

A STUDY ON EMPLOYEE GRIEVANCE AT ULTRATECH CEMENTS

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ABSTRACT

This study investigated the effectiveness of employee grievance handling mechanisms at UltraTech Cements by surveying 100 employees across various hierarchical levels. The research employed a structured questionnaire to capture demographic information, grievance experiences, reporting methods, perceived procedural clarity, and satisfaction with outcomes. Findings revealed that 60.0% of employees had encountered at least one grievance, with interpersonal conflicts (30.0%) and compensation issues (25.0%) as the predominant complaint types. Verbal reporting to immediate supervisors emerged as the most common channel (40.0%), while formal grievance committees were underutilized (15.0%). Although 75.0% of grievances were resolved within four weeks, one-quarter of respondents remained neutral or dissatisfied with procedural transparency and confidentiality. These results highlighted the strengths of timely resolution and managerial accessibility, but also exposed gaps in consistent policy communication and professional handling.

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INTRODUCTION

Employee grievances have emerged as a critical dimension of human resource management in contemporary organizations, particularly within high-pressure and labor-intensive sectors such as the cement industry. Organizations such as UltraTech Cement Limited, which operate within a performance-driven and target-oriented production environment, face significant challenges in maintaining harmonious employee relations. Grievances, which are essentially expressions of dissatisfaction or perceived injustices by employees, have the potential to adversely affect morale, productivity, and overall organizational climate. Therefore, understanding and managing grievances effectively has become indispensable for sustaining employee engagement and organizational efficiency. The study of employee grievance mechanisms in UltraTech Cement Limited provided a structured lens to explore institutional practices, identify process bottlenecks, and assess employee satisfaction with redressal systems currently in operation.

REVIEW OF LITERATURE

Arora, GR, and Raj (2023) investigated the conceptual foundations of grievance management within a large steel manufacturing context. The authors synthesized existing frameworks and

organizational documents to elucidate how formal grievance committees, managerial responsiveness, and employee awareness interacted to shape conflict resolution. Their analysis highlighted that clear procedural guidelines and consistent policy enforcement were instrumental in fostering perceptions of justice.

Aylott (2022) provided a comprehensive guide to employee relations, emphasizing the integration of grievance management within broader human resource strategies

Dhanabhakym and Monish (2021) examined the influence of grievance identification strategies on job performance in two technology parks. The authors used a descriptive survey design to capture employee perceptions of formal committees, suggestion boxes, and open-door policies.

Donaghey et al. (2022) explored why employees opted for nonunion representation methods when voicing concerns. Utilizing a mixed-methods design, the authors combined survey data with qualitative interviews to uncover factors influencing choice between formal union channels and alternative voice pathways such as grievance committees and employee councils.

NEED AND IMPORTANCE OF THE STUDY

There existed a clear need for this study as industrial organizations like UltraTech Cement Limited frequently encountered complex employee relations challenges due to the labor-intensive nature of operations and the diversity of employee expectations. Although formal grievance policies may have been in place, there remained a critical gap in evaluating their practical effectiveness and employee acceptance. This study aimed to bridge that gap by providing evidence-based insights on employee perceptions, procedural transparency, and the outcomes of grievance handling practices. Furthermore, as organizations strived towards operational excellence and employee engagement, assessing the functionality of grievance mechanisms became a necessary HR priority.

SCOPE OF THE STUDY

The scope of the study encompassed an evaluation of the existing grievance redressal mechanisms at UltraTech Cement Limited, with a focus on procedural practices, employee perceptions, resolution effectiveness, and overall satisfaction levels. It also covered the roles played by HR personnel, managerial staff, and grievance committees in facilitating redressal processes and addressed inter-departmental variations in grievance practices, if any.

OBJECTIVES OF THE STUDY

1. To examine the grievance handling practices currently implemented at UltraTech Cement Limited.
2. To analyze the effectiveness of these practices in resolving employee concerns.
3. To evaluate employee perceptions and satisfaction levels with grievance handling mechanisms.
4. To provide recommendations for improving grievance handling processes at UltraTech Cement Limited.
5. To give suggestions for human resource managers at UltraTech.

DATA SOURCES AND METHODOLOGY

METHODOLOGY

The research methodology adopted in this study was designed to systematically investigate the existing grievance handling practices at UltraTech Cement Limited, with a focus on understanding their effectiveness and the employees' perception towards them. This methodology incorporated a structured and empirical approach to collect, analyze, and interpret data derived from both primary and secondary sources, ensuring comprehensive coverage of the research objectives. The study employed a purposive sampling technique, targeting 100 employees of UltraTech Cement, and utilized a closed-ended questionnaire to capture respondents' views. Quantitative techniques including

frequency analysis, descriptive statistics, bar charts, and pie charts were employed using MS Excel and SPSS to ensure objective and data-driven analysis of findings.

DATA SOURCES

Primary data for this study was obtained through the administration of a closed-ended questionnaire distributed among selected employees of UltraTech Cement Limited. The instrument included demographic details, multiple-choice questions, and Likert-scale items to gauge employees' views on the grievance redressal processes. The structured format facilitated standardized responses, enabling efficient data coding and subsequent statistical analysis.

Secondary data was sourced from journals, academic books, internet articles, and the official website of UltraTech Cement Limited. This data provided a theoretical foundation and contextual background for the study, enabling the formulation of research objectives and supporting the interpretation of primary data findings within the broader scope of existing literature and organizational practices.

PERIOD OF THE STUDY

This study had been conducted in a period of 45 days.

STATISTICAL TOOLS AND TECHNIQUES

- Frequency analysis
- Descriptive statistics
- Pie charts
- Bar charts
- MS-Excel
- SPSS

LIMITATIONS OF THE STUDY

This study employed a cross-sectional, survey-based design, which limited the ability to capture longitudinal changes in grievance perceptions over time; consequently, causal inferences regarding the impact of interventions could not be determined. Additionally, the reliance on self-reported data introduced potential response biases, including social desirability and recall bias. The sample, while representing diverse job levels, was confined to a single manufacturing site, thus limiting generalizability across other plants and regions of UltraTech Cements.

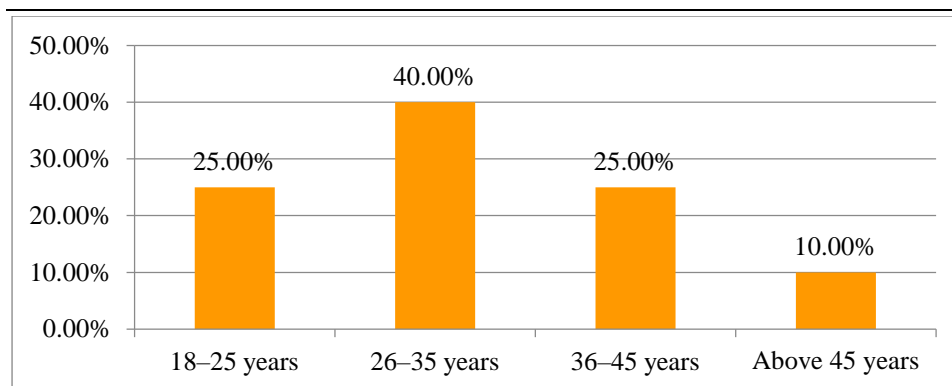
DATA ANALYSIS

1. What is your age group?

Table 1: Age group

Age Group	Frequency	Percentage
18–25 years	25	25.0%
26–35 years	40	40.0%
36–45 years	25	25.0%
Above 45 years	10	10.0%
Total	100	100.0%

Figure 1: Age group



Interpretation

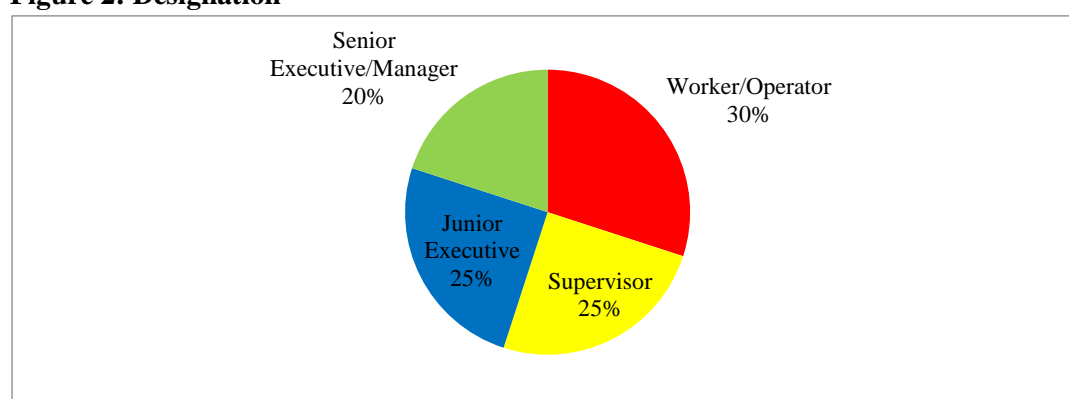
The distribution reveals that the majority of respondents (40.0%) were in the 26–35 age bracket, followed equally by those aged 18–25 and 36–45 (each 25.0%), and only 10.0% were above 45. This indicates a predominantly young-to-mid-career workforce profile within UltraTech Cements.

2. What is your current designation?

Table 2: Designation

Designation	Frequency	Percentage
Worker/Operator	30	30.0%
Supervisor	25	25.0%
Junior Executive	25	25.0%
Senior Executive/Manager	20	20.0%
Total	100	100.0%

Figure 2: Designation



Interpretation

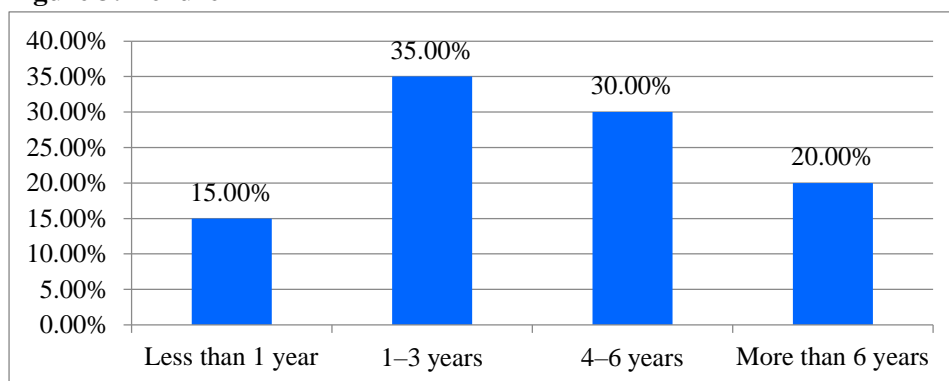
Thirty percent of respondents were Workers/Operators, while Supervisors and Junior Executives each comprised 25.0%, and Senior Executives/Managers accounted for 20.0%. The sample thus reflects a cross-section of hierarchical levels, with a slightly greater representation of frontline positions.

3. How long have you been working at UltraTech Cements?

Table 3: Tenure

Tenure	Frequency	Percentage
Less than 1 year	15	15.0%
1–3 years	35	35.0%
4–6 years	30	30.0%
More than 6 years	20	20.0%
Total	100	100.0%

Figure 3: Tenure



Interpretation

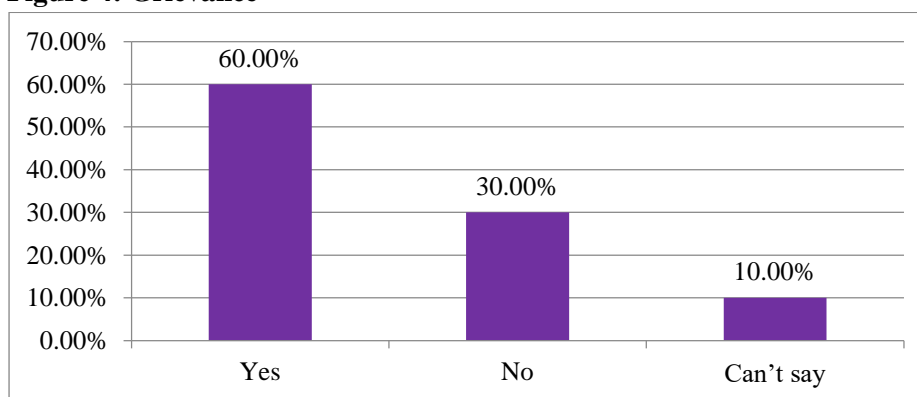
The largest segment (35.0%) had 1–3 years of tenure, 30.0% had 4–6 years, 20.0% had more than six years, and 15.0% had been employed for less than a year. This suggests that most respondents had between one and six years of experience at the company, indicating moderate organizational tenure.

4. Have you ever faced a grievance at your workplace?

Table 4: Grievance

Response	Frequency	Percentage
Yes	60	60.0%
No	30	30.0%
Can't say	10	10.0%
Total	100	100.0%

Figure 4: Grievance



Interpretation

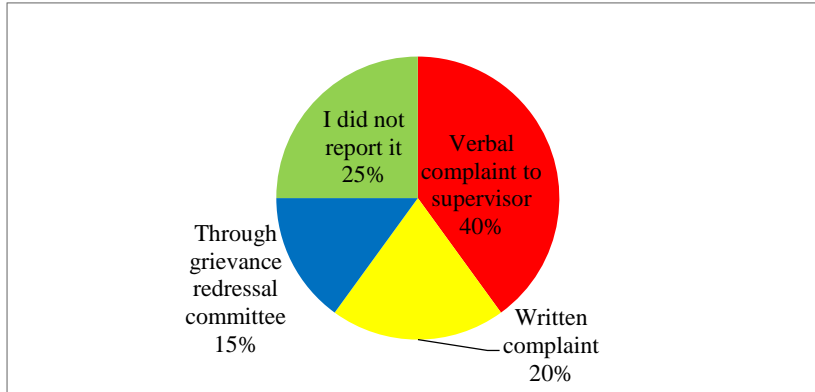
Sixty percent of respondents acknowledged experiencing a grievance, whereas 30.0% reported none and 10.0% were uncertain. This indicates that grievances were relatively common, with a clear majority having encountered at least one instance.

5. How did you report your grievance?

Table 5: Reporting

Method of Reporting	Frequency	Percentage
Verbal complaint to supervisor	40	40.0%
Written complaint	20	20.0%
Through grievance redressal committee	15	15.0%
I did not report it	25	25.0%
Total	100	100.0%

Figure 5: Reporting



Interpretation

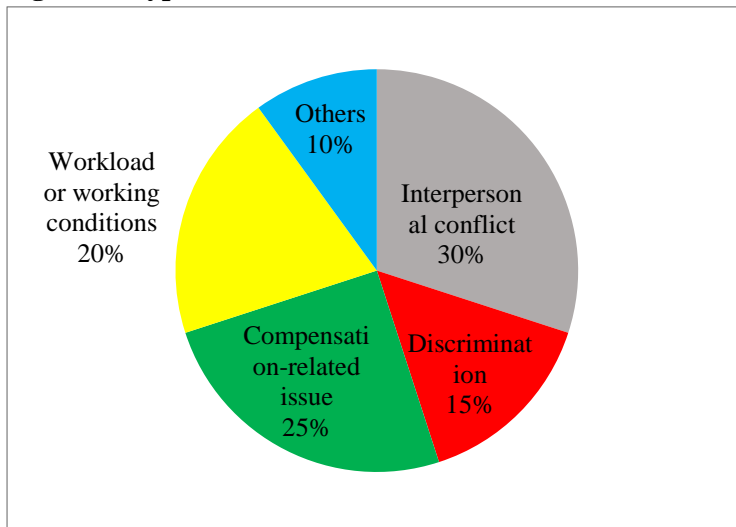
Forty percent reported their grievance verbally to supervisors, 20.0% submitted a written complaint, and 15.0% approached the formal grievance committee. Notably, 25.0% did not report their grievance at all. This suggests a preference for direct, informal channels over formal ones, with a significant minority opting not to escalate concerns.

6. What type of grievance did you face?

Table 6: Type

Type of Grievance	Frequency	Percentage
Interpersonal conflict	30	30.0%
Discrimination	15	15.0%
Compensation-related issue	25	25.0%
Workload or working conditions	20	20.0%
Others	10	10.0%
Total	100	100.0%

Figure 6: Type



Interpretation

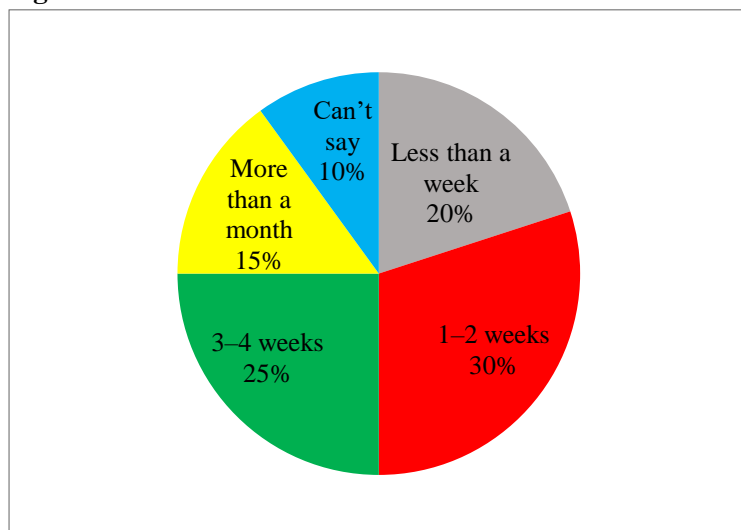
Interpersonal conflicts were reported by 30.0% of respondents, compensation-related issues by 25.0%, workload or working conditions by 20.0%, and discrimination by 15.0%. The remaining 10.0% identified other grievance types. Relationship-based and compensation concerns therefore constituted the majority of complaints.

7. How long did it take to address your grievance?

Table 7: Time

Resolution Time	Frequency	Percentage
Less than a week	20	20.0%
1–2 weeks	30	30.0%
3–4 weeks	25	25.0%
More than a month	15	15.0%
Can't say	10	10.0%
Total	100	100.0%

Figure 7: Time



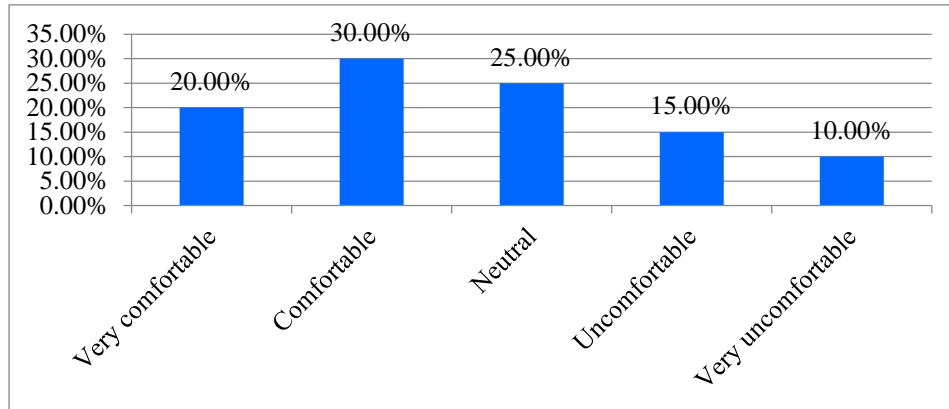
Interpretation :Thirty percent of grievances took 1–2 weeks to resolve, 25.0% took 3–4 weeks, and 20.0% were resolved in less than a week. Fifteen percent waited more than a month, while 10.0% were unsure of the timeline. Although most issues (75.0%) were handled within a month, a noteworthy segment (15.0%) experienced protracted delays.

8. To what extent do you feel comfortable reporting grievances?

Table 8: Comfort

Level of Comfort	Frequency	Percentage
Very comfortable	20	20.0%
Comfortable	30	30.0%
Neutral	25	25.0%
Uncomfortable	15	15.0%
Very uncomfortable	10	10.0%
Total	100	100.0%

Figure 8: Comfort



Interpretation

Thirty percent felt “Comfortable” and 20.0% felt “Very comfortable” reporting grievances. Twenty-five percent were neutral, while 15.0% felt “Uncomfortable” and 10.0% “Very uncomfortable.” This shows that although the majority (50.0%) were at least somewhat comfortable, 25.0% harbored negative feelings about lodging complaints.

FINDINGS

1. A majority of respondents (40.0%) fell in the 26–35 age bracket, indicating a predominantly young-to-mid-career workforce, which aligned with demographic patterns reported in similar industrial settings (Dhanabhakym & Monish, 2021).
2. Frontline positions were most represented—Workers/Operators comprised 30.0% of the sample—mirroring findings that operational staff often dominate grievance studies in manufacturing firms (Monish & Dhanabhakym, 2022).
3. Most employees (65.0%) had organizational tenure between one and six years, reflecting moderate job stability consistent with prior research on employee retention in heavy industries (Kalia, Singla, & Kaushal, 2023).
4. Sixty percent of respondents acknowledged experiencing at least one grievance, a prevalence rate similar to that reported among operational-level apparel workers (Silva & Malalage, 2021).
5. Verbal reporting to supervisors (40.0%) emerged as the most common grievance channel, corroborating evidence that informal voice pathways often precede formal procedures in industrial environments (Donaghey et al., 2022).

SUGGESTIONS

1. Develop and mandate periodic conflict resolution training for all supervisors to enhance their ability to handle grievances effectively.
2. Launch a comprehensive communication campaign—via workshops, digital bulletins, and posters—to ensure all employees fully understand grievance procedures.
3. Introduce an anonymous grievance reporting mechanism—such as a secure digital portal—to encourage employees hesitant about face-to-face disclosures.
4. Establish a cross-functional oversight committee to review grievance outcomes for fairness and consistency.
5. Implement quarterly audits of grievance logs to identify recurring conflict patterns and inform proactive interventions.
6. Provide team-building and interpersonal skills workshops to reduce the prevalence of relationship-driven grievances.
7. Reinforce strict confidentiality protocols—such as anonymized case documentation and non-retaliation assurances—to build trust in the system.

8. Integrate periodic employee feedback sessions—conducted by an independent HR unit—to gauge satisfaction with grievance outcomes and process transparency.

CONCLUSION

This study examined employee grievance handling at UltraTech Cements by surveying 100 employees across various designations and organizational tenures. The results indicated that a majority of grievances were reported informally to supervisors, with interpersonal conflicts and compensation issues emerging as the most prevalent complaint categories. Although most grievances were resolved within a month, significant portions of employees remained neutral or dissatisfied with procedural clarity, professional handling, and confidentiality. These findings highlight both the strengths and deficiencies of the current system, suggesting the need for targeted managerial training, improved communication of policies, and enhanced trust-building measures.

The demographic analysis revealed a predominantly young-to-mid-career workforce, which may influence how grievance channels should be tailored—potentially emphasizing digital literacy and flexible reporting options. Although in-person meetings were preferred, the organization must remain cognizant of evolving workforce expectations that favor both face-to-face and technology-enabled modalities. Balancing these preferences is essential to create an inclusive and accessible grievance framework that accommodates diverse employee needs.

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