### A STUDY ON GRIEVANCE HANDLING PROCEDURE OF GLAXO SMITHKLINE CONSUMER HEALTH CARE LTD., DOWLAISWARAM

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**ABSTRACT**

In the workplace, a complaint is any expression of dissatisfaction or a sense of injustice that is directly related to one's duties. The purpose of this article is to investigate what constitutes a successful response to employee concerns. Wages and salaries, working conditions, promotions, transfers, a lack of communication, poor interdepartmental connections, and so on are among the most prevalent causes of employee complaints, according to the survey. The research also investigates how management deals with employee complaints and where those complaints originate. Successfully resolving employee complaints is critical to building strong working relationships within an organization and maximizing efficiency and output.

**KEYWORDS:** Grievance, Handling, Procedures

### INTRODUCTION

The most valuable assets a company can have are its people. A company's most asset is its people, who are also known as human resources. Land, workers, money, and management all play roles in production. Production relies on human resources more than any other variable. Human resources manage all physical and financial resources in an organization.

Management entails a wide variety of tasks, but one of the most fundamental is human resource management, sometimes known as personnel management. Many businesses find it helpful to set up a separate department whose only purpose is to guarantee the effective operation of the HR department. In today's competitive business environment, innovation is essential to survival, and people are the only reliable supply of innovative ideas. Human resource management will be incomplete without effective grievance management. At some point in their careers, most workers will experience dissatisfaction with some part of their job, whether it their manager's demeanor, a corporate policy, their working environment, or the actions of their coworkers. Many companies actively work to bury employee complaints. Dissatisfaction, complaints, and grievances are all terms that need to be differentiated to have a firm grasp on the concept of a grievance. In this sense, we may benefit from a classification provided by Torrington :

Dissatisfaction:

Any source of unhappiness in the workplace, whether it is verbalized.

Complaint:

Complaints spoken to a manager or union rep, either verbally or in writing.

Grievance:

A grievance that has been submitted in writing to an agent of the company or the labor union. Grievance handling method is an essential part of human resource management.

Organizational "Productivity and Prosperity" are enhanced by effective grievance management. Because employee complaints may hinder business operations.

### INDUSTRY PROFILE

Spending on Indian health food is set to significantly rise, with households expected to double their investment in health-conscious food and beverages within the next five years. This shift towards healthier options and premium ingredients is fueling growth in the healthy food industry in India.

By 2026, there will be a 100% increase in per capita expenditure on healthy foods. This growth will propel the healthy food market size in India to an impressive $30 billion in this timeframe. India currently stands as the most rapidly expanding health food market, growing at an impressive 20% compound annual growth rate (CAGR). This data is highlighted in a recent study by Avendus Capital, a key division of the Avendus Group. In 2020 (calendar year), health-focused foods and beverages were 11 percent of the $88 billion packaged foods and beverages market in India. This share is expected to move up to 16 percent or $30 billion by CY2026.Meanwhile, the number of health-conscious consumers is expected to rise to 176 million in 2026 from 108 million in 2020. Significant growth will be witnessed across categories such as healthy snacking with options such as biscuits, fruit snacks, snack bars, and trail mixes leading market expansion, followed by healthy dairy products. Experts believe that though the move towards mindful eating has been underway for some years, covid has accelerated it. While consumers still indulge in salty snacks and fizzy drinks, their food repertoire also includes less sugar, ingredients such as millets, quinoa, oats, dark chocolate, berries, healthier cooking oil options as well as portion control.

KEY COMPANIES IN THE SECTOR

The market for health drinks in India is massive. The manufacturing industry is very competitive. Customers are looking to spend their money on the health drink that will benefit them the most. As a result, food producers place a premium on making nutritious, high-quality goods. The manufacturing sector is populated by several companies. Some of them, however, have not been commercially successful. The market share has been taken by many. Industry leaders in India's health drink sector include GlaxoSmithKline, Cadbury, Heinz, GCMMF, and Nestle. With 70% of the market share and volume, GSKCH is a major player. When it comes to their product lines, GSK has a virtual monopoly. When it comes to Health Drinks, GSK is unrivalled. Market share is 12% for Cadbury, 10% for Heinz, 3% for Gujarat Cooperative Milk Marketing Federation (GCMMF), and 3% for Nestle.

### COMPANY PROFILE

**GLAXO SMITH KLINE CONSUMER HEALTHCARE LIMITED**

It is imperative to have knowledge on the magnitude and mode of working culture of a company. Before a case study is attempted, a brief account is presented on different aspects of the company. **GSK** is a science-based health care company, having research manufacturing and marketing facilities across the globe. All operations are fully integrated to offer the complete spectrum of prevention, diagnosis, treatment, and cure. Over 2700 hardworking individuals are employed by the Company across its three production facilities in Nabha, Rajahmundry, and Sonipat. They deliver health and wellness goods and services to people all over the globe by combining cutting-edge research with savvy business practices. With market expertise in more than 140 countries the company’s annual sales exceed U.S $23 billion.

Their pharmaceutical heritage in therapeutics, diagnostics and consumer health care combined with investment in genetics and health care information management makes **GSK** Company uniquely placed to provide a seamless service from prevention and diagnosis through treatment and cure.

**LITERATURE REVIEW**

**Vijayalakshmi & Suresh (2020)** highlight that transparent grievance handling promotes trust between employees and management. They found that organizations with structured grievance systems tend to experience higher levels of employee engagement.

**Walker (2019)** argued that unresolved grievances could lead to workplace conflicts, absenteeism, and decreased morale. Walker emphasized the role of early intervention and mediation in preventing escalations.

**Fisher and Ury (1981)** in Getting to Yes stress the importance of focusing on interests rather than positions during grievance resolution. Their approach advocates for collaborative problem-solving and mutual gain.

**Armstrong (2014)** in Handbook of Human Resource Management Practice underscores the importance of aligning grievance procedures with organizational policies and legal frameworks. He suggests that grievance policies should be periodically reviewed to ensure compliance with labor laws and evolving organizational needs.

**Khan et al. (2021)** explored common challenges such as management bias, lack of training, and inadequate documentation. They recommend regular audits of grievance systems to identify and rectify inefficiencies.

### NEED FOR THE STUDY

The root reasons of employee discontent cannot be addressed without first understanding its origin and scope. An organization's human resources manager must investigate the specifics of the complaints and determine the most effective means of resolving them. He is responsible for assisting the upper management and line managers, especially foremen and supervisors, in developing and implementing the policies, programmers, and processes that will allow them to effectively address employee complaints. These policies, plans and processes are commonly known as the grievance management procedure The grievance process is a problem solving, conflict resolving apparatus which has been set up after an agreement to that effect between labor and management. It is the procedure by which a worker or union alleges that the employer has broken the terms of the collective bargaining agreement.

### SCOPE OF THE STUDY

* + The scope of the study is confined to the facilities provided to the employees of glaxosmithkline consumer health care ltd(gsk); and the satisfaction level at the work and with the facilities provided by the management.
  + Issues like as working conditions, welfare measures, and the role and practices of management in addressing employee complaints are all that are covered.
  + additionally, the research is limited to the current services offered by glaxosmithklineconsumer health care ltd(gsk);
  + the research is confined solely to the scope of glaxosmithklineconsumer health care ltd (gsk), and is limited to the views of a sample of workers.

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### OBJECTIVES OF STUDY

The study's overarching goal is to ascertain whether a Grievance Handling mechanism exists and, if so, to what extent it is used. Following from this overarching goal, we have outlined many subgoals.

* + To study the profile of GSK.
  + To study the profile of Indian health drink industry.
  + To understand the Theoretical aspects of grievance handling procedure.
  + To find out whether the present Grievance Handling Procedure is favorable or

### METHODOLOGY OF THE STUDY

An industry's or a field's standard operating procedures, the methods used in a specific research study, or how a certain task is completed all fall under the umbrella term "methodology."

**Sources of Data:** The data of information for which the project work is done can be divided into two groups.

* Primary Data.
* Secondary Data

**Primary Data:** Initial data collection from a representative sample of a population is called primary data. This information was gathered by the researcher to address a particular issue and has not been made public. Sources include surveys, interviews and focus groups.

I prepared a questionnaire consisting of 20 questions which aimed at collecting information from the members of various departments of the organization about Grievance Handling Procedure and its causes

**Secondary Data:** The term "secondary data" refers to information that has previously been made public. Its potential use may extend well beyond the original author's sphere of influence. Sources include Company records, Grievance records, Discussion with concerned executive, related books, and related websites.

### RESULTS DISCUTION

**TABLE-5.1**

EMPLOYEES OPINION ON WORKING CONDITIONS FORM THE BASIS FOR MOST OF THE GRIEVANCES IN THE ORGANIZATION.

|  |  |  |  |
| --- | --- | --- | --- |
| **S.NO** | **Response** | **No. of**  **Respondents** | **Percentage of**  **Respondents** |
| 1 | Agree | 70 | 70 |
| 2 | Disagree | 30 | 30 |
| 3 | No opinion | 0 | 0 |
|  | **Total** | **100** | **100** |

Source: Data compiled from questionnaire

### GRAPH:5.1

30%

Agree

Disagree

70%

No opinion

Source: From Table 5.1

Table 5.1 explains that the 70 percent of the respondents feels agree, followed by 30 percent of the people not agree to the above statement. This shows that the employees of the organization are happy with their working conditions.

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### TABLE-5.2

WHICH ACCORDING TO YOU IS AN EFFECTIVE METHOD FOR RESOLVING GRIEVANCES IN YOUR ORGANIZATION

|  |  |  |  |
| --- | --- | --- | --- |
| **Sunoo** | **Response** | **No. of**  **Respondents** | **Percentage of**  **Respondents** |
| 1 | Through Grievance committee | 80 | 80 |
| 2 | By mutual agreement | 10 | 10 |
| 3 | No opinion | 10 | 10 |
|  | **Total** | **100** | **100** |

Source: Data compiled from questionnaire

### GRAPH:5.2

10%

10%

80%

Grievance

committee

Mutual agreement

No opinion

Source: From Table 5.2

Table 5.2 explains that 80 percent of the respondents are rated through grievance committee, followed by 10 percent of respondents by mutual agreement and a few percentages with no opinion. This shows that most of the employees feel to resolve the grievances through grievance committee. They might have felt that it is an effective method.

TABLE:5.3

SALARY AND OTHER MONETARY ISSUES FORM THE PRIMARY CAUSE FOR (CONFLICTS) GRIEVANCES IN THE ORGANIZATION.

|  |  |  |  |
| --- | --- | --- | --- |
| **Sunoo** | **Response** | **No. of**  **Respondents** | **Percentage of**  **Respondents** |
| 1 | Agree | 90 | 90 |
| 2 | Disagree | 6 | 6 |
| 3 | No opinion | 4 | 4 |
|  | **Total** | **100** | **100** |

Source: Data compiled from questionnaire

### GRAPH:5.3

6%

4%

Agree

Disagree

No opinion

90%

Source: From Table 5.3

Table 5.3 explains that 6 percent of the respondents rated disagree, followed by 4percent of the respondents feels no opinion and majority of the respondents i.e., 90% agree to the above statement. This shows that the employees of the organization are not satisfied with the salaries and other monetary issues like incentives, etc. These are the main sources of grievances.

### TABLE-5.4

MODE OF GIVING INCREMENTS IS SATISFACTORY.

|  |  |  |  |
| --- | --- | --- | --- |
| **Sunoo** | **Response** | **No. of**  **Respondents** | **Percentage of**  **Respondents** |
| 1 | Agree | 10 | 10 |
| 2 | Disagree | 80 | 80 |
| 3 | No opinion | 10 | 10 |
|  | **Total** | **100** | **100** |

Source: Data compiled from questionnaire

### GRAPH:5.4

10% 10%

Agree

Disagree No opinion

80%

Source: From Table 5.4

Table 5.4 explains that 80 percent of the respondents rated disagree, followed by 10percent of respondents agree and 10% percentage with no opinion. This shows that most of the employees are not satisfied with the mode of giving the increments.

### TABLE-5.5

ADEQUATE BENEFITS ARE PROVIDED TO THE EMPLOYEES.

|  |  |  |  |
| --- | --- | --- | --- |
| **Sunoo** | **Response** | **No. of**  **Respondents** | **Percentage of**  **Respondents** |
| 1 | Agree | 30 | 30 |
| 2 | Disagree | 70 | 70 |
| 3 | No opinion | 0 | 0 |
|  | **Total** | **100** | **100** |

Source: Data compiled from questionnaire

### GRAPH:5.5

30%

70%

Agree

Disagree No opinion

Source: From Table 5.5

Table 5.5 explains that 30percent of the respondents have agreed followed by 70 percent respondents disagree. This shows that the employees are not satisfied with the benefits provided by the organization.

**FINDINGS**

According to the opinion of the various respondents in GLAXOSMITHKLINECONSUMER HEALTH CARE LTD (GSK), found so

many pro and anti-views of the employees regarding the grievance handling procedure and the causes of the grievances are as follows:

* The working conditions are not the main cause of the grievances.
* Most of the employees are likely to represent their grievances through the grievance committee.
* Most of the grievances arose at salary and other monetary issues like increments and at the areas of medical benefits, Canteen activities etc.
* The superior-subordinate relations are formal.
* There is no compulsory rule or any act to the grievance redressal system in this organization.
* Long – run effect is not taken into consideration while handling the grievances in the organization.

### SUGGESTIONS

* Proper salary and benefits should be ensured to the employees.
* A compulsory rule or act should be followed while handling the grievance.
* Long-run effect should be taken into consideration while handling the grievances at each level.
* Adequate promotional opportunities should be provided to the employees.
* The grievance forms, and the grievance register should maintain properly for every unit and available to every employee.
* Provide grievances boxes at appropriate places and ensure the prompt service within the time.
* To make sure that when employees have a problem, they may voice their concerns to the appropriate people in the company.
* Each department's leader is responsible for mediating conflicts within their own division; thus, it is important that they get training on how to do it effectively.

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### CONCLUSION

One of the main reasons workers do not do their best is because they are unhappy with their jobs. If these complaints can be resolved, the employees will be happier in their work and will be more productive, which is good for everyone involved. Grievance management is a key difficulty in the firm as the expectation of workers is growing with changing life style. Employees have high expectations of the organization in terms of the Grievance Management System, and although it is impossible to meet all these expectations, the vast majority may be met.

Most of the company's welfare, medical, and safety facilities are well received by their staff. While the company is providing benefits in accordance with the numerous labor law enactments, there is room for improvement that would be to everyone's advantage.

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