

A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE IN BRITE BROTHERS LIMITED

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

MASTER OF BUSINESS ADMINISTRATION

by

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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

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafede work of **SALAI SELVANAYAGAN P 41410263** who carried out the project entitled "**A Study on Employee Grievance Handling Procedure in Brite Brothers Limited**" under my supervision from January 2023 to March 2023.

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. SALAI SELVANAYAGAN.P (Reg No.41410263) M/S Sathyabama Institute of Science and Technology Chennai**, studying final year MBA has successfully completed his internship cum project entitled "**A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE IN BRITE BROTHERS LIMITED**" Puducherry during the period from 02.03.2023 to 03-04-2023.

During the tenure with us, his character and conduct was found to be good.

We wish her all the best for her future endeavor.

HR MANAGER



MR V.SILAMBARASAN

DECLARATION

I **SALAI SELVANAYAGAN P (41410263)** hereby declare that the Project Report entitled “**A Study on Employee Grievance Handling Procedure in BriteBrothers Limited**” done by me under the guidance of **DR. JOYCE** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06.05.2023

PLACE: CHENNAI

Salaiselvanayakan
SALAI SELVANAYAGAN P

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P SALAI SELVANAYAGAN

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ABSTRACT

The project enclosed the title of "A Study on Employee's Grievance Handling Procedure at Brite Brothers Limited Puducherry. Grievance is any discontent or dissatisfaction that affects organizational performance, as such 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 unfavorable attitude towards the management and unhealthy relations in the organization. The study has been undertaken with the present grievance handling procedure followed in packaging industry it is intended to identified the major factor which cause grievance to employee and to check the employee attitudes towards the grievance handling procedures. Primary the well- defined objective was framed and questionnaire was prepared based on the objectives. Nearly 100 samples were collected using simple random method and the data was collected from the employees of Brite Brothers Limited it reveals that majority of respondents are satisfied with the grievance related measure adopted by the organization and the slight deviation occurs in the area of communication of work environment. Hence it is suggested to the organization to improve the interpersonal relationship of the employee.

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CHAPTER I

1.1 INTRODUCTION OF STUDY

There is a greater diversity in workplace today, comprising employees from different age, nationality, gender, ethnic and religious background. In such work environment, miscommunication and misunderstanding are likely. If not managed properly, such misunderstandings will affect employees' moral and productivity. With employees being more Internet savvy and the popularity of social media, such unhappiness may also be publicized on social media platforms such as Facebook or Twitter. Such negative publicity can affect the employers' image and brand, causing unnecessary embarrassment to the management. In some cases, such grievances can also lead to expensive and time-consuming litigations.

Employers can pre-empt such situations by creating favourable working Environment through adoption of fair employment practices. This including having a proper Grievance Procedure (GP) to handle complaints. Employers and employees should understand that it is unrealistic for every grievance to be resolved to the absolute satisfaction of either party. In most situations, the most reasonable solution is a compromise with both parties adopting a "give and take" position. The purpose of a GP is not the resolution or settlement of the grievance but the maintenance of industrialharmony between the employee and employer.

This handbook is produced by the Tripartite Alliance for Fair Employment Practices to promote the adoption of fair and responsible employment practices. This handbook offers practical tips and brings employers through the entire grievance handling process.

MEANING:

Grievance is any discontent or dissatisfaction that affects organizational performance. As such it can be stated or unvoiced, written or oral, legitimate or ridiculous. If the dissatisfaction 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 organization.

DEFINITION:

Prof. Pigors and Meyers define grievance as dissatisfaction. According to them, dissatisfaction of an employee is anything that disturbs the employee, whether expressed or not.

Dale Yoder defines it as a written complaint filed by an employee and claiming unfair treatment":

CAUSES OF GRIEVANCE:

Grievance can also arise the day to day working relations in an undertaking. Relations with supervisors and other colleagues also determine employee's job satisfaction. According to the national commission on labor, "the complaints affecting one or more individual working in respect of their wage payments, overtime, leave, transfer, promotion, seniority, work assignment and discharge would constitute grievance." Such grievances, if not dealt with immediately and in accordance with a procedure that secure the respect of all parties, can result in a climate of industrial conflict

The different factors that can result in employee grievance are:

1. Dissatisfaction of the employee with his compensation or different components of compensation like incentives or benefits
2. Employee disappointment resulting from denial of a promotion or a transfer
3. Unpleasant relationships with supervisor/s and other colleagues;
4. Unhealthy or harmful working conditions
5. Job assignments that do not match employee aptitude or skill
6. Lack of adequate resources to achieve objectives of the job
7. Denial of leave, over time or other benefits.

NEED FOR A GRIEVANCE HANLING PROCEDURE:

Let us see the benefits of grievance redressal procedure.

In the absence of a grievance redressal system, an employee could either keep his dissatisfaction, he will get frustrated and this would affect his performance. If he chooses to share his grievances with his colleagues, it could lead to unpleasantness and an unhealthy work environment. It might even lead to industrial unrest.

If the settlement of the grievance at the first (supervisor) level does not satisfy the employee, he can approach the next level. The employee is given more than one opportunity in an effective redressal procedure.

Grievance procedures keep a check on arbitrary actions. As a result, supervisors usually do not indulge in biased decisions. They are apprehensive of the employees approaching higher levels of management in order to redress their grievances.

Grievance procedures help in upward communication. Employees are free to express their discontentment, problems or frustrations to the top management. By this the top management becomes increasingly aware of the problems of the employees.

- Previous knowledge and experience, captured in the grievance redressal system, helps the management when formulating major plans like plant expansion or installation of latest technology. The management can take into consideration the problems that may be encountered by the employees.
- A good grievance redressal system helps to maintain harmonious industrial relations as employee grievances are settled before they turn into industrial conflicts.
- It helps the management to win the trust and confidence of the employees. When employees know that they have effective channel of redressal, they are more open to recommendations for settlement.

EFFECTIVE GRIEVANCE REDRESSAL:

The following conditions are necessary for a grievance redressal procedure:
Enjoy the trust, confidence and respect of all the employees and the management.

1. Identifies the root cause for employee grievance.
2. Resolve the issue at the lowest possible level.
3. Resolve the issue in an amicable manner.
4. Resolve the issue without any delay.
5. Does not result in any violation of organizational rules and policies.
6. Provides for data and information management of employee grievances.
7. Tracks the redressal procedure to provide the current status to the employee and the management.
8. Helps the management to identify the core issues, which need to be avoided in future.
9. Provides unbiased and objective redressal of employee grievance.
10. Is a short and simple procedure that can be easily understood by all the employees.
11. Considers the legal, social, financial and psychological aspects for an amicable settlement.

STEPS IN A GRIEVANCE REDRESSAL PROCEDURE:

There are different stages in any grievance redressal procedure. An organisation can design its own grievance redressal procedure, in consensus with its union. The national commission on labour has suggested a 'model procedure for grievance redressal'.

1. In the initial or the first stage, the employee conveys his grievance verbally to this supervisor (or the designated officer). In case the supervisor fails to respond within the prescribed time limit of 48 hours, the employee approaches the next level in the redressal procedure.
2. At this level, the employee fills up the grievance redressal form of the

company and approaches the head of his department with it. The departmental representatives play a role in the redressal procedure, from this stage. The head of the department has 3days to reach a settlement failing which the grievance reaches the next level.

3. The third level in the redressal procedure is the grievance committee. The committee is given 7days to discuss the issue with the employee and reach a settlement. In case of a unanimous decision, the management has to implement it. Otherwise, the management is given 3days to communicate its decision. In case of a failure at this stage, the grievance is taken to the fourth stage.
4. In the fourth stage of employee redressal, the employee and the departmental representatives appeal to the management to review its decision. In case there is no change in the decision, the issue may be referred to the union.
5. In the penultimate stage, the union discusses the issues and tries to reach a settlement between the grievance employee and management. In case of the union's failure to do so, the grievance reaches the last stage of the grievance procedure.
6. In the sixth and the last stage, a settlement is reached through voluntary arbitration by a third party, normally a conciliation officer from the state labour department. This process should be complete within 7 days.

The level at which the grievance is settled indicates the industrial relations atmosphere and the culture in the organization. The lower the level, the better is the relationship between the management and the employees. For example, if the organisation has an open and healthy culture, more grievances will be settled at the lower levels of grievance procedure. On other hand, more grievances will be settled in the later stages of the procedure if the organisation does not have a healthy relationship with its employees.

IMPORTANCES OF GRIEVANCE HANDLING:

The management should take care of following aspects to develop a culture of trust and confidence upon the employees.

1. Always ensure that the managers involved in the grievance handling procedures have a quiet place to meet with the complainant,
2. Always ensure that managers have adequate time to be devoted to the complainant
3. Explain manager's role, the policy and the procedures clearly in the grievance handling procedure
4. Fully explaining the situation to the employee to eliminate any misunderstanding and promote better acceptance of the situation complained.
5. Try to let employee present their issues without prejudging or commenting
6. Do use a positive, friendly ways to resolve the crisis than punitive steps, which disturb the system.
7. Do remain calm, cool, collected during the course of the meeting,
8. Always focus on the subject of the grievance than allied issues.
9. Don't make threats manage the grievances.
10. Never make use of allegations against personalities.
11. Be aware of the staff member's potential concerns to the possible repercussions of raising a grievance.
12. Don't become angry, belligerent, or hostile during grievance handling procedure
13. Do listen for the main point of arguments and any possible avenue to resolve the grievance.
14. Listen and respond sensitively to any distress exhibited by the employees.
15. Eliminating the source of the irritation or discomfort being complained of.
16. Reassure them that the managers will be acting impartially and that your hope is to resolve the matter if possible.

17. Don't "horse trade" or swap one grievance for another (where the union wins one, management wins one).
18. Avoid usage of verbalisms like "it will be taken care of."
19. Ensure effective, sensitive and confidential communication between all involved.
20. Take all possible steps to ensure that no victimization occurs as a result of the grievance being raised
21. The investigator or decision maker acts impartially, which means they must exclude themselves if there is any bias or conflict of interest.
22. All parties are heard and those who have had complaints made against others are given an opportunity to respond.
23. Try to look upon the problem on different angles for appropriate understanding
24. Ensuring that there is proper investigation of the facts and figures related to the problem under concern.
25. Consider all relevant information in the investigation process.
26. Ask the staff member their preferred resolution option, although it is important to make it clear that this may not be a possible outcome.
27. Be aware of the limits of authority of the person who is involved in the grievance handling procedures.
28. If the manager feels that he/she is not the appropriate person (senior manager) to deal with the issue refer the complainant to the appropriate person as soon as possible.
29. Try to get a better idea of whether the alleged discrimination or harassment happened or didn't happen.
30. Tell them exactly what they are supposed to have done, to whom and explain, why this may be seen as discrimination harassment or as inappropriate.
31. Grievances are preferably to be settled informally at the level of the employee's immediate supervisor.
32. Try the level best to involve team members to resolve the crisis at unit level itself.

33. Avoid as far as possible the union involvement in conflict resolution situation process.

34. Follow documentation the procedures, of all necessary steps taken to resolve the problem/complaint.

TYPES OF GRIEVANCE:

In the workplace, there are only two types of grievances: The General Grievance and the Individual Grievance.

The General Grievance is a grievance that affects a group of employees. Examples of general grievances would be a wage cut or a retrenchment exercise that could involve several employees or the entire workforce.

The Individual Grievance is a grievance affecting one employee and requires a one-to-one approach, with or without the Trade Union Representative (TUR), depending whether the organization is unionized. In this situation, the GP should be applied. Examples of Individual Grievances would include an employee who feels discriminated in a promotion exercise or a case of sexual harassment.

ADVANTAGES OF GRIEVANCE HANDLING:

The following are some of the distinct advantages of having a grievance handling procedure:

The management can know the employees' feelings and opinions about the company's policies and practices. It can feel the pulse' of the employees.

With the existence of a grievance handling procedure, the employee gets a chance to ventilate his feelings. He can let off steam through an official channel. Certain problems of workers cannot be solved by first line supervisors, for these supervisors lack the expertise that the top management has, by virtue of their professional knowledge and experience.

1.2 INDUSTRY PROFILE:

PONDICHERRY PLANT:

Brite Brothers Limited, Pondicherry was established in November 1992. Following are the customers of pondy plant:

1. Whirepool of India Limited.
2. Rial to Enterprises.

Brite Brothers Limited, pondy is working towards world class manufacturing practices to achieve zero defect supplies to our customers and continuously working towards in house Rejection PPM improvement and Manufacturing of Plastic Crates.

QUALITY OBJECTIVES:

- Achieve Customer Rejections – Target 1000 ppm (Every Month)
- Internal Rejections PPM – Target less than 30000 ppm (Every Month)
- Sustain 100 % adherence of Customer delivery schedule. (Every Month)
- Achieve 100 % Supplier Performance in Quality & Delivery (Every Month)
- Reduce Breakdown of Machines –Target Less than 192 hrs (Every Month)
- Achieve Zero Accident (Every Month)

QUALITY POLICY:

We are committed to deliver error free, competitive products and services on time to our customers that will fulfil or exceed their expectations, through continual improvements of products, processes and effectiveness of quality management system by total employee involvement.

NATURE OF BUSINESS: Manufacturer

COMPANY CEO: Bhojwani

YEAR OF ESTABLISHED: 1947

TOTAL NUMBER OF EMPLOYEEESS: 500 Employees

ANNUAL TURN OVER: 100 Crores

PRODUCTS AND SERVICES:

- Consumer Durable Parts & Systems
- Crates, Bins and Containers
- Hair Care Products
- Tooth Brush Handling
- Painting
- Automotive Parts and Systems
- Pallets

COMPANY CLIENTS:

- Whirlpool
- Carrier
- Philips
- Usha
- TVS electronics
- Onida

1.3 COMPANY PROFILE:

HISTORY OF BBL:

Brite is a multi-faceted corporation with state-of-the-art manufacturing facilities at Pune, Sohna (Gurgaon), Faridabad, Pithampur (Madhya Pradesh) and Pondicherry. Precision moulding technique are used and the Company's operations are continuously upgraded through the practice of Kaizen thereby reiterating company's commitment of quality and keeping the company's products abreast with work standards.

- 1947 On July 11 Brite Brothers Limited was incorporated in Mumbai.
- 1947 The group pioneered injection moulding technology in the Indian PlasticIndustry.

- 1962 We commissioned a state-of-the-art factory, at Mumbai.
- 1986 Brite Automotive and plastics Limited, a company specializing in the manufacture of thermoplastic automotive component was set up in Pithampur meeting requirements of Kinetic Honda, Bajaj Tempo and Hindustan Motors.
- 1989 In March, the Tarapur Plant was inaugurated to cater the needs of the Television Cabinets manufactured by the growing Television Industry.
- 1992 In November, another plant was set up at Thirubuvanai, Pondicherry for melding of large parts for washing machine manufactured by Whirlpool of India Ltd.
- 1994 In October our plant was inaugurated at Sohna, Gurgaon catering ton requirements of Maruti Udyog Ltd., Honda Motorcycles and Scooters India Ltd., Sony and whirlpool of India Ltd.
- 1999 In June our plant was started in Thane.
- 2001 In August Whirlpool plastic division at Faridabad was acquired for suppliesto Whirlpool of India.
- 2005 In January our Pune Plant was started for supplies to TELCO andWhirlpool.
- 2006 In January Chennai plant is scheduled to go into operations to meet therequirements of Hyundai Motors India Ltd.

BRITE BROTHERS LIMITED (BBL) was established in 1946. BBL is a pioneer in the plastic Industry and has products ranging, from houseware to consumer electronics, automobile, motor accessories and Industrial application under the brand nameBRITE.

Incorporated as a private limited company in july 1946, BBL was converted into a public limited company in October 1994.

BBL was promoted by S T Bhojwani. other companies in the Brite group are Brite Automatises & plastics T W B Bhojwani leasing Pvt and Brite International cassettes Pvt Ltd. in December 1994. Some of it select clients include Maruti Udyog, TELCO, etc. The company has entered into license agreement with

provender Marketing, Switzerland, for use of the trade mark sitag & Baitcasting. The company executed an export order through their technical collaborator.

The company has also entered into a technical collaboration agreement with M/s Reydel Italia S P A, Italy for obtaining latest technical know-how for manufacturing automotive components. It has embarked on a major diversification plan in the office furniture market. The range will include chief executive chairs, executive chairs, typist chairs, etc.

The company was successful in completing the steps of its restructuring exercise in the year 1998-99. As a part of the cost management exercise, it announced a VRS for its unionised employees at its factory in Bombay. Brite Automotive and plastics (BAPL) was amalgamated with the company with effect from 1st April, 1999. In 2000-01 the company has set up its new manufacturing unit at Pondicherry. It has also acquired a plastic manufacturing unit from Whirlpool of India Ltd.

1.4 OBJECTIVES OF STUDY:

PRIMARY OBJECTIVE:

- To study the Employee of grievance handling procedure in Brite Brothers Limited.

SECONDARY OBJECTIVES:

- To identify the various factors this causes grievance to the employees.
- To analyse the employee attitude towards the grievance handling procedure.
- To Provide valuable suggestions and recommendations to enhance the effectiveness of grievance handling procedure.

1.5 NEED FOR THE STUDY

- Grievance handling procedure helps the management to understand the attitude of employees.
- The study has become more important inevitable for improving the productivity, employee morale and involvement.
- The study helps to identify the factor which affects the grievance handling procedure of the organisation.
- The study makes the employee of the organisation to carry out the team work.

1.6 SCOPE FOR THE STUDY

- The study undertaken can be applicable to all organisations which may have different work
- The study will be helpful for the other researcher for extension within same area.
- The recommendation and suggestion of the study can also apply to similar project or similar situations.

CHAPTER II

REVIEW OF LITRATURE

Dr. G. Balamurugan, V. Shenbagapandian, in March 2018 made a study to identify common for grievances faced by employees in workplace and the mechanism used to solve the grievance. The study examined that the grievances were solved in a satisfactory way in the organization but the time span of solving the grievances must be improved.

Cristina BALANEASA, (2018) in her paper identified that it is not possible to create a working environment in which there are no complaints. Creating a environment like this depends on the ability to diagnose and correct possible causes of grievances before they become formal complaints.

Dr.S.Gomathi “A study on grievance management in improving employees performance in a private enterprises” September 2017, carried out research tounderstand the extent to which employees grievances are redressed. The results of the study indicated that employees were satisfied with the existing system of grievance management and were able to get their problem solved very quickly.

Dr.G.Karthi,(2017) in her paper has made an attempt to study and enhance the existing grievance system practiced in dairy industry. The study concluded that management should take some necessary steps to improve employee job satisfaction by reducing the grievances inside the organization.

Lydia Sylvia Danku, Adokou Faustin Apeletay, Johnson Aboagye, CletusBenyebaar,(2019) , carried out the research to assess the level of knowledge in service employees with respect to educational institutions concerning discipline service employees had adequate knowledge on the disciplinary actions for service offences.

Njiraini, A. Gachunga, H (2018) conducted a survey to establish the effects of grievance handling mechanism on conflict management with special reference to Kenya National Union of Teacher. The study concluded that grievance handling mechanisms plays a significant role in conflict management in Kenya.

M.R. Vidhya in her research paper worked towards identifying employee's attitude towards grievance handling mechanism of their organization. The results of the study revealed that employees of the organization felt that there should be proper communication inside the organization for the purpose of encouraging employees to speak up their grievance

Sonai Hunter, BH Kleiner A grievance may be defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1982:12). The validity of a grievance depends upon whether or not there is "just cause" or reason for such complaint. Certain tests are used in determining whether a company had just cause for disciplining an employee (BNA Editorial Staff, 1959- 1987:1). Anyone having an affiliation with an organisation can file a grievance on behalf of or against that organisation. Some of the most common complaints by employees include unfair treatment by the employer, broken employment agreement, and employer communications and defamation. The most common employers' complaints are absenteeism, insubordination, misconduct, substance abuse, unsatisfactory performance, and safety and health violations. For grievance handling to be effective, the employer has to follow certain guidelines. In disciplining employees, management should mainly use penalties such as warnings, suspensions, and discharge

Wyman (2020) stated in his study that the grievance procedure has been aptly described as the "heart of the collective bargaining process". Collective negotiations, of course normally result in a written agreement.

However, an agreement is a static document presumably intended to cover all aspects of labour management relations, a task that no document can accomplish completely.

Gordon, M.E. and Miller, S. (2018) stated in his study that the issues of grievances were normally associated with dissatisfaction among employees which were mainly related to salary, working procedure and working facilities.

Dr. Nilesh Thakre (2019) 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 period given. Therefore, immediate supervisors were responsible to settle the grievance as they were the nearest personnel that represent 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.

Pawan Kumar Taneja and Singh P.P, (2020) 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.

Encyclopaedia Britannica: In industrial, process through which disagreements between individual workers and management may be settled is called as Grievance Redressal Procedure. Typical grievances may include the promotion of one worker over another who has seniority, disputes over holiday pay, and problems related to worker discipline. Grievance procedures are a significant issue in collective bargaining agreements in much of Europe and the United States. They usually detail a

series of steps open to the worker, beginning with discussion between the foreman and the union steward and going up the line until a settlement has been reached. The final step in the United States is usually arbitration; in some European countries the grievance case may finally be appealed to a labour court.

IBS Centre for Management Research: A grievance is a sign of an employee's discontentment with his job or his relationship with his colleagues. Grievances generally arise out of the day-to-day working relations in an organization. An employee or a trade union protests against an act or policy of the management that they consider as violating employee's rights. One of the effective ways of minimizing 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 organization where employees can walk into a superiors' cabin at any time and express their grievances. Conflict occurs when two or more people or parties perceive an incompatibility in their goals or expectations. There are seven methods for achieving reconciliation of conflict.

These methods are win-lose, withdrawal and retreat from argument, smoothing and playing down the difference, arbitration, mediation, compromise and problem solving. Of all these methods problem-solving method is most likely to bring about a win-win situation.

Ben Latham: A grievance is a wrong or hardship suffered, which is the grounds of a complaint. In a labor union, a grievance is the subject of a complaint filed by an employee to be resolved by procedures provided in the union. Such a grievance may arise from an alleged violation of the collective bargaining agreement, or violations of law, such as workplace safety regulations. Ordinarily, unionized workers must ask their operations managers for time during work hours to meet with a shop steward in order to discuss the problem, which may or may not result in a grievance. If the grievance cannot be resolved through negotiation between labour and

management, mediation, arbitration or legal remedies may be employed. Typically, everyone involved with a grievance has strict time lines which must be met in the processing of this formal complaint, until it is resolved. Employers cannot legally treat an employee any differently whether he or she has filed a grievance or not. The difference between a grievance and a complaint, in the unionized workplace, is whether the subject matter relates to the collective bargaining agreement. A serious grievance may lead to a strike action.

CHAPTER III

RESEARCH METHODOLOGY

Research methodology is way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analysed. This research study is a descriptive research study.

3.1 RESEARCH DESIGN:

A research design is a plan that specifies the objectives of the study, method to be adopted in the data collection, tools in data analysis and hypothesis to be framed

"A research design is an arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure"

For this study, the exploratory research design is selected. The descriptive research is used to define research problems and to clarify concept.

3.2 DATA COLLECTION

The study was conducted with the help of primary and secondary data,

Primary data: -

Primary data was collected from the employees of Brite Brothers Limited by using a structured Questionnaire.

Secondary data: -

Secondary data was collected from journals, Books, and Magazines, previous thesis work and from company profiles.

3.3 TOOLS FOR ANALYSIS

These are tools, which helps to analyse the collected data. This analysis contains various approaches like comparisons, detecting, accuracy, estimation etc. In my survey I applied some statistical tool for analyzing raw data.

The applied statistical tools are:

- Percentage Method
- Chi square Method
- Correlation

PERCENTAGE METHOD:

The percentage method provides statistics and graphical displays that are useful for describing many types of variables. The percentage procedure is a good place to start looking at on data. For a percentage report and bar chart, you can arrange the distinct values in ascending or descending order, or you can order the categories by their percentage. The percentage report can be suppressed when a variable has many distinct values. You can label charts with percentage.

$$\text{Percentage} = (\text{No of employees} / \text{Total no of employees}) * 100$$

CHI SQUARE METHOD:

- a) The following assumptions must be satisfied, before we step into chi square tests. They are
- b) Each sample is a random sample.
- c) The outcomes of the various samples are all mutually independent, (particularly among samples, because independence within samples is a part of the assumption)
- d) Each observation may be categorized into exactly one of the categories or classes.
- e) There must be large observations.

- f) For a comparison purposes, the data must be collected.

The chi-square test is important test amongst the several tests of significance developed by statisticians. Chi-square, symbolically written as χ^2 is a statistical measure used in the context of the sampling analysis for comparing a variance to a theoretical variance.

Chi-Square Test:

Chi-Square is a very versatile test used both as a non-parametric and a parametric and a parametric measure. As a non-parametric measure, it is used as:

- As a test of goodness of fit and test of independence
- To establish confidence intervals for the variance of a population.

FORMULA:

$$\chi^2 = \sum [(O_i - E_i)^2 / E_i]$$

O = observed frequency

E = Expected frequency

Chi square is used to test whether difference between observed and expected frequencies are significant or not.

Precautions about chi-square test:

To avoid making incorrect INTERPRETATION from chi-square hypothesis test, the general rule applied

is that an expected frequency of less than 5 in one cells of a contingency table it too small to use. So, it is combined in order to get an expected frequency of 5 or more.

CORRELATION METHOD:

Correlation is a statistical measurement of the relationship between two variables. Possible correlations range from +1 to -1. A Zero correlation indicates that there is no relationship between the variables. A correlation of -1 indicates a perfect negative correlation, meaning that as one variable goes up, the other goes down. A correlation of +1 indicates a perfect positive correlation, meaning that both variables move in the same direction together.

SPSS: The researcher uses SPSS software (edition 16.0) for analysis and interpretations purposes with regard to this project.

SAMPLE SIZE AND TECHNIQUE

Size of the sample

It refers to the number of items to be selected from the universe to constitute as a sample. In this study 100 employees of Brite Brothers Limited was selected as size of sample.

Sample design

The sampling technique used in this study is simple random sampling method. This method is also called as the method of chance selection. Each and every item of population has equal chance to be included in the sample.

Population design

The population of this study is the total employee in the company. That is, total population of the company is 500 employees. This organization has many departments like HR, store, purchase, accounts, etc. So that the members of these departments were taken as a population of this study,

Questionnaire

The questions are arranged logical sequence. The questionnaire consists of a variety of questions presented to the employees for the response, Dichotomous questions, multiple choice questions, rating scale questions were used in constructing questionnaire.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

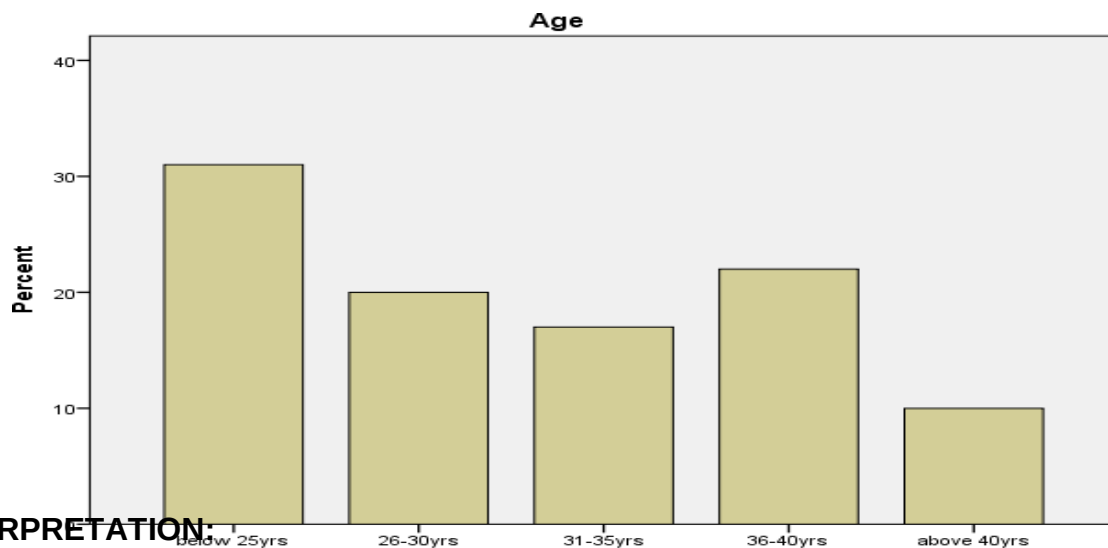
AGE OF RESPONDENTS

TABLE NO:4.1.1

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
below 25yrs	31	31.0	31.0	31.0
26-30yrs	20	20.0	20.0	51.0
31-35yrs	17	17.0	17.0	68.0
Valid 36-40yrs	22	22.0	22.0	90.0
above 40yrs	10	10.0	10.0	100.0
Total	100	100.0	100.0	

CHART NO: 4.1.1

AGE OF RESPONDENTS



INTERPRETATION:

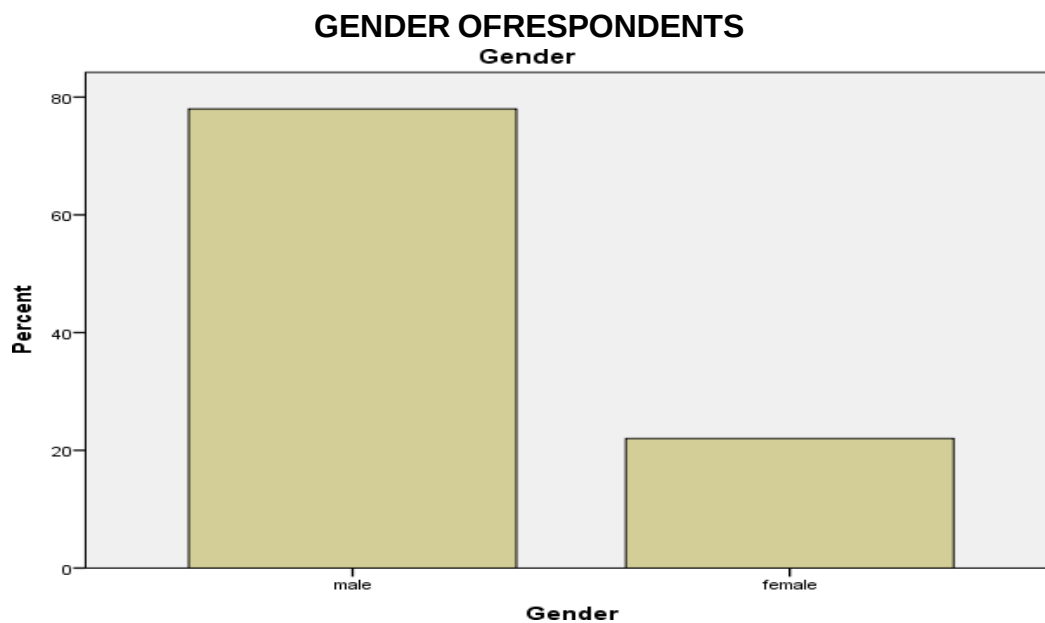
From the above table it is inferred that 37% of the respondents fall under the Category of below 25 years and 10% of respondents fall under the category of above 40 years.

GENDER OF RESPONDENTS

TABLE NO: 4.1.2

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	78	78.0	78.0	78.0
	Female	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

CHART NO: 4.1.2



INTERPRETATION:

From the above table it is inferred that 78% of the respondents are male and 22% of the respondents are female

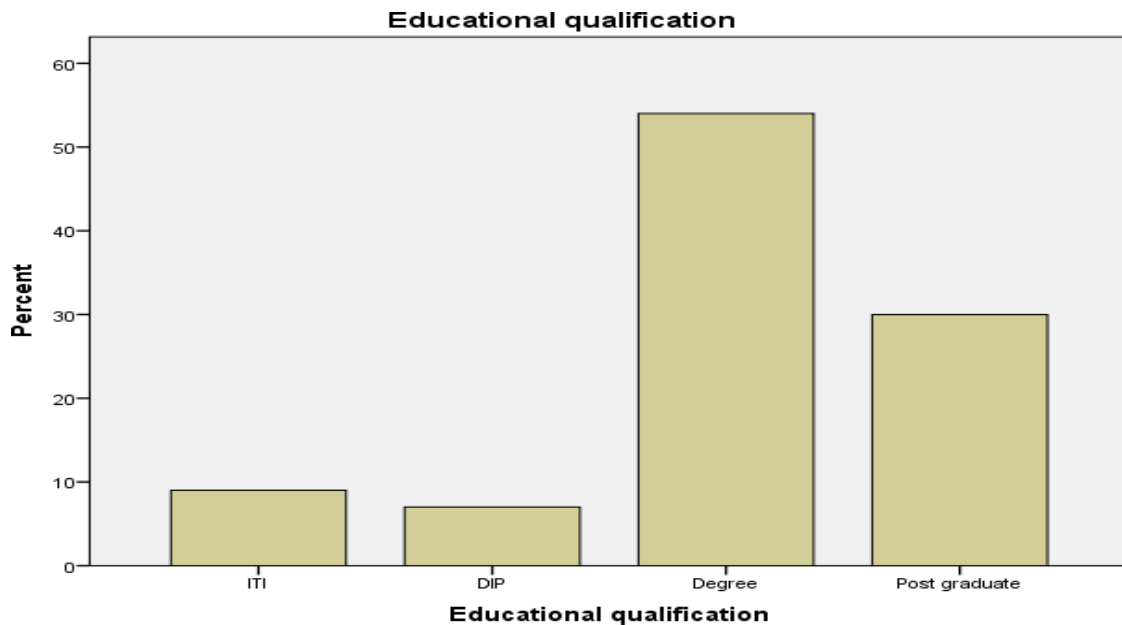
EDUCATIONAL QUALIFICATION OF RESPONDENTS

TABLE NO: 4.1.3

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
ITI	9	9.0	9.0	9.0
DIP	7	7.0	7.0	16.0
Valid Degree	54	54.0	54.0	70.0
Post graduate	30	30.0	30.0	100.0
Total	100	100.0	100.0	

CHART NO: 4.1.3

EDUCATIONAL QUALIFICATION OF RESPONDENTS



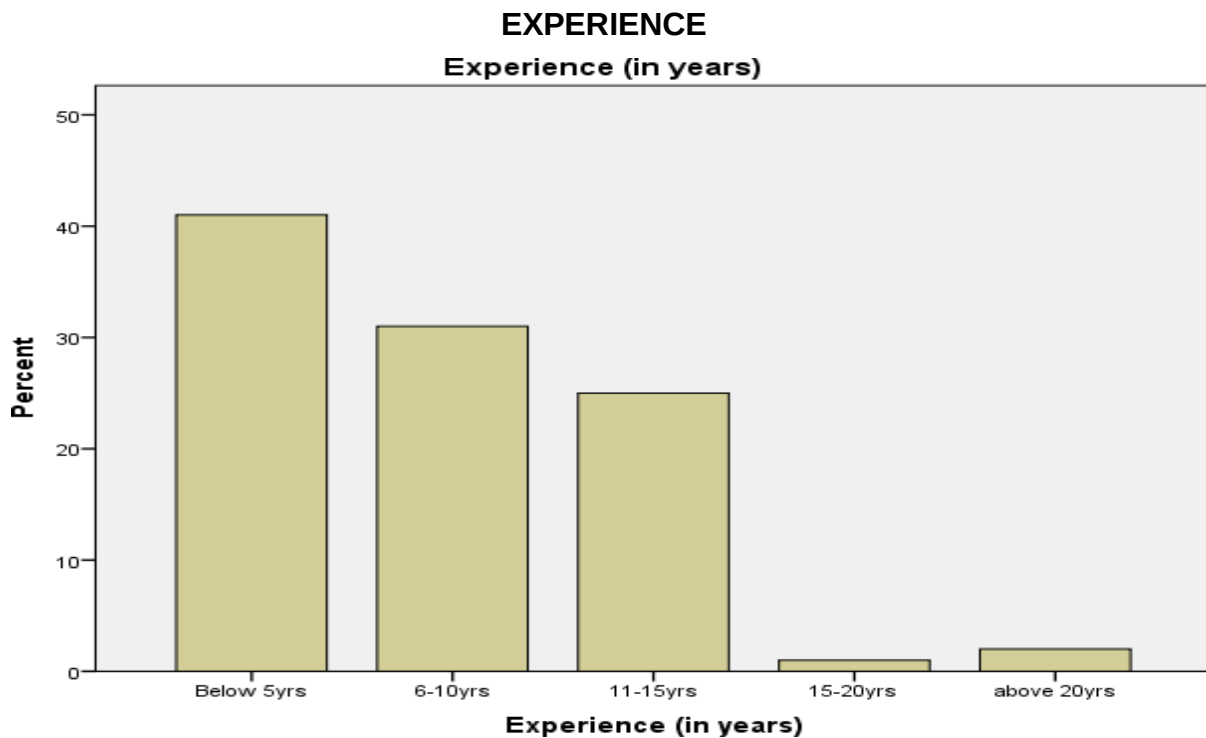
INTERPRETATION:

From the above table it is noted that 54% of the respondents have degree category and 7% of the respondents have completed Diploma

EXPERIENCE TABLE NO: 4.1.4

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5yrs	41	41.0	41.0	41.0
6-10yrs	31	31.0	31.0	72.0
11-15yrs	25	24.0	24.0	97.0
Valid 15-20yrs	1	1.0	1.0	98.0
Above 20yrs	2	2.0	2.0	100.0
Total	100	100.0	100.0	

CHART NO: 4.1.4



INTERPRETATION:

From the above table it is inferred that 41% of respondents are below 5 years and 1% of respondents are 15-20 years of experience.

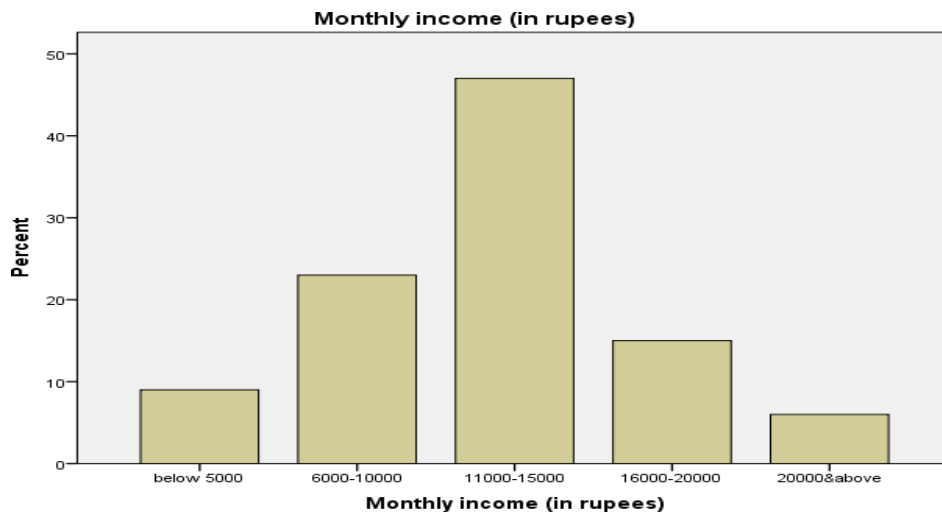
EMPLOYEES INCOMETABLE

NO: 4.1.5

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
below 5000	9	9.0	9.0	9.0
6000-10000	23	23.0	23.0	32.0
Valid 11000-15000	47	47.0	47.0	79.0
16000-20000	15	14.0	14.0	94.0
20000&above	6	6.0	6.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.5

EMPLOYEES INCOME



INTERPRETATION:

From the above table it is inferred that 47% of respondents are 11000-15000 income and 6% of respondents are above 20000 incomes

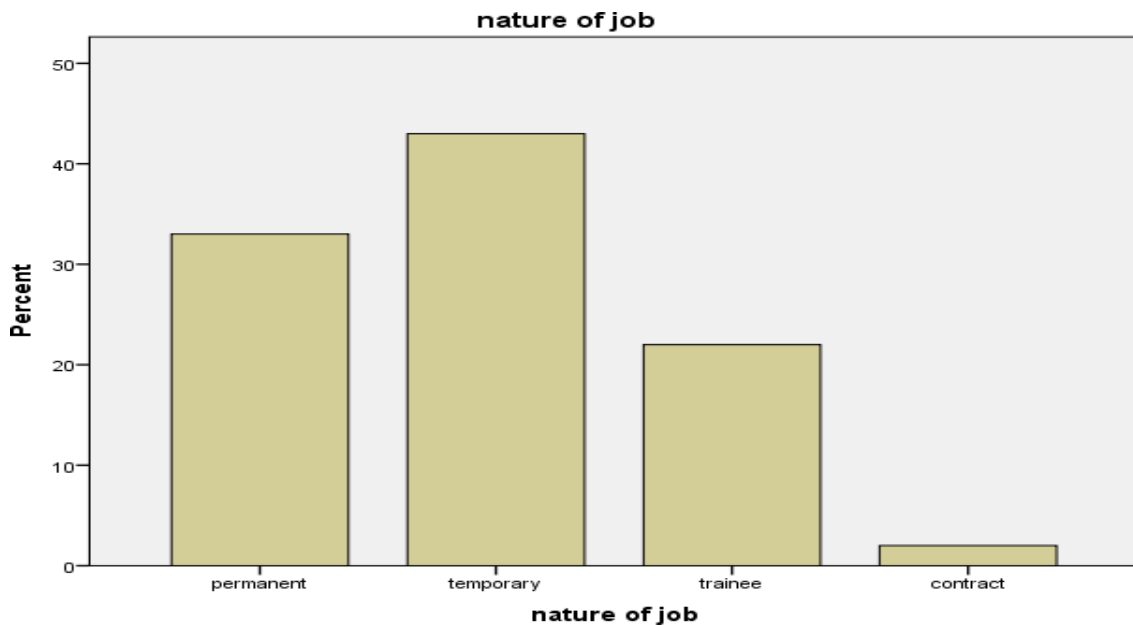
NATURE OF JOB

TABLE NO:4.1.6

Nature		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	permanent	33	33.0	33.0	33.0
	temporary	43	43.0	43.0	76.0
	Trainee	22	22.0	22.0	98.0
	Contract	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

CHART NO:4.1.6

NATURE OF JOB



INTERPRETATION

From the above table it is inferred that 43% of respondents are temporary in job and 2% of respondents are contract.

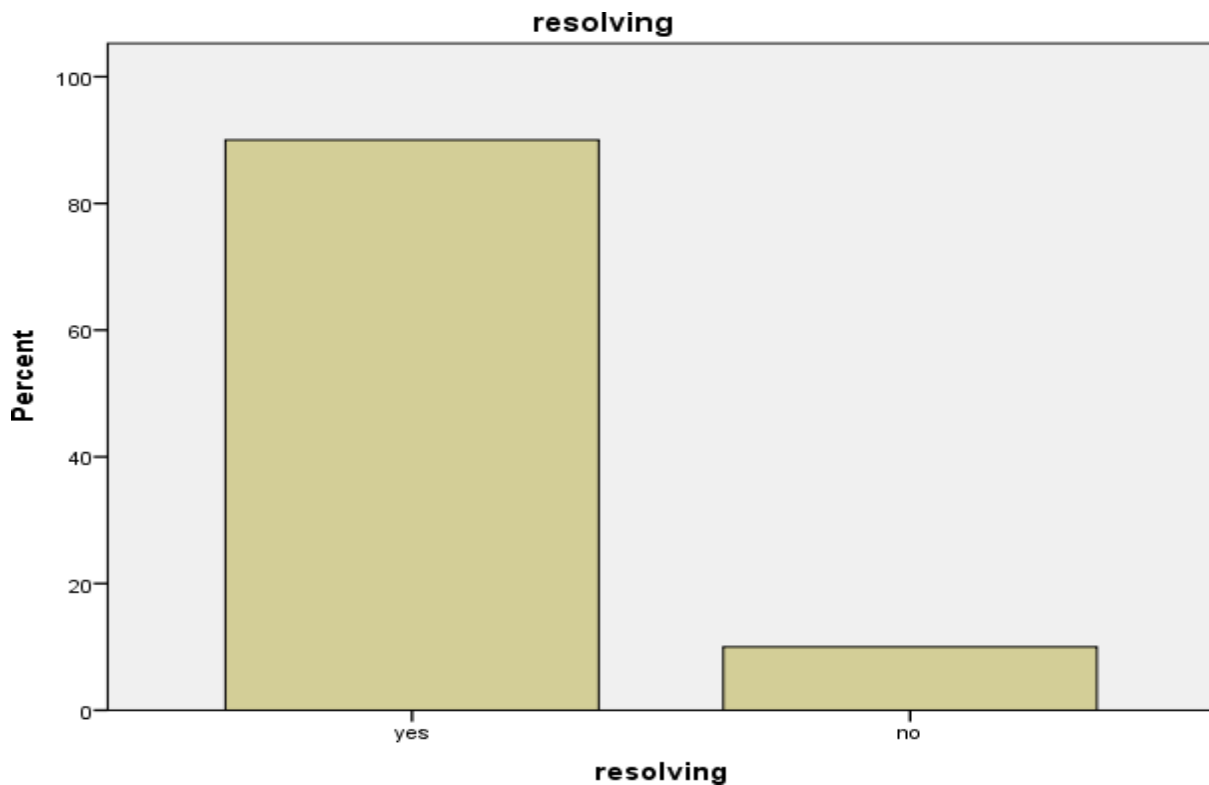
COMMITTEE MEMBERS

TABLE NO:4.1.7

committee members	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	90	90.0	90.0	90.0
Valid No	10	10.0	10.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.7

COMMITTEE MEMBERS



INTERPRETATION:

From the above table it is inferred 90% of respondents are satisfied with their committee member and 10% of respondents are not satisfied with committee member

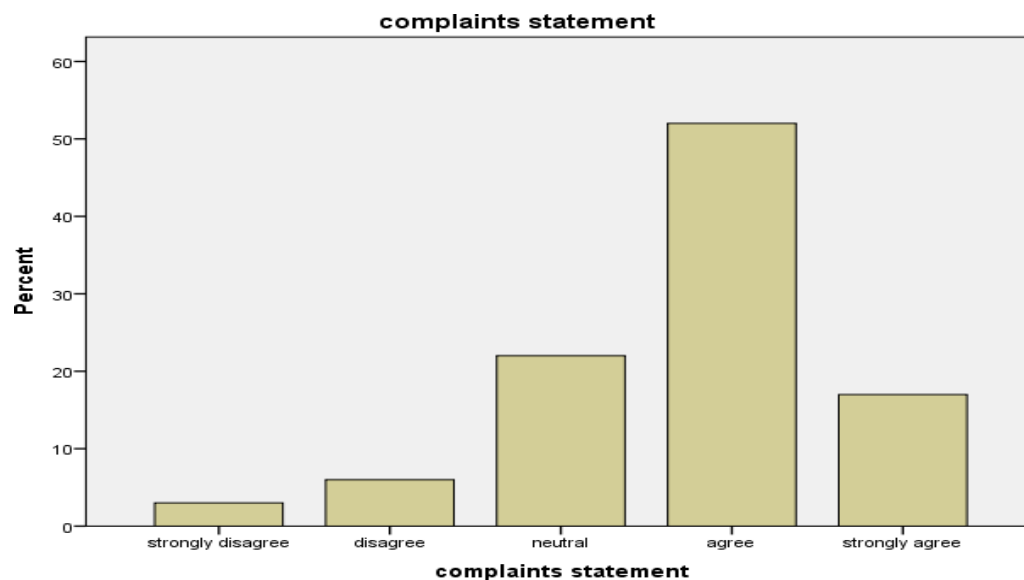
GENERALLY, KEEP MY COMPLAINTS TO MYSELF

TABLE NO:4.1.8

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	3.0	3.0	3.0
Disagree	6	6.0	6.0	9.0
Valid Neutral	22	22.0	22.0	31.0
Agree	52	52.0	52.0	83.0
strongly agree	17	17.0	17.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.8

GENERALLY, KEEP MY COMPLAINTS TO MYSELF



INTERPRETATION:

From the above table it is inferred that 52% of respondents reveal agree to complaints and 3% of respondents reveal strongly disagree to complaints

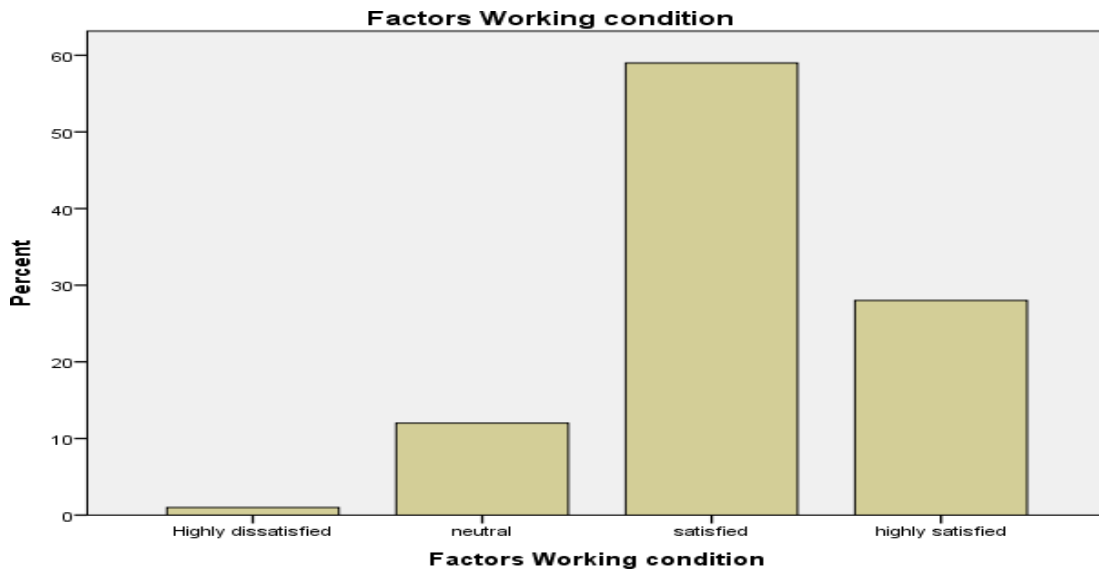
WORKING CONDTION

TABLE NO:4.1.9

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
Highly dissatisfied	1	1.0	1.0	1.0
Neutral	12	12.0	12.0	13.0
Satisfied	59	59.0	59.0	72.0
highly satisfied	28	28.0	28.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.9

WORKING CONDTION



INTERPRETATION:

From the above table it is interpreted that 59% of the respondents says that they are satisfied with the working condition and 1% of the respondents says that they are highly dissatisfied in working condition

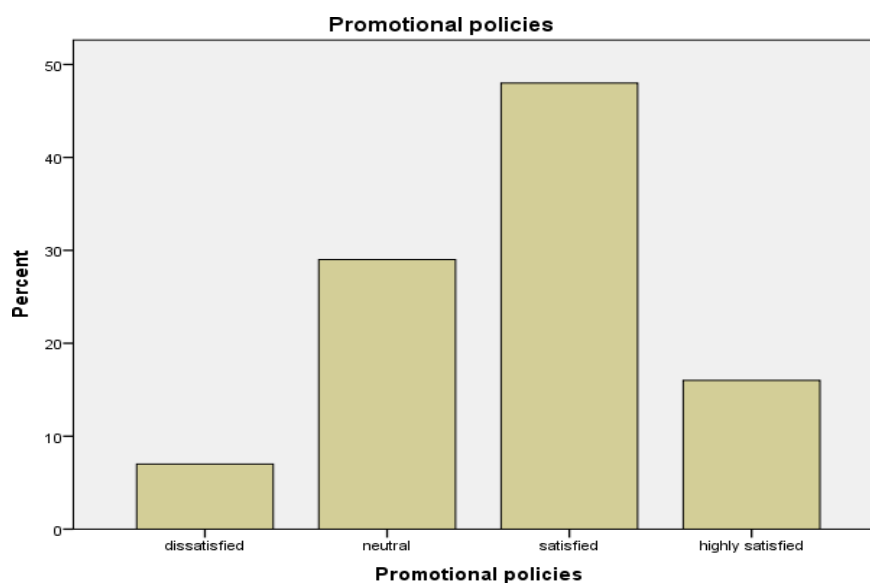
PROMOTIONAL POLICIES

TABLE NO:4.1.12

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	7	7.0	7.0	7.0
Neutral	29	29.0	29.0	36.0
Satisfied	48	48.0	48.0	84.0
highly satisfied	16	16.0	16.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.12

PROMOTIONAL POLICIES



INTERPRETATION:

From the above table it is interpreted that 48% of respondents are satisfied with promotional policies and 7% of respondents are dissatisfied with promotional policies.

**WELFARE MEASURES TRANSFER OF
EMPLOYEEESTABLE NO:4.1.13**

	Frequency	Percent	Valid Percent	Cumulative Percent
highly dissatisfied	5	4.0	4.0	4.0
Dissatisfied	1	1.0	1.0	6.0
Valid Neutral	17	17.0	17.0	23.0
Satisfied	55	54.0	54.0	78.0
highly satisfied	22	22.0	22.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.13

WELFARE MEASURES TRANSFER OF EMPLOYEES



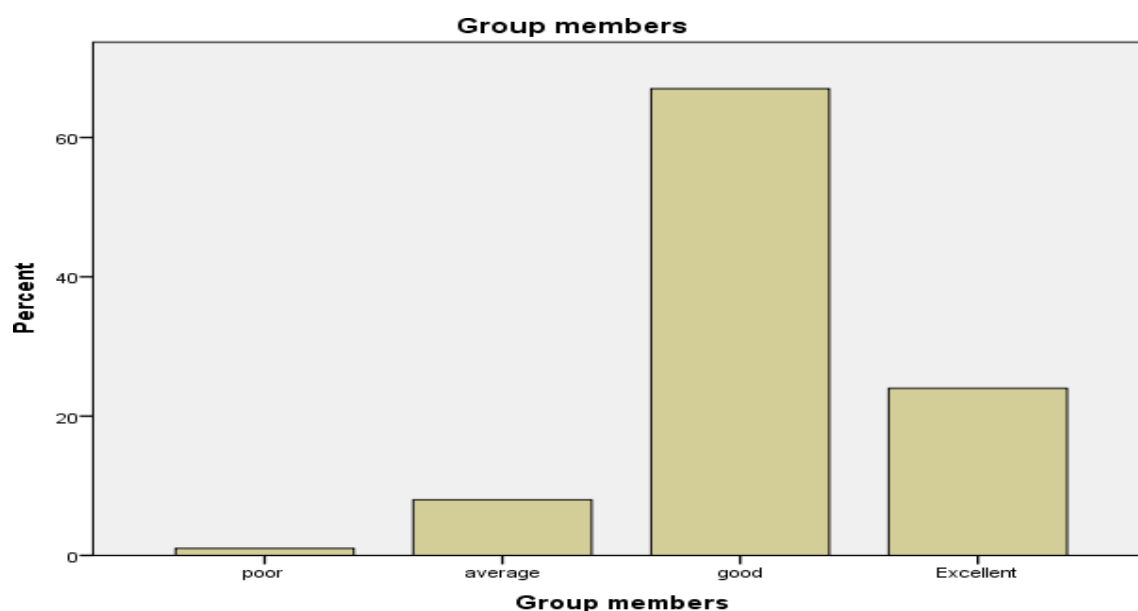
INTERPRETATION:

From the above table it is interpreted that 55% of respondents are satisfied with welfare measures transfer of employees and 5% of respondents are highly dissatisfied with welfare measures transfer of employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	1	1.0	1.0	1.0
Average	8	8.0	8.0	9.0
Valid Good	67	67.0	67.0	76.0
Excellent	24	24.0	24.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.14

GROUP MEMBERS



INTERPRETATION:

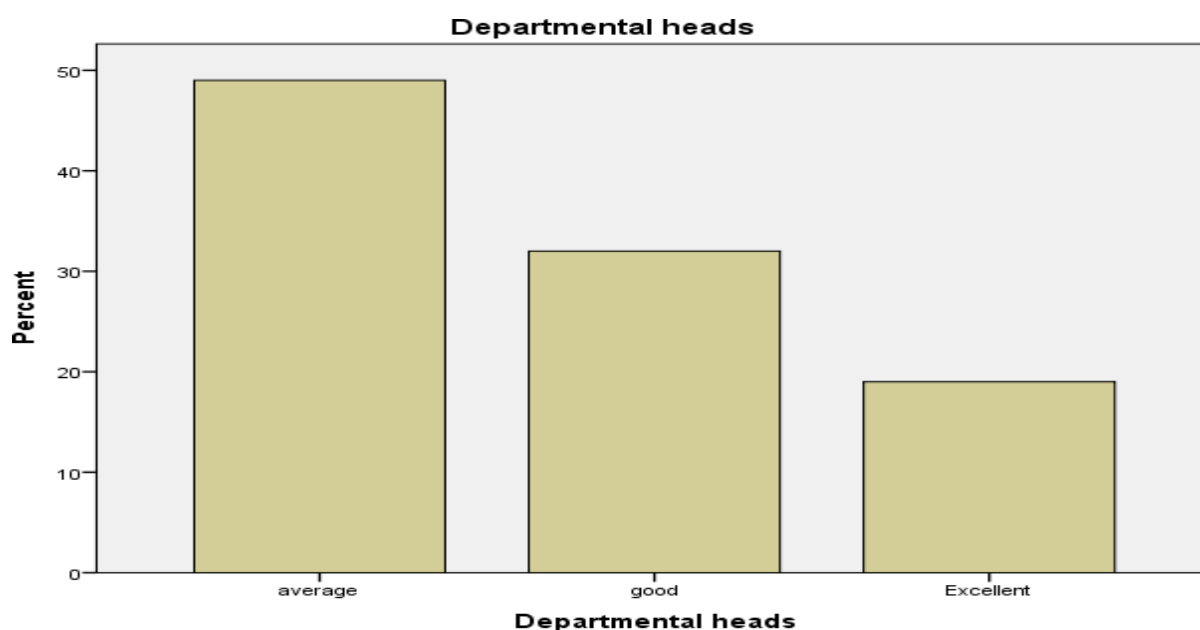
From the above table it is interpreted that 67% of respondents tells good for group members and 1% of respondents tells poor for group members.

**DEPARTMENTAL HEADS IN PSYCHOLOGICAL
ENVIRONMENTTABLENO:4.1.15**

	Frequency	Percent	Valid Percent	Cumulative Percent
Average	49	49.0	49.0	49.0
Good	32	32.0	32.0	81.0
Excellent	19	19.0	19.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.15

DEPARTMENTAL HEADS IN PSYCHOLOGICAL ENVIRONMENT



INTERPRETATION:

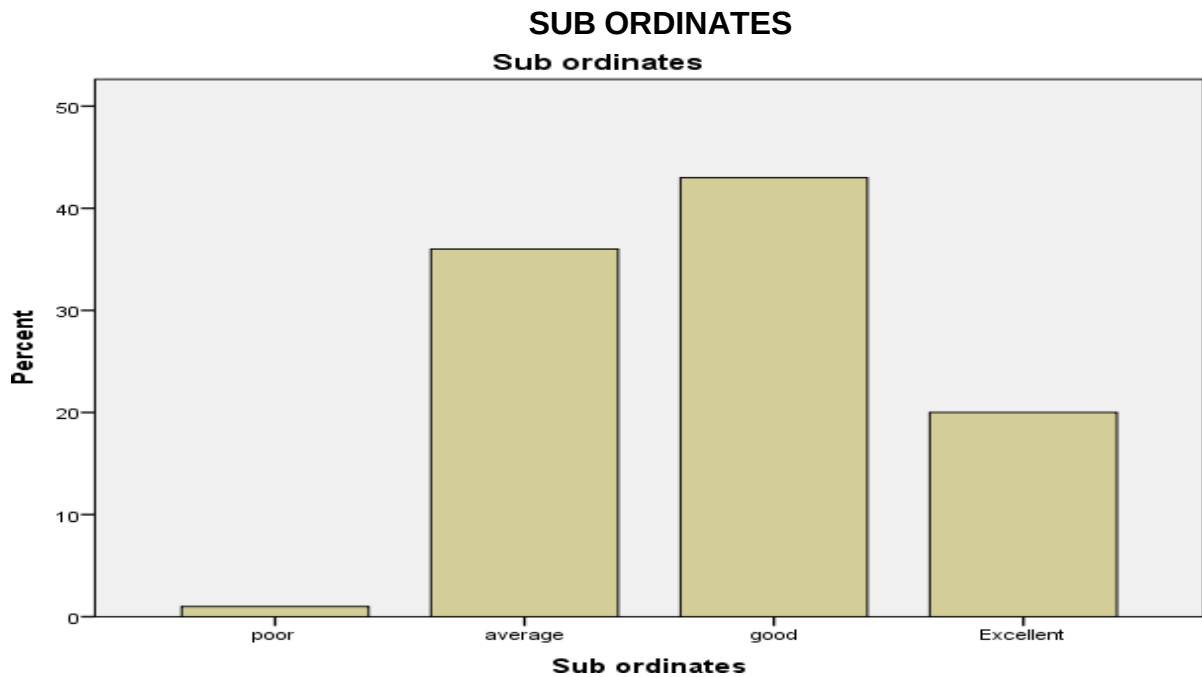
From the above table it is interpreted that 49% of respondents tells average for department heads and 19% of respondents tells excellent for department heads.

SUB ORDINATES

TABLE NO:4.1.16

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	1	1.0	1.0	1.0
Average	36	36.0	36.0	37.0
Valid Good	43	43.0	43.0	80.0
Excellent	20	20.0	20.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.16



INTERPRETATION:

From the above table it is interpreted that 43% of respondents says good for subordinates' relationship with team member and 1% of respondents says poor for subordinates' relationship with team member.

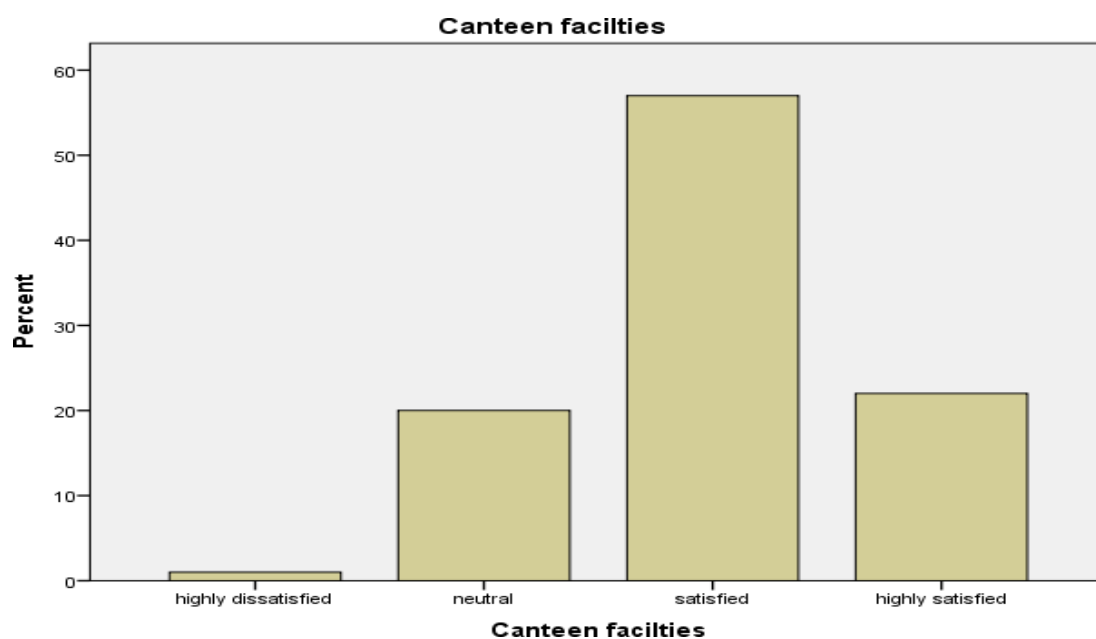
CANTEEN FACILTIES

TABLE NO:4.1.17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid highly dissatisfied	1	1.0	1.0	1.0
Neutral	20	20.0	20.0	21.0
Satisfied	57	57.0	57.0	78.0
highly satisfied	22	22.0	22.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.17

CANTEEN FACILTIES



INTERPRETATION:

From the above table it is interpreted that 57% of respondents are satisfied with canteen facilities and 1% of respondents are dissatisfied with canteen facilities.

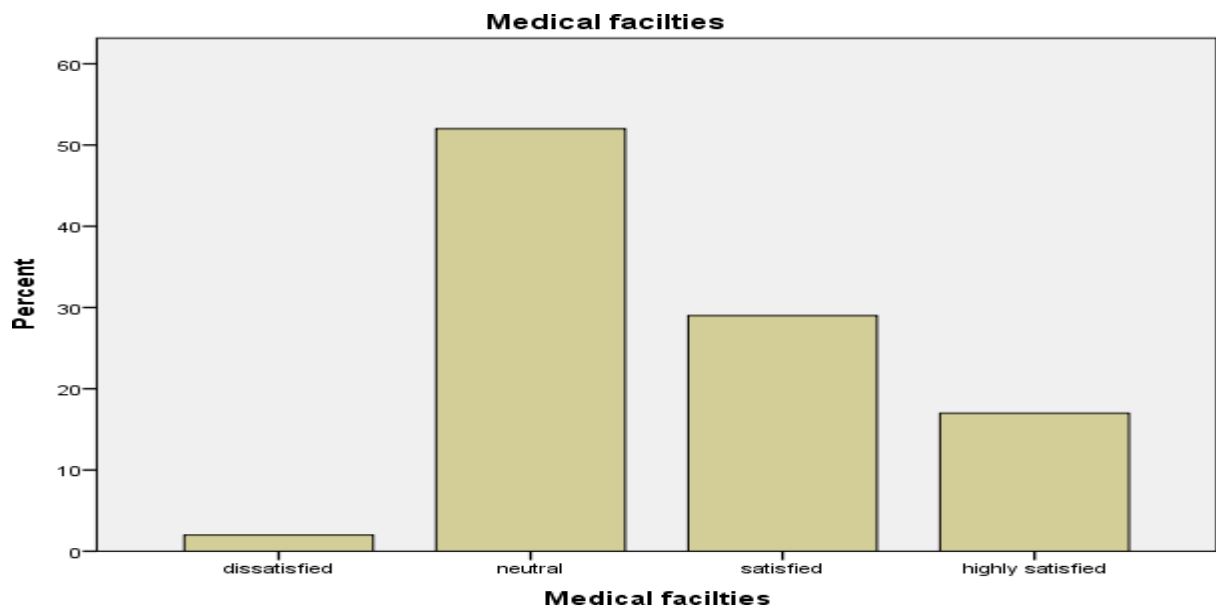
MEDICAL FACILTIES

TABLE NO:4.1.18

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	2	2.0	2.0	2.0
Neutral	52	52.0	52.0	54.0
Valid Satisfied	29	29.0	29.0	83.0
highly satisfied	17	17.0	17.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.18

MEDICAL FACILTIES



INTERPRETATION:

From the above table it is interpreted that 52% of respondents tells neutral form medical facilities and 2% of respondents are dissatisfied with medical facilities.

SAFETY FACILITIES

TABLE NO:4.1.19

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	4	4.0	4.0	4.0
Neutral	37	37.0	37.0	41.0
Satisfied	40	40.0	40.0	81.0
highly satisfied	19	19.0	19.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.19

SAFETY FACILITIES



INTERPRETATION:

From the above table it is interpreted that 40% of respondents are satisfied with safety facilities and 4% of respondents are dissatisfied with safety facilities.

WELFARE FACILITIES

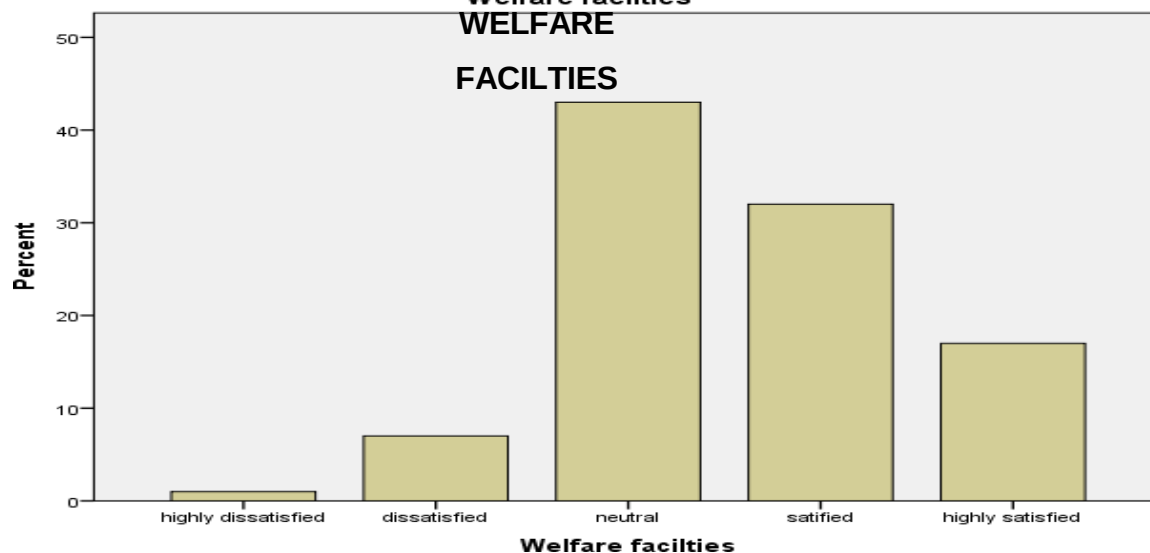
TABLENO:4.1.20

	Frequency	Percent	Valid Percent	Cumulative Percent
highly dissatisfied	1	1.0	1.0	1.0
Dissatisfied	7	7.0	7.0	8.0
Valid Neutral	43	43.0	43.0	51.0
Satisfied	32	32.0	32.0	83.0
highly satisfied	17	17.0	17.0	100.0
Total	100	100.0	100.0	

CHART

NO:4.1.20

Welfare facilities



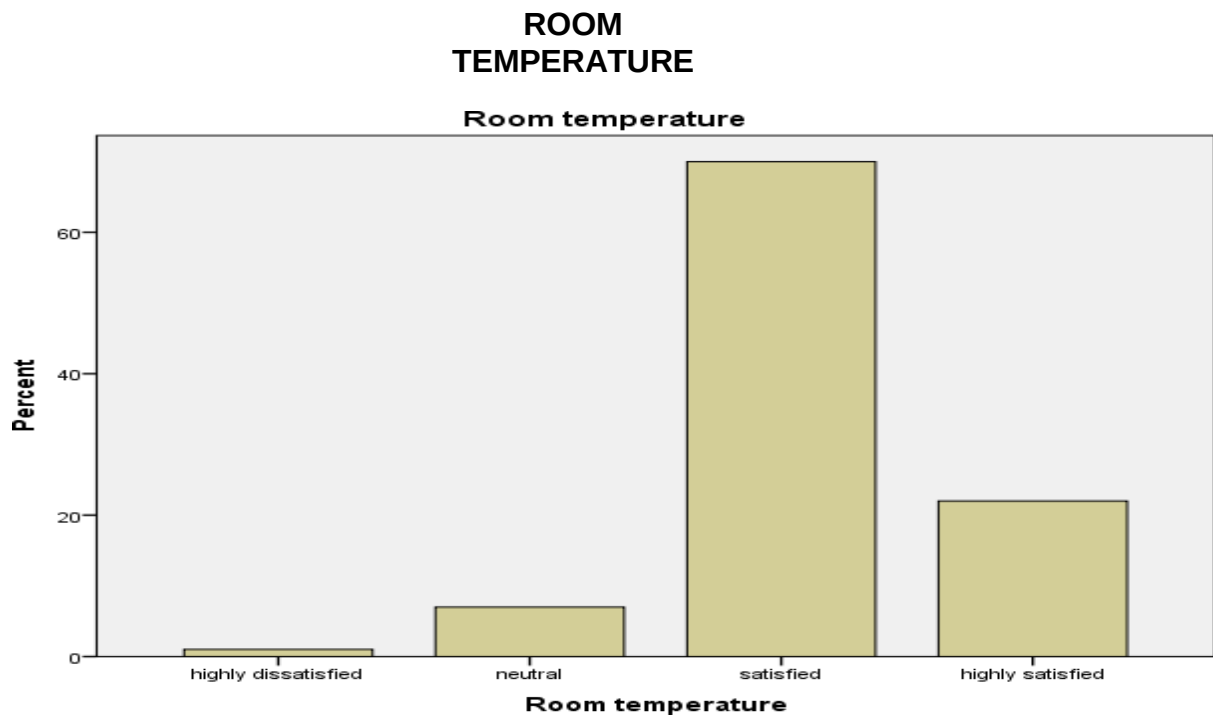
INTERPRETATION:

From the above table it is interpreted that 43% of respondents tells neutral forwelfarefacilities and 1% of respondents are highly dissatisfied with welfare facilities.

**ROOM
TEMPERATURE
TABLE NO:4.1.21**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid highly dissatisfied	1	1.0	1.0	1.0
Neutral	7	7.0	7.0	8.0
Satisfied	70	70.0	70.0	78.0
highly satisfied	22	22.0	22.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.21



INTERPRETATION:

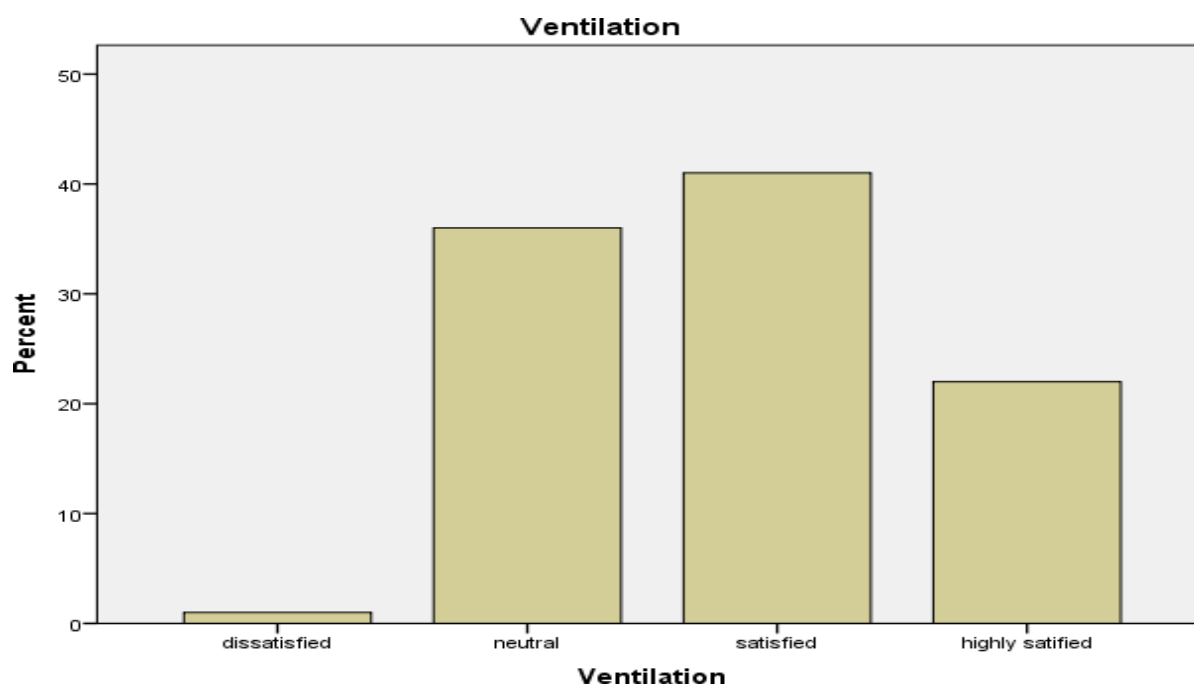
From the above table it is interpreted 70% of respondents are satisfied with roomtemperature and 1% of respondents are highly dissatisfied with room temperature.

VENTILATION

TABLE NO:4.1.22

	Frequency	Percent	Valid Percent	Cumulative Percent
dissatisfied	1	1.0	1.0	1.0
Neutral	36	36.0	36.0	37.0
Satisfied	41	41.0	41.0	78.0
highly satisfied	22	22.0	22.0	100.0
Total	100	100.0	100.0	

**CHART NO:4.1.22
VENTILATION**



INTERPRETATION:

From the above table it is interpreted 41% of respondents are satisfied with ventilation and 1% of respondent are dissatisfied with ventilation

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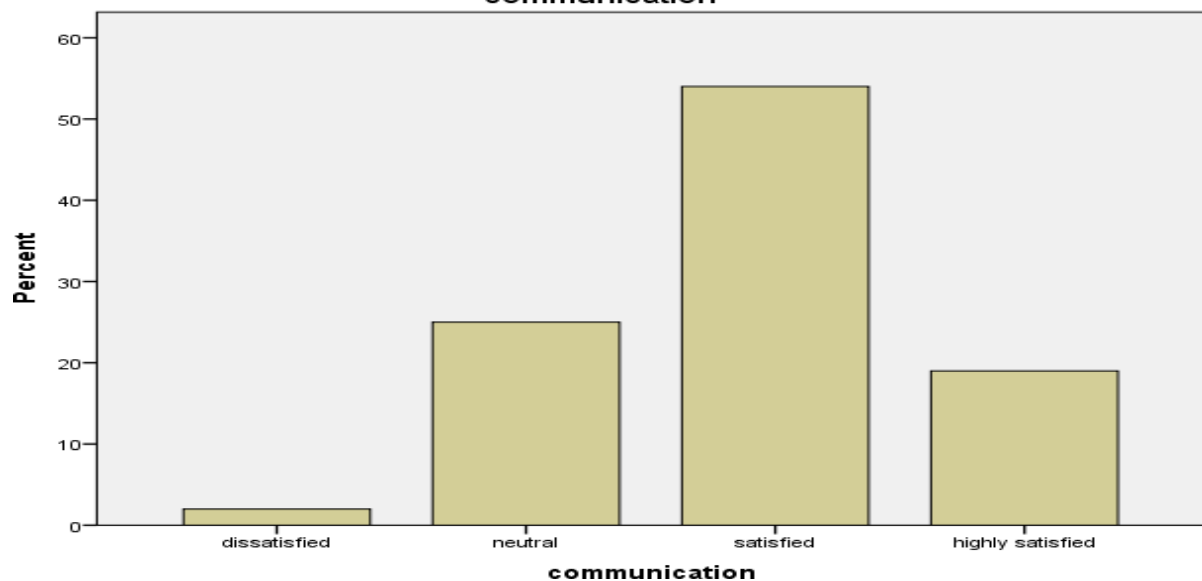
**COMMUNICA
TIONTABLE
NO:4.1.23**

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	2	2.0	2.0	2.0
Neutral	25	24.0	24.0	27.0
Satisfied	54	54.0	54.0	81.0
Valid highly satisfied	19	19.0	19.0	100.0
Total	100	100.0	100.0	

CHART

NO:4.1.23

communication



INTERPRETATION:

From the above table it is interpreted 54% of respondents are satisfied with communication and 2% of respondents are dissatisfied with communication.

METHOD DOES YOUR ORGANIZATION

TABLE NO:4.1.24

Types		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	open door policy	31	31.0	31.0	31.0
	opinion survey	55	54.0	54.0	86.0
	gripe box system	11	11.0	11.0	97.0
	exit interview	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

CHART NO:4.1.24

METHOD DOES YOUR ORGANIZATION



INTERPRETATION:

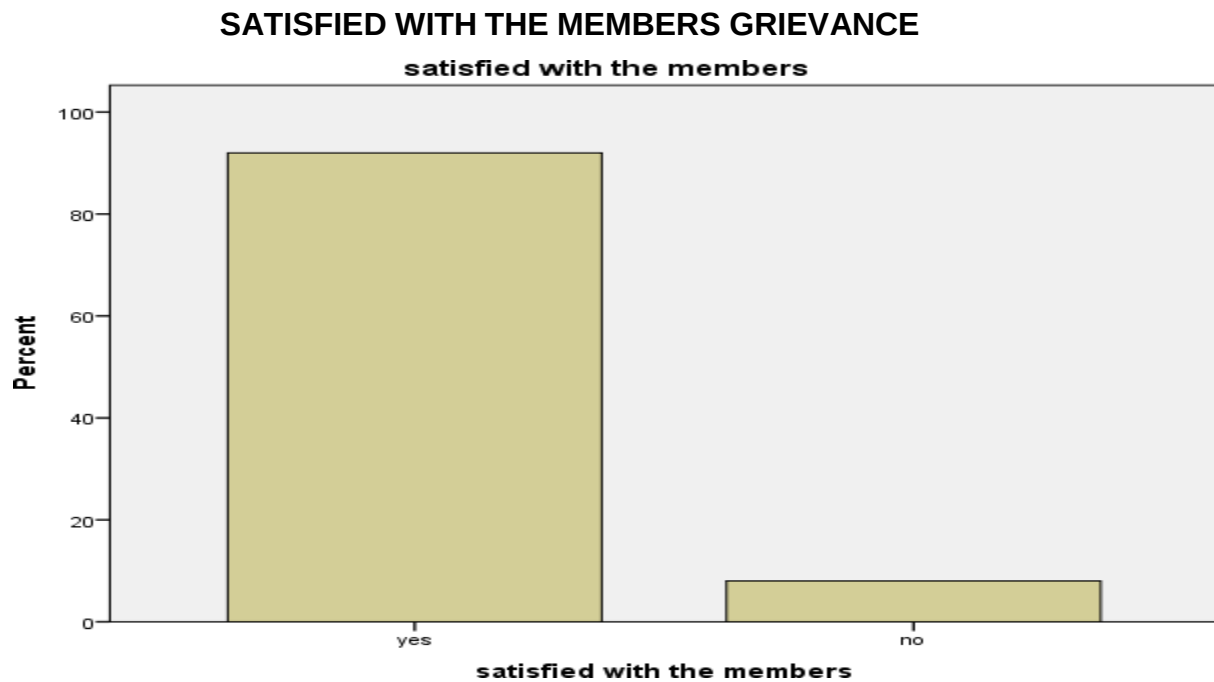
From the above table it is inferred that 55% of respondents reveal opinion survey as the way to resolve the Grievance and 3% of respondents reveal exit interview to the statement.

SATISFIED WITH THE MEMBERS

GRIEVANCE TABLE NO:4.1.25

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	92	92.0	92.0	92.0
Valid No	8	8.0	8.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.25



INTERPRETATION:

From the above table it is inferred 92% of respondents are satisfied with their number and 8% of respondents are not satisfied with their member.

**GRIEVANCE ARE COMMUNICATED TO EMPLOYEES
AGREE TO THE STATEMENT**

TABLE NO:4.1.26

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	3.0	3.0	3.0
Neutral	18	18.0	18.0	21.0
Agree	61	61.0	61.0	82.0
Valid strongly agree	18	18.0	18.0	100.0
Total	100	100.0	100.0	

**GRIEVANCE ARE COMMUNICATED TO EMPLOYEES AGREE TO THE
STATEMENT**



INTERPRETATION:

From the above table it is inferred that 61% of respondents reveal agree to communicate the Grievance to employee's and 3% of respondents reveal disagree.

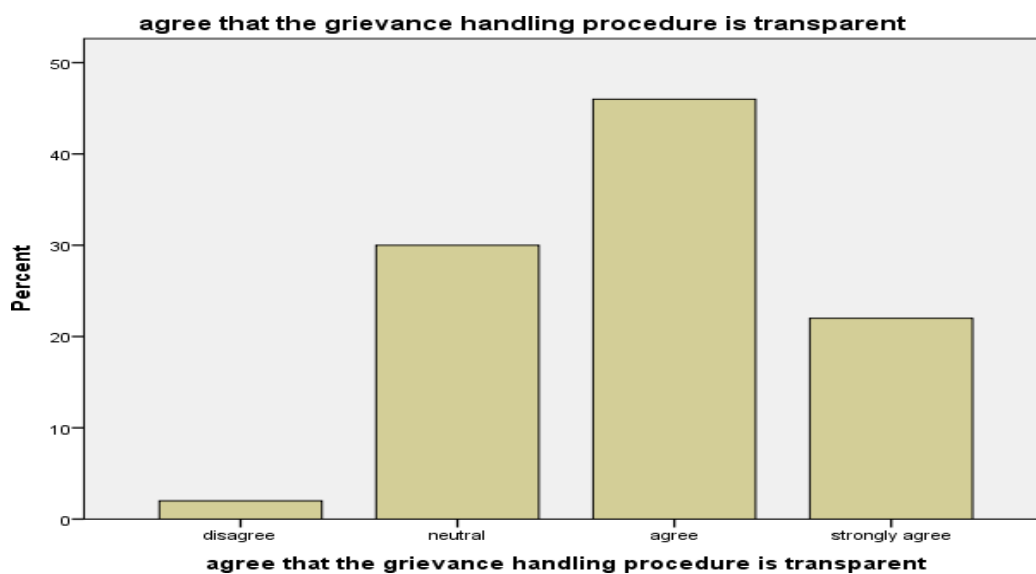
**AGREE THAT THE GRIEVANCE HANDLING
PROCEDURE IS TRANSPARENT**

TABLE NO:4.1.27

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	2.0	2.0	2.0
Neutral	30	30.0	30.0	32.0
Agree	46	46.0	46.0	78.0
Valid strongly agree	22	22.0	22.0	100.0
Total	100	100.0	100.0	

CHART NO:4.1.27

**AGREE THAT THE GRIEVANCE HANDLING PROCEDURE IS
TRANSPARENT**



INTERPRETATION:

Form the above table it is inferred that 46% of respondents reveal agree that itis transparent and 2% of respondents reveal disagree in the statement.

RECORD MAINTENANCE

TABLE NO:4.1.28

	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	1	1.0	1.0	1.0
Neutral	27	27.0	27.0	28.0
Satisfied	47	47.0	47.0	74.0
highly satisfied	25	24.0	24.0	100.0
Tot al	100	100.0	100.0	

CHART NO:4.1.28

RECORD MAINTENANCE



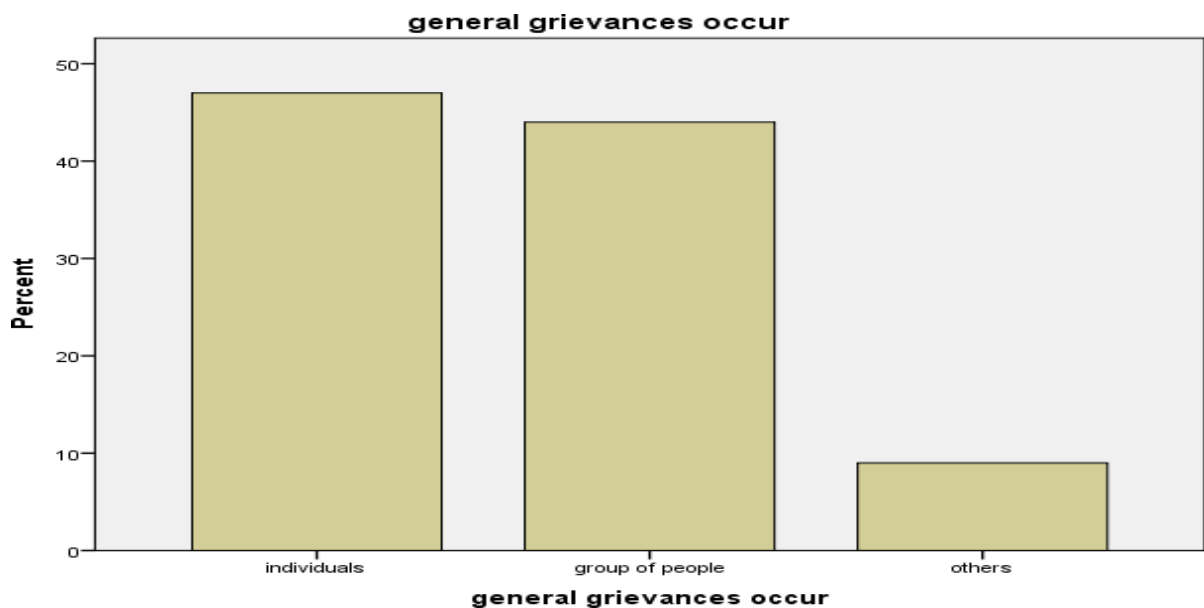
INTERPRETATION:

From the above table it is inferred that 47% of the respondents reveal satisfied in record maintenance and 1% of respondents reveal dissatisfied.

GENERAL GRIEVANCES OCCUR CHART NO:4.1.29

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Individuals	47	47.0	47.0	47.0
group of people	44	44.0	44.0	91.0
Others	9	9.0	9.0	100.0
Total	100	100.0	100.0	

**CHART NO:4.1.29
GENERAL GRIEVANCES OCCUR**



INTERPRETATION:

From the above table it is interpreted 47% of respondents tells general grievances occur with individuals and 9% of respondents tells general grievance occur with others.

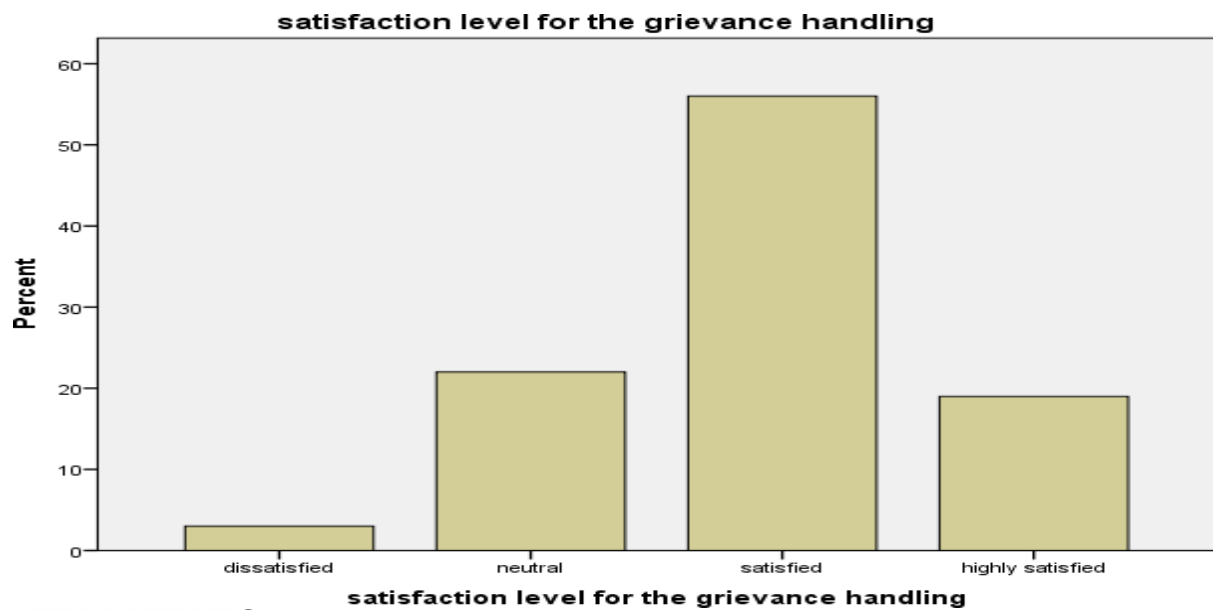
SATISFACTION LEVEL FOR THE GRIEVANCE

HANDLINGTABLE NO:4.1.30

CHART NO:4.1.30

SATISFACTION LEVEL FOR THE GRIEVANCE HANDLING

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	3	3.0	3.0	3.0
Neutral	22	22.0	22.0	24.0
Satisfied	56	56.0	56.0	81.0
highly satisfied	19	19.0	19.0	100.0
Total	100	100.0	100.0	



INTERPRETATION:

From the above table it is inferred that 56% of respondents reveal are satisfied with the grievance handling procedure and 3% of respondents are dissatisfied with the statement.

4.1 CHI-SQUARE TESTS

STATISTICAL ANALYSIS:

Analysis for employee educational qualification and record maintenance.

HYPOTHESIS: NULL HYPOTHESIS (H0):

There is no signification between the educational qualification and record maintenance.

ALTERNATIVE HYPOTHESIS (H1)- there is a signification between the experience

in years and satisfaction level for grievance handling

		record maintenance			
		dissatisfied	neutral	satisfied	highly satisfied
Educational qualification	ITI	0	2	6	1
	DIP	0	3	4	0
	Degree	1	16	27	10
	Post graduate	0	6	10	14
Total		1	27	47	25

Chi-Square Tests

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	13.437	9	.144
Likelihood Ratio	14.678	9	.100
Linear-by-Linear Association	4.246	1	.039
N of Valid Cases	100		

CALCULATION:

Table calculated

value =

13.437Significant

value =

.144

Degree of freedom = 9

INTERPRETATION:

The above table depicts that the significant value 0.144 is higher than 0.05 level of significance, So the null hypothesis is accepted. There is no significant association between the educational qualification and record maintenance.

4.3 CORRELATIONS

ANALYSIS OF WELFARE TRANSFER OF EMPLOYEES AND WELFARE FACILITIES OF THE EMPLOYEE.

HYPOTHESIS:

NULL HYPOTHESIS (H0):

There is no significant relationship between the welfare transfer of employees and welfare facilities

Alternative Hypothesis H1-

There is a significant relationship between the experience in years and satisfaction level for grievance handling

		Welfare measures Transfer of employees	Welfare facilities
Welfare measures Transfer of employees	Pearson Correlation	1	.083
	Sig. (2-tailed)		.412
	N	100	100
Welfare facilities	Pearson Correlation	.083	1
	Sig. (2-tailed)	.412	
	N	100	100

CALCULATION:

$$R = 0.083$$

From SPSS, it is generated that the correlation value is lies on 0.083. There is a significant relationship between welfare measures welfare measures transfer of employees and welfare facilities.

INTERPRETATION:

Hence, it is inferred that there exists no correlation between welfare measures transfer of employees and welfare facilities

CHAPTER V

5.1 FINDINGS

- From the study it is found that 37% of the respondents fall under the category of below 25 years and 10% of fall under the category of above 40 years
- From the study it is found that 78% of the respondents are male and 22% of the respondents are female
- From the study it is found that 54% of the respondents have degree and 7% of the
- respondents have completed Diploma
- From the study it is found that 41% of are below 5 years and 1% of 15-20 years of experience.
- From the study it is found that 47 % are 11000-15000 income and 6% of above 20000 Income
- From the study it is found that 43% of respondents are temporary in job and 2% of respondents are contract.
- From the study it is found 90% of respondents are satisfied with their committee member and 10% of respondents are not satisfied with committee member
- From the study it is found that 52% of respondents reveal agree to complaints and 3% of
- respondents reveal strongly disagree to complaints.
- From the study it is found that 59% of the respondents says that they are satisfied with the working condition and 1% of the respondents tells that they are highly dissatisfied in
- working condition
- From the study it is found that 45% of respondents are satisfied with psychological environment and 1% of respondent are highly dissatisfied with psychological environment.
- From the study it is found that 41% of respondents are satisfied with physical
- environment and 1% of respondent are highly dissatisfied with physical environment.

- From the study it is found that 48% of respondents are satisfied with promotional policies and 7% of respondents are dissatisfied with promotional policies.
- From the study it is found that 67% of respondents tells good for group members and 1% of respondents tells poor for group members.
- From the study it is found that 55% of respondents are satisfied with welfare measures transfer of employees and 5% of respondents are highly dissatisfied with welfare measures transfer of employees.
- From the study it is found that 67% of respondents tells good for group members and 1% of respondents tells poor for group members.
- From the study it is found that 43% of respondents says good for subordinates' relationship with team member and 1% of respondents says poor for subordinates' relationship with team member.
- From the study it is found that 57% of respondents are satisfied with canteen facilities and 1% of respondents are dissatisfied with canteen facilities.
- From the study it is found that 52% of respondents tells neutral for medical facilities and 2% of respondents are dissatisfied with medical facilities.
- From the study it is found that 55% of respondents reveal opinion survey as the way to resolve the Grievance and 3% of respondents reveal exit interview to the statement.
- 8% of respondents are not satisfied with their member.
- From the study it is found that 61% of respondents reveal agree to communicate the Grievance to employee's and 3% of respondents reveal disagree.
- From the study it is found that 46% of respondents reveal agree that Grievance handling is transparent and 2% of respondents reveal disagree in the statement.
- From the study it is found that 47% of the respondents reveal satisfied in record maintenance and 1% of respondents reveal dissatisfied.
- From the study it is found that 47% of respondents tells general grievances occur with individuals and 9% of respondents tells grievance occur with others.

- From the study it is found that 56% of respondents reveal are satisfied with the grievance handling procedure and 3% of respondents are dissatisfied with the statement.
- Using chi-square, it is said that there is no significant association between the educational qualification and record maintenance.
- Using chi-square, it is said that there is no significant association between the Experience
- in years and satisfaction level for the grievance handling.
- Using correlation, it is said that there exists no correlation between welfare measures transfer of employees and welfare facilities
- Using correlation, it is said that there exists low degree correlation between grievance are communicated to employees and grievance handling procedure is transparent.

5.2 SUGGESTIONS

- From the study the researcher found that most of the employees are aware of the grievance handling procedure. Hence it is suggested to the organization to maintain the same level of awareness about the grievance handling procedure for future period
- The researcher pinpoints that communication of work environment is slightly getting deviated. Hence it is suggested to the organization to maintain the better interpersonal relationship which in turn reduce the level of grievance and make the organization to improve the productivity,
- From the study the researcher identifies that safety measure of the organization is not up to the level. Hence it is suggested to the organization to provide the necessary safety equipment to the employees to reduce accidents getting occurred in the organization
- The researcher pinpoints that the level of awareness about the welfare measure is only to the limited extend. Hence it is suggested to the organization to educate the employees with the current welfare measure practiced in the industry,

5.3 LIMITATIONS OF THE STUDY

- The study was restricted with a simple random sample size of 100 samples.
- Since time duration was short it was not possible to conduct elaborated study.
- Inconvenience in meeting the employees for data collections.
- The study has done mainly for academic purpose and duration of the project was a major constraint.

5.4 CONCLUSION

There is a greater diversity in workplace today, comprising employees from different age, nationality, gender, ethnic and religious background. In such work environment, miscommunication and misunderstanding are likely. If not managed properly, such misunderstandings will affect employees' moral and productivity

The researcher focused the project on the title "A Study on Employee's grievance Handling procedure at Brite Brothers Limited Thirubhuvanai. The study inferred that most of the employees are satisfied with the grievance handling procedure adopted by the organization. The organization can also concentrate on the area of communication with in turn improves the interpersonal relation of the employees.

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JOURNALS:

GRIEVANCE OF MIDDLE MANAGERS: VM. AKURATYAGAMAGE -2004

Journal of Management Research given to the identification of causes of grievances, other related factors such as grievance handling procedures banks resort

GRIEVANCE HANDLING IN AUSTRALIAN UNIVERSITIES SA, STOMACKV,

2001 Journal of Higher Education Policy and Management, Vol. 23, No. 2, 2001 grievance, handling unit titled the ' university ombudsman' and its equivalent, the dean of students', from formal university procedures and strict rules of evidence.

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ANNEXURE I - QUESTIONNAIRE

1) Name

2) Age

a) below 25yrs b)26-30yrs c)31-35yrs d)36-40yrs e) above 40yrs

3) Gender a) male b)female

4) Educational qualification

a) ITI b) DIP c) Degree d) post graduate

5) Experience (in years)

a) Below 5year b)6-10yrs c)11-15yrs d)15-20yrs e) above 20yrs

6) Monthly income (in rupees)

a) Below 500 b)6000-10000 c)11000-15000 d)16000-20000 e)20000&above

7) " Nature of job"

a) permanent b) temporary c) trainee d) contract

8) Do the committee members actively engage in resolving your problems?

a) yes b) no

9) "I generally keep my complaints to myself"-Do you agree to the statement?

a) strongly agree b) agree c) neutral d) Disagree e) strongly disagree

10) which of the following factor causes grievance often?

Factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
Working condition					
Psychological environment					
Physical environment					
Promotional policies					
Welfare measures Transfer of employees					

11. GRIEVANCE TOWARDS

PSYCHOLOGICAL ENVIRONMENT

Relationship with the team member

Factors	Excellent	good	average	Poor
Group members				
Departmental heads				
Sub ordinates				

12. GRIEVANCES TWOARDS

WELFARE MEASURES Give your ratings on the following

Factors	Highly satisfied	Satisfied	Neutral	dissatisfied	Highly dissatisfied
Canteen facilities					
Medical facilities					
Safety facilities					
Welfare facilities					

13. "State your level of satisfaction over the work environment factors"

Factors	Highly satisfied	satisfied	Neutral	dissatisfied	Highly dissatisfies
Room temperature					
Ventilation					
communication					

14. which of the following method does your organization follows to resolve the grievances?

a) open door policy b) opinion survey c) gripe box system d) exit interview

15. Are you satisfied with the members of grievance handling?

a) yes b) no

14. which of the following method does your organization follows to resolve the grievances?

a) open door policy b) opinion survey c) gripe box system d) exit interview

15. Are you satisfied with the members of grievance handling?

a) yes b) no

16. "Grievance are communicated to employees"-Do you agree to the statement?

a) strongly agree b) agree c) neutral d) disagree e) strongly disagree

17. Do you agree that the grievance handling procedure is transparent?

a) strongly agree b) agree c) neutral d) disagree e) strongly disagree

18) Are you satisfied with the record maintenance of grievance handling procedures?

a) highly satisfied b) satisfied c) neutral d) dissatisfied e) highly dissatisfied

19) In general grievances occur with?

a) Individuals b) group of people c) others

20) Rate the satisfaction level for the grievance handling resolving procedure adopted by your company?

a) highly satisfied b) satisfied c) neutral d) dissatisfied e) highly dissatisfied

21) provide your valuable suggestion and recommendation on grievance handling procedure

ANNEXURE-II ARTICLE

A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE IN BRITE BROTHERS LIMITED

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ABSTRACT

The project enclosed the title of "A Study on Employee's Grievance Handling Procedure at Brite Brothers Limited Puducherry. Grievance is any discontent or dissatisfaction that affects organizational performance, as such 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 unfavorable attitude towards the management and unhealthy relations in the organization.

INTRODUCTION OF STUDY

There is a greater diversity in workplace today, comprising employees from different age, nationality, gender, ethnic and religious background. In such work environment, miscommunication and misunderstanding are likely. If not managed properly, such misunderstandings will affect employees' moral and productivity. With employees being more Internet savvy and the popularity of social media, such unhappiness may also be publicized on social media platforms such as Facebook or Twitter. Such negative publicity can affect the employers' image and brand, causing unnecessary embarrassment to the management. In some cases, such grievances can also lead to expensive and time-consuming litigations.

REVIEW OF LITRATURE

Dr. G. Balamurugan, V. Shenbagapandian, in March 2018 made a study to identify common for grievances faced by employees in workplace and the mechanism used to solve the grievance. The study examined that the grievances were solved in a satisfactory way in the organization but the time span of solving the grievances must be improved.

Cristina BALANEASA, (2018) in her paper identified that it is not possible to create a working

environment in which there are no complaints. Creating a environment like this depends on the ability to diagnose and correct possible causes of grievances before they become formal complaints.

Dr.S.Gomathi “A study on grievance management in improving employees performance in a private enterprises” September 2017, carried out research to understand the extent to which employees grievances are redressed. The results of the study indicated that employees were satisfied with the existing system of grievance management and were able to get their problem solved very quickly.

Dr.G.Karthi,(2017) in her paper has made an attempt to study and enhance the existing grievance system practiced in dairy industry. The study concluded that management should take some necessary steps to improve employee jobsatisfaction by reducing the grievances inside the organization.

OBJECTIVES OF STUDY:

PRIMARY OBJECTIVE:

To study the Employee of grievance handling procedure in Brite Brothers Limited.

SECONDARY OBJECTIVES:

To identify the various factors this causes grievance to the employees.

To analyse the employee attitude towards the grievance handling procedure.

To Provide valuable suggestions and recommendations to enhance the effectiveness of grievance handling procedure.

NEED FOR THE STUDY

Grievance handling procedure helps the management to understand the attitude of employees.

The study has become more important inevitable for improving the productivity, employee morale and involvement.

SCOPE FOR THE STUDY

The study undertaken can be applicable to all organisations which may have different work

The study will be helpful for the other researcher for extension within same area.

RESEARCH METHODOLOGY

Research methodology is way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analyzed. This research study is a descriptive research study.

RESEARCH DESIGN:

A research design is a plan that specifies the objectives of the study, method to be adopted in the data collection, tools in data analysis and hypothesis to be framed

DATA COLLECTION

The study was conducted with the help of primary and secondary data,

Primary data: -

Primary data was collected from the employees of Brite Brothers Limited by using a structured Questionnaire.

TOOLS FOR ANALYSIS

Percentage Method

Chi square Method

Correlation

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

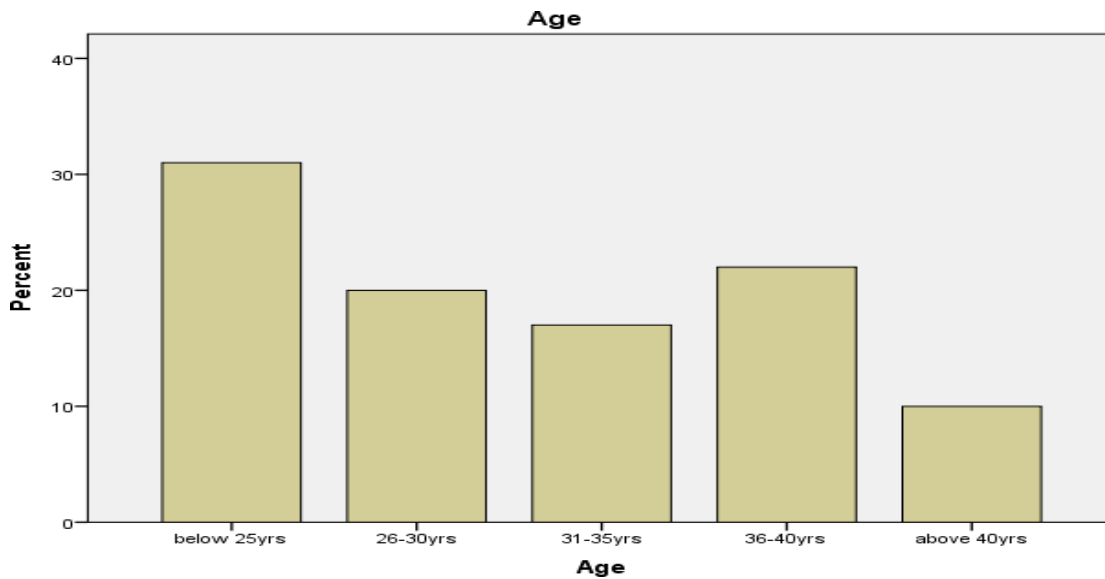
AGE OF RESPONDENTST

ABLE NO:4.1.1

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
below 25yrs	31	31.0	31.0	31.0
26-30yrs	20	20.0	20.0	51.0
31-35yrs	17	17.0	17.0	68.0
Valid 36-40yrs	22	22.0	22.0	90.0
above 40yrs	10	10.0	10.0	100.0
Total	100	100.0	100.0	

CHART NO: 4.1.1

AGE OF RESPONDENTS



GENDER OF RESPONDENTS

TABLE NO: 4.1.2

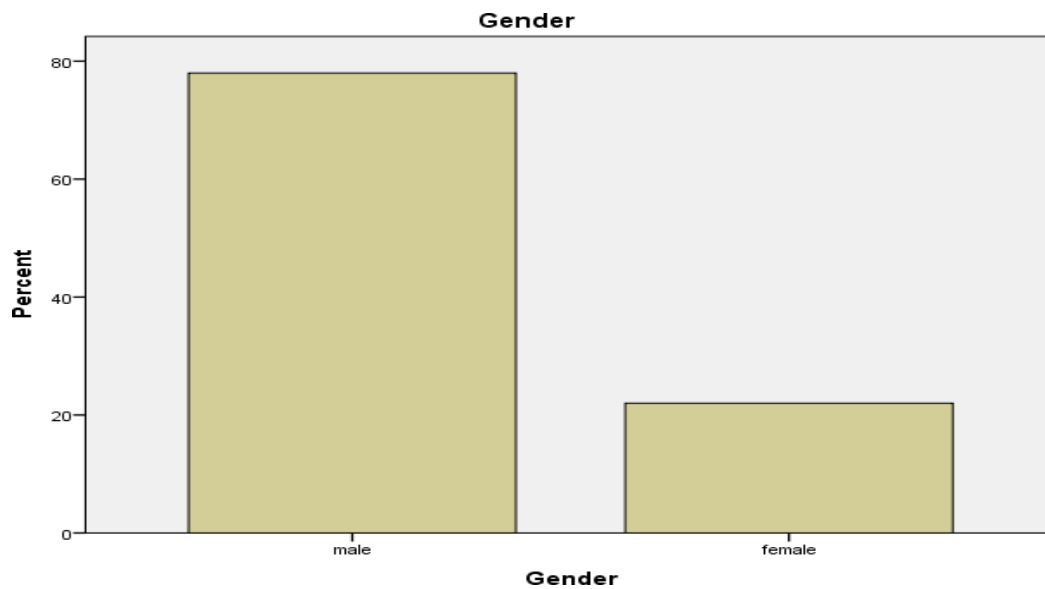
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	78	78.0	78.0	78.0
Valid Female	22	22.0	22.0	100.0
Total	100	100.0	100.0	

CHART NO: 4.1.2

GENDER OF RESPONDENTS

INTERPRETATION:

From the above table it is inferred that 78% of the respondents are male and 22% of the respondents are female



FINDINGS

- From the study it is found that 37% of the respondents fall under the category of below 25 years and 10% of fall under the category of above 40 years
- From the study it is found that 78% of the respondents are male and 22% of the respondents are female

SUGGESTIONS

- From the study the researcher found that most of the employees are aware of the grievance handling procedure. Hence it is suggested to the organization to maintain the same level of awareness about the grievance handling procedure for future period
- The researcher pinpoints that communication of work environment is slightly getting deviated. Hence it is suggested to the organization to maintain the better interpersonal relationship which in turn reduce the level of grievance and make the organization improve the productivity,

CONCLUSION

There is a greater diversity in workplace today, comprising employees from different age, nationality, gender, ethnic and religious background. In such work environment, miscommunication and misunderstanding are likely. If not managed properly, such misunderstandings will affect employees' moral and productivity

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