

A Study on Organizational Culture and Employee Grievance Handling Procedure in Garment Industry at Tirupur

Dr.R.Radhamani , Mr.Elango S, Ms.K.Logeshwari

Abstract: A survey has been made to analyze organizational culture and grievance handling of Garment Industry at Tirupur. The purpose of this research is to study the impact of organisational culture in grievance handling at work place of the employees. For this purpose, the respondents are selected by proportionate random sampling method. In view of difficulty of data, the responses are processed and analyzed by using various statistical techniques such as correlation; factor analysis and structural question modeling were used. Correlation and factor analysis proved that these aspects have capacity to influence the Organizational Culture and grievance handling procedure. Furthermore this research is attempted and after methodical analysis, it is conclude that all the factors selected for the study have the capacity in structure the Organizational Culture and Grievance Handling Procedure.

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I. Introduction

The initiation of the period of liberalization and internationalization along with the advancements in information technology has transformed the world around us. It has brought to centre stage the importance of human resources, more than ever before. In a competitive scenario, effective utilization of human resources has become necessary and the primary task of organizations is to identify, recruit and channel competent human resources into their business operations for improving productivity and functional efficiency. Management has been defined as control and creation of a technological and human environment that can support optimal utilization of resources and competencies for achieving organizational goals. Management has also been variously defined as development of people, the process of decision making and control over actions of human being.

Managers utilise scarce organisational resources in order to produce results. They do everything possible to convert resources into useful products. Of the resources that are entrusted to managers, human beings are the most important, most valuable, most useful and most critical. The reasons are fairly obvious. They can make or break company. They can produce results that are stunningly better than others. If properly motivated, ordinary people can deliver extraordinary results. And that is why every manager is rather compelled to pay close attention to the people management question more closely.

Human beings are imbued with fertile minds. They can think and act. They are idea factories in a way. Give them a chance to explore their potential and they rise to the occasion. Put them on a challenging job and they meet the problems head on, overcome every hurdle that comes their way and come out with wonderful. People would run ahead of others. How your employees outwit competitors. How your employees press the right buttons through innovative and useful ideas. How your employees are able to work with zeal, enthusiasm and commitment. On paper, these prescriptions may look so easy. But when it comes to practise, they harsh realities of the industrial world are really challenging and even back breaking.

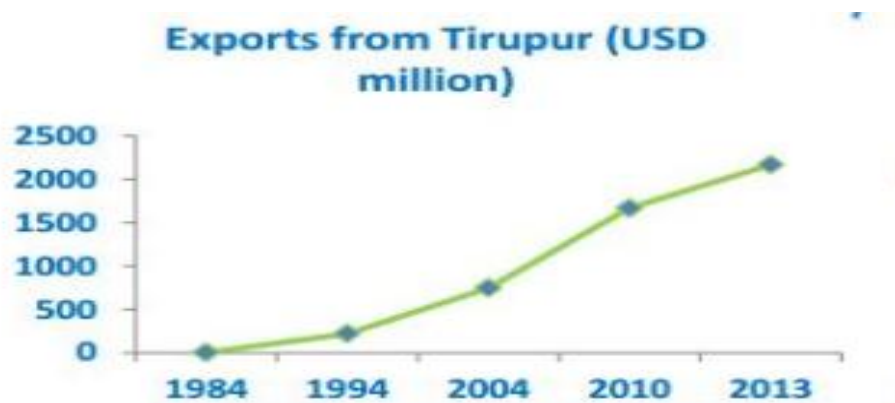
Modern organization has to realize the fact that employees are unique in their own way. They come to the work spot with feelings, emotion and ideas. You will be committing the biggest mistake of your life, if you began to treat them like commodities. And commoditisation does not work as far as human beings are concerned. They have to be treated with respect, love, attention and affection. This is possible when you began to treat them differently.

Human beings exhibit perplexing behaviour patterns at various point of time. In one situation, they may react violently, for example, when a worker is being slapped by a supervisor in front of colleagues. At another times, they may not show aggressive behaviour especially when you explain why some people have to be show the door due to recession, fall in demand, poor finances of the company and so on.

Business And Economy Of Tirupur

Tirupur is the knitwear industry hub of India and the city is now known as the “Dollar City”. This knitwear capital of India has 5 lakhs workers from various parts of India, Srilanka, and Nepal. Those who go through the past history of Tirupur and comparing the same with the present status of Tirupur are stunned to

know about the dynamism of the industries in Tirupur that has enabled the city to grow at very fast pace. About 40 years back Tirupur was a small town surrounded by small villages. Then it slowly started the export activities and in the year 1985 the export from Tirupur was worth 15 cores. Most surprisingly, the total knit wear exports from Tirupur in the year 2012-2013 were worth Rs.13000 cores. The growth was 4% more than the previous year. In the year 2012-2013 the export of knit wear fabric from Tirupur worth Rs.70312 cores was 19% of the total export of knit wear fabric from India.



Export growth of Tirupur

Garment Industry In Tirupur

Tirupur became a garment export centre during the second half of the seventies. Initially the knit wear industries in Tirupur were manufacturing only white knit inner garments. The proximity of Tirupur to Coimbatore – the Manchester of south India – also helped it to emerge as a garment manufacturing hub of international repute. Presently about 40% of exports from Tirupur are to the US and 30% to Europe. The remaining 30% is to the other countries. It provides employment to thousands of people in and around the town. In fact, people from far off, drought-prone villages move to Tirupur to work in the cotton factories. At last count, more than 6 lakhs people were employed in the cotton textile industry here.

Organization Culture At Tirupur

Corporate culture refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and define its nature. Corporate culture is rooted in an organization's goals, strategies, structure, and approaches to labour, customers, investors, and the greater community. As such, it is an essential component in any business's ultimate success or failure.

The most striking phenomenon in this town is the business culture. Since many of the businesses are family-owned, and the rules and norms governing jobs mostly informal, it has become difficult for the large textile giants to enter Tirupur and create a market share. In Tirupur, we will not find integrated factories that do fabrication, processing and stitching. Instead, there are several small to mid-sized units engaged in one of these activities. The Tirupur Exporters' Association (TEA), established in 1990, represents all major garment exporters in the city. The presence of a strong network within the community enables outsourcing to be done skillfully. As Tirupur emerged as a major textile township, several 'spin off' industries also cropped up. Textile machinery is one such offshoot.

Employee Grievance

The human resource professionals have attempted to distinguish between dissatisfaction, complaint and grievance. Generally dissatisfaction is any state or feeling of dissatisfaction which is orally made known by one employee to another known as complaint. A complaint becomes a grievance when this dissatisfaction, which is mostly related to work, is brought to the notice of the management. Grievance is a word which covers dissatisfaction or a feeling of injustice which is modified to include the fact that a complaint should be in writing and not expressed verbally. Some organizations understand the word grievance in broader sense; they insist that a complaint should be processed through a normal grievance procedure channel.

Statement Of The Problem

The problem to be addressed is to access the grievance handling procedures followed by garment industries at Tirupur. To solve the grievances of the employees, there are various factors that motivate the employees to work for an organization and make them retain in the organization for the longer period of time.

The factors like leadership style and corporate culture will exhibit whether the employee's grievances are addressed and solved properly or not. The factors considered here include the awareness of the problem, the awareness of the employees whom to report, the availability of concern person, discussion of the problems, causes and effects, methods to avoid such problems in future, directions and instructions regarding how to deal a problem, awareness programs to avoid them for fresh employees, etc. though many studies have dealt with grievance handling and procedures, this study is to initiate the attempt in garment industries at Tirupur to drive the employees successful grievance handling.

Objective Of The Study

- To find out the role of organization culture for grievance redressal procedures.
- To identify the socio-economic position of the employees.
- To analyse the various factors in organization that influence the employees to retain in the organisation and support the management in future.
- To find out the steps involved in Grievance redressal.

II. Review Of Literature

Rensis and his colleagues (1998) studied about the "Organizational Culture" and have gathered data from different companies supporting the inferences that an organizational climate, low productivity, labor problem and quantitative evidences from this inference has been found both directly and indirectly.

The study by Batt, Colvin and Keefe⁷ (2002) indicated "union presence had a negative relationship with quit rates", the prediction for non-union dispute resolution procedures was uncertain as they may be designed to encourage or suppress employee voice. However, rising adoption of individual contracts and union substitution by non-union employers is leading to adoption of non-unionized dispute resolution mechanisms at the workplace (Colvin, 2003).

Kaufman and Taras, (1999) studies "initiatives of grievances redressed in non-unionized work place" have found that workers have a reduced capacity to initiate issues and articulate grievances in the non-unionized workplaces and they enjoy comparatively less benefits than their unionized counterparts. In the Indian context, the study by Bhattacharjee (2001) points out that there is a felt need for tripartite consultations relating to the various issues borne out of economic reforms.

Buchanan, 1974: Defines commitment as "loyalty, identification, and involvement with some appropriate object". In an organizational setting, such loyalty involves feelings of attachment, which develops as individuals share values in common with other members of the group.

III. Research Methodology

Research is defined as the "systematic effort to gain the knowledge" research comprises defining and redefining the problems, formulating the hypothesis or suggest the solutions collecting organizing and evaluating the data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

Research Design

A research design is an arrangement of conditions for collecting and analysis of data in a manner that aim combines with relevance to the research purpose with economy in procedure. The researcher had done descriptive research for studying the impact of Leadership styles and corporate culture in Grievance handling.

Sampling Techniques

Random sampling is adopted as sampling technique. It also known as probability sampling, where each and every item in the population has an equal chance of inclusion in the sample and each one of possible samples in case of infinite universes, has the same probability of being selected.

IV. Data Analysis And Interpretation

Table No. 1 Distribution of the respondents by their Gender

Gender	No. of respondents	Percentage of respondents
Male	236	67%
Female	114	33%
Total	350	100%

Inference:

The above table reveals that majority (67 percent) of the respondents are male and 33 percent of the respondents are female.

It is found that majority (67 percent) of the respondents are male

Table No. 2 Distribution of the respondents by their Monthly Income

Monthly Income	Number of Respondents	Percentage of Respondents
Below Rs.5000	55	16%
Rs.5001 to 10000	60	17%
Rs.10001 to 15000	140	40%
Rs.15001 to 20000	95	27%
Total	350	100%

Inference:

It is clear from the above table reveals that less than half (17 percent) of the respondents monthly income is from Rs.5001 to 10000, 40 percent of the respondents are drawing above Rs.10000 and the remaining 16 percent of the respondent's monthly income is below Rs.5000.

Table No. 3 Respondents opinion about the fixation of Wages

Opinion	Number of Respondents	Percentage of Respondents
Strongly Agree	42	12%
Agree	87	25%
Neutral	84	24%
Disagree	109	31%
Strongly disagree	28	8%
Total	350	100%

Inference:

It is clear from the above table that 31% of the respondents disagree that the wage fixation is not upto the mark, whereas 25 percent of the respondents agree, 24% of the respondents do not have any opinion, 12% of the respondents strongly agree and the remaining 8 percent of the respondents strongly disagree. It is found that 31% of the respondents disagree that the wage fixation is not upto the mark.

Table No. 4 Respondent's opinion about the methods followed by the management to record grievances

S.no	Methods	No of respondents	percentage
1	Directly	70	20
2	Through union	147	42
3	Through meeting	63	18
4	Grievance box	35	10
5	Others	35	10
	Total	350	100

Inference:

Majority of grievance of the respondents are recorded through Union (42%) and directly (20%). Employees feel free to express their grievance to the higher authority through Union.

Table No. 5 Correlation Analysis – Organizational Culture

Variables	Organisation Culture
Values and Belief of the organisation	0.609*
Policies of the organisation	0.652*
Incentives provided by the organisation	0.614*
Treatment of Employees in the organisation	0.512*
Technology used in the organisation	0.642*
Inter personal relationship in the work place	0.659*

* Significant level at 1%

Inference:

It is noted from the analysis (table no. 2) that the selected independent variables are correlated with the dependent variables of organizational culture. While considering the opinion towards organizational culture of garment industry, the variables like values and beliefs of the organizational, Policies of the organisation, Incentives provided by the organisation, Treatment of employees in the organisation, Technology used in the organisation and Inter Personal Relationship in the work place are having significant association with Organizational Climate.

From the analysis it is found that the variables like values and beliefs of the organizational, Policies of the organisation, Incentives provided by the organisation, Treatment of employees in the organisation, Technology used in the organisation and Inter Personal Relationship in the work place are having positive association with Organizational Culture

V. Conclusion

The adoption of grievance handling procedure is essential for garment industry in Tirupur for various reasons. Most of the grievances are seriously disturb the employees; this may affect their moral, productivity and their willingness to cooperate with the organization. It is not possible that all the complaints of the employees would be settled by first line supervisors, for these supervisors may not have a proper training for the purpose, and they may lack authority. The management have to provide a channel or avenue by which any aggrieved employee may present his/her grievance and also make a procedure which ensures that there will be a systematic handling of every grievance, a new method should be adopted by management for aggrieved employee can relieve his/her feelings of dissatisfaction with his/her job.

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Detail about the Authors

- [1]. Dr.R.RADHAMANI, Professor and Head Department of Management, K M College of Arts and science, Muthur.
- [2]. Mr.S.Elango, Assitant Professor, RVS Faculty of Management, Coimbatore.
- [3]. Mrs.K.Logeshwari, Assitant Professor, RVS Faculty of Management, Coimbatore.

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