Causes of grievances, objectives of handling grievances and impact measurement of grievances - A study with reference to Hinduja Global Solutions, Bangalore

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Abstract

Information Technology Enabled Services sector (ITES) in India particularly Bengaluru are providing better services to domestic and offshore clients. The trend of providing better services is possible on account of availability of low cost talent English speaking employees. There is a tremendous growth in the outsourcing industry in India and companies are providing low end and high end services. Employees working in ITES are subjected to innumerable health problems like physical and mental stress. The common health problems arising out of stress are acid peptic disease, alcoholism, asthma, diabetes, fatigue, tension headache, hypertension, insomnia, irritable bowel syndrome, sexual dysfunction and many skin diseases.

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

Liberaltarian though gave a tremendous growth to Indian economy with the IT sector but also created problem of job insecurity and safety. In the force of 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 revolutions (Dhar 2012).

Indian software product industry is expected to reach the mark of USD 100 billion by 2025. In India the number of global delivery centers in the IT-BPM sector reached 670 spreading out across 78 countries as of 2015. India continue to be in the leading position in the global sourcing market. Its market share increased to 55% in 2015.

HGS Bengaluru a BPO company and they do not support any IT projects in India. They deal with support projects ranging from domestic to international projects. It is a 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 transportation.

KEYWORDS : Services, outsourcing, grievances, interpersonal, handling, liberlisation health.

1. Introduction

ITES is the main industry acting as key driving force behind India's economic growth. It has employed almost 10 million Indians and contributed a lot to social

transformation in the country (Sharada Singh et al. 2017). Outsourcing is a contract based relationship between client and vendor organizations in which a client contract out all or part of its services to a vendor, who provides agreed services to a vendor in return for a 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 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 judgement oriented. KPO works include pharma, biotech, data integration 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 and product development. The reasons behind emerging trend may be increased cost, heavy labor turn over, lack of management support etc. In the present study on attempt is made to analyses the respondents awareness of causes of grievances from management side, interpersonal causes, objectives being grievances. This study illustrates that grievances arises on account of management and interpersonal reasons. Ignoring grievances redressal may lead to employee turn over, low productivity and morality.

A. Statement of the problem

Many of the workers in BPO unit of HGs left the place on account of multiple reasons. Workers are asked to work for long hours and by the end of the day they have to make their own arrangements to return to their dwelling places. Improper training, less salary and insufficient salary package makes the workers to suffer a lot and many of the workers are forced to stay since they may not get a chance elsewhere. Many of the workers are exposed to health problems and unfortunately they are denied of leave. The management is not permitting them to form a constructive union of employees. They are denied of voice insurance. Improper training and sexual harassment causes turn over and many who left says it is not a safer place. Many workers hesitated to give responses and after a request some come forward to provide information. From the management side the reviews and grievances are settled through electronic media and assurances are given for the rectification. The collected data is presented in the form of tables and data was analyzed through the application of quantitative metric like ANOVA.

B. Objectives of the study

(i)   The analyze respondents awareness of causes of grievances from the management side.

(ii)   To study interpersonal drivers causing grievances.

(iii)   To analyzerespondents awareness of objectives of grievances handling.

(iv)   To analyze the respondents awareness of impact of grievances.

C. Hypotheses

(i)   Respondents are not aware of causes of grievances from the management side.

(ii)   There are no interpersonal drivers causing grievances.

(iii)   Respondents are not aware of objectives of grievances handling.

(iv)   Respondents are not aware of impact of grievances.

2.   Research Design :

The present study considers both the 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 Solutions, a business process outsourcing concern. HGS do not support any IT projects in India. They deal with support projects ranging from domestic to international projects. They are pioneers in the area of healthcare, insurance, construction, electronics, and packaged 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 is based 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 calculation to calculate a sample size for a finite population.

Sample size using infinite population

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

$ss = z^2 \text{ x (p) x (1-p)} / c^2$

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 [a].

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 0.525 / 0.0016

= 0.9604 / 0.0016 = 600.25

Now new SS = ss / (1 + (ss - 1/ pvp))

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

= 600 / 1 + 599 / 9500

= 600 / 1 + 0.0630

= 600 / 1.0630

= 564.44 or 600 (rounded 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 claim processor	25
Assistant manager	50
Total	600

B.   Universe of the study

The present study is confined only to Bengaluru. There is heavy concentration of IT / ITES units and nicknamed 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 sample 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 data was collected by administering a well drafted structured questionnaire which was administered as schedule after considering non-response and possible delays. Before administering questionnaire as schedule a pilot the study was conducted. For this purpose 30 respondents were chosen and requested to provide valuable answers for the 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

Nilesh Thakre (2013) stated that dissatisfied workers can not produce at full capacity, which leads to loss of production. Further, the author stated that effective grievance

handling not only improves employees morale but also productivity and employer and employee relationship.

Zulkiflle Bim Daud et al. (2011) in their study at Malaysia found that extraversion is negatively and significantly influencing integrating style. The researchers explained that integrating style of handling grievances is concerned with openness, exchange of information and examination of differences. Compromising style involves moderate concern for self as well as other party is concerned. This is based on the principle of give and take. Sharing of resources or view points where both the parties are benefitted. In dominating style of supervision there is high concern for self and low concern for the aggrieved party.

Regarding the management of employee grievance Anastasia (2017) stated clearly to follow the following steps.

> (1) find a permanent solution
>
> (2) listen, and listen well.
>
> (3) Respond quickly
>
> (4) Keep an open mind
>
> (5) Come up with alternative courses of actions.
>
> (6) Keep all communication lines open
>
> (7) Document every step of the grievance process
>
> (8) Establish and implement good policies of handling employee grievance.

Mohana Sundaram et al. (2013) have stated that resources of men, money, material and machinery are collected, coordinated and utilized through people in the organization. It is through the better combined effort of people that material and machinery resources are effectively utilized for the attainment of common objectives and goals without united human effort no organization can achieve goals.

Sonika Sharma et al. (2011) expressed about the prerequisite for grievance handling is the ability to listen and it should not be taken for granted. HR professionals play vital role in the organization. They inject a feeling a confidence and belief among the staff members by listening and solving their issues and concern.

Survey findings

Table-1 highlights data about respondents awareness of causes of grievances 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 procreation, 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 procrastination 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 demotivation, 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 demotivation, 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 problem. Out of 60 who said some what 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 demotivation. ANOVA quantitative metric fails to accept H0 and H1. Therefor 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 some what 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 turn over, 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 some what 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 an 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 grievances from management side

Drivers of grievances	SA	A	N	DA	SDA	T
Less salary	60	35	7	3	6	111
Shift timings headache / 6 days work	45	28	3	2	2	80
No safety for girls	30	20	2	1	3	56
No opportunity to widen talent	53	32	2	1	1	89
Low appraisal	58	34	4	2	4	102
Improper training and appraisal	45	22	4	2	3	76
No voice insurance process	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 grievances and dispute resolution in ITES sector is not positively related to respondents awareness of causes of grievances from management size and there exist no significant variation on the data	Reject
H1	Employee grievances and dispute resolution in ITES sector is positively related to respondents awareness of causes of grievances 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 grievances

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
Feeling lonlines	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 grievances and dispute resolution in ITES sector is not positively related to respondents grievances to the interpersonal drivers no significant variation on the data	Reject
H1	Employee grievances and dispute resolution in ITES sector is positively related to respondents 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

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, demotivation 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 and dispute resolution in ITES sector is not positively related to the awareness of objectives of grievances handling no significant variation on the data	Reject
H1	Employee grievances and dispute resolution in ITES sector is positively related to the awareness of objectives of grievances handling 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

Impact drivers of grievances	SA	A	N	SWA	T
Increase in labour turn over	75	42	6	12	135
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 &labour interest	60	36	9	9	114
Total	342	168	36	154	600

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

Hypotheses

H0	Employee grievances and dispute resolution in ITES sector is not positively related to the awareness of impact of grievances has no significant variation on the data	Reject
H1	Employee grievances and dispute resolution in ITES sector is positively related to the awareness of impact of grievances 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	F(3,20)

				=61.45	=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.