is crucial given the rising concern over workplace culture. The current study used structural equation modelling to examine a sample of 221 regular staff at one of India's top healthcare facilities. According to Lazaro's (2022) study findings, efficient grievance management enables management to comprehend the attitudes and sentiments of employees toward the company's policies, procedures, and regulations. Employee grievance management procedures also assist managers in identifying dubious practices and areas of unhappiness inside the organisation and offer solutions for improving the dubious or flawed practices or policies. The survey advised management to make sure that she improves her employees' working circumstances because the majority of workplace complaints are about performance evaluation, rewards and incentives, remuneration, and general working conditions.

Thus, grievance is any unhappiness or sense of unfairness related to one's job condition that is brought to management's notice. The grievance management method will also assist to maintain workplace harmony, protect the company's reputation and lessen the negative effects of grievances on employee morale and productivity. Grievances may occur as a result of internal issues with specific workers or union procedures, but they should be successfully managed for the benefit of the business. Grievance is one of the signs of business disagreement. Grievance management is essential for ongoing workplace harmony and organisational effectiveness. Employee grievance management is regarded as one of the strategies for employee retention and employee satisfaction. In the IT industry, the two main causes of employee complaints are job stress and unfair treatment at work. We showed that the framework's components apply to India, an LMIC environment.

RESEARCH GAP

There are several studies conducted on the opinion of employees regarding grievance handling mechanism to maintain the harmonious industrial relations in Pharmaceutical Industry in India and abroad, some of them are implemented in the pharmaceutical sector but there least or no study on the topic defined has been taken in the Pharmaceutical Industry of Himachal Pradesh. Therefore, it is essential to determine the opinion of employees regarding the grievance redressal mechanism undertaken by the management in order to maintain the cordial industrial relations in Pharmaceutical Industry in Himachal Pradesh. Therefore, this research work was conducted on, “Opinion of the Employees regarding Grievance Redressal Mechanism in Pharmaceutical Industry: A Case Study of Himachal Pradesh”.

RESEARCH METHODOLOGY

The research work has been conducted in a systematic manner which is required in research design. This study is quantitative in nature. The research methodology has been given as under: -

STATEMENT OF THE PROBLEM

The present study investigated the opinion of the employees regarding the grievance redressal mechanism followed by the pharmaceutical companies to provide the fruitful solutions to avoid the industrial unrest in Pharmaceutical Industry in Himachal Pradesh. The problem is entitled “*Opinion of the Employees regarding Grievance Redressal Mechanism in Pharmaceutical Industry: A Case Study of Himachal Pradesh*”.

DELIMITATION OF THE STUDY

The study focused on analyzing the opinion of the employees regarding the grievance redressal mechanism followed by the management of Pharmaceutical Industry for providing the answers to the queries of the employees working in their organisations in the state of Himachal Pradesh. The study has been not covered the employees of manufacturing, service, transportation, tourism, processing and construction sector.

OBJECTIVES OF THE STUDY

To study the opinion of employees regarding the grievance redressal mechanism followed by Pharmaceutical Industry to provide the solutions to the problems faced by their employees.

HYPOTHESIS OF THE STUDY

Ho: Opinion of employees regarding the grievance redressal mechanism followed by Pharmaceutical Industry not provides the solutions to the problems faced by their employees.

SOURCE OF DATA

The five-point Likert scale has been employed in the questionnaire for measuring responses of twenty-two variables which is ranging from 1 to 5 with 1 representing “Strongly Disagree”, 2 for “Disagree” 3 for “Neutral” 4 for “Agree” and 5 ranked for “Strongly Agree”.

SAMPLING TECHNIQUES

The empirical results of the study are based on the primary data collected through a sample survey of 300 respondents from employees at all levels in pharmaceutical industry of Himachal Pradesh. Convenience and Purposive sampling techniques have been adopted to draw samples for the purpose of the study.

RELIABILITY TEST

Reliability means internal consistency in the items of the scale.

Cronbach's Alpha	N of Items
0.705	4

Cronbach’s Alpha test has been applied for checking the reliability of the scale. The calculated value of Cronbach’s Alpha is 0.705 which is more than 0.060, therefore the scale is reliable.

ANALYSIS AND INTERPRETATION OF DATA

With the use of SPSS data was analysed. It examined the opinion of employees regarding the grievance redressal mechanism followed by Pharmaceutical Industry to provide the solutions to the problems faced by their employees. The following is how the data have been interpreted:

Table 2: Descriptive Statistical Analysis for Demographic Profile of Respondents

Variable	Particulars	Number	Percentage
Gender	Female	73	24
	Male	227	76
	Total	300	100
Age Group	19-25	12	05
	25-30	131	44
	30 and Above	152	51
	Total	300	100
Education	Matric	23	8
	Intermediate	60	20
	Graduate	114	38
	Post Graduate	37	12
	Diploma	66	22
	PhD	0	0
	Total	300	100
Designation	Managers/Executives	62	21
	Supervisors	79	26
	Workers	159	53
	Total	300	100

Source: Data collected through questionnaire, SPSS output.

The respondents' demographic profile is shown in Table 2. It reveals that there are just 24% women and 76% men. It demonstrates that the majority of responders are between the ages of 30 and beyond, with 25 to 30 and 19 to 25 years following closely behind. According to the education variable, 38 percent of respondents are graduates, with the diploma and intermediate following closely behind. 53 percent of respondents, according to their categorization, are workers, compared to 26 percent supervisors and 21 percent managers. Therefore, the respondents' demographic characteristics, such as their gender, age, level of education, and job title, are the things that affect how they feel about welfare measures.

Table-3: OPINION OF THE RESPONDENTS REGARDING GRIEVANCE REDRESSAL MECHANISM

SN.	Statement	Reponses of Respondents					Descriptive Statistics				Chi-square	P-value
		SA	Agree	Uncertain	Disagree	SD	Mean	SD	Sk	Kurtosis		
1	Has the root cause of the issue been located?	34 (11.33)	93 (31)	63 (21)	77 (25.67)	33 (11)	3.05	1.179	-.227	-.846	46.533	0.000
2	Do you believe that dialogue and conferences are given greater weight than executive power?	42 (14)	91 (30.33)	49 (16.33)	86 (28.67)	32 (10.67)	2.91	1.287	.005	-1.159	47.767	0.000
3	When you express a grievance, does your higher authority listen?	28 (9.33)	92 (30.67)	85 (28.33)	56 (18.67)	39 (13)	1.38	.485	.512	-1.750	52.167	0.000
4	Does what is right taking precedence over who is right?	55 (18.34)	81 (27)	60 (20)	52 (17.33)	52 (17.33)	1.52	.500	-.080	-2.007	9.900	0.000

Source: Primary Data

Statement-1: Has the root cause of the issue been located?

It is indicated from table 3, that majority of the respondents 31 percent are agree that the root cause of the issue been located, 25.67 percent are disagree, 21 percent respondents are uncertain regarding the root cause of the issue been located, 11 percent respondents are strongly disagree and 11.33 percent respondents have been found strongly agree. The Mean value depicts that majority of the employees are agree that the root cause of the issue been located. The value of skewness (-0.332) also depicts highly concentrated towards higher side on five point scale. Leptokurtic kurtosis shows response of respondents are more scatter The calculated chi-square value show significant difference in the distribution of opinion on five point scale which also supports the above finding. It is concluded that root cause of the issue been located in the process of grievance redressed mechanism.

Statement-2: Do you believe that dialogue and conferences are given greater weight than executive power?

The table 3, presents, you believe that dialogue and conferences are given greater weight than executive power. The majority of respondents are agreeing (30 percent) with this statement which is followed by disagree i.e. 29 percent. Only 16 percent of respondents are undecided with this statement. The calculated mean value i.e. 2.91 which is less than expected mean value i.e. 3 it reveals the responses of respondents are shift from higher side to lower side on the five point likert scale. Stranded deviation shows 2.91 variations from the mean. Positive value of skewness explains distribution of response towards lower side on five point likert scale. Leptokurtic kurtosis shows responses of respondents are more scatter. Chi-square value is also found highly significant at one percent level of significance. Hence we reject the null hypothesis and accepts alternative hypothesis. It is concluded that the employee believed on dialogue and conferences are given greater weight than executive power.

Statement-3: When you express a grievance, does your higher authority listen?

The above table shows that 30 percent of total responders are agree with this statement which is followed by undecided (28.33). Only 9 percent of respondent are strongly agree with this statement. The calculated mean value is less than expected mean value it reveals the responses of respondents are shift from higher side to lower side on the five point likert scales. Standard deviation shows .485 variations from mean. Positive value of skewness explains distribution of response towards lower side on five point likert scale. Leptokurtic kurtosis shows responses of respondents are more scatter. The calculated chi-square value show significant difference in the distribution of opinion on five point scale which also supports the above finding.

Hence, we reject the null hypothesis and accepts alternative hypothesis. It is concluded that if employee express their grievance in the front of higher authority it will solve within perceptive time period.

Statement-4: Does what is right taking precedence over who is right?

The above table shows that 27 percent of total responders are agree with this statement which is followed by undecided (20). Only 18 percent of respondent are strongly agree with this statement. The calculated mean value is less than expected mean value it reveals the responses of respondents are shift from higher side to lower side on the five point likert scales. Standard deviation shows .500 variations from mean. Negative value of skewness explains distribution of response towards higher side on five point likert scale. Leptokurtic kurtosis shows responses of respondents are more scatter. Chi-square value is also found highly significant at one percent level of significance. Hence we reject the null hypothesis and accepts alternative hypothesis. It has been found that right taking precedence over on their right.

FINDINGS OF THE STUDY

The findings of the study have been described as follows:

- There are just 24% women and 76% men. It demonstrates that the majority of responders are between the ages of 30 and beyond, with 25 to 30 and 19 to 25 years following closely behind. According to the education variable, 38 percent of respondents are graduates, with the diploma and intermediate following closely behind. 53 percent of respondents, according to their categorization, are workers, compared to 26 percent supervisors and 21 percent managers. Therefore, the respondents' demographic characteristics, such as their gender, age, level of education, and job title, are the things that affect how they feel about welfare measures.
- It has been found that the employees' root cause of the issue been located in the process of grievance redressed mechanism.
- It is found that the employee believed on dialogue and conferences are given greater weight than executive power.
- It is concluded that if employee express their grievance in the front of higher authority it will solve within perceptive time period.
- It has been found that right taking precedence over on their right.

CONCLUSION OF THE STUDY

To ascertain opinions on the grievance redressal system used by the management of the Himachal Pradesh pharmaceutical industry staff. 38 percent of respondents are graduates, with the diploma and intermediate levels closely behind, according to the education variable. According to the study's findings, if an employee airs a complaint in front of a higher authority figure, the issue will be resolved quickly. The method of grievance redress has also been determined to be the location of the employees' primary source of the problem.

POLICY IMPLICATIONS OF STUDY

The present study helps to determine the opinion of the employees working in pharmaceutical industry regarding grievance redressal mechanism, followed by the management. Taking into consideration these factors may consider by the management of the pharmaceutical companies and state authority for frame the appropriate policies and strategies in order to maintain the cordial industrial relations in the pharmaceutical industry.

LIMITATIONS OF THE STUDY

This study has some limitations such as:

- This study's main focus was to analysis the opinion of the employees regarding grievance redressal mechanism followed by the management to avoid industrial unrest in Himachal Pradesh's pharmaceutical sector only.
- Although steps have been taken to ensure accuracy, it is not known if the data supplied by the personnel of the Himachal Pradesh pharmaceutical sector is correct or not.

FURTHER SCOPE FOR STUDY

This study has solely looked at the employees' perceptions of the grievance redressal mechanisms employed in the pharmaceutical industry to build a sense of security and community among labour and management. More aspects that affect workers' perceptions of industrial relations across industries need to be thoroughly researched. It is also necessary to research how geographical, international, legal, political, social, and ecological issues affect labour relations in Himachal Pradesh's pharmaceutical business.

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