

CASELET 1

Submitted by Prof. Devpriya Dey

Employee Dilemma of Khana Mahal

"Khana Mahal" a vegetarian chain of restaurants was founded by Pallavi Sharma and Gaurav Joshi. Both the founders passed out from a reputed business school in India and worked for more than a decade in IT organisations. Gaurav identified the need of vegetarian restaurants catering to the North-Indians who resides in Bangalore. With this thought he started the restaurant. Pallavi joined him in managing the operations. Today "Khana Mahal" has a chain of outlets spread across Bangalore, Pune, Hyderabad and Chennai.

In last one year, three HR managers have quit. The founders decided to outsource the human resource function to an agency. First thing which they found was that the provident fund (PF) amount has been deducted from the employees but the contributions were not paid to the PF office from last 2 years. The labour compliance was not adhered at all. No employees had an employee state insurance (ESI) card. Secondly the attrition rate was at peak. The salary gets credited on 15th of every month. On the 16th day of the month, employees from several outlets abscond. The immediate effect falls on the restaurants in managing their operations.

The employees at the outlets receive major curries by 8 A.M. from the central kitchen which is meant for customers only. There is a provision of free food for the staff. Along with the food from the central kitchen, they receive two loafs of bread for the employees. The employees at the outlets consume those two loafs of breads with tea. This is the everyday breakfast. Ideally each outlet has 8 to 10 staffs. Each senior staff generally picks up 4-5 pieces of bread. In-case any piece of bread is left out, then the juniors get, or else it is only tea for them. The restaurant is operational for the customers from 12:30 PM onwards, hence the employees report to restaurant by 11AM making the place ready for the customers. The first shift ends by 3:30 PM which is the lunch time. While getting the food from central kitchen, the left out vegetable are sent to the outlets for preparing their lunch which is at times beyond recognizable condition. The staff makes a curry out of these vegetables and rice for lunch. Looking at the condition of the lunch, the staff at the outlets often consumes the curries which come from the central kitchen. Ideally they are not supposed to touch it since it is meant for the customers only. The restaurant gets closed by 11 P.M for customers. After this, the employees' makes dinner, which is again from those vegetables. This time, many employees' make rotis (Indian bread) out of the flour allocated for the customers. Every restaurant gets a fixed amount of flour, curries

that are matched at the end of the month based on the sales. When the raw material consumption does not match with the sales due to additional consumption by the employees, their salaries get deducted to recover the difference amount.

The staffs are given accommodation free of cost. Generally a single room with attached bath facility is given to the entire set of staff to stay together. Barely each staff gets a space to sleep properly. Since the restaurant gets closed by 11 PM, they go to their accommodation by 1:00 PM after cleaning. Majority of the time, the connection for electricity or water is cut from the Govt. civic bodies due to the non-payment of the electricity or water bill. Assuming there are 10 staffs, out of which 5 have absconded, which are replaced by new 5 staff that are not ready to pay the arrear bills. On the other side, the old staffs are not ready to share the entire amount of bill only among them. Hence most of the time, they stay without water and electricity. At times few staffs switch on the air-condition of the restaurant and sleep inside due to which the electricity bill of the restaurant gets high. Ultimately it gets deducted from their salary. When the HR team visited their staff room, the walls were filled with blood stains. The employees have killed bed bugs all over the walls.

The rate of attrition is so high that the quality of the staff recruited is low. There is no time for induction of staff. The moment any employee is hired, there is always a burning desire from the restaurant manager for staff. As soon as the new staff enters any outlets, the other employees make them do maximum of the work. The HR team thought of training the staff between 3:30 PM and 6:30 PM which is their break time. The management finally thought of conducting a reward and recognition program. Hence an auditorium was booked and those employees who have crossed 5 years were given 5 grams of silver coin. Additionally even snacks were served. But the employees had to close their outlet at 3:30 PM and had to rush to the event and again return back by 6:30 PM since from 7:30 PM the outlets had to be kept ready to serve customers. 3 lacs were spent on the entire event. Once or twice cricket tournament was conducted as an employee engagement activity. The staffs had to report to the ground at 6:30 AM after returning to their accommodation at 1:00 AM.

The quality of the recruitment process reduced, induction could not happen, training did not interest the staffs, employee engagement activities failed, reward and recognition program was not appreciated. Now every month, one outlet is on the verge of getting shut down.

Discussion:

- a. Explore the levels of organisational behaviour analysis required in this case?
- b. What can the managers do to motivate their employees?
- c. Relate the theories of motivation to improve the condition.
- d. How can the management change the perception of the employees?

CASELET 2

Submitted By Prof. Devpriya Dey

Dilemma of garment workers in India managed in airwaves

One of the women callers broke down in tears when she explained how she had been queuing three times to use one of the just two toilets given for 200 factory workers at the spinning mill where she worked in the southern Indian state of Tamil Nadu. Her turn never arrived, causing the worker to use the corner of the plant where the cotton waste is dumped. Humiliated and furious, the worker determined to disclose her everyday struggle at the factory with a local radio programme. Listeners were from the trade unions and plant owners, managers in the factory which led to construction of more toilets at the cotton factory.

There are three radio stations set up across the state of Tamil Nadu that are broadcasted through mobile devices. This initiative has become a voice of thousands of workers in the garment industry whose dilemmas have been sidelined by the manufacturers. These radio stations are operated in areas of Tirupur, Dindigul and Chennai. On a daily basis more than 200 callers reach the radio stations on air. These programs have become a tremendous success among the states' of garment workers.

One of the callers stated that she had been mocked for not able to fit in the uniform shirt which was provided by the one of the factory management since all the uniforms were made of medium size but she required a large size which was denied to her. She looked for help to break the silence behind this harassment which was resolved by one the radio station.

The state of Tamil Nadu is the major hub of India's textile industry. Many factories are operated informally with extremely poor regulation that hardly posses any formal grievance mechanism for the workers. The callers dial the radio station and discuss their issues of harassments, prolonged working hours, low paid wages and poor working conditions.

Several grievance management systems such as discreet complaint boxes, constitution of internal committees to manage sexual harassment are hardly used by the workers since they fear of losing their jobs due to the lack of trust in the factory management. Hence the raising the anguish on air platform is convenient, safe and effective for more than one million garment

workers of Tamil Nadu. The channels are also helping to track and identify solutions to grievances of the workers.

There has been awareness campaigns regarding sexual harassment solutions such as compulsory grievance committees in factories but hardly any complaints are made but such industrial conditions. However the garment workers have found a desirable platform to raise their voice mentioning about the abuses that they go through on a day to day basis.

Discussion:

- a) Do you think it is a right way to improve relationship among employer, employees and trade unions at Tirupur?
- b) What can the Trade Unions do to improve the situation at Tirupur?
- c) Discuss some mediums to give justice to sexual harassments taking place at such areas.
- d) Suggest some ways to improve the situation at the factories located at Tirupur?