

A STUDY ON GRIEVANCE HANDLING PROCEDURES IN PRATHYUN SHIPPING INDIA PRIVATE LIMITED

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

by

JUDE ANGELO.C
Register No.41410150



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **JUDE ANGELO.C** **41410150** who carried out the project entitled "**A Study on Grievance Handling Procedure in Prathyun Shipping India Private Limited** " under my supervision from January 2023 to March 2023.

Dr. K. SEETHAL M.Com., Ph.D.

Internal guide

External Guide

Dr. BHUVANESWARI .G

Dean – School of Management Studies

SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Jeppiaar Nagar, Rajiv Gandhi Sala
Chennai-600 119

Submitted for Viva voce Examination held on

06/05/2023

Internal Examiner

External Examiner

DECLARATION

I **JUDEANGELO.C (41410150)** hereby declare that the Project Report entitled “**A Study on Grievance Handling Procedure in Prathyun Shipping India Private Limited**” done by me under the guidance of **DR.K.SEETHAL** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06/05/2023

PLACE:Chennai



JUDE ANGELO.C

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JUDE ANGELO.C

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	(i)
	LIST OF TABLES	(ii)
	LIST OF CHARTS	(iii)
	INTRODUCTION	
1	1.1.Introduction to Grievance Handling	2
	1.2.Industry Profile	3
	1.3.Company Profile	6
	1.4.Objectives of the Study	8
	1.5.Need for the study	8
	1.6.Scope & Significance of the study	9
2	REVIEW OF LITERATURE	
	2.1 Review of Literature	12
	RESEARCH METHODOLOGY	
3	3.1 Introduction	27
	3.2.Research Design	28
	3.3. Methods of Data Collection	29
	3.4.Questionnaire Development	32
	3.5.Sample Size	32
	3.6.Statement of Hypothesis	33
	DATA ANALYSIS AND INTERPRETATION	
4	4.1 Percentage Analysis	36
	4.2.Hypothesis Testing	51
	FINDINGS,SUGGESTIONS AND CONCLUSION	
5	5.1.Findings of the Study	54
	5.2.Suggestions & Recommendations	55
	5.3. Limitations of the study	56
	5.4.Conclusion	57
	REFERENCES	42

	ANNEXURE I – QUESTIONNAIRE	45
	ANNEXURE II – RESEARCH ARTICLE	52

ABSTRACT

This study aims to give an overview of the topic and impact of the Grievance Handling Procedure, it is a formal process used by organizations to resolve workplace disputes and complaints raised by employees. The procedure typically includes a series of steps that provide a framework for addressing grievances and resolving them in a fair and timely manner. The primary goal of a grievance - handling procedure is to create a safe and productive work environment for employees by addressing their concerns and maintaining their trust in the organization. The procedure generally begins with an informal process in which the employee discusses their concern with their immediate supervisor or manager. If the issue cannot be resolved informally, the employee may then file a formal written complaint, which triggers a more structured and formal process. The formal process typically involves a series of steps, including investigation, meetings with relevant parties, and a decision-making process. The organization may appoint a grievance committee or an independent third party to investigate and resolve the complaint impartially. The outcome of the grievance-handling procedure may include a range of possible remedies, including mediation, arbitration, counseling, or corrective action. The objective is to resolve the issue in a manner that is fair and satisfactory for all parties involved.

LIST OF TABLES:

4.1.1	Gender of Respondents	
4.1.2	Age Of Respondents	
4.1.3	Marital Status Of Respondents	
4.1.4	Educational Qualification Of The Respondents	
4.1.5	Experience Of Respondents	
4.1.6	Working Hours Of The Respondents	
4.1.7	Measures Prathyun Shipping Private Limited took To Prevent Grievances	
4.1.8	To Measure The Effective Grievance Handling- Procedure And The Key Performance Indicators	
4.1.9	Unresolved Grievances In Prathyun	
4.1.10	The Impact Of Unresolved Grievances On Employee Morale,Productivity, And Retention In Prathyun Shipping Private Limited	
4.1.11	The Common Types Of Grievances Raised By Employees In Prathyun Shipping Private Limited	
4.1.12	The Role Of Management In The Grievances Handling ProcessIn Prathyun Shipping Private Limited	
4.1.13	Do You Perceive The Effectiveness Of The Current Grievance Handling Procedure At Prathyunshipping India Private Limited	
4.2.1	One-Sample Statistics	
4.2.2	One sample test	
4.2.3	Work experience	

LIST OF CHARTS:

4.1.1	Gender of Respondents	
4.1.2	Age Of Respondents	
4.1.3	Marital Status Of Respondents	
4.1.4	Educational Qualification Of The Respondents	
4.1.5	Experience Of Respondents	
4.1.6	Working Hours Of The Respondents	
4.1.7	Measures Prathyun Shipping Private Limited took To Prevent Grievances	
4.1.8	To Measure The Effective Grievance Handling- Procedure And The Key Performance Indicators	
4.1.9	Unresolved Grievances In Prathyun	
4.1.10	The Impact Of Unresolved Grievances On Employee Morale,Productivity, And Retention In Prathyun Shipping Private Limited	
4.1.11	The Common Types Of Grievances Raised By Employees In Prathyun Shipping Private Limited	
4.1.12	The Role Of Management In The Grievances Handling Process In Prathyun Shipping Private Limited	
4.1.13	Do You Perceive The Effectiveness Of The Current Grievance Handling Procedure At Prathyunshipping India Private Limited	

CHAPTER I

1.1 INTRODUCTION TO GRIEVANCE HANDLING

Grievance is any kind of dissatisfaction with regard to pay, promotion, suspension, working condition etc. The objective is to understand the existing grievance handling procedure followed by Prathyun Shipping Private Limited. Grievance is any discontent or dissatisfaction that affects organisational performance. It can be stated or unvoiced, written or oral, legitimate or ridiculous. If the dissatisfaction of employees' goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavourable attitude towards the management and unhealthy relations in the organisation. The formal mechanism for dealing with such worker's dissatisfaction is called grievance procedure. All companies whether unionised or not should have established and known grievance methods of processing grievances. The primary value of grievance procedure is that it can assist in minimising discontent and dissatisfaction that may have adverse effects upon co - operation and productivity. A grievance procedure is necessary in a large organisation which has numerous personnel and many levels with the result that the manager is unable to keep a check on each individual, or be involved in every aspect of working of the small organisation. One of the effective ways of minimising and eliminating the source of an employee's grievance is by having an open door policy. An open door policy facilitates upward communication in the organisation where employees can walk into a superior's cabin at any any time and express their grievances.

Small issues if not settled to hide his/ her degree of dissatisfaction creates negativity towards the work. This type of attitude among the employees is very harmful as it creates negativity among everyone. As people share or express their woes. It spreads and creates illusion among others too. Hence it is necessary to solve or address employee grievances on time to eradicate the irritation towards the management and unhealthy relations in the organisation . Hence handling the grievances of any person in any organisation is of great importance .

This forms the need for the study of grievance redressal procedure of the organisation and its effectiveness towards job satisfaction to maintain a healthy and harmonious environment of the organisation. An organisation establishes a grievance procedure to give an avenue to the employee to file his or her dissatisfactions. The establishment of grievance procedures is in line with the principle of “due process” Mante - Mejia & Enid [1] which guarantees the application of procedural justice and ethical decision making in an organisation. Besides the establishment of grievance procedures will resolve employees’ dissatisfaction fairly, behaviour of personnel who handle grievances also brings effect to the employee’s satisfaction on the result of grievance resolution. Managers will handle grievances referred to them based on their personality reference. Grievance handling mechanisms establish uniform conditions of employment with a view to avoid occurrence of industrial disputes. It lays down rules and norms for dealing with employees. As this study identifies the awareness among the employees towards the grievance handling mechanism of the study domain. It covers grievances - handling mechanisms like open door policy, structured system, joint committee, meeting, suggestion box, feedback.

1.2 INDUSTRY PROFILE

The business services industry is a diverse sector that provides a wide range of support services to other businesses. It includes various types of professional, technical, and administrative services that are necessary for the operation of a business.

1. Accounting and financial services: This includes services such as bookkeeping, tax preparation, and financial planning.
2. Legal services: This includes services such as contract drafting, litigation support, and intellectual property protection.
3. Consulting services: This includes services such as management consulting, IT consulting, and HR consulting.
4. Marketing and advertising services: This includes services such as

market research, branding, and digital marketing.

Information technology services:

This includes services such as software development, network management, and cybersecurity. Human resources services: This includes services such as staffing, employee benefits, and performance management. The business services industry plays a critical role in supporting the growth and success of other businesses by providing them with essential services that help them operate more efficiently and effectively. The business services industry is a diverse and dynamic sector that provides a wide range of support services to other businesses. This industry encompasses various types of professional, technical, and administrative services that are essential for the efficient operation of a business. These services can include accounting and financial services, legal services, consulting services, marketing and advertising services, information technology services, and human resources services. Businesses in this industry offer their services to other businesses of all sizes, from small startups to large corporations, across a broad range of industries. The services provided by the business services industry are critical to the success of other businesses, as they help companies operate more efficiently, reduce costs, and improve their overall performance. The business services industry is continuously evolving, with new technologies and innovative business models transforming the way services are delivered. As a result, businesses in this industry must stay up-to-date with the latest trends and developments to remain competitive and meet the changing needs of their clients. In summary, the business services industry is a vital component of the economy, providing essential services that enable other businesses to thrive and grow. With its broad range of services and constant innovation, this industry is poised for continued growth and success in the years ahead.

The business services industry is continuously evolving, with new technologies and innovative business models transforming the way services are delivered. Advances in automation, machine learning, and artificial intelligence are changing the way businesses approach tasks such as accounting, data analysis, and customer service. Cloud computing and the growth of the gig economy are also driving changes in the way businesses operate, with more services being delivered remotely and on-demand.

In addition, the COVID-19 pandemic has accelerated the adoption of digital technologies and remote working, further changing the way services are delivered and creating new opportunities for businesses in the business services industry. As companies adjust to the new normal, they are increasingly seeking out services that can help them operate remotely and efficiently.

To succeed in this industry, businesses must be able to adapt to these changes and stay ahead of the curve. This requires a focus on innovation, flexibility, and the ability to provide high-quality services that meet the changing needs of clients. Companies must also prioritise customer service, as strong relationships and trust are critical to success in the business services industry.

In conclusion, the business services industry is a dynamic and essential sector that plays a critical role in supporting the growth and success of other businesses. With its focus on innovation and customer service, this industry is well-positioned for continued growth and success in the years ahead.

1.3 COMPANY PROFILE

The premier shipping company in the field of clearing & forwarding services of Imports / Exports of all goods shipped via AIR / SEA as per the norms of the Government of India. We possess our own CHA License for our services and were also certified as "ISO 9001:2008" company.

Vision

To become a leading & reputed, integrated cargo transportation company globally.

Mission

- ❖ To provide high quality of delivering the goods on time
- ❖ Self assessment for continuous Improvements, Innovations and Integrity.

ABOUT

- ▮ Prathyun Shipping India Private Limited is a Private incorporated on 18 January 2011.
- ▮ It is classified as Non-govt company and is registered at Companies, Chennai.
- ▮ Authorised share capital = Rs. 500,000
- ▮ Paid up capital = Rs. 500,000.
- ▮ It is involved in Business activities
- ▮ Last Annual General Meeting (AGM) - 30 November 2021
- ▮ As per records from Ministry of Corporate Affairs (MCA), its balance

sheet was last filed on 31 March 2021

- ▮ Directors - Rathinam Yuvarajan, Thambirajan Arumugam and Krishnan Sukumar.
- ▮ Corporate Identification Number is (CIN) U74990TN2011PTC078862 Registration number --78862

- Email address - accounts@prathyunshipping.com
- Registered address - New No: 16, Old No: 110, 1st Floor, AMSV Building, Armenian
- Street, Parrys CHENNAI TN 600001.

SHIPPING BY AIR / SEA OF IMPORTS AND EXPORTS

We process all types of documents for all bills like break bulk, containerized and LCL cargoes under various schemes of home consumption, bonding, de-bonding 100% E.O.U ,EPCG,DFRC, DEPB and others.

The Service as follows

- Documentation for customs clearance.
- Carting and receiving goods.
- Examination of Shipments.
- Registration of the contract with customs for the project clearance.
- Customs clearance of the import cargo at the port of entry.
- Port Handling.

FREIGHT FORWARDER

We offer cargo facilities throughout the world and also provide doorstep delivery. We also act as an independent freight forwarder by AIR/SEA or Land. We ensure using reliable carriers and ensure that the cargo delivery is “Just in Time”.

WAREHOUSING

We have our own warehousing and arrange storage spaces at any one of the places for the import and export of cargo in and around Chennai according to the requirements of the parties.

TRANSPORTATION

We are independently providing the most reputed transportation so as to provide any type of trucks to any part of India.

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We are having professionally skilled and semi skilled labour for packing facilities which can be arranged in an around Chennai

CONSULTANT

We are offering consultancy services and we are having arrangements with leading consultants in the line of advice to solve pre/post importation / exportation problems, if required.

1.4 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To identify the common grievances faced by the employees of Prathyun Shipping Private Limited.

SECONDARY OBJECTIVE

- To evaluate the impact of effective grievance handling on employee retention and overall organisational performance.
- To assess the effectiveness of the current grievance handling procedure in resolving the grievances of the employees.
- To suggest possible improvements to the existing grievance handling procedure in order to enhance employee satisfaction and reduce grievances.
- To understand the existing grievance handling procedure followed by Prathyun Shipping Private Limited.

1.5 NEED FOR THE STUDY

- ❖ The scope of a study on grievance handling procedure would involve examining the policies and procedures that are in place to address employee grievances within an organisation. This would include the identification of the various types of grievances

that can arise, the channels through which grievances can be raised, and the steps that are taken to investigate and resolve them.

- ❖ The significance of such a study lies in the fact that effective grievance handling procedures are critical for maintaining a positive work environment and for ensuring that employees feel valued and heard. When grievances are handled in a timely and effective manner, it can prevent larger issues from arising and can help to build trust between employees and management.
- ❖ Additionally, a study of grievance handling procedures can also identify areas for improvement, such as identifying gaps in communication or training that may be contributing to the occurrence of grievances. By addressing these issues, organisations can improve their overall culture and reduce the likelihood of future grievances.
- ❖ A study of grievance handling procedures can provide valuable insights into the functioning of an organisation, and can help to ensure that employees are treated fairly and respectfully.

1.6 SCOPE AND SIGNIFICANCE OF STUDY

- ▮ To ensure fairness of Grievance handling procedures ensure that employees are treated fairly and their concerns are heard. This promotes a positive work environment and helps to prevent conflicts from escalating.
- ▮ To improve communication of Grievance handling procedures require effective communication between management and employees. By studying the procedure, an organisation can identify communication gaps and improve their communication channels
- ▮ To enhance employee engagement When employees feel that their concerns are being addressed, they become more engaged in their work. This leads to improved productivity and job satisfaction.

- ▮ To identify areas for improvement By studying the grievance handling procedure, an organisation can identify areas that require improvement. This can include training, policies, and procedures that need to be updated or revised
- ▮ To identify areas for improvement By studying the grievance handling procedure, an organisation can identify areas that require improvement. This can include training, policies, and procedures that need to be updated or revised
- ▮ Studying the grievance handling procedure is important to ensure a positive work environment, promote employee engagement, and prevent legal disputes. It also helps an organisation to identify areas for improvement and to ensure that employees are treated fairly and with respect.

CHAPTER II

CHAPTER-2 REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Mukherjee (2019) The study emphasises the importance of grievance handling in promoting a positive organisational culture and recommends effective communication, employee involvement, and timely redressal of grievances to improve employee satisfaction.

Rose (2004) defines grievance as any dissatisfaction regarding work and workplace expressed by an employee in a formal way to his immediate supervisor.

Juneja (2018) Grievance refers to any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures which are expressed by the employee and brought to the notice of the management and the organization.

D'Cruz (1999) argues that grievance is a matter raised by employees to show dissatisfaction with management behaviour and is an attempt to effect changes. In addition, the author adds that employee grievance can be viewed as the process which involves an employee's attempt to show that she or he has suffered or been wronged, sometimes due to actions or decisions made by the manager acting on behalf of the organization. The positive side of the above definitions of grievance is that they clearly state what grievance is. Also, some even provide factors which might lead to employee grievance at work places. However, they all fail to provide the extent to which employee grievance can affect employee's performance. As for this study, therefore, grievance can be viewed as a situation through which a particular employee shows his or her dissatisfaction concerning how he or she is being treated to his or her immediate supervisor for further action.

Anushree and Sathyapriya.

J (2018) , researched on effectiveness of employee grievance handling procedure at Ashok Leyland, plant I, Hosur. They found out that most of the employees are satisfied with the existing grievance handling procedure in ashok leyland. Their research revealed that arriving at an amicable solution and problem solving process has a strong effect on level of satisfaction.

Mohanasundaram. V and Saranya. N,(2013) , in their article “ Employee Grievance “ organisations are made up of people and functions through people without people organisation cannot exist. The resources of men, money, material and machinery are collected, coordinated and utilised through people in the organisation. It is through the combined effort of people that materials and monetary resources are effectively utilised for the attainment of common objectives and goals without united human effort no organisation can achieve its goals.

Chaykowski & Slotsve, (1992) ; Tan, (1994). Ivancev ich (2001) mentioned in the writings that “supervisors should take grievances exceptionally, gather all the facts which are related to grievance then do investigation and give answers. After the grievance is commonly settled, the managers have to move on to the added matters”.

Gordon and Miller (1984) “ states that the studies the influence of the supervisors “approach in identifying the issue of grievance It is also cited that the rules should be set up so that supervisors are directed by their predominant

Mar Golies K (2004) states the alteration between dissatisfaction, grievance and complaint. Discontent rises when an individual is not cheerful in his job and when the organisation does not identify the individual goals. This dissatisfaction leads to grievances when an individual discusses it with an additional employee in the organisation. When the dissatisfaction associated with the work is brought to the announcement of the management, a complaint becomes a grievance.

Kumar and Singh (2019), The role of training and development in grievance handling should not be overlooked. providing employees with training on conflict resolution and communication skills can improve the overall effectiveness of the grievance handling process.

Bhattacharjee & Roy,(2019)In the context of shipping companies, grievance handling can be particularly challenging due to the unique nature of the work environment. For instance, employees in the shipping industry may face issues such as long working hours, isolation, and safety concerns.

Ahmad and Mohammad (2017), effective grievance handling can improve employee morale, job satisfaction, and productivity. Grievance handling is an important aspect of human resource management that involves the resolution of conflicts between employees and management.

Sinha and Sinha (2019), these stages should be handled with sensitivity and professionalism to ensure a fair and transparent outcome. The process of grievance handling involves various stages, including identification, investigation, and resolution.

Gupta (2018), regular feedback and open channels of communication can help employees feel valued and heard, which can lead to a more positive work environment. Research has shown that effective communication is essential for successful grievance handling.

Ali and Zafar (2021), effective leaders should be able to empathise with employees, listen to their concerns, and take prompt action to address any grievances. In addition to communication, the role of leadership is also crucial in grievance handling.

Sharma and Singh (2018), organisations should have a clear understanding of the legal framework for grievance handling to avoid any legal repercussions. Grievance handling can also have legal implications, particularly in terms of compliance with labour laws and regulations.

Ubeku A.K (1975) “An employee cannot do effective work if he or she is aggrieved against his supervisor or the organisation in general. The depression he experiences due to his grievances will make his morale to be low and as a result his efficiency drops, irrespective of whether he enjoys the work or if he is well paid or not. Unless the individual performing the job feels he is being fairly treated, his morale will be adversely affected”. However, when an employee feels aggrieved as a result of neglect, unfair or unjust decision or actions of the manager or direct supervisor, there are opportunities for him to make his feeling or grievance known to the top management through grievance procedures set up by the management.

Wyman (1971) , suggested that “executives must give a written solution regarding grievance resolution outcome to distressed subordinates “. He also coded that unlike oral answers to spoken grievances, the written answer must conform to established protocol which comes down from the management and procedure that the written grievance must be shared of every other impinging feature however pervasive and controlling. A printed answer for grievance management is essential as a record for instance case if the same issue arises in future. The necessity for recorded grievance resolution results is also needed if the grievance is mentioned in the next step in the grievance procedure .

Himanshu Rai (2008) stated that despite the presence of several industrial acts the grievance procedures do not receive much attention due to complexities arising out of inarticulate treatment and lack of understanding of issues in bargaining, joint consultation, and grievance redressal by all the actors in the industrial relations system.

Tjosvold and Morishima (1999) , recommended that managers should use cooperative style in resolving grievances because the approach yielded positive feelings, satisfaction for both the employee and management, and improved procedures. The study is also linked to the study because it discussed the two styles used in managing employees' grievances by suggesting the one that best suits the whole process of managing employee grievance. They also recommended that "supervisors must have competence and willingness to discuss the difficulty with the employee and union rep at initial stage" also supervisory elegance affects grievance rate and their disposition.

Bhattacharya and Dutta (2021), involving employees in the process can increase their sense of ownership and responsibility, leading to more effective problem-solving. Employee participation and involvement in the grievance handling process can also be beneficial.

Singh and Singh (2019), regular monitoring and evaluation can help organisations identify potential issues before they escalate into major problems. Grievance handling should be seen as an ongoing process, rather than a one-time event.

Tariq and Abbas (2018), employees who feel that their grievances are being taken seriously are more likely to stay with an organisation in the long term. Research has shown that the effectiveness of grievance handling can have a direct impact on employee turnover rates.

Sood and Sengupta (2021), unions can provide employees with a collective voice and bargaining power, which can be useful in resolving conflicts with management

The role of unionisation in grievance handling is also an important consideration.

Kaur & Kaur, (2019)Grievance handling can also be influenced by cultural factors. For instance, in collectivist cultures, employees may be more hesitant to speak out against management.

Khan and Rehman (2018), online platforms can provide a secure and confidential space for employees to report grievances, which can improve transparency and accountability.The use of technology can also play a role in grievance handling.

Singh and Srivastava (2018), a clear policy can help to standardise the process and ensure that all employees are treated fairly.Research has shown that the implementation of a formal grievance handling policy can lead to more effective conflict resolution.

Raza and Ahmad (2021), mediators can help to facilitate communication and negotiation, leading to a more satisfactory.Research has shown that the use of third-party mediation can be effective in resolving conflicts between employees and management.

Kaushik and Kumar (2018), unresolved grievances can lead to stress, anxiety, and other negative health outcomes.The impact of grievance handling on employee well-being and mental health is another important consideration.

Bemmels and Rested (1991) the intervention of third parties in grievance

resolution will drag the time period that will affect worker's frustration. They coded that the third party normally was not familiar and lacked knowledge on issues raised by aggrieved employees. The study recommended that problems between an employee and his or her supervisor should not involve a third person who does not have a deeper understanding of the major cause of the problem raised by the aggrieved employee. This study is linked to the present study because it unveils the differences between the various styles or approaches used in managing employee grievances.

Duffy and Ferrer (2003) , argued that employee grievance is common among female and ethnic minority workers relative to their male and ethnic majority peers in uncondusive workplace conditions. These authors view such a relationship on two important grounds. First , it might be that certain uncondusive work conditions are more common to demographically defined groups of employees.

Bamberger and Nahum - Shami (2008) argued that the need by supervisors to serve less as monitors and more as coaches and mentors; increases the impact on employee grievance behaviour. In the same vein, they argued that other work - related factors for employee grievances included an unsafe work environment which exposes employees to occupational hazards as well as excessive work hours. In the same line of thinking, they argued excessive work hours is particularly relevant nowadays due to recent changes in the nature of work, whereby many employers recently seek to lower their labour costs by reducing staffing levels while increasing the flexibility of their remaining work force, thus placing increased temporal demands (manifested by increased hours of work) on their employees. The framework also shows that demographic issues may also be a factor for an employee's grievance. These include such things as gender and ethnicity of the aggrieved employee

Stephen Wood et.al. (2014), one of the major findings of their study has shown that there is no evidence that the presence of procedures and also the use of mediation are accompanied by lower rates of individual employment disputes. In fact, workplaces with written procedures and those that used mediation tended to experience more grievances, disciplinary issues and employment litigation.

Brockner and Wiesenfield (1991) have observed that when grievance procedures are viewed as unfair, employees respond much more favourably to relatively high distributive justice. Equitable outcomes, on the contrary, had much less of an impact when procedures were viewed as fair, that is, organisation members were not as concerned about whether outcomes were based on similar facts and circumstances.

Karambayya and Brett (1989) state in the research that "the employee discontent is that the four roles have been determined as manager's actions in handling the grievances". The first role was named cross-examining role. Managers who took a cross-examining role retained both process and result control for them. In this role managers forced their own ideas, made final decisions and future own ideas. The second function was a mediational role. Mediation role allows managers to ask their employee questions concerning conflicts, requested suggestions from employees and tried to add their ideas into employees' proposals. The third role signified the role, called technical organisation. Managers taking this role designated the dispute-handling procedures to be followed and strictly imposed those rules. The fourth task was the motivational role. In this role, managers always depend on motivational control by using fears and incentives. If the issue of dispute could not be hard at the meeting, managers will forecast probable outcomes and utilise pressure to encourage a timely settlement.

Pawan Kumar Taneja and Singh P.P, (2004) in their study argued that evaluations of grievance procedure effectiveness should include subjective evaluations by the participants as well as objective measures reflecting the operation of the grievance procedure. They argued

that subjective evaluations are the preferred method for evaluating grievance procedure effectiveness.

Dr. Nilesh Thakre (2013) stated in his study about resolving grievances, aggrieved employees will file their dissatisfaction through grievance procedure and their immediate managers or supervisors were responsible to take action within the given period. Therefore, immediate supervisors were responsible to settle the grievance as they were the nearest personnel that represent the managerial team, thus the result of the study is that the argument on the vital role played by supervisors in managing employees' grievances paralleled that of past studies.

Akanji (2005) stated that a well - constructed and effective employee grievance management induces a positive performance, while poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony of the entire organisation with attendant reduction in productivity and performance of organisations. Through good conflict management strategies, weaknesses in the organisational decision - making are exposed which may prompt the establishment to effect changes and search for positive solutions. Hence, management are duty bound to resolve conflict properly for the sake of increasing organisational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity .

Shrivastava and Srivastava (2019), employees who feel that they have been treated fairly are more likely to have a positive view of their organisation. Research has shown that the perception of fairness in the grievance

handling process is a key factor in employee satisfaction.

Singh and Pandey (2020), ADR can be quicker and less costly than traditional legal methods. The use of alternative dispute resolution (ADR) methods, such as arbitration and conciliation, can also be effective in resolving grievances.

Sethi and Bansal (2018), employees may be hesitant to report grievances if they perceive a power imbalance between themselves and management. The impact of power dynamics on grievance handling is another important consideration.

Kumar and Singh (2021), organisations that prioritise transparency, fairness, and employee well-being are more likely to have a successful grievance handling process. Finally, research has shown that the overall organisational culture can have an impact on the effectiveness of grievance handling.

Danku, Apeteley, Aboagye and Benyebaar (2015) contend that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management - labour relationships and negatively affect the productivity of the organisation, therefore, must be tackled with all seriousness. They posit that managers try to reduce grievances and other challenges that do arise within an organisation's workplace by utilising laid down procedure. Management and immediate supervisors therefore have a serious role to play in effective management of employees' grievances.

Mante - Meija & Enid (1991) argue that the choice of an effective way of managing an employee's grievance ensures justice in the management of employee grievance and helps managers to base their decisions on ethical codes of conduct.

Melchades (2013) says that "employee performance is affected by any nature of grievance, and grievance management deals directly with workers and all that concern them, so can influence workers performance and productivity of organisations".

Jones and Gorge (2000) posit that disagreements are always an inevitable part

of organisational life. However, management always puts in place some processes and procedures which can be followed to ensure that every such conflict and grievance are resolved. These processes are known as employee grievance procedures, and are much in line with the principle of “due process” which guarantees the application of procedural justice and ethical decision making in organisation.

Joshua C. Polster (2011) mentioned that over the last fifty years, non union employers have increasingly adopted formal grievance procedures, which allow employees to challenge a company decision or policy and appeal manager adjudications of the challenge.

M.R. Vidhya (2012), in her study of grievance procedures in IT companies has found that overtime, Sunday work, pay, other incentives, work procedure, shift allocation, leave policies are the major causes of grievances.

Anju Thomas (2015) has found the main reasons for sexual harassment incidents in educational institutions is the result of lack of courage, fear of disgrace and social isolation experienced by the victimized person on filing of a complaint against the abuser.

Zulkiflee Daud et al. (2013) , their study has revealed that after attending training in grievance handling, managers will not utilise integrating style due to this particular styledemands a longer period to perform. They identified that dissatisfied workers cannot perform at full capacity, which leads to loss of production.

Ivancevich (2001) mentioned that the supervisor should take every grievance seriously, work with the union representative, gather all information available on the grievance and after considering all the facts, provide an answer to the employee filing the grievance. The greatest opportunity for the settlement of a grievance lies at the lowest level, that is, the initialstep of the procedure. In this level, normally, the supervisor will discuss with the aggrieved employee in resolving the grievance without any interference by the union

Hornik and Tupchiy (2006)in their study on the impact of culture on training. They have concluded that collectivism culture, a culture that believes in merging with in - groups (compromise) was positively associated with learning outcome. They has exhibited that there were significant differences before and after conflict resolution training. Before training, respondents were less forgiving, willing to take responsibility, listen to opponents' views and render services to opponents. However, after attending training on conflict resolution, the respondents were more compromising in handling conflict. They showed their willingness to utilise the critical core skills of trust for opponents, maintaining their integrity and commitment, forgiveness, taking responsibility for action toward the opponents, viewing issues from opponents' point of views and willing to offer services to opponents.

Therefore, previous studies have also exhibited that managers were more compromising after they attended conflict resolution training. With the discussion

on the effect of training result and behavioural change on grievance handling style, this study has reached its objective to examine the influence of training on grievance handling style.

Stevahn (2004), has indicated that integrating style in conflict resolution was not easy to implement. He coded that integrative negotiation had always been encouraged in training sessions for conflict resolution. Nonetheless he found that even though training participants scored significantly higher on classroom achievement through tests that designed to assess their knowledge and conceptual understanding on integrating style, unfortunately they fail to use this style to resolve conflict promptly or necessary in real cases.

McGrane, Wilson and Commack (2004) have demonstrated that communication skill indispute resolution is vital in grievance management. These skills include skill in scanning the workplace context, personal attributes, managing emotions, preparing for the one - to - one resolution, making an effective approach, maintaining people - oriented approach, problem - solving skill and concluding skill.

CHAPTER III

RESEARCH METHODOLOGY

3.1 INTRODUCTION

A research design is utilised to structure the research, to indicate that all the major elements of the research have been designed to work together. There are numerous types of research designs that one may decide to use. Burns and Grove define a research design as “a blueprint for performing a study with maximum control over factors which could interfere with the validity of the findings”. Parahoo explains a research design as “a plan which explains how, when and where data are to be collected and analysed”. Polit et al define a research design as “the researcher’s overall ability for answering the research question or testing the research hypothesis”. Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods/techniques but also the methodology. Researchers not only need to know how to develop certain indices or tests, how to calculate the mean, the mode, the median or the standard deviation or chi-square, how to apply particular research techniques, but they also need to know which of these methods or techniques, are relevant and which are not, and what would they mean and indicate and why. Why a research study has been undertaken, how the research problem has been defined, in what way and why the hypothesis has been formulated, what data have been collected and what particular method has been adopted, why particular technique of analysing data has been used and a host of similar other questions are usually answered when we talk of research methodology concerning a research problem study.

3.2 RESEARCH DESIGN

The research design used in this study is DESCRIPTIVE RESEARCH DESIGN. Descriptive research design is a powerful tool used by scientists and researchers to gather information about a particular group or phenomenon. This type of research provides a detailed and accurate picture of the characteristics and behaviours of a particular population or subject. Research design is a conceptual structure within which the research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. There are many types of research design that a researcher may use for his/her study.

The following are the key features of a research design:

- It is the plan that indicates the sources and types of information relevant to the research problem.
- It is a strategy specifying which approach will be used for collecting and analysing the data.
- It also contains the time and cost budgets as most studies are done under these two impediments.

In short, research design must, at least, contain:

- A clear statement of the research problem;
- Procedures and techniques to be used for data collection;
- The population to be studied; and
- Methods to be used in processing and analysing data

Research design has a great bearing on the reliability of the results arrived at and constitutes the firm foundation of the entire edifice of the research work.

The types of research design used in the study are:

Descriptive research:

In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analysing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for the research.

DATA ANALYSIS

The data collected from the respondents were tabulated, analysed into logical statements using SPSS 16.0.

STATISTICAL METHODS USED:**PIE DIAGRAM**

A pie chart is a circular statistical graphic, which is divided into slices to illustrate numerical proportion. In a pie chart, the arc length of each slice is proportional to the quantity it represents. While it is named for its resemblance to a pie which has been sliced, there are variations on the way it can be presented. Pie charts can be replaced in most cases .

STATISTICAL TOOLS USED**PERCENTAGE ANALYSIS**

Percentage analysis is the method to represent raw streams of data as percentage for better understanding of collected data. It is a useful method of expressing the relative frequency of survey responses and other data. Percentage frequency tables are generally displayed as

tables or as bar graphs or pie charts. The process of creating a percentage frequency distribution involves first identifying the total number of observations to be represented; then summing the total number of observations within each point or grouping of data points; and then dividing the number of observations within each data point or grouping of data points.

ANOVA

Analysis of variance (ANOVA) is a collection of statistical models and their associated estimation procedures such as the "variation" among and between groups used to analyse the differences among group means in a sample. The ANOVA is based on the law of total variance, where the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether two or more population means are equal, and therefore generalises the t-test beyond two means

MEAN SCORE VALUE METHOD:

In statistics, the score function, efficient scorer informant, indicates how sensitively a likelihood function $L(\theta; X)$ depends on its parameter θ . Explicitly, the score for θ is the gradient of the log-likelihood with respect to θ .

The score plays an important role in several aspects of inference. For example:

- In formulating a test statistic for a locally most powerful test;
- In approximating the error in a maximum likelihood estimate;
- In demonstrating the asymptotic sufficiency of a maximum likelihood estimate;
- In the formulation of confidence intervals;
- In demonstrations of the Cramér-Rao inequality.

The score function also plays an important role in computational statistics, as it can play a part in the computation of maximum likelihood estimates. The score or efficient score is the gradient (the vector of partial derivatives), with respect to some parameters θ , of the logarithm (commonly the natural logarithm) of the likelihood function (the log-likelihood).

3.3 METHODS OF DATA COLLECTION:

task of data collection begins after a research problem has been defined and the research design plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary data and secondary data.

PRIMARY DATA

The primary data are those which are collected afresh and for the first time, thus happen to be original in character. The primary data is data that has not been previously published. The primary data collection can be done by means of observation, survey or experimentation.

PRIMARY DATA COLLECTION

The primary data for the study was collected from 148 respondents, the common public, through a structured questionnaire by using simple random sampling methods representing both the genders, different age groups, family income, different educational qualification and different occupational groups.

SECONDARY DATA

Secondary data refers to the data that was collected by someone other than the user. Common sources of secondary data include census, information collected by government departments, organisational records and data that was originally collected for other research purposes. Secondary data analysis can save time that would otherwise be spent collecting data and particularly in the case of quantitative data, can provide larger and higher-quality databases that would be unfeasible for any individual researcher to collect on their own. In addition, analysts of social and economic change consider secondary data essential, since it is impossible to conduct a new survey that can adequately capture past change and/or developments.

SECONDARY DATA COLLECTION

The secondary data for the study was collected from the available literature, journals, research papers, articles based on the research topic and web search.

3.4 QUESTIONNAIRE DEVELOPMENT:

A questionnaire containing 30 questions was constructed to study on grievance handling procedure at Prathyun shipping india private limited. The questions were combined into a single instrument which aims to study on grievance handling procedure at Prathyun shipping india private limited. The questionnaire contains close-ended questions, Likert's five point rating scale and questions based on ranking.

3.5 SAMPLE SIZE:

The sample size refers to the number of items to be selected from the universe to constitute a sample. The size of the sample should neither be excessively large, nor too small. It should be optimum. The sample size should be a representative of the population from which it was drawn. The sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power.

SAMPLING TECHNIQUE:

A sampling technique is the name or other identification of the specific process by which the entities of the sample have been selected. The sampling technique used in this study is a convenience sampling technique.

• Convenience sampling:

Convenience sampling, also known as availability sampling, is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to participate in study. Advantages of Convenience Sampling

- Simplicity of sampling and the ease of research Helpful for hypothesis generation
- Data collection can be facilitated in short duration of time Economical for usage

Disadvantages of Convenience Sampling

- Highly vulnerable to selection bias High level of sampling Credibility is less

Cross-Sectional Study:

Cross-sectional studies are used to describe what is happening at the present moment. Cross-sectional study takes place at a single point in time. It does not involve manipulating variables. It can provide information about what is happening in the current population.

3.6 STATEMENT OF HYPOTHESIS

In research, a hypothesis is an idea or explanation that is tested through study and experimentation.

NULL HYPOTHESIS

A null hypothesis is typically the standard assumption and is defined as the prediction that there is no interaction between variables. The null hypothesis is often an initial claim that researchers specify using previous research or knowledge.

ALTERNATIVE HYPOTHESIS

Alternative hypothesis is defined as the prediction that there is a measurable interaction between variables. The set of alternatives to the null hypothesis is referred to as the alternative hypothesis. The alternative hypothesis is what you might believe to be true or hope to prove true.

1.T- Test

H0: There is no significance difference between age and employee morale and job satisfaction with Grievance Handling Procedure

H1: There is significance difference between age and employee morale and jobs satisfaction with Grievance Handling Procedure

2. ANOVA

H0: There is no significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

H1: There is significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

PROFILE OF THE RESPONDENTS

In order to assess the profile of the respondents, demographic factors such as age, gender, marital status, and years of experience in the study organisation are included in the questionnaire. Using frequency and percentage values, the respondent profile was analysed.

CHAPTER IV

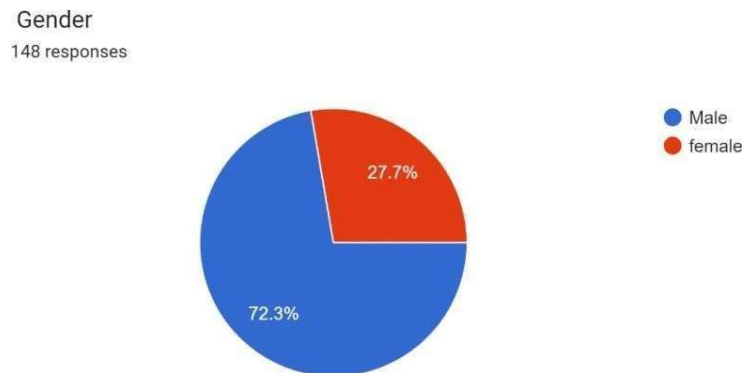
DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1
GENDER OF RESPONDENTS

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Male	107	72.3
2	Female	44	27.7
Total		148	100

FIGURE 4.1.1
GENDER OF RESPONDENTS



INTERPRETATION

From the figure it is found that 72.3% of gender respondents are male and 27.7% of gender respondents are female.

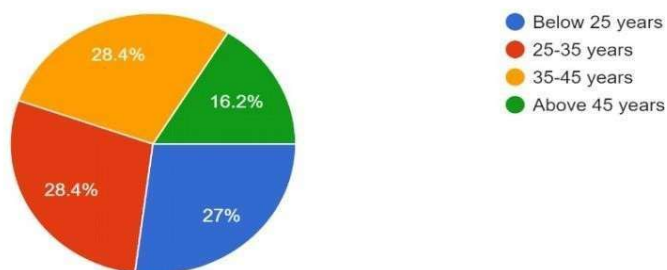
TABLE 4.1.2
AGE OF RESPONDENTS

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Below 25 years	40	27
2	25-35 years	42	28.4
3	35-45 years	42	28.4
4	Above 45 years	24	16.2
Total		148	100

FIGURE 4.1.2

AGE OF RESPONDENTS

Age
148 responses



INTERPRETATION

From the figure, it is found that 27% of employees are of the age group of below 25 years, 28.4% of employees are of the age group of between 25-35 years, 28.4% of employees are of the age group of between 35-45 years, 16.2% of employees are of the age group of above 45 years.

TABLE 4.1.3

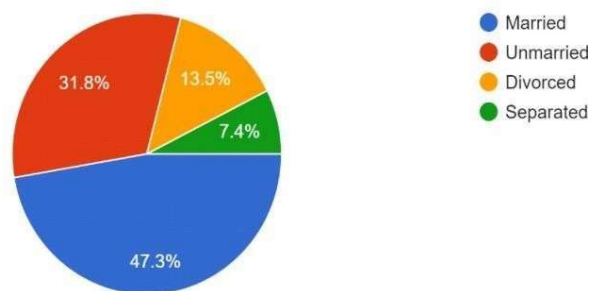
MARITAL STATUS OF RESPONDENTS

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Married	70	47.3
2	Unmarried	47	31.8
3	Divorced	20	13.5
4	Separated	11	7.4
Total		148	100

FIGURE 4.1.3

MARITAL STATUS OF RESPONDENTS

Marital status
148 responses



INTERPRETATION

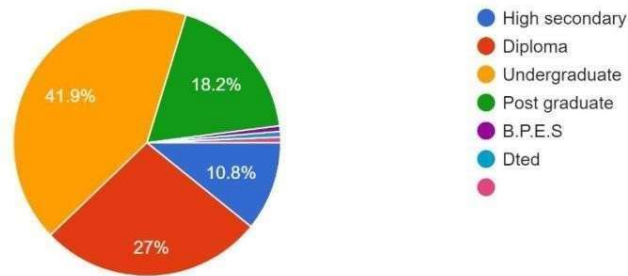
From the figure, it is found that 47.3% of respondents are married, 31.8% of respondents are unmarried, 13.5% of respondents are Divorced, and 7.4% of respondents are Separated.

TABLE 4.1.4**EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	High Secondary	16	10.8
2	Diploma	40	27
3	Under Graduate	62	41.9
4	Post Graduate	27	18.2
5	BPES	1	0.7
6	D.ted	1	0.7
7		1	0.7
Total		148	100

FIGURE 4.1.4**EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**

Educational qualification
148 responses

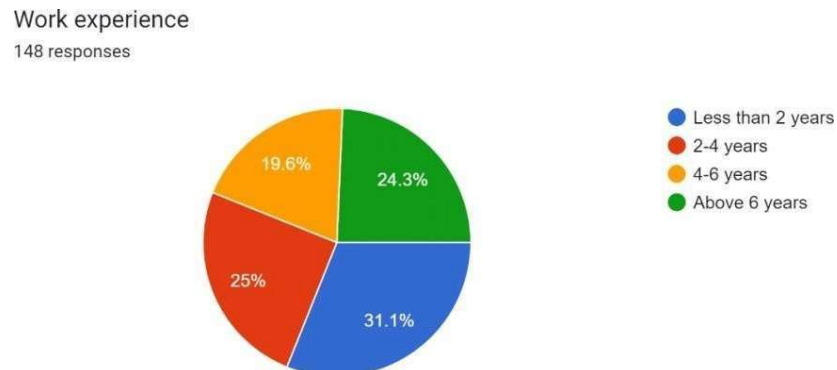
**INTERPRETATION**

From the figure, it is found that 10.8% of employees studied High secondary, 27% of employees studied Diploma, 41.9% of employees studied Undergraduate, 18.2% of employees studied Post graduate, 0.7% of employees studied BPES, 0.7% of employees studied Dted, 0.7% of employees studied.

TABLE 4.1.5
EXPERIENCE OF RESPONDENTS

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Less than 2 years	46	31.1
2	2 - 4 years	37	25
3	4 - 6 years	29	19.6
4	Above 6 years	36	24.3
Total		148	100

FIGURE 4.1.5
EXPERIENCE OF RESPONDENTS



INTERPRETATION

From the figure, it is found that 31.1% of employees are less than the experience of 2 years, 25% of employees are between the experience of 2

– 4 years, 19.6% of employees are between the experience of

4 - 6 years, 24.3% of employees are

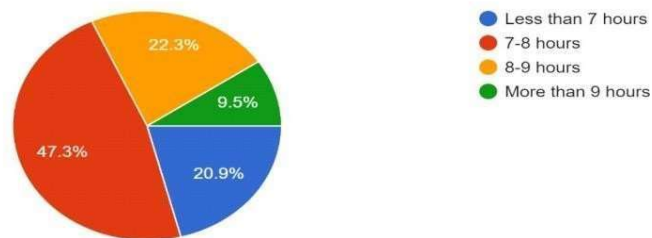
experienced above 6 years.

TABLE 4.1.6
WORKING HOURS OF THE RESPONDENTS

S.NO	WORKING HOURS PER DAY	NO OF RESPONDENT	PERCENTAGE
1	Less than 7 hours	31	20.9
2	7-8 hours	70	47.3
3	8-9 hours	33	22.3
4	More tha 9 hours	14	9.5
5	Total	148	100

FIGURE 4.1.6
WORKING HOURS OF THE RESPONDENTS

How many hours do you work per day ?
148 responses



INTERPRETATION

From the figure, it is found to be the working hours of the employees per day. 20.9 % of the respondents are working for less than 7 hours, 47.3 % of the respondents are working for 7-8 hours, 22.3 % of the respondents are working for 8-9 hours, 9.5 % of the respondents are working more than 9 hours.

TABLE 4.1.7
MEASURES PRATHYUN SHIPPING PRIVATE LIMITED TOOK TO PREVENT GRIEVANCES

S.NO	MEASURES TAKEN	NO OF RESPONDENT	PERCENTAGE
1	Establish clear communication channels	24	16.2
2	Create a positive work environment	51	31.5
3	Set clear policies and guidelines	37	25
4	Provide regular training and development	25	16.9
5	Address issues proactively	10	6.8
6	others	1	0.7
Total		148	100

FIGURE 4.1.7

MEASURES PRATHYUN SHIPPING PRIVATE LIMITED TOOK TO PREVENT GRIEVANCES

What measures does Prathyun shipping private limited take to prevent grievances ?

148 responses



INTERPRETATION

From the figure, it is found that 16.2% said that they established clear communication, 31.5% said they created a positive work environment, 25% said that they set clear policies and guidelines, 16.9% said that they provided regular training and development, 6.8% chose they address issues proactively, others 0.7%.

TABLE 4.1.8

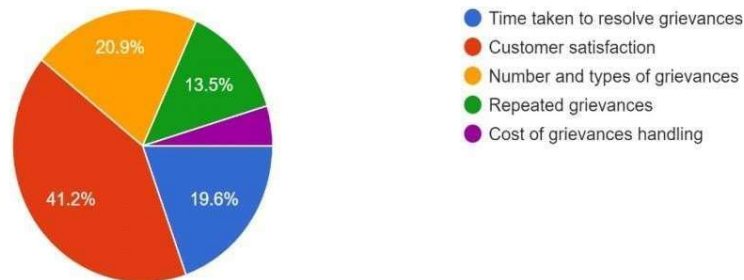
TO MEASURE THE EFFECTIVE GRIEVANCE HANDLINGPROCEDURE ANDTHE KEY PERFORMANCE INDICATORS

S.NO	MEASURES TAKEN	NO OF RESPONDENT	PERCENTAGE
1	Time taken to resolve grievances	29	19.6
2	Customer satisfaction	61	41.2
3	Number and types of grievances	31	20.9
4	Repeated grievances	20	13.5
5	Cost of grievances handling	7	4.7
Total		148	100

FIGURE 4.1.8

TO MEASURE THE EFFECTIVE GRIEVANCE HANDLINGPROCEDURE AND THEKEY PERFORMANCE INDICATORS

How does prathyun shipping limited measure the effectiveness of its grievances handling procedure, and what are the key performance indicators
148 responses



INTERPRETATION

From the figure, 19.6% chose time taken to resolve grievances, 41.2% chose time taken chose customer satisfaction, 20.9% chose the number and types of grievances, 13.5% chose repeated grievances, 4.7% chose Cost of grievances handling.

TABLE 4.1.9

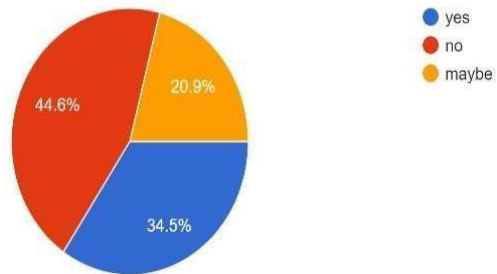
UNRESOLVED GRIEVANCES IN PRATHYUN

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Yes	51	34.5
2	No	66	44.6
3	May be	31	20.9
Total		148	100

FIGURE 4.1.9

UNRESOLVED GRIEVANCES IN PRATHYUN

Is there any unresolved grievances in prathyun shipping private limited
148 responses



INTERPRETATION

From the figure, It is found that 34.5% of the responses are Yes, 44.6% of the responses are No, 20.9% of the responses are Maybe.

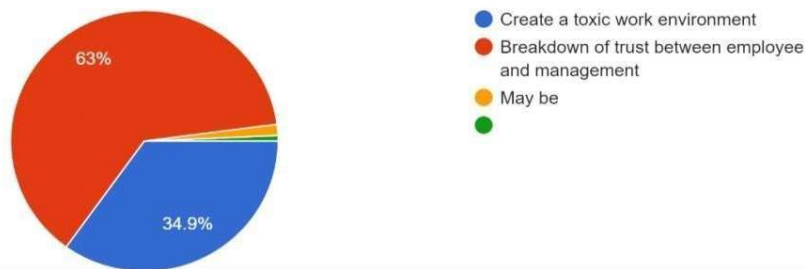
TABLE 4.1.10

THE IMPACT OF UNRESOLVED GRIEVANCES ON EMPLOYEE MORALE, PRODUCTIVITY, AND RETENTION IN PRATHYUN SHIPPING PRIVATE LIMITED

S.NO	OPTIONS GIVEN	NO OF RESPONDENT	PERCENTAGE
1	Create a toxic work environment	51	34.9
2	Breakdown of trust between employee and management	92	63
3	May be	2	1.4
4	Others	1	0.7
Total		148	100

FIGURE 4.1.10

THE IMPACT OF UNRESOLVED GRIEVANCES ON EMPLOYEE MORALE, PRODUCTIVITY, AND RETENTION IN PRATHYUN SHIPPING PRIVATE LIMITED



INTERPRETATION

From the figure, It is found that 34.5% of the responses are Yes, 44.6% of the responses are No, 20.9% of the responses are Maybe.

TABLE 4.1.11

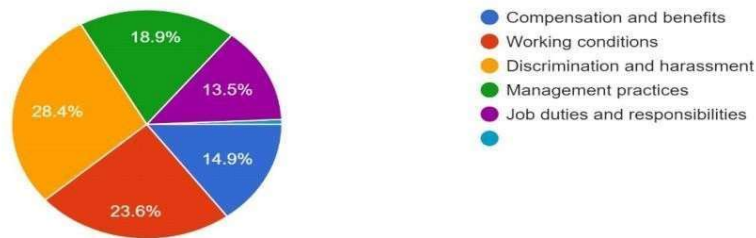
THE COMMON TYPES OF GRIEVANCES RAISED BYEMPLOYEES IN PRATHYUN SHIPPING PRIVATE LIMITED

S.NO	OPTIONS	NO OF RESPONDENT	PERCENTAGE
1	Compensation and benefits	22	14.9
2	Working conditions	35	23.6
3	Discrimination and harassment	42	28.4
4	Management practices	28	18.9
5	Job duties and responsibilities	20	13.5
6	Others	1	0.7
	total	148	100

FIGURE 4.1.11

THE COMMON TYPES OF GRIEVANCES RAISED BYEMPLOYEESIN PRATHYUN SHIPPING PRIVATE LIMITED

What are the common types of grievances raised by employees in prathyun shipping private limited
148 responses



INTERPRETATION

From the figure, it is found that 34.9% chose creates a toxic work environment, 63% chose Breakdown of trust between employee and management, 1.4% chose maybe and 0.7% others.

TABLE 4.1.12

THE ROLE OF MANAGEMENT IN THE GRIEVANCES HANDLING PROCESS IN PRATHYUNSHIPPING PRIVATE LIMITED

S.NO	OPTIONS GIVEN	NO OF RESPOONDENT	PERCENTAGE
1	Creating and implementing a grievance-handling procedure	30	20.4
2	Receiving and investigating grievances	63	42.9
3	Taking appropriate action communication with employees	26	17.7
4	Preventing future grievances	17	11.6
5	Taking appropriate action	11	7.5
Total		148	100

FIGURE 4.1.12

THE ROLE OF MANAGEMENT IN THE GRIEVANCES HANDLING PROCESS IN PRATHYUN SHIPPING PRIVATE LIMITED

What is the role of management in the grievances handling process in prathyun shipping private limited

147 responses



INTERPRETATION

From the figures, it is found that 20.4% chose Creating and to implement a grievance handling procedure, 42.9% chose receiving and to investigate grievance, 17.7% chose taking appropriate action communication with employees, 11.6% chose to prevent future grievances, 7.5% chose taking appropriate action communication with employees.

TABLE 4.1.13

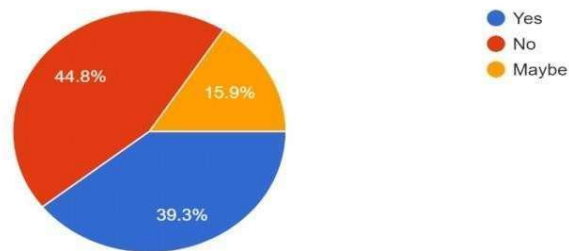
DO YOU PERCEIVE THE EFFECTIVENESS OF THE CURRENT GRIEVANCE HANDLING PROCEDURE AT PRATHYUNSHIPPING INDIAPRIVATE LIMITED

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Yes	57	39.3
2	No	65	44.8
3	May be	23	15.9
Total		148	100

FIGURE 4.1.13

DO YOU PERCEIVE THE EFFECTIVENESS OF THE CURRENT GRIEVANCE HANDLING PROCEDURE AT PRATHYUNSHIPPING INDIAPRIVATE LIMITED

Do You perceive the effectiveness of the current grievance handling procedure at prathyun shipping
India private limited
145 responses



INTERPRETATION

The figure shows 39.3% yes, 44.8% no and 15.9% maybe.

4.2 HYPOTHESIS TESTING

1.T-Test

H0: There is no significance difference between age and employee morale and job satisfaction with Grievance Handling Procedure

H1: There is significance difference between age and employee morale and job satisfaction with Grievance Handling Procedure

TABLE 4.2.1

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Age	148	2.34	1.047	.086
Morale and Job Satisfaction	148	3.30	1.086	.089

TABLE 4.2.2

One sample test:

	Test Value = 0					
	t	d f	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Age	27.167	147	.000	2.338	2.17	2.51
Morale and Job Satisfaction	37.018	147	.000	3.304	3.13	3.48

Conclusion:

H1: There is significance difference between age and employee morale and job satisfaction with Grievance Handling Procedure

2. ANOVA:

H0: There is no significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

H1: There is significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

Work Experience						
		Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	(Combined)	14.319	4	3.580	2.778	.029
	Unweighted	.383	1	.383	.297	.586
	Weighted	.119	1	.119	.093	.761
	Deviation	14.199	3	4.733	3.674	.014
Within Groups		184.242	143	1.288		
Total		198.561	147			

CHAPTER V

FINDINGS , SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- It is found that 72.3% of gender respondents are male
- It is found that 28.4% of employees are of the age group of between 25-35 years
- It is found that 47.3% of respondents are married
- It is found that 41.9% of employees studied Undergraduate
- It is found that 25% of employees are between the experience of 2 – 4 years
- It is found that 47.3 % are working for 7-8 hours
- It is found that 34.5% said they created a positive work environment
- It is found that 41.2% choose time taken chose customer satisfaction
- It is found that 44.6% of the responses are No to unresolved grievances in prathyun
- It is found that 63% choose Breakdown of trust between employee and management
- It is found that 28.4% choose discrimination and harassment
- It is found that 42.9% choose receiving and to investigate grievance
- It is found that 44.8% no to perceive the effectiveness of the current grievance handling procedure at prathyun shipping india private limited
- It is found that 37.2% choose Harassment or discrimination based on (gender, race, age, religion, or sexual orientation)
- It is found that 45.3 % choose few weeks to time taken to resolve the grievances
- It is found that 35.8% are satisfied at responses about the confidentiality of the grievances handling procedure at prathyun
- It is found that 43.25 are not aware of their rights in grievance
- It is found that 25.7% chose working conditions to improvement in the current grievance
- It is found that 33.1% neutral satisfaction of outcome of their grievances
- It is found that 37.8% are satisfied with level of support in grievance
- It is found that 32.4% are satisfied in impact of morel and job satisfaction
- It is found that 29.1% chose a paper-based system for grievance recorded and tracked at prathyun
- It is found that , 38.1% are satisfied with the effectiveness of the grievance handling
- It is found that 40.5% said that Establishing a neutral and impartial committee or mediator to investigate and resolve grievances,
- It is found 30.4% choose the severity of the problem
- It is found 24.5% choose notice board communication channel
- It is found 24.5% choose notice board roles and responsibility
- It is found 32% choose to Provide mediation
- It is found 39.2% are maybe culture followed
- It is found 39.2% choose Communication policy

5.2 SUGGESTIONS

- Increase diversity: As you found that 72.3% of respondents were male, the company should focus on increasing diversity to create a more inclusive workplace
- Address grievances related to discrimination and harassment: As you found that 28.4% of respondents chose discrimination and harassment as the reason for their grievances, the company should take steps to address these issues and create a safe and inclusive work environment
- Increase awareness of employees' rights: As you found that 43.25% of respondents were not aware of their rights in the grievance process, the company should provide more information and training to employees about their rights
- Improve response time: As you found that 45.3% of respondents felt that it took too long to resolve grievances, the company should work to improve the response time to grievances
- Establish a neutral and impartial committee or mediator: As you found that 40.5% of respondents suggested this, the company should consider establishing a neutral and impartial committee or mediator to investigate and resolve grievances
- Implement an electronic grievance tracking system: As you found that 29.1% of respondents preferred a paper-based system, the company should consider implementing an electronic system to track grievances, which can be more efficient and secure
- Improve communication: As you found that 39.2% of respondents suggested improving communication policies, the company should consider developing clearer and more effective communication channels between employees and management
- Overall, the company should take these suggestions into consideration to improve their grievance handling procedure and create a more supportive and inclusive workplace culture

5.3 LIMITATIONS OF THE STUDY:

- **Sample size:** The study may have a small sample size, which may not accurately represent the entire employee population at Prathyun Shipping India Private Limited.
- **Self-reported data:** The study relied on self-reported data, which may not be completely accurate or reliable, as respondents may not have provided truthful answers or may have misunderstood the questions.
- **Limited scope:** The study focused only on the grievance handling procedure and did not cover other aspects of the company's operations, such as management practices, employee engagement, and performance management.
- **Cross-sectional design:** The study used a cross-sectional design, which may not capture changes in employee perceptions and experiences over time.
- **Potential bias:** The study may be subject to response bias, as employees who are dissatisfied with the company's grievance handling procedure may be more likely to respond to the survey than those who are satisfied. Additionally, the researcher conducting the study may have personal biases or limitations that could affect the results.

5.4 CONCLUSION

Based on the findings, it can be concluded that the majority of the employees who responded to the survey were male and married. The age group of 25-35 years had a significant representation among the respondents, and a considerable proportion of the employees

studied at the undergraduate level. It was also observed that a significant proportion of the employees had 2-4 years of experience and worked for 7-8 hours

In terms of the perception of the current grievance handling procedure, it was noted that a significant proportion of the respondents did not perceive it to be effective. The majority of the respondents also reported that there were no unresolved grievances in the organisation. The top reasons for grievances were found to be a breakdown of trust between employees and management, discrimination, and harassment. It was observed that the time taken to resolve grievances was a concern for many employees, and there was a lack of awareness of their rights in the grievance handling procedure. The satisfaction level regarding the outcome of grievances and the level of support provided was neutral, but there was a positive response towards the confidentiality of the procedure.

The establishment of a neutral and impartial committee or mediator to investigate and resolve grievances was suggested as a solution, along with the provision of mediation and the improvement of the communication policy. Overall, the study highlights the need for a more effective grievance handling procedure that addresses the concerns of the employees and ensures a fair and just resolution of grievances.

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ANNEXURE I

QUESTIONNAIRE

QUESTIONNAIRE

- 1) Age
 - a) Below 25 years
 - b) 25-35 years
 - c) 35-45 years
 - d) Above 45 years
- 2) Gender
 - a) Male
 - b) Female
- 3) Marital status
 - a) Married
 - b) Unmarried
 - c) Divorced
 - d) Separated
- 4) Educational qualification
 - a) High secondary
 - b) Diploma
 - c) Undergraduate
 - d) Post graduate
 - e) others: _____(specify)
- 5) Work experience
 - a) Less than 2 years
 - b) 2-4 years
 - c) 4-6 years
 - d) Above 6 years
- 6) How many hours do you work per day ?
 - a) Less than 7 hours
 - b) 7-8 hours
 - c) 8-9 hours
 - d) More than 9 hours

7) What measures does prathyun shipping private limited take to prevent grievances ?

- a) Establish clear communication channels
- b) Create a positive work environment
- c) Set clear policies and guidelines
- d) Provide regular training and development
- e) Address issues proactively
- f) others: _____

8) How does prathyun shipping limited measure the effectiveness of its grievances handling procedure, and what are the key performance indicators?

- a) Time taken to resolve grievances
- b) Customer satisfaction
- c) Number and types of grievances
- d) Repeated grievances
- e) Cost of grievances handling
- f) others: _____

9) Is there any unresolved grievances in prathyun shipping private limited?

- a) Yes
- b) No
- c) maybe

10) If yes, what is the impact of unresolved grievances on employee morale, productivity, and retention in prathyun shipping private limited?

- a) Create a toxic work environment
- b) Breakdown of trust between employee and management
- c) Others
- d) specify: _____

11) What are the common types of grievances raised by employees in prathyun shipping private limited?

- a) Compensation and benefits
- b) Working conditions
- c) Discrimination and harassment
- d) Management practices
- e) Job duties and responsibilities
- f) Others: _____

12) What is the role of management in the grievances handling process in prathyun shipping private limited?

- a) Creating and implementing a grievances handling procedure
- b) Receiving and investigating grievances
- c) Taking appropriate action
- d) Communication with employees
- e) Preventing future grievances
- f) Others: _____

13) Do You perceive the effectiveness of the current grievance handling procedure at prathyun shipping india private limited?

- a) Yes
- b) No
- c) Maybe

14) What are the most common types of grievances reported by employees in prathyun shipping india private limited ?

- a) Issues related to compensation (wages dispute or unfair pay practices b) Harassment or discrimination based on (gender, race, age, religion, or sexual orientation)
- c) Working conditions (lack of safety equipment, poor ventilation, or excessive noise)
- d) Conflicts with colleagues or superiors
- e) others: _____(specify)

15) How long does it typically take for grievances to be resolved in prathyun shipping india private limited ?

- a) Few days
- b) Few Weeks
- c) Few months
- d) others: _____(specify)

16) How do you feel about the confidentiality of the grievance handling procedure at prathyun shipping india private limited?

- a) Strongly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) strongly dissatisfied

17) Are you aware of your rights when it comes to the grievance handling procedure at prathyun shipping india private limited?

- a) Aware
- b) Not aware
- c) Maybe few
- d) Maybe

18) What are the improvements that you want to include in the current grievance handling procedure in prathyun shipping india private limited?

- a) Compensation and benefits
- b) Working conditions
- c) Discrimination and harassment
- d) Management practices
- e) Job duties and responsibilities
- f) Others:_____

19) Are you satisfied with the outcome of their grievances at the prathyun shipping india private limited?

- a) Strongly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) strongly dissatisfied

20) How do you feel about the level of support provided to employees during the grievance handling procedure at prathyun shipping india private limited?

- a) Strongly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) strongly dissatisfied

21) How does the grievance handling procedure at prathyun shipping india private limited impact on your morale and job satisfaction?

- a) Strongly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) strongly dissatisfied

22) How are grievances recorded and tracked at prathyun shipping india private limited?

- a) Online grievance tracking system
- b) Paper based system
- c) Email or phone
- d) others:_____ (specify)
- e) None of the above

23) How effective is the grievance handling procedure at prathyun shipping private?

- a) Strongly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) strongly dissatisfied

24) What makes you feel that the grievance handling procedure is effective at prathyun shipping india private limited ?

- a) Easily accessible to all employees
- b) Establishing a neutral and impartial committee or mediator to investigate and resolve grievances
- c) Ensuring timely and transparent communication with employees regarding the status and outcome of their grievances
- d) Taking corrective action to address systemic issues that give rise to grievances
- e) others:_____ (specify)

25) How are grievances categorised and prioritised in prathyun shipping india private limited?

- a) The nature of the issues
- b) The severity of the problem
- c) Based on the department
- d) Type of employee affected
- e) others:_____ (specify)

26) What communication channels are used by prathyun shipping india private limited to inform employees(you) about the grievances handling procedure?

- a) Employee handbook
- b) Notice board
- c) Email and intranet

- d) Meetings and by managers
- e) Hotline
- f) others: _____(specify)

27) Do you think that the roles and responsibilities of the grievance redressal committee is working effectively in prathyun shipping india private limited?

- a) Strongly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) strongly dissatisfied

28) How can the grievance handling system be improved to make it more efficient and employee friendly?

- a) Develop a culture of open communication
- b) Provide mediation
- c) Conduct regular audits
- d) Establish a feedback mechanism
- e) others: _____(specify)

29) Is there any culture that is followed by the prathyun shipping india private limited for grievances handling procedure?

- a) Yes
- b) No
- c) May be

• If yes , mentioned the culture which is followed ?

a) _____

30) What are the policies and procedures that are included in the grievances handling system in the prathyun shipping india private limited ?

- a) Grievance handling policy
- b) Communication policy
- c) Anti harassment and discrimination policy
- d) Confidentiality policy
- e) others: _____(specify)

ANNEXURE II

RESEARCH ARTICLE

A STUDY ON GRIEVANCE HANDLING PROCEDURES IN PRATHYUN SHIPPING INDIA PRIVATE LIMITED

Dr.K.Seethal JudeAngelo.C

Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamilnadu, India

MBA Student, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamilnadu, India

ABSTRACT:

This study aims to give an overview of the topic and impact of the Grievance Handling Procedure, it is a formal process used by organizations to resolve workplace disputes and complaints raised by employees. The procedure typically includes a series of steps that provide a framework for addressing grievances and resolving them fairly and promptly. The primary goal of a grievance-handling procedure is to create a safe and productive work environment for employees by addressing their concerns and maintaining their trust in the organization. The procedure generally begins with an informal process in which the employee discusses their concern with their immediate supervisor or manager. If the issue cannot be resolved informally, the employee may file a formal written complaint, triggering a more structured and formal process. The formal process typically involves a series of steps, including investigation, meetings with relevant parties, and a decision-making process. The organization may appoint a grievance committee or an independent third party to investigate and resolve the complaint impartially. The outcome of the grievance-handling procedure may include a range of possible remedies, including mediation, arbitration, counselling, or corrective action. The objective is to resolve the issue in a manner that is fair and satisfactory for all parties involved.

INTRODUCTION:

Grievances in the workplace can lead to negative attitudes and affect productivity, so it is important for companies to have established grievance procedures to address employee dissatisfaction. An open-door policy can be an effective way to minimize grievances, but other mechanisms like structured systems, joint committees, meetings, suggestion boxes, and feedback are also important. The establishment of grievance procedures is in line with the principle of "due process"

and ensures procedural justice and ethical decision-making in the organization. The behavior of personnel who handle grievances also affects employee satisfaction, and grievance-handling mechanisms establish uniform conditions of employment to avoid industrial disputes. It is important to study the effectiveness of grievance redressal procedures to maintain a healthy and harmonious work environment.

REVIEW OF LITERATURE:

Mukherjee (2019) The study emphasises the importance of grievance handling in promoting a positive organisational culture and recommends effective communication, employee involvement, and timely redressal of grievances to improve employee satisfaction.

Rose (2004) defines grievance as any dissatisfaction regarding work and workplace expressed by an employee in a formal way to his immediate supervisor.

Juneja (2018) Grievance refers to any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures which are expressed by the employee and brought to the notice of the management and the organization.

Gordon and Miller (1984) “ states that the studies the influence of the supervisors “approach in identifying the issue of grievance It is also cited that the rules should be set up so that supervisors are directed by their predominant.

NEED OF THE STUDY:

- Scope of study on grievance handling includes examining policies, procedures, and channels for addressing employee grievances.
- Effective grievance handling procedures are critical for maintaining a positive work environment and building trust

between employees and management.

- Studying grievance handling procedures can identify areas for improvement, such as communication or training gaps, to improve overall culture and reduce future grievances.
- A study of grievance handling procedures can provide valuable insights into the functioning of an organization.
- Such a study can help ensure fair and respectful treatment of employees.

OBJECTIVES OF THE STUDY:

- To identify the common grievances faced by the employees of Prathyun Shipping Private Limited
- To evaluate the impact of effective grievance handling on employee retention and overall organisational performance.
- To assess the effectiveness of the current grievance handling procedure in resolving the grievances of the employees.
- To suggest possible improvements to the existing grievance handling procedure in order to enhance employee satisfaction and reduce grievances.
- To understand the existing grievance handling procedure followed by Prathyun Shipping Private Limited.

HYPOTHESIS FORMULATION

H0: There is no significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

H1: There is significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

RESEARCH METHODOLOGY

Information was gathered through a field study from 148

respondents who works in prathyun shipping India private limited.

RESEARCH DESIGN

Descriptive Research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

SAMPLING TECHNIQUE:

The convenience sampling method is used to choose target respondents for conducting the survey through Questionnaire.

SOURCES OF DATA:

Primary data:

The primary data for the study was collected from 148 respondents, the common public, through a structured questionnaire by using simple random sampling methods representing both the genders, different age groups, family income, different educational qualifications, and different occupational groups.

Secondary data:

Secondary data refers to the data that was collected by someone other than the user. Common sources of secondary data include census, information collected by government departments, organizational records, and data that was originally collected for other research purposes. Secondary data analysis can save time. In addition, analysts of social and economic change consider secondary data essential, since it is impossible to conduct a new survey that can adequately capture past changes and/or developments.

STRUCTURE OF QUESTIONNAIRE:

A questionnaire containing 30 questions was constructed to study on grievance handling procedure at Prathyun shipping india private limited. The questions were combined into a single instrument which aims to study on grievance handling procedure at Prathyun shipping india

private limited. The questionnaire contains close-ended questions, Likert's five-point rating scale, and questions based on ranking.

SAMPLE SIZE:

The sample size refers to the number of items to be selected from the universe to constitute a sample. The size of the sample should neither be excessively large, nor too small. It should be optimum. The sample size should be a representative of the population from which it was drawn. The sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power.

TOOLS FOR ANALYSIS

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

TABLE 1 SHOWING THE GENDER OF RESPONDENTS

S.NO	OPTIONS	NO OF RESPONDENTS	PERCENTAGE
1	Male	107	72.3
2	Female	44	27.7
Total		148	100

Source: Primary data

Inference

72.3% of gender respondents are male, and 27.7% of gender respondents are female.

CORRELATION ANALYSIS

Correlation analysis in research in research is a statistical method used to measure the strength of the linear relationship between two variable and compute their association.

HYPOTHESIS

H0: There is no significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

H1: There is significance difference between work experience of the employees and measures of effectiveness of Grievance Handling Procedure.

TABLE 2 ONE SAMPLE STATISTICS

	N	Mean	Std. Deviation	Std. Error Mean
Age	148	2.34	1.047	.086
Morale and Job Satisfaction	148	3.30	1.086	.089

TABLE 3 ONE SAMPLE TEST

	Test Value = 0					
	t	d f	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Age	27.167	147	.000	2.338	2.17	2.51
Morale and Job Satisfaction	37.018	147	.000	3.304	3.13	3.48

Interpretation:

There is significance difference between age and employee morale and job satisfaction with Grievance Handling Procedure

SUGGESTIONS AND CONCLUSION:

The majority of survey respondents were male and married, with a significant representation of the 25-35 age group and employees who had completed undergraduate studies. A considerable proportion of employees had 2-4 years of experience and worked for 7-8 hours. A significant proportion of respondents did not perceive the current grievance handling procedure to be effective, and the top reasons for grievances were a breakdown of trust, discrimination, and harassment. Time taken to resolve grievances was a concern for many employees, and there was a lack of awareness of their rights in the grievance-handling procedure. Suggestions for improvement included the establishment of a neutral and impartial committee or mediator, provision of mediation, and improvement of the communication policy to ensure a more effective and fair grievance handling procedure.

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