

**A STUDY ON GRIEVANCE REDRESSAL OF
EMPLOYEE AT MINIT ENGINEERS INDIA (P) LTD
ERODE**

Submitted in partial fulfillment of the requirements for the award of

Bachelor of Commerce

by

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Register No: 41740020



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

CATEGORY-1 UNIVERSITY BY UGC

Accredited with Grade "A++" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL-2024



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **MS. Mathumitha G M (41740020)** who carried out the project entitled "**A STUDY OF GRIEVANCE REDRESSAL OF EMPLOYEE AT MINIT ENGINEERS INDIA (P) LTD., ERODE**" under our supervision from 05th January 2024 to 30th March 2024 .

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Dr. PALANI A

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Dean

Submitted for Viva Voce Examination held on _____

Internal Examiner

External Examiner



MINIT/HR/24/02

01.04.2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Miss. MATHUMITHA G.M (Reg. No: 41740020), B.Com, General, Sathyabama institute of science and technology, Chennai -600119, has successfully completed her Project in the topic “GRIEVANCE REDRESSAL OF EMPLOEES” in our organization from 05th January 2024 to 30th March 2024.

During the above period she was found to be sincere and her performance was satisfactory. I wish her all success and all the best.

For MINIT ENGINEERS INDIA (P) LTD.,

AUTHORIZED SIGNATORY



DECLARATION

I MATHUMITHA G M (41740020) hereby declare that the project report entitled “A Study on Grievance Redressal of Employee at Minit Engineers India (P) Ltd., Erode” done by me under the guidance of Dr. VELUMONI D (Internal) and Mr. SIRANJEEVI (External) at Minit Engineers India (P) LTD., at 138/5, Nasiyanur Road , Semampalayam , Villarasampatti , Erode – 638107 is submitted in partial fulfillment of the requirements for the award of Bachelor of Commerce.

DATE:

PLACE: CHENNAI

MATHUMITHA G M

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to The Board of Management of Sathyabama Institute of Science and Technology for their encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. Bhuvaneswari G.**, Dean, School of **Management Studies** and **Dr. Palani A.**, Head of the Department, for providing me necessary support during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. Velumoni D** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

MATHUMITHA G M

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ABSTRACT

Employees are the most important asset in the organization. There should always be a good relationship between employer and employee. If employees are happy in the organization, then the organization can move towards success. Satisfaction towards grievance handling procedure is important in this regard since one of the most important consequences of mishandling of grievances is labor unrest. An employee's grievance can be over the wage and salary, working hours, condition of work premises, employment conditions, etc.

The research will begin by exploring the various forms of grievances commonly experienced by employees, ranging from interpersonal conflicts to issues related to compensation, workload, and workplace safety. By engaging with employees at different organizational levels and across diverse industries, the project aims to capture a broad spectrum of experiences and perspectives.

Furthermore, the study will delve into the existing grievance redressal mechanisms employed by organizations, assessing their strengths, limitations, and areas for improvement. By examining the role of HR policies, managerial interventions, and organizational culture in addressing employee grievances, this research aims to identify best practices and effective strategies.

This study aims to identify the various grievance redressals in the organization. The questionnaire was collected for the study as a primary with a sample of 93 respondents. Descriptive research design is used in this study. The collected data has been tabulated and analyzed using the tool percentage analysis.

TABLE OF CONTENTS

CHAPTER NO	TITLE	PAGE NO
	ABSTRACT	v
	LIST OF TABLES	viii
	LIST OF FIGURES	ix
1	INTRODUCTION	
	1.1 INTRODUCTION ABOUT THE TOPIC	1
	1.2 INDUSTRY PROFILE	5
	1.3 COMPANY PROFILE	7
	1.4 NEED FOR THE STUDY	13
	1.6 SCOPE OF THE STUDY	14
	1.7 OBJECTIVES OF THE STUDY	14
	1.8 LIMITATIONS OF THE STUDY	15
2	REVIEW OF LITERATURE	17
3	RESEARCH METHODOLOGY	21
	3.1 RESEARCH DESIGN	21
	3.2 SOURCES OF DATA	22
	3.3 STRUCTURE OF QUESTIONNAIRE	23
	3.4 SAMPLE SIZE	23
	3.5 SAMPLING TECHNIQUE	23
	3.7 PERIOD OF THE STUDY	24
	3.8 ANALYTICAL TOOLS	24
4	DATA ANALYSIS AND INTERPRETATION	25

	4.1 PERCENTAGE ANALYSIS	25
5	FINDINGS	
	5.1 FINDINGS OF THE STUDY	47
6	SUGGESTIONS AND CONCLUSION	
	6.1 SUGGESTIONS	48
	6.2 CONCLUSION	49
	REFERENCES	50
	ANNEXURE (QUESTIONNAIRE)	51

LIST OF TABLES

TABLE NO.	PARTICULARS	PAGE NO.
4. 1	Table Showing the gender wise classification of respondents	25
4. 2	Table Showing the age wise classification of respondents	26
4. 3	Table Showing the qualification of respondents	27
4. 4	Table Showing the monthly income of respondents	28
4. 5	Table Showing the work experience of the respondent	29
4. 6	Table showing the marital status wise classification of the respondent	30
4. 7	Table showing the yes or no that experienced any workplace issue of the respondent	31
4. 8	Chart showing the level comfortable feel to reporting the grievance through the established channels of the respondent	32

4. 9	Table showing the level of awareness for redressal process in our organization.	33
4. 10	Table showing the level of transparency is the grievance redressal system	35
4.11	Table showing the rate of confidence in the effectiveness of grievance redressal system	36
4.12	Table showing whether they have attended the training sessions or workshops or not .	37
4.13	Table showing method of reporting grievances	39
4. 14	Table showing the level of communicates the results and actions taken after a grievance is resolved	40
4. 15	Table showing rate the accessibility of the grievance redressal channels	41
4. 16	Table showing the work experience wise classification of the respondent	43
4. 17	Table showing level of satisfaction with the resolution outcomes of your past grievances	44
4. 18	Table showing the belief of the respondents	46

LIST OF FIGURES / CHARTS

Chart NO.	PARTICULARS	PAGE NO.
1.1	showing the Grievance Handling Procedure	4
1.2	showing the logo of the company	8
1.3	showing the products of the company	10
1.4	showing the origination chart	12
1.5	showing the SWOT Analysis	12
3.1	showing the types of research design	22
4. 1	Chart Showing the gender wise classification of respondents	25

4. 2	Chart Showing the age wise classification of respondents	26
4. 3	Chart Showing the qualification of respondents	27
4. 4	Chart Showing the monthly income of respondents	28
4. 5	Chart Showing the work experience of the respondent	29
4. 6	Chart showing the marital status wise classification of the respondent	30
4. 7	Chart showing the yes or no that experienced any workplace issue of the respondent	31
4. 8	Chart showing the level comfortable feel to reporting the grievance through the established channels of the respondent	32
4. 9	Chart showing the level of awareness for redressal process in our organization.	34
4. 10	Chart showing the level of transparency is the grievance redressal system	35
4.11	Chart showing the rate of confidence in the effectiveness of grievance redressal system	37
4.12	Chart showing whether they have attended the training sessions or workshops or not .	38
4.13	Chart showing method of reporting grievances	39
4. 14	Chart showing the level of communicates the results and actions taken after a grievance is resolved	41
4. 15	Chart showing rate the accessibility of the grievance redressal channels	42
4. 16	Chart showing the work experience wise classification of the respondent	43
4. 17	Chart showing level of satisfaction with the resolution outcomes of your past grievances	45
4.18	Chart showing the belief of the respondents	46

CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION ABOUT THE TOPIC

GRIEVANCE

A grievance is a formal complaint or concern raised by an individual or a group of individuals within an organization. It typically involves expressing dissatisfaction with work-related issues, such as working conditions, policies, practices, or treatment by colleagues or superiors. Grievances are often addressed through a structured process known as grievance redressal, where the organization investigates and resolves the concerns to promote a fair and harmonious work environment.

REDRESSAL

Redressal" typically refers to the action of remedying or resolving a problem or grievance. In the context of employees, redressal involves addressing and resolving issues or concerns raised by them. This can include having structured processes, channels, and mechanisms in place within an organization to promptly attend to and resolve employee grievances, ensuring a fair and just resolution.

GRIEVANCE REDRESSAL

It is refers to the formal process within an organization that addresses and resolves concerns, complaints, or grievances raised by employees. It involves establishing mechanisms, procedures, and channels through which employees can report their issues, and the organization can investigate, assess, and take appropriate actions to resolve the problems. The goal is to provide a fair and transparent system for employees to express their concerns and ensure that their grievances are addressed in a timely and effective manner .Grievance redressal in the context of employees refers to the process of addressing and resolving concerns, complaints, or disputes that employees may have within an organization. It involves providing a formal mechanism for employees to voice their grievances and ensuring a fair resolution.

TYPES OF GRIEVANCES

Working conditions grievances:

Employees can raise concerns about their working environment, such as safety, cleanliness, or facilities.

Harassment:

This refers to any unwelcome behaviour in the workplace that makes someone feel uncomfortable, intimidated, or threatened.

Workload:

Employees may feel overwhelmed by the amount of work they are expected to do within a given time frame.

Employee benefits:

These are perks or advantages offered to employees beyond their regular salary, such as health insurance, retirement plans, or vacation time.

Discrimination:

This occurs when someone is treated unfairly or differently because of their race, gender, age, religion, disability, or other protected characteristic.

Communication:

Issues may arise when there are breakdowns or misunderstandings in communication between employees or between employees and management.

Salary disputes:

Employees may feel their salary is not fair or doesn't reflect their contributions or market value.

Compensation:

This includes not just salary, but also bonuses, incentives, and other forms of payment or rewards.

Co-worker conflicts:

These are disagreements or tensions between colleagues that can impact the work environment and productivity.

Retaliation:

Employees may fear negative consequences for reporting grievances or participating in workplace investigations

Group grievance:

When multiple employees share the same concern or issue, it can be addressed collectively.

Bullying:

Persistent mistreatment, intimidation, or harassment towards an individual or group.

Lack of growth opportunities:

Employees may feel stuck in their current role without opportunities for advancement or skill development.

Lack of recognition:

Employees may feel undervalued or unappreciated for their contributions to the company.

BENEFITS OF GRIEVANCE REDRESSAL PROCEDURE

- It encourages employees to raise concerns without fear of reprisal.
- It provides a fair and speedy means of dealing with complaints.
- It prevents minor disagreements developing into more serious disputes.
- It serves as an outlet for employee frustrations and discontents.
- It saves employer's time and money as solutions are found for workplace problems. It helps to build an organizational climate based on openness and trust.

Details of a grievance procedure/machinery may vary from organization to organization

FOR EXAMPLE GRIEVANCE AND RESOLUTION***Investigation:***

Human resources or a designated authority investigates the workload distribution, examining task assignments and team dynamics.

Communication:

The findings are communicated transparently to the team, emphasizing the importance of fair workload distribution.

Adjustments:

If disparities are identified, adjustments are made to ensure a more equitable distribution of tasks among team members.

Policy Review:

The organization may review and update its workload distribution policies to prevent future issues and promote fairness.

Employee Feedback:

Regular feedback mechanisms are established to allow employees to express concerns and ensure ongoing fairness in workload allocation.

WHY GRIEVANCE ARISE

There may be several causes of grievances some of them are as follows.

- Differences of opinion or thought
- Position of trade union in the organization
- Demand for welfare facilities
- Doubts and fears in the Mind of workers of management
- Social injustice with the workers
- Policies and procedures, if not followed strictly.

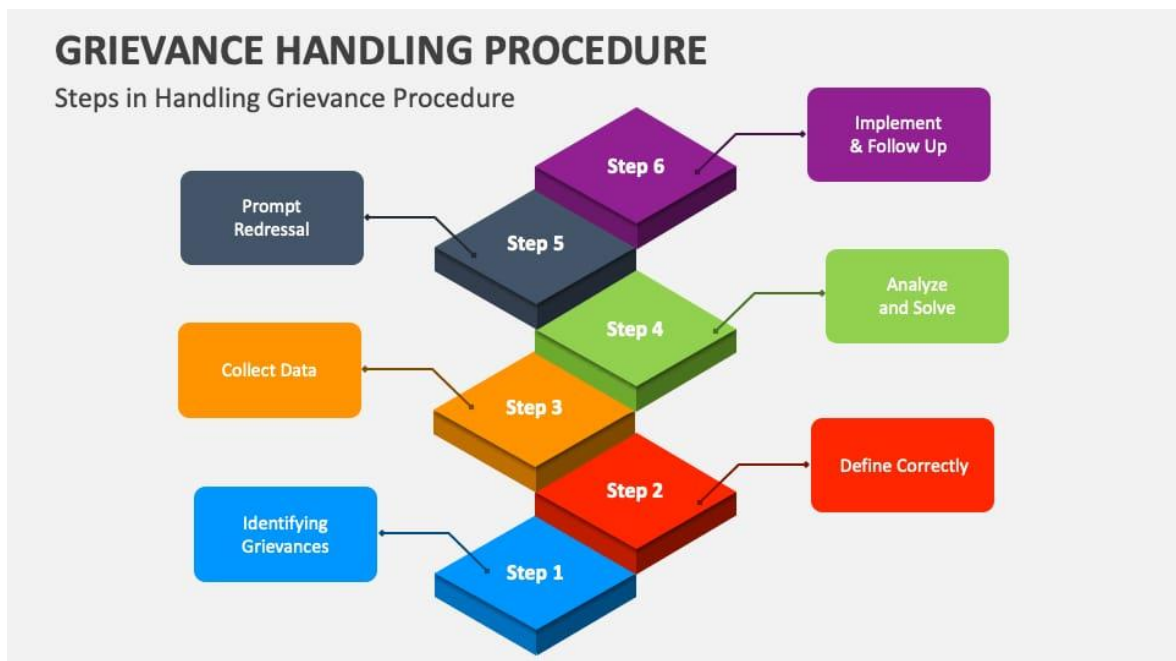


Figure 1.1 showing the Grievance Handling Procedure

1.2 ABOUT THE INDUSTRY

A Wet grinder is a food preparation appliance used especially in Indian cuisine for grinding food grains to produce a paste or batter. Wet grinding is rare in western cuisine but common in Indian cuisine. Wet grinders are used to make pastes from grains and lentils and are used extensively in South Indian cuisine for preparation of popular dishes such as dosa, idly, vada, appam and paniyaram. It consists of a granite stones which rotate inside a metal drum with the help of an electric motor and the food grains get crushed between the stone and drum

Wet grinder consists of granite stones which rotate inside a metal drum with the help of an electric motor and the food grains get crushed between the stone and drum. Wet grinders have two advantages over electric mixers or blenders. First, the stone grinder generates less heat than a mixer and heat affects the flavour of the food. Second, the stones remain sharp for a greater time than do metal blades.

As the product was invented in the city, Coimbatore naturally emerged as a centre for the manufacture of wet grinders. The availability of raw material in the form of granite stones, electric motor manufacturing units and the necessary heavy equipment such as lathes, drilling and milling machines used in manufacturing aided the development of the industry.

The first meat grinder was invented in the nineteenth century by Karl Drais. The earliest form of the meat grinder was hand-cranked and forced meat into a metal plate that had several small holes, resulting in long, thin strands of meat.

HISTORY AND GROWTH

- A wet grinder is an essential kitchen appliance, especially if you are looking to make south Indian dishes such as idli and dosa. It allows you to easily prepare batter and ensures the batter retains nutrients and is fluffier. A mixer grinder can also be used for this but a wet grinder ensures that the batter is soft and fluffy.

- P. Sabapathy developed the wet grinder in Coimbatore in 1955. Sabapathy introduced the grinders to other cities such as Chennai and Madurai. In 1963,
- P. B. Krishnamurthy started Lakshmi Grinders which led to the commercial popularity of wet grinders In 1975,
- R. Doraiswamy invented the tilting wet grinders
- L. G. Varadaraj introduced the Chart top wet grinders which replaced grinders which had to be placed on the ground.

National Level Scenario

- About 1 lakh nos. of Wet grinders are being manufactured every month in India. Out of these around 75,000 nos. are produced in erode alone. The total turnover of this industry is estimated to be around Rs.300 crores per annum.
- Erode cluster's contribution is around Rs.225 crores per annum. About 80% of these wet grinders are being sold in the 4 southern states viz Tamil Nadu, Andhra Pradesh, Karnataka and Kerala. Remaining 20% is being sold in the other states of India as well as exported to the countries where Indians are living.
- There are approximately 700 units in erode, involved in the manufacturing of wet grinders and their components. These units are located within a radius of about 25 kms from the centre of erode. It is estimated that this industry provides employment to 20,000 persons directly and 50,000 persons indirectly
- Many of the raw materials except the stone are being supplied from various parts of India. The finished product is distributed in various cities through dealers and agents.
- The city contributes to about 75% of the 1 lakh total monthly output of wet grinders in India. The
- industry employs 20,000 people directly and provides indirect employment to 50,000.
- In 2011, the cluster had a yearly turnover of ₹225 core (US\$30 million) which grew to ₹2,800 core (US\$370 million) in 2015.

- In 2005, the Government of Tamil Nadu applied for Geographical Indication for Coimbatore wet grinder. The Government of India recognized it as a Geographical indication officially since the year 2005.

1.3 COMPANY PROFILE

MINIT ENGINEERS India Private Limited is a kitchen appliances product company.

Minit Engineering Industries Is A Pioneer And Industry Leader In The Manufacture Of Electronic Control Systems Since 1982. These Products Are Import Substitute Products Saving Valuable Foreign Exchange For The Country.

They Manufacture Furnace Safe Guard Supervisory System(fsss) And Its Spares, 510/520 Uv Flame Scanners,uv To Visible Conversion Kit, Safe Flame Scanners-i& ii, Ifm Ignitors & High Energy Arc(hea), Ignitors Mainly Used In The Thermal Power Plants Of All Capacities Including Captive Power Plants In The Process Industries

Their Comprehensive Experience and Our Advanced Facilities In Manufacturing And Our Expertise Enable Us To Supply The Highest Quality Products And Services To Suit Your Specific Requirements

Customers across the nation. It has been 25 years, since, Mint engineers are satisfying their clients and building a strong relationship both in business and in personal.



Figure 1.2 showing the logo of the company

OBJECTIVES OF THE COMPANY

- To adopt technology, techniques and system of organic production
- To approach appropriate national certification agency with international recognition for certification.
- To Assessment global market for getting appropriate market strategies
- To follow Internationally acceptable standards and to establish a certification office with trained inspectors
- To get identification of and access to export markets
- To minimize duplication of effort, service and resources
- To eliminate inefficient and costly redundancies
- To eliminate non- compatible standards and architectures
- To identify obstacles for department wanting to move computing operations.
- To study the current position and situation of the industry
- To find out the possible ways of solution to weaknesses
- To find out the strengths and weaknesses of the suiting and shirting
- To identify the key opportunities and threats in the business
- To find out the problem faced by the various departments manager and labors.

COMPANY INFORMATION

- COMPANY NAME : MINT ENGINEERS PVT. LTD
- YEAR OF ESTABLISHMENT : 1982
- NAME OF BUSSINESS : Manufacturer
- ADDITIONAL BUSSINESS : Service provider
- MANAGING DIRECTOR : Mr.P. Ramalingam ,
Mr.N.Ranganathan
- NUMER OF EMPLOYEE : 300+
- DATE OF IN CRPORATION : 28 October 1999
- ANNUAL TURN OVER : 15 to 20 crores
- TYPES OF PRODUCT : Mixer Grinder, Wet Grinder
- ADDRESS : 138/5 Nsiyanur rode , Samayapuram,
Villarasampatti, Erode - 63811
- EMAIL ID : hr@amirthaa.com
- MOBILE NO : 9790012514, 424 – 255545.

PRODUCTS OF THE COMPANY

A product is any item or service you sell to serve a customer's need or want. They can be physical or virtual. Physical products include durable goods (like cars, furniture, and computers) and nondurable goods (like food and beverages).

This project is carried out in the home appliance company

Definition of appliance as "an instrument or device designed for a particular use or function". More specifically, Collins English Dictionary defines "home appliance" as: "devices or machines, usually electrical, that are in your home and which you use to do jobs such as cleaning or cooking" The broad usage, afforded to the definition, allows for nearly any device intended for domestic use to be a home appliance, including consumer electronics as well as stoves, refrigerators, toasters and air conditioners

A home appliance, also referred to as a domestic appliance, an electric appliance or a household appliance .It is a machine which assists in household functions, such as cooking, cleaning and food preservation.

Appliance, including consumer electronics as well as stoves, refrigerators, toasters and air conditioners

SEMI ARM MODEL

CLASSIC



2.5 Ltr

- 2.5 Litre Capacity
- 150 Watt Motor
- Patented Stone Wiper
- Available in Red & Purple

ARMLESS MODELS

POPULAR+



2 Ltr

- 2 Litre Capacity
- 120 Watt Motor
- Available in Red, Purple & Green

GAS STOVES

2 BURNER



3 BURNER



Uniflame
Stainless Steel Gas Stove

- ISI certified
- Heavy duty brass burners
- Individual pan support
- 68% thermal efficiency for more gas saving

TILT MODELS

TILT+



2.5 Ltr

- 2.5 Litre Capacity
- 150 Watt Motor
- Available in Lavender

TILT DX



2 Ltr

110 V Model also Available

- 2 Litre Capacity
- 120 Watt Motor
- Available in Red, Purple & Green

VERTICAL MODELS

TEJA



1.5 Ltr

110 V Model also Available

- 1.5 Litre Capacity
- 120 Watt Motor
- Patented Stone Wiper
- Available in Red, Blue & Purple

TEJA+



2 Ltr

- 2 Litre Capacity
- 120 Watt Motor
- Space Saving Design
- Available in Red & Lavender

MIXER GRINDERS

OMEGA



- 750 Watt Motor
- 4 Jars
- Juicer Jar Filter
- Juicer & Blender Jar
- Available in Red, Purple & Green

PRIMA



- 750 Watt Motor
- 3 Jars
- Available in Red, Purple, Green & Blue

SUPERMIX



- 750 Watt Motor
- 3 Jars
- Available in Red, Purple & Green

GRIND PRO



110 V Model also Available

- 550 Watt Motor
- 3 Jars
- 110V Also Available (Blue Colour Only)
- Available in Red, Purple, Green & Blue

2 years warranty on mixer and 5 years on motor

Figure 1.3 showing the products of the company

COMPANY VISION & MISSION

VISION

To manufacture products comparable to international standers, to be customer focus and to be globally competitive through adoption of better quality, latest technology and continues innovation.

To transform the company into a modern and dynamic power generating company with highly professionals and fully equipped to play a meaningful role on sustainable basis in the economy of Tamil Nadu.

MISSION

To provide quality products to customers and explore new markets to promote/expand sales of the company through good governance and foster a sound and dynamic team, so as to achieve optimum prices of products of the company for sustainable and equitable growth and prosperity of the company.

QUALITY POLICY

We work together as a team for implementation and continual improvement of total quality system in order to achieve satisfaction of our internal and external customers.

ORGANISATION CHART

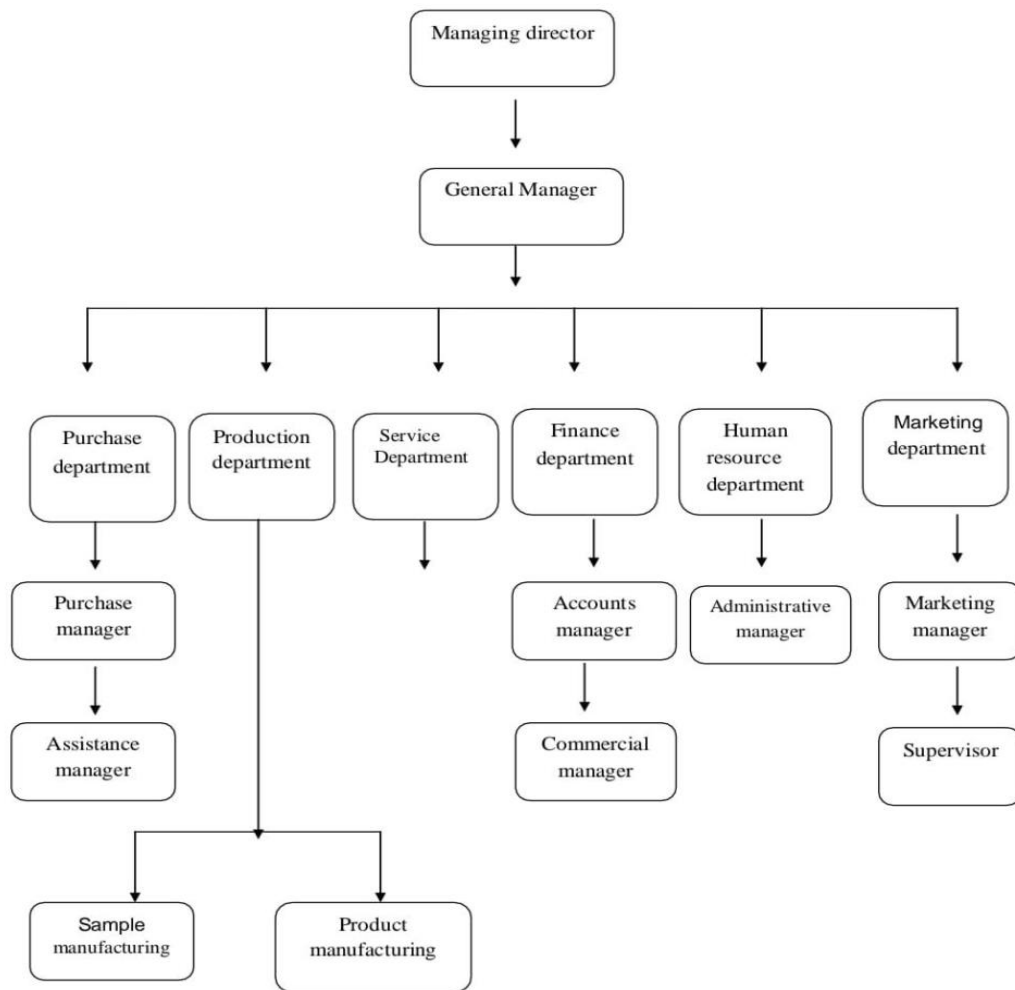


Figure 1.4 showing the origination chart

SWOT ANALYSIS

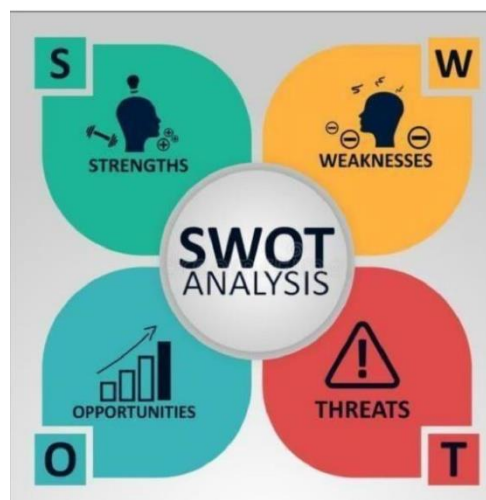


Figure 1.5 showing the SWOT Analysis

STRENGTHS

- Location of business
- Local labour availability
- Effective distribution system
- Good relationship with customer
- Good internal communications
- Quality process and Procedure

WEAKNESS

- Less availability of capital sources
- Market research data may be out of date
- Holding too much stocks
- Poor technical support
- High power tariffs with uncertain power supply

OPPORTUNITIES

- Untapped market
- High demand
- Services could be the markets for the ideal time.
- Estimated need

THREATS

- New competitor
- Price war with competitors
- Increasing cost of raw material

1.4 NEED FOR GRIEVANCE PROCEDURE

- Management can know the employees' feelings and opinions about the company's policies and practices.
- It keeps a check on the supervisor's attitude and behaviour towards their subordinates.
- Employee gets a chance to ventilate his feelings
- Build good morale, maintains code of discipline.
- It develops faith of employees.
- Reduces personality conflicts.
- Provides judicial protection to the employees

1.5 SCOPE OF GRIEVANCE PROCEDURE

Identification:

Recognizing and documenting grievances raised by individuals or groups.

Documentation:

Properly recording grievances to ensure clarity and accuracy.

Analysis:

Evaluating the nature and severity of grievances to prioritize actions.

Communication:

Maintaining open channels of communication with complainants to provide updates and gather additional information.

Investigation:

Conducting thorough investigations to understand the root causes of grievances.

Resolution:

Taking appropriate actions to address grievances, such as providing remedies, compensation, or policy changes.

Follow-up:

Ensuring that resolved grievances are monitored to verify effectiveness and address any lingering issues.

Feedback:

Soliciting feedback from complainants to assess satisfaction levels and identify areas for improvement.

Continuous Improvement:

Implementing changes and enhancements to the grievance redressal process based on feedback and lessons learned.

1.6 OBJECTIVES OF GRIEVANCE PROCEDURE

PRIMARY OBJECTIVES

To identify The Grievance Redressal Procedure of employees In Minit Engineers India (P) Ltd.,

SECONDEARY OBJECTIVES

- To identify the various factors this causes grievance to the employees.
- To analyse the employee attitude towards the grievance redressal procedure.
- To Provide valuable suggestions and recommendations to enhance the redressal procedure
- To access the effectiveness of grievance redressal procedure
- To find out the percentage analysis of the respondents on Grievance redressal of employee

1.6 LIMITATIONS OF GRIEVANCE PROCEDURE

Not Clear Enough:

Sometimes, it's hard to understand how the grievance process works or why certain decisions are made, making it confusing for people seeking help.

Doesn't Always Follow Up:

After you complain, sometimes nobody checks back to make sure the problem gets fixed, leaving you feeling like your issue was ignored.

Bad Communication:

Sometimes, the people handling complaints don't communicate well, which can cause delays or misunderstandings

Nobody Gets in Trouble:

Sometimes, the people responsible for fixing problems don't face any consequences if they don't do their job properly.

Too Many Complaints:

If there are too many complaints to handle, the system might get overwhelmed and slow down, making it hard to get help quickly.

No Way to Give Input:

You might not have a chance to share your thoughts about how the complaint process could be improved.

Legal Stuff Gets in the Way:

Sometimes, there are rules or laws that prevent the complaint process from offering a fair solution, especially if the issue is complicated.

Fixes Might Not Be Enough:

The solutions offered for complaints might not be good enough to fully solve the problem

Feeling Powerless:

Some people might feel scared or powerless when trying to complain, especially if they think the system is too complicated or doesn't care about their concerns.

Doesn't Respect Different Cultures:

The complaint system might not understand or respect the different ways people from different backgrounds think or act, which can lead to unfair outcomes

CHAPTER – 2

REVIEW OF LITERATURE

Lawrence Nurse, Dwayne Devenish (2007) in his working paper entitled **"Grievance Management and its Links to Workplace Justice"** The Purpose of this paper is to explore the influence of workers demographic characteristics on their perceptions of procedural justice form grievance management.

Sonika Sharma, Niti Sharma (2011) in his research paper entitled **"Listening Skills: A Pre-Requisite for Grievance Handling"** The ability to be an active listener is too often taken for granted. HR professionals play vital role in the organization. They inject a feeling of confidence and belief among the staff members by listening and solving their issues and concerns. Employee grievances are essentially human problems, real or imaginary.

Walker, Bernard and Hamilton, Robert, (2011) **"Employee–Employer Grievances"** (January 21, 2011). International Journal of Management Reviews, Vol. 13, Issue 1, pp. 40-58. [7]

Zulkiffee Bin Daud, Khulida Kirana Yahya (2011) in his research paper **"The Influence of Heads of Department Personalities on the Selection of Grievance Handling Styles"** Grievance management is an important topic in the area of industrial relations. Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear. This research discusses the styles in handling grievances among heads of department at a telecommunication headquarters and branches located in Peninsular Malaysia and the determinant of personalities in selecting the appropriate style.

Dr.V.Mohana Sundaram, N.Saranya (2013) in his article **"Employee Grievance"** Organizations are made up of people and functions through people without people organization cannot exist. The resource of men, money, material and machinery are collected, coordinated and utilized through people in the

organization. It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goals.

Mozumder (2016), this article highlights the role played by **The Grievance Management Process in the Organization** and in the identification of Indian labour laws that provide lines for guidance, monitoring and grievance redressal charismas. A complaint refers to a real or perceived cause for complaint, especially a misdemeanour. It is a feeling of resentment at something that is believed to be wrong or inappropriate especially in the workplace and in the context of employment as the context of a job grievance. Employee grievance can be more than salary and salary, working hours, working conditions, conditions of employment etc. The first cause of grievances among workers were common in the environment but as competition grows and firms operating around the world lead to a battle for talent in the labor market so the causes of grievances also vary naturally. Therefore, in this article attempts have been made to find a common ground for complaints in terms of information. The formal grievance redressal system serves as an information communication forum. Many researchers had established a strong relationship between employee grievances and employee performance and employee income objectives, job satisfaction etc. Therefore, it needs to be resolved or properly controlled by the organization in order to survive and thrive in the market.

Garima, (2017) explained **The Purpose of Finding a Relationship between Employees 'Grievances and Their Motivation**. it has been found that there is a relationship between the complaints and the motivation that each manager must deal with before the complaint becomes a dispute. If management of public or private organizations does not address the grievances in the first instance, the consequences can be devastating. To motivate employees, grievance management can be used as an effective motivational tool

Anushree (2018), has determined whether **Employees are Responding to Their Employees'** grievances. The population is 882 and the sample size is 265 employees. The study was conducted in Hosur in Ashok Leyland (Plant-I) the

integration and reversal tools used in this study. This study summarizes staff satisfaction with grievance management procedures

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.

Juneja (2018), grievance lower employees morale and efficiency, and when unattended to, result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism.

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.

Rupali (2018), a complaint about any dissatisfaction or feeling of incompetence at work, should be related to performance. The purpose of this paper is to clarify the proper management of grievances the employee faces. The study identifies the most common complaints about wages and wages, place of work, promotions, transfers, lack of communication, inter-departmental relationships, etc. The study also looks at the origins of job grievances, grievance management procedures, and grievance redressal management procedures. Effective grievance management is an important part of developing good working relationships with employees and running the organization smoothly, effectively and efficiently and effectively

Lydia Sylvia Danku, Adokou Faustin Apeletey, 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

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.

According to **Aswathappa.K**, grievance may be defined as any feeling of discontent or dissatisfaction, whether expressed or not and whether valid or not arising out of anything connected with the company that an employee thinks, believes or even feels is unfair, unjust or inequitable.

A grievance may be:

- Unvoiced or stated by the worker,
- Written or unwritten, and
- Valid or ridiculous, and may arise out of something connected with the company

CHAPTER – 3

RESEARCH METHODOLOGY

RESEARCH MEANING

- Research is the search of knowledge.
- Research is an investigation.
- Research methodology is a way to systematically solve the research problem.
- It is a science of studying how research is done scientifically.
- Research is a systematic process of collecting and analyzing information in order to increase our understanding of the topic.
- Research can be defined as the search for knowledge through objective and systematic method of finding.

3.1 RESEARCH DESIGN

After developing hypothesis the researcher has to prepare a research design.

A research design could be defined as the blue print specifying every stage of action in the course of research. Such a design would indicate whether the course of action planned will minimize the use of resources and maximize the outcome. Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine research purpose and economy in procedure

TYPES OF RESEARCH DESIGN

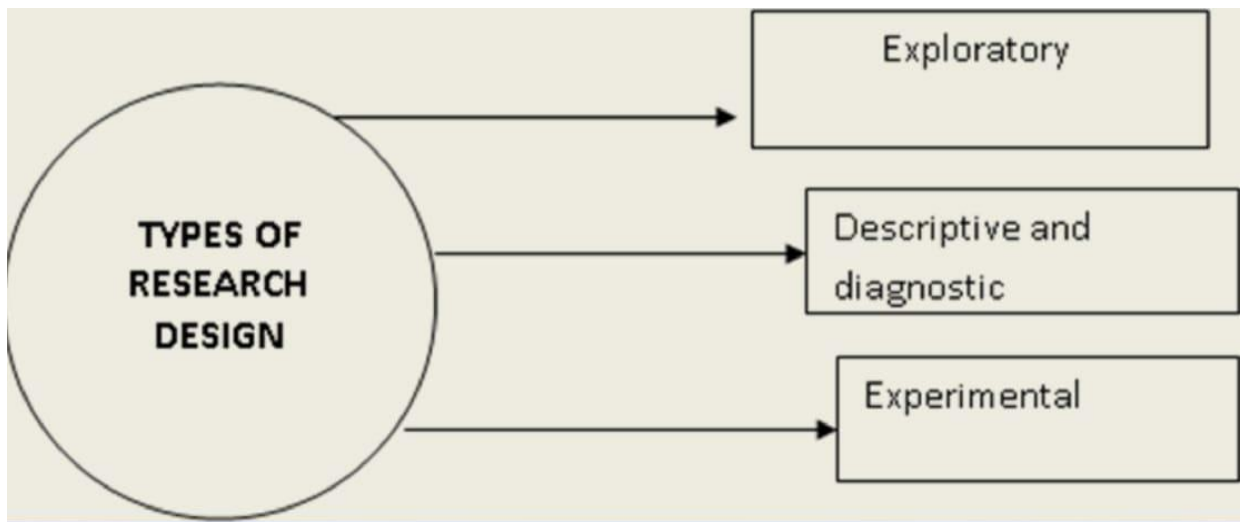


Figure 3. 1 showing the types of research design

DESCRIPTIVE RESEARCH

Organizations can use a descriptive research approach to learn how various demographics react to a certain product or service. For example, you can study how the target market responds to a competitor's product and use that information to infer their behaviour

3.2 SOURCE OF DATA

Collection of data is an important stage in research. In fact the quality of data collected determines the quality of research. A researcher has several ways of collecting the appropriate data which offer considerably I the context of money, time and other resources as per its sources the data may be classified as **primary data and secondary data**.

Primary data

It is known as the data collected for the first time through field survey. Such data are collected with specific set of objectives to assess the current status of any variables studied. By survey methods data can be collected by anyone or more of the following ways:

- Observation Method

- Personal Interviews
- Telephone survey
- Questionnaires
- Schedules

Secondary data

It refers to the information or facts already collected such data are collected with the objective of understanding the past status of any variable.

- Government publications,
- websites,
- books,
- journal
- articles,

3.3 STRUCTURE OF QUESTIONNAIRE

Questionnaire was divided into two sections; first part was designed to know the general information about employee, second part was designed respondent/employee opinion about grievance redressal.

3.4 SAMPLING SIZE

The size of the sample was collected 126 from the respondent with the help of Questionnaire. The collected sample is in the method of simple random.

3.5 SAMPLE TECHNIQUE

The sample is the specific group of individuals that you will collect data from.

A sample as the name implies is a smaller representation of a large whole simply speaking the method of selecting a study portion of the universe (total population) is known as sampling

For this project I chose simple random sampling, that is come under probability sampling

PROBABILITY SAMPLING:

This Sampling technique uses randomization to make sure that every element of the population gets an equal chance to be part of the selected sample. It's alternatively known as random sampling

SIMPLE RANDOM SAMPLING

It is one of the type of probability sampling

In a simple random sample, every member of the population has an equal chance of being selected. Your sampling frame should include the whole population. To conduct this type of sampling, you can use tools like random number generators or other techniques that are based entirely on chance.

Example

You want to select a simple random sample of 100 employees of Company X. You assign a number to every employee in the company database from 1 to 1000, and use a random number generator to select 100 numbers.

3.6 PERIOD OF THE STUDY

The duration of my study is from January 2024 to March 2024 which is three months of the study.

3.7 ANALYTICAL TOOLS

The following statistical tools were used for the analysis of the data.

Percentage analysis method:

The number of responses of each category is summarized to percentage format for the convenience to use other statistical tools namely pie chart and bar diagrams.

$$\text{Percentage} = \frac{\text{No of respondents}}{\text{Total number of respondent}} \times 100$$

CHAPTER – 4

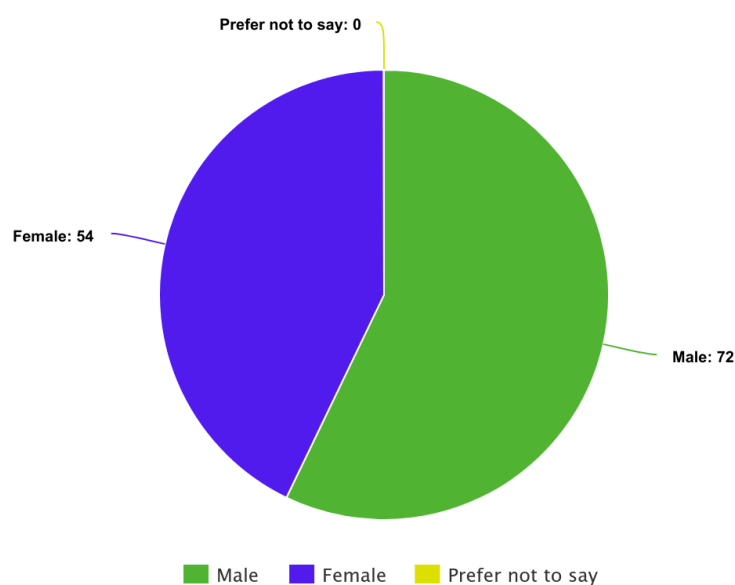
DATA ANALYSIS AND INTERPRETATION

4. 1 : PERCENTAGE ANALYSIS

4.1 Table showing of gender wise classification of the respondent

PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
MALE	72	57%
FEMALE	54	43%
PREFER NOT TO SAY	0	0
TOTAL	126	100%

SOURCE : Primary data



4.1 Chart showing the gender wise classification of the respondent

INTREPRETATION:

From the above Chart it is interpreted that the

Male : 57%

Female : 43 %

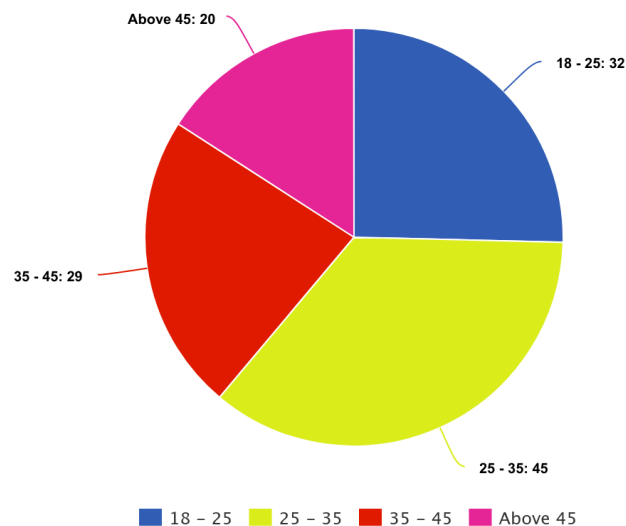
INFERENCE:

Majority 57% of the respondents are male.

4.2 Table Showing Age wise classification of the respondent

S.NO	PARTICULARS	NO. OF RESPONDENT	PERCENTAGE
1	18 – 25	32	25%
2	25 – 35	45	36%
3	35 – 45	29	23%
4	ABOVE 45	20	16%
	TOTAL	126	100%

SOURCE : Primary data



4. 2 Chart Showing Age wise classification of the respondent

INTREPRETATION:

From the above Chart it is interpreted that the 25% of the respondents are in the age category of 18 - 25 years, 36% of the respondents are in the age category of 25 – 35 years, 23% of the respondents are in the age group of 35 – 45 years, 16% of the respondents are in the category of Above 45 years.

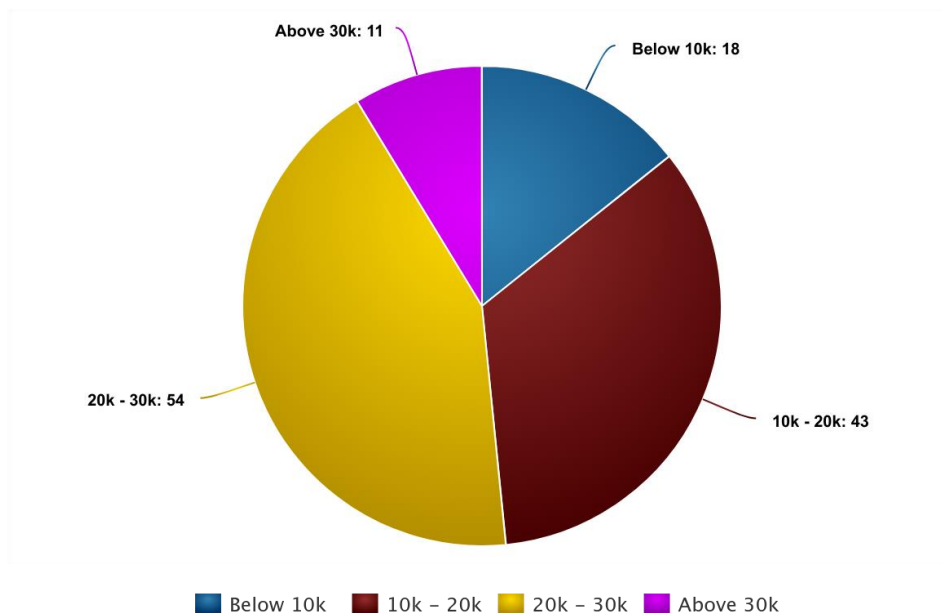
INFERENCE:

Majority 36% of the respondent are 25 - 35 years old.

4.3 Table showing income wise classification of respondent

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	BELOW 10K	18	14%
2	10K – 20K	43	34%
3	20K – 30K	54	43%
4	ABOVE 30K	11	9%
	TOTAL	126	100%

SOURCE : Primary data



4.3 Chart showing income wise classification of respondent

INTREPRETATION:

From the above Chart it is interpreted that the 14% of the respondents are earning less than Rs. 10,000, 34% of the respondents are earning between Rs.10,000 – 20,000, 43 %of the respondents are earning between Rs.20,000- 30,000, 9%of the respondents are earning more than 30,000.

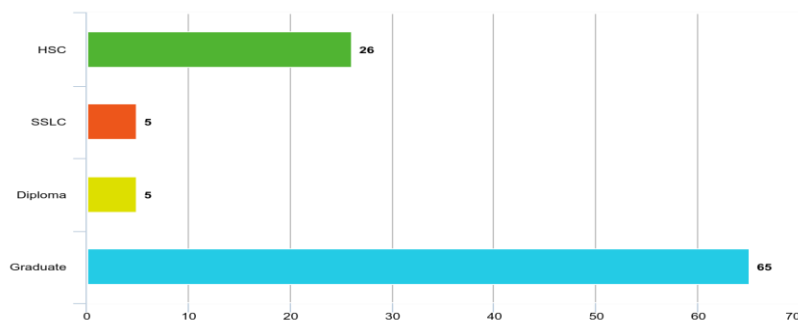
INFERENCE:

Majority 43% of the respondent are earning between Rs. 10,000 – 20,000

4.4 Table Showing educational qualification wise classification of respondent

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	HSC	26	21%
2	SSLC	30	24%
3	DIPLOMA	5	4%
4	GRADUATE	65	51%
	TOTAL	126	100%

SOURCE : Primary data



4.4 chart Showing educational qualification wise classification of respondent

INTERPRETATION

From the above Chart it is interpreted that the 21% of the respondents are SSLC, 24% of the respondents are HSC, 4% of the respondents are diploma, 51% of the respondents are graduate.

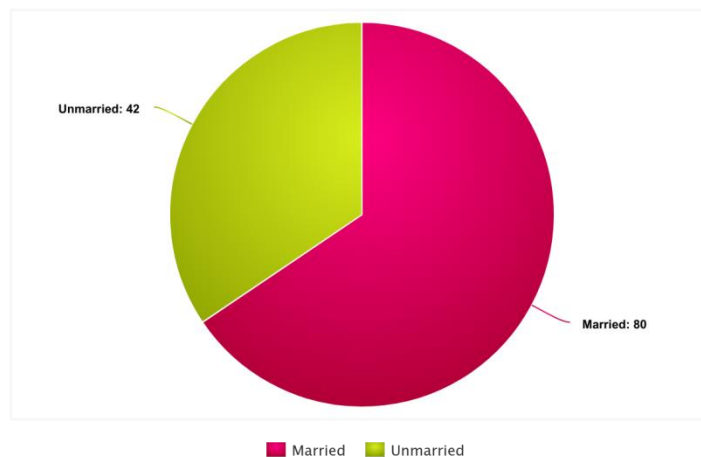
INFERENCE:

Majority 51% of the respondents are Graduate

4.5 Table showing the marital status wise classification of the respondent

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	MARRIED	80	63%
2	UNMARRIED	42	37%
	TOTAL	126	100%

SOURCE : Primary data



4.5 Chart showing the marital status wise classification of the respondent

INTERPRETATION

From the above Chart it is interpreted that the 63% of the respondents are married 37% of the respondents are unmarried.

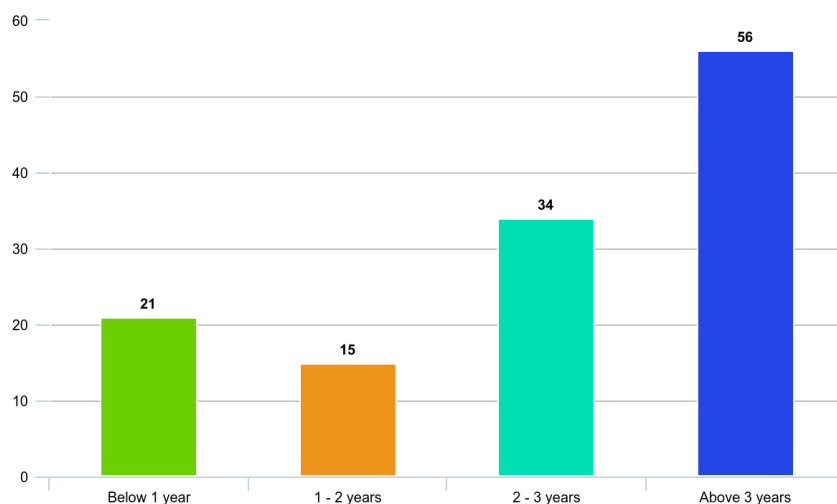
INFERENCE:

Majority 63% of the respondents are Married

4.6 Table showing the work experience wise classification of the respondent

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	BELOW 1YEAR	21	17%
2	1 – 2 YEARS	15	12%
3	2- 3 YEARS	34	27%
4	ABOVE 3 YEARS	56	44%
	TOTAL	126	100%

SOURCE : Primary data



4.6 Chart showing the work experience wise classification of the respondent

INTREPRETATION:

From the above Chart it is interpreted that the 17 % of the respondent are below 1 year work experience, 12% of the respondents are 1 – 2 year work experience, , 27% of the respondents are 2 – 3 year work experience, 40%of the respondents are above 3years work experience.

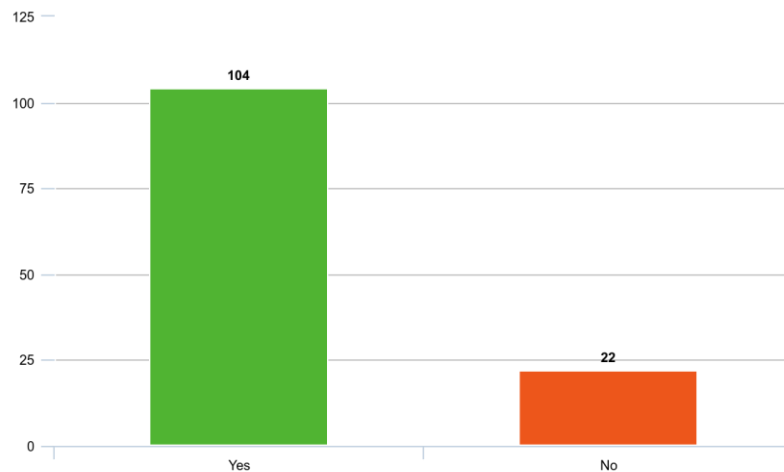
INFERENCE:

Majority 40% of the respondent are working between above 3 years work experience

4.7 Table showing the yes or no that experienced any workplace issue of the respondent

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	YES	104	83%
2	NO	22	17%
	TOTAL	93	100%

SOURCE : Primary data



4.7 Chart showing the yes or no that experienced any workplace issue of the respondent

INTERPRETATION

From the above Chart it is interpreted that the 83% of the respondents are said yes they have experienced any workplace issue, 17% of the respondents are said no they have experienced any workplace issue.

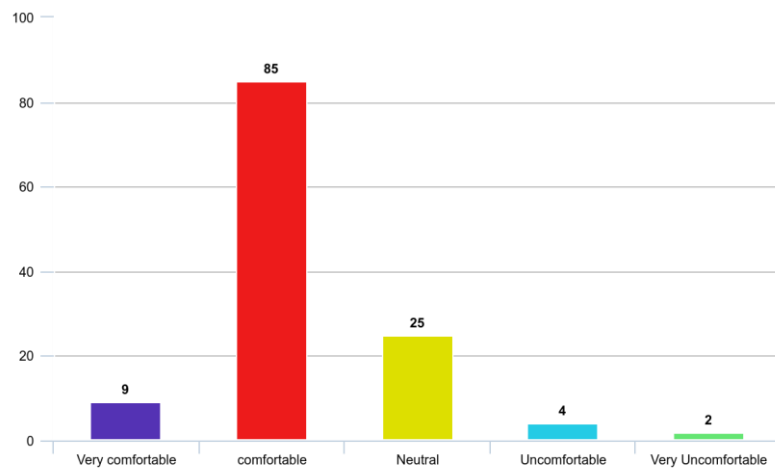
INFERENCE:

Majority 83% of the respondents are said yes they have experienced any workplace issue.

4.8 Table showing the level comfortable feel to reporting the grievance through the established channels of the respondent

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	VERY COMFORCHART	9	7%
2	COMFORCHART	85	67%
3	NEUTRAL	25	20%
4	UNCOMFORCHART	4	4%
5	VERY UNCOMFORCHART	2	2%
	TOTAL	126	100%

SOURCE : Primary data



4.8 Chart showing the level comfortable feel to reporting the grievance through the established channels of the respondent

INTERPRETATION

From the above Chart it is interpreted that the 7% of the respondents are said very comfortable feel to reporting the grievance, 67% of the respondents are said comfortable feel to reporting the grievance, 20% of the respondents are said

neutral feel to reporting the grievance, 4% of the respondents are said uncomfortable feel to reporting the grievance, 2% of the respondents are said very uncomfortable feel to reporting the grievance,

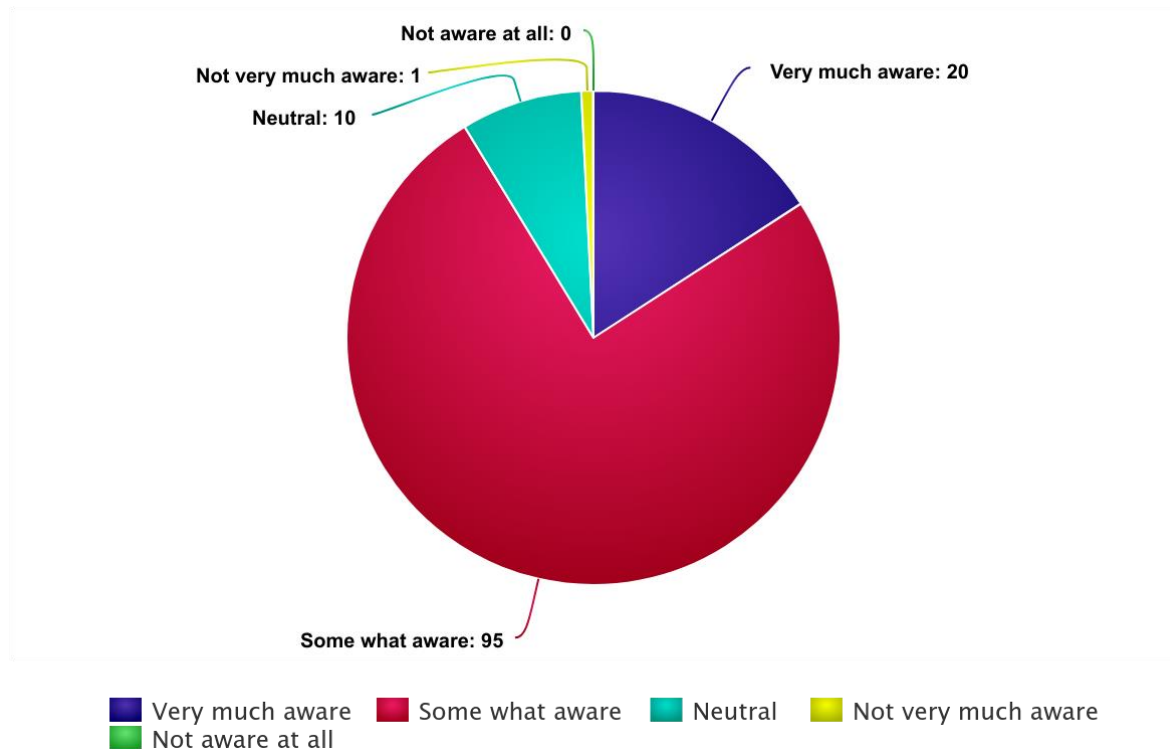
INFERENCE:

Majority 67% of the respondents are said comfortable feel to reporting the grievance.

4.9 Table showing the level of awareness for redressal process in our organization.

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	VERY MUCH AWARE	20	16%
2	SOME WHAT AWARE	95	75%
3	NEUTRAL	10	8%
4	NOT VERY MUCH AWARE	1	1%
5	NOT AWARE AT ALL	0	0
	TOTAL	126	100%

SOURCE : Primary data



4.9 chart showing the level of awareness for redressal process in our organization.

INTERPRETATION

From the above Chart it is interpreted that the 16% of the respondents are said very much aware for redressal process in our organization, 75% of the respondents are said somewhat aware for redressal process in our organization, 8% of the respondents are said neutral for redressal process in our organization, 1% of the respondents are said not very much aware for redressal process in our organization,.

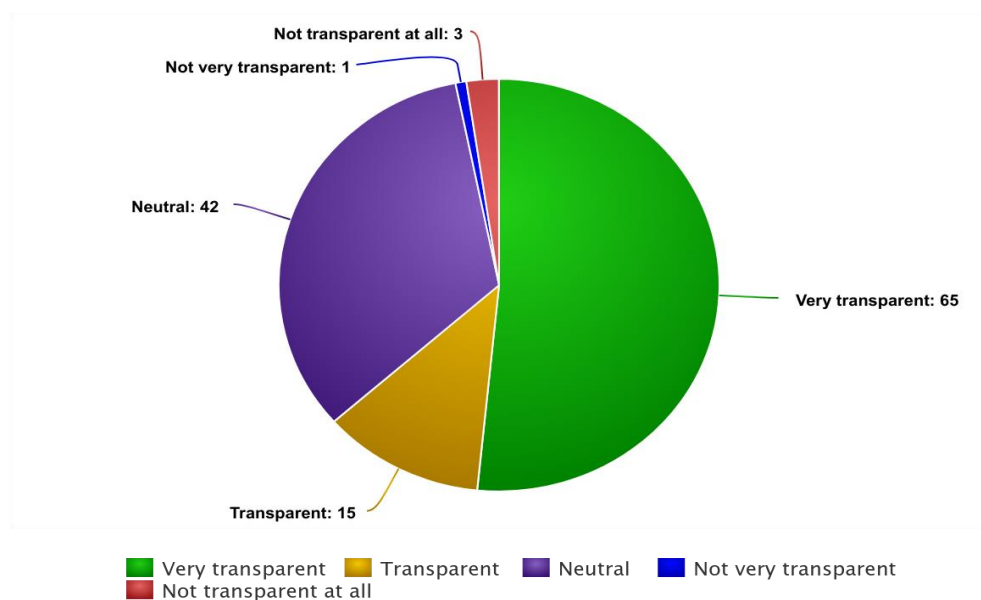
INFERENCE:

Majority 75% of the respondents are said somewhat aware for redressal process in our organization.

4.10 Table showing the level of transparency is the grievance redressal system

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	VERY TRANSPARENT	65	52%
2	TRANSPARENT	15	12%
3	NEUTARL	42	33%
4	NOT VERY TRANSPARENT	1	1%
5	NOT TRANSPARENT AT ALL	3	2%
	TOTAL	126	100%

SOURCE : Primary data



4.10 Chart showing the level of transparency is the grievance redressal system

INTERPRETATION

From the above Chart it is interpreted that the 52% of the respondents are said very transparent is the grievance redressal system, 12% of the respondents are said transparent is the grievance redressal system, 33% of the respondents are said neutral is the grievance redressal system, 1% of the respondents are said not very transparent is the grievance redressal system, 2% of the respondents are said not transparent at all is the grievance redressal system,

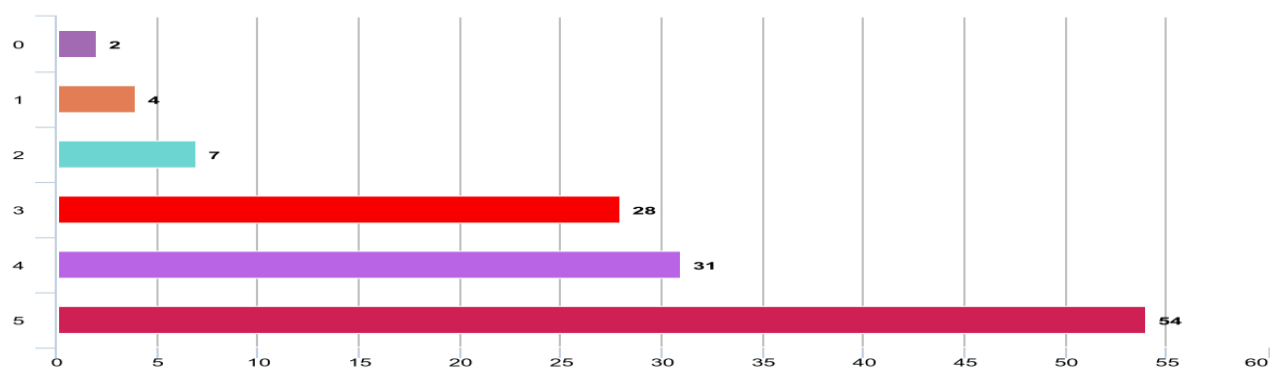
INFERENCE:

Majority 75% of the respondents are said 52% of the respondents are said very transparent is the grievance redressal system.

10.11 Table showing the rate of confidence in the effectiveness of grievance redressal system.

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	0	2	2%
2	1	4	3%
3	2	7	5%
4	3	28	22%
5	4	31	25%
6	5	54	43%
	TOTAL	126	100%

SOURCE : Primary data



4.11 Chart showing the rate of confidence in the effectiveness of grievance redressal system

INTERPRETATION

From the above Chart it is interpreted that the 2% of the respondents are gave rate as '0', 3% of the respondents are gave rate as '1', 5% of the respondents are gave rate as '2', 22% of the respondents are gave rate as '3', 25% of the respondents are gave rate as '4', 43% of the respondents are gave rate as '5',

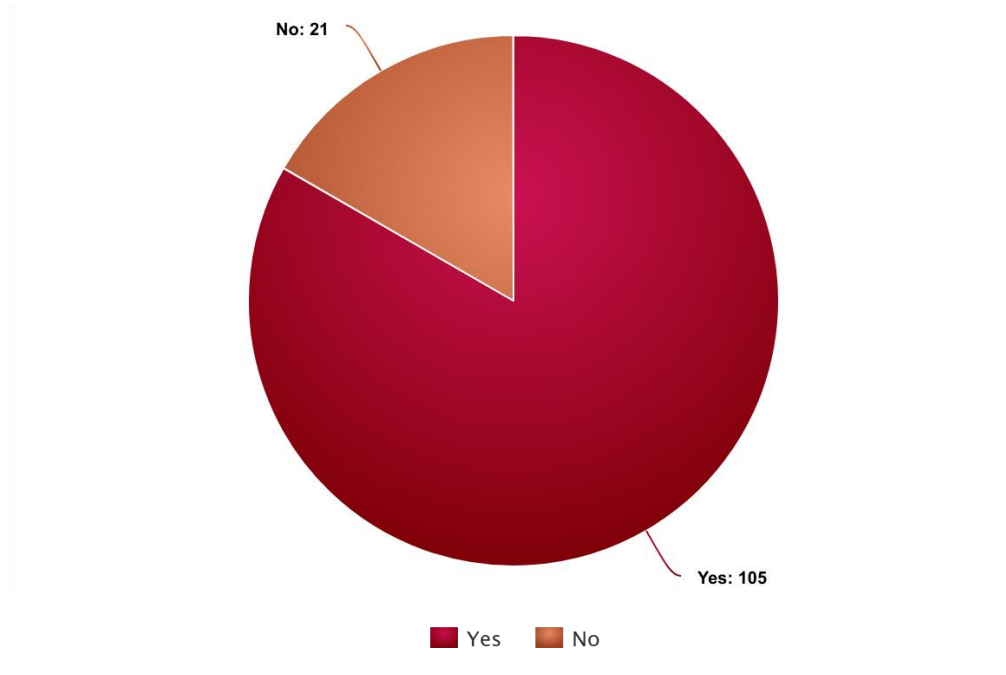
INFERENCE:

Majority 43% of the respondents are gave rate as '5', confidence in the effectiveness of grievance redressal system

4.12 Table showing whether they have attended the training sessions or workshops or not .

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	YES	105	83%
2	NO	21	17%
	TOTAL	126	100%

SOURCE : Primary data



4.12 Chart whether they have attended the training or not

INTERPRETATION

From the above Chart it is interpreted that the 83% of respondents are said 'yes' they have attended training sessions or workshops. 17% of respondents are said 'no' they have attended training sessions or workshops.

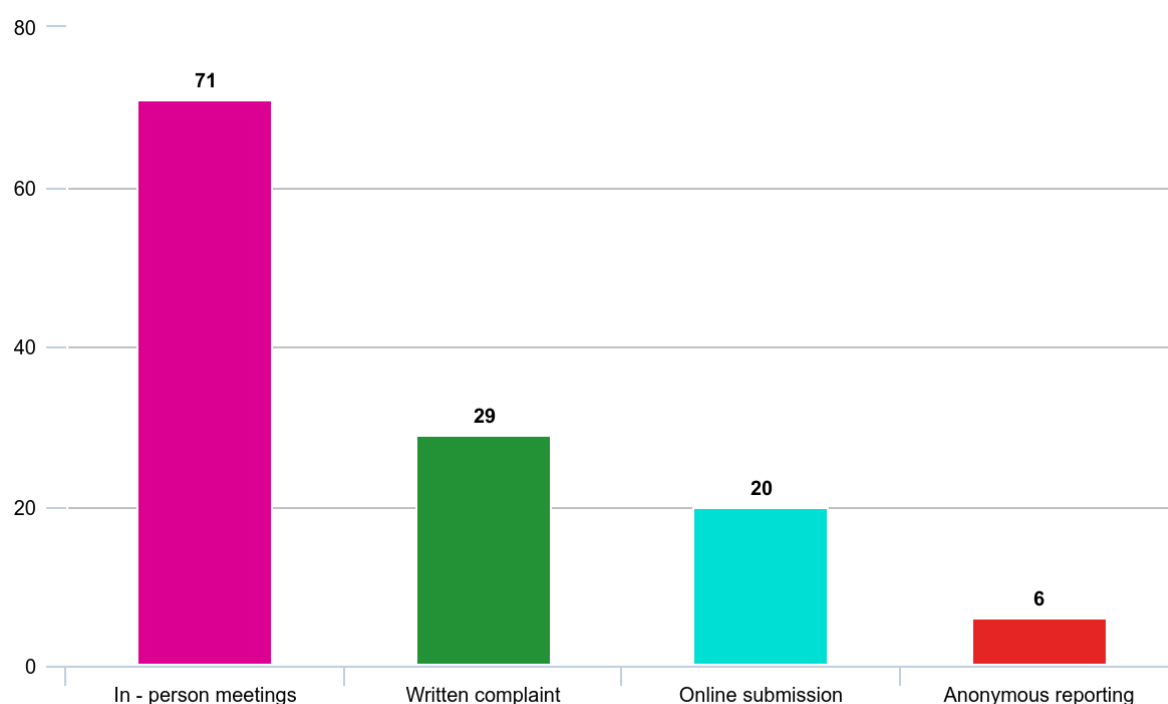
INFERENCE:

Majority 83% of respondents are said 'yes' they have attended training sessions or workshops.

4.13 Table showing method of reporting grievances

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	IN – PERSON MEETINGS	71	56%
2	WRITTEN COMPLAINT	29	23%
3	ONLINE SUBMISSION	20	16%
4	ANONYMOUS REPORTING	6	5%
	TOTAL	126	100%

SOURCE : Primary data



4.13 Chart showing method of reporting grievances

INTERPRETATION

From the above Chart it is interpreted that the 56% of the respondents are preferred that IN – PERSON MEETINGS, 23% of the respondents are preferred that WRITTEN COMPLAINT, 16% of the respondents are preferred that ONLINE SUBMISSION, 5% of the respondents are preferred that ANONYMOUS REPORTING.

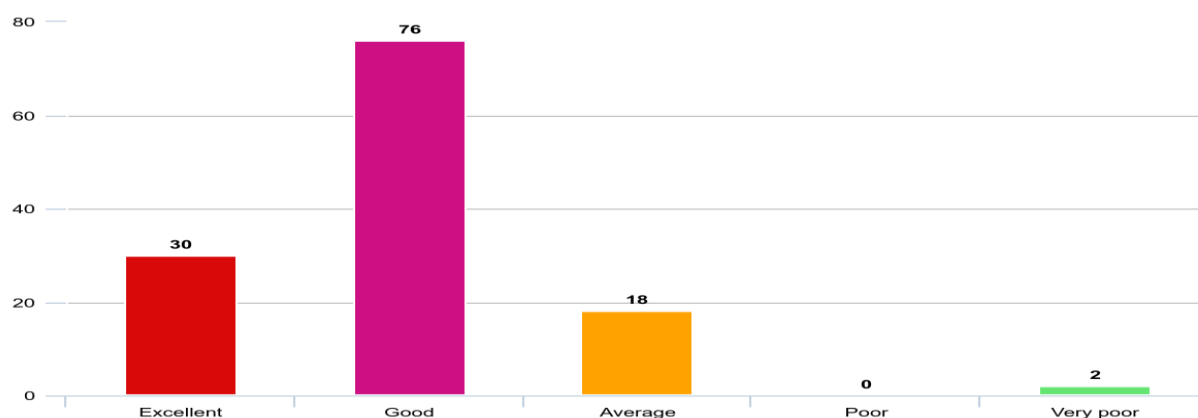
INFERENCE:

Majority 56% of the respondents are preferred that IN – PERSON MEETINGS.

4.14 Table showing the level of communicates the results and actions taken after a grievance is resolved

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	EXCELLENT	30	24%
2	GOOD	76	60%
3	AVERAGE	18	14%
4	POOR	0	0
5	VERY POOR	2	2%
	TOTAL	126	100%

SOURCE : Primary data



4.14 Chart showing the level of communicates the results and actions taken after a grievance is resolved

INTERPRETATION

From the above Chart it is interpreted that the 24% of the respondents are voted for EXCELLENT, the 60 % of the respondents are voted for GOOD , the 14% of the respondents are voted for AVERAGE, none voted for poor , the 2% of the respondents are voted for very poor

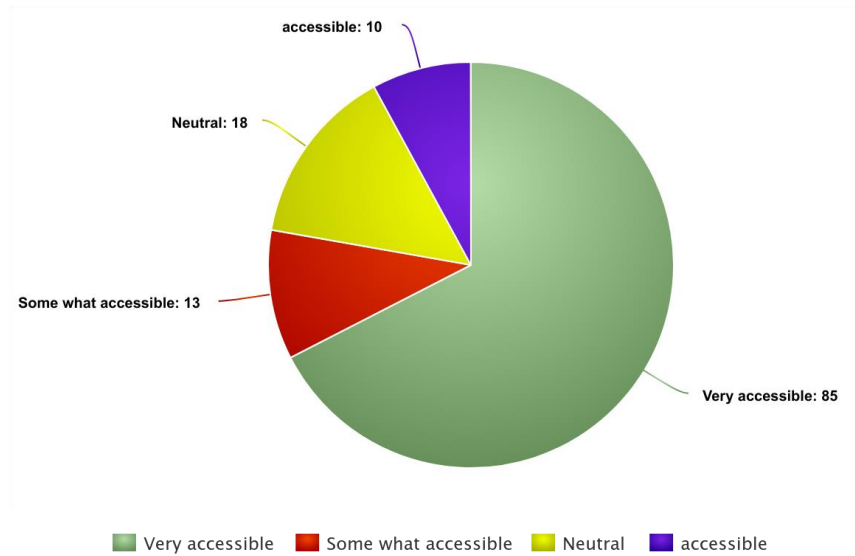
INFERENCE:

Majority the 60 % of the respondents are said voted for GOOD.

4.15 Table showing rate the accessibility of the grievance redressal channels

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	VERY ACCESSIBLE	85	68%
2	SOMEWHAT ACCESSIBLE	13	10%
3	NEUTRAL	18	14%
4	ACCESSIBLE	10	8%
	TOTAL	126	100%

SOURCE : Primary data



4.15 chart showing rate the accessibility of the grievance redressal channels

INTERPRETATION

From the above Chart it is interpreted that the 68% of the respondents are voted for VERY ACCESSIBLE, 10% of the respondents are voted for somewhat ACCESSIBLE , 14% of the respondents are voted for neutral , 8% of the respondents are voted for ACCESSIBLE

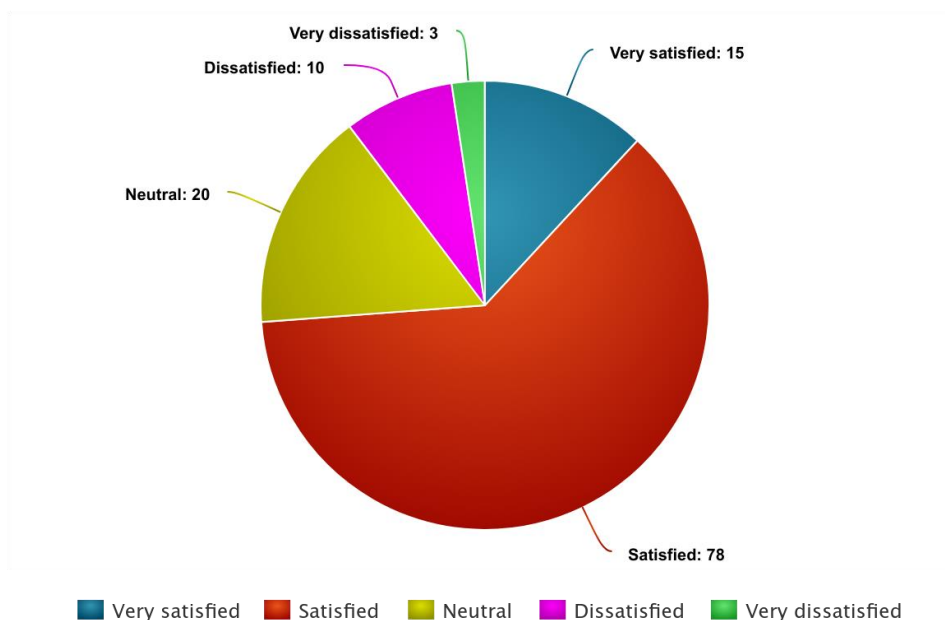
INFERENCE:

Majority the 68% of the respondents are voted for VERY ACCESSIBLE

4.16 Table showing level of satisfaction with the timeliness of the grievance resolution process

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	VERY SATISFIED	15	12%
2	SATISFIED	78	62%
3	NEUTRAL	20	16%
4	DISSATISFIED	10	8%
5	VERY DISSATISFIED	3	2%
	TOTAL	126	100%

SOURCE : Primary data



4.16 Chart showing level of satisfaction with the timeliness of the grievance resolution process

INTERPRETATION

From the above Chart it is interpreted that the 12% of the respondents are voted for VERY SATISFIED, 62% of the respondents are voted for SATISFIED, 16% of the respondents are voted for NEUTRAL , 8% of the respondents are voted for DISSATISFIED, 2% of the respondents are voted for VERY DISSATISFIED,

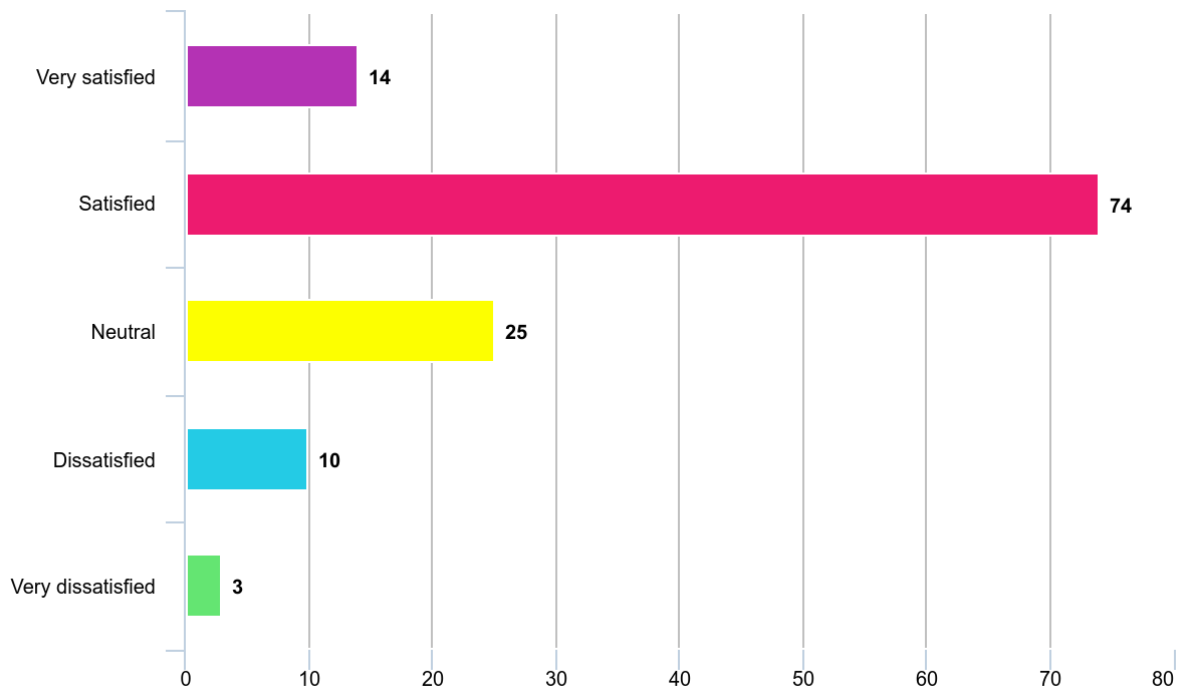
INFERENCE:

Majority the 62% of the respondents are voted for SATISFIED, 16% of the respondents are voted for NEUTRAL

4.17 Table showing level of satisfaction with the resolution outcomes of your past grievances

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	VERY SATISFIED	14	11%
2	SATISFIED	74	59%
3	NEUTRAL	25	20%
4	DISSATISFIED	10	8%
5	VERY DISSATISFIED	3	2%
	TOTAL	126	100%

SOURCE : Primary data



4.17 Chart showing level of satisfaction with the resolution outcomes of your past grievances

INTERPRETATION

From the above Chart it is interpreted that the 11% of the respondents are voted for VERY SATISFIED, 59% of the respondents are voted for SATISFIED, 20% of the respondents are voted for NEUTRAL, 8% of the respondents are voted for DISSATISFIED, 2% of the respondents are voted for VERY DISSATISFIED,

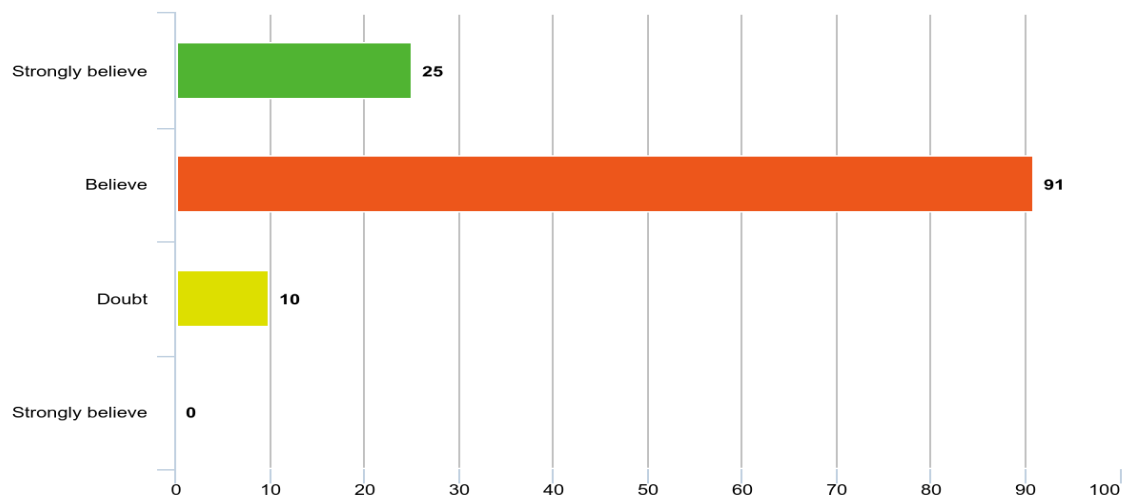
INFERENCE:

Majority the 59% of the respondents are voted for SATISFIED

4.18 Table showing the belief of the respondents

S.NO	PARTICULARS	NO. OF THE RESPONDENT	PERCENTAGE
1	STRONGLY BELIEVE	25	20%
2	BELIEVE	91	72%
3	DOUBT	10	8%
4	STORNGLY DOUBT	0	0
	TOTAL	126	100%

SOURCE : Primary data



4.18 chart showing the belief of the respondents

INTERPRETATION

From the above Chart it is interpreted that the 20% of the respondents are voted for STRONGLY BELIEVE, 72% of the respondents are voted for SATISFIED, 8% of the respondents are voted for DOUBT , none of the respondents are voted for STORNGLY DOUBT.

INFERENCE:

Majority the 72% of the respondents are voted for SATISFIED

CHAPTER – 5

FINDINGS

- Most of the respondents feel under the age group of 25 to 35 years
- Most of the respondents get salary between 10k - 20k range
- The majority of the respondents were found to be male.
- More than half of the respondents are graduate people
- 63% of people are married
- 56 people have over 3 years experience
- 104 people out of 126 said 'yes' they experienced workplace issues
- Most of the respondents said feel 'comfortable' to report grievances
- More than half of the respondents are somewhat aware of the grievance redressal process
- 65 respondents said that very transparent that grievance redressal system
- 54 people gave 5 points to the effectiveness of the grievance redressal system
- 105 respondents said yes that attended any training sessions related to grievance redressal process
- 71 people out of the 126 preferred In person meeting method for reporting grievance
- More than half of the respondents said that "Good", the organization effectively communicates the results and actions taken after resolving grievances."
- 85 people rated the accessibility of the grievance redressal channels as "very accessible."
- More than half of the people expressed satisfaction with the timelines of the grievance resolution process.
- 59% people indicated satisfaction with the resolution outcomes of their past grievances
- 91 out of the 126 people indicated they believe their concerns are taken seriously by the grievance redressal system

CHAPTER – 6

SUGGESTIONS AND CONCLUSION

6.1 SUGGESTION

- The employees can be further educated by proper training of development program.
- The union should enhance their participation in the grievance
- Employees should be trained according to the changing standards of the organization.
- Company should conduct survey from time to time so as to make the necessary changes in the organization.
- Updated Machinery can be substituted and proper training can be given, to improve the efficiency of employees at work.
- Training about the modern management concept and management technologies.
- I Found out that grievances are there. So employers should resolve the grievance. Grievance should recognize/ settled quickly.
- Early settlement prevents minor problems in becoming major disturbances

6.2 Conclusion

Prompt and effective handling of grievance is the key to industrial peace. Grievance should be resolved and eased long before they assume character of an open conflict.

The grievance should be open so that management can learn about them and try corrective action. For an established organization "amirthaa wet grinder and more" they can always try to improve their standard by making good psychological relationship with employees and by solving employee's problems not only in the industrial but also in the family. The action taken by the management should make the employees change their character but not to confuse the life of the employees. So the handling of grievance by the "amirthaa wet grinder and more" must be improved so as to induce a more comfortable working climate of the employees.

I Found out that grievances are there. So employers should resolve the grievance. Grievance should recognize/ settled quickly.

Early settlement prevents minor problems in becoming major disturbances

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ANNEXURE

Questionnaire

1. Email

2. Name Of The Respondent

3. Gender

- a. Male
- b. female
- c. Prefer Not To Respond

4. Age Of The Respondent

- a. 18 – 25
- b. 25 – 35
- c. 35 – 45
- d. Above 45

5. Income

- a. Below 10000
- b. 10000 – 20000
- c. 20000 – 30000
- d. Above 30000

6. Qualification

- a. HSC
- b. SSLC
- c. Diploma
- d. Graduate

7. Marital Status

- a. Married
- b. Unmarried

8. Years Of Job Experience

- a. Below 1 Year
- b. 1 – 2 Years
- c. 2 – 3 Years
- d. Above 3 Years

9. Have You Ever Experienced Any Workplace Issue That You Considered as Grievance?

- a. Yes
- b. No

10. If Yes, Did You Feel Comfortable Reporting The Grievance Through The Established Channels?

- a. Very Comfortable
- b. Comfortable
- c. Neutral
- d. Uncomfortable t
- e. Very Uncomfortable

11. How Aware Are You Of The Grievance Redressal Process In Our Organization?

- a. Very Aware
- b. Some What Aware
- c. Neutral
- d. Not Very Aware
- e. Not Aware At All

12. In Your Opinion, How Transparent Is The Grievance Redressal System In Our Organization?

- a. Very Transparent
- b. Transparent
- c. Neutral
- d. Not Very Transparent
- e. Not Transparent At All

13. How Confident Are You In The Effectiveness Of Our Grievance Redressal System?

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5

14. Have You Attended Any Training Sessions Or Workshops Related To The Grievance Redressal Process?

- a. Yes
- b. No

15. Which Method Do You Prefer For Reporting Grievances?

- a. In – Person Meetings
- b. Written Complaint
- c. Online Submission
- d. Anonymous Reporting

16. How well do you think the organization communicates the results and Actions Taken After A Grievance Is Resolved?

- a. Excellent
- b. Good
- c. Average
- d. Poor
- e. Very Poor

17. How Would You Rate The Accessibility Of The Grievance Redressal Channels?

- a. Very Accessible
- b. Somewhat Accessible
- c. Neutral
- d. Somewhat Inaccessible

18. How Satisfied Are You With The Timeliness Of The Grievance Resolution Process?

- a. Very Satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very Dissatisfied

19. Are you satisfied with the resolution outcomes of your past grievances?

- a. Very Satisfied
- b. Satisfied

- c. Neutral
- d. Dissatisfied
- e. Very Dissatisfied

**20. Do You Believe That Your Concerns Are Taken Seriously By The
Grievance Redressal Team?**

- a. Strongly Believe
- b. Believe
- c. Doubt
- d. Strongly Doubt