

**THE IMPACT OF EMPLOYEE GRIEVANCE ON  
ORGANIZATIONAL PERFORMANCE IN RAMSAYS  
CORPORATION PRIVATE LIMITED**

Submitted in partial fulfilment of the requirements for the award of

**Bachelor of Commerce**

by

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**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 **Monica M (41740021)** who carried out the project entitled **"THE IMPACT OF EMPLOYEE GRIEVANCE ON ORGANIZATIONAL PERFORMANCE IN RAMSAYS CORPORATION PRIVATE LIMITED"** under our supervision from 18<sup>th</sup> December 2023 to 15<sup>th</sup> march 2024

**Dr. RANI J**

**Internal guide**

**Dr. PALANI A**

**HOD**

**Dr. BHUVANESWARI G**

**Dean**

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**Submitted for Viva Voce Examination held on \_\_\_\_\_**

**Internal Examiner**

**External Examiner**



## **RAMSAYS CORPORATION PRIVATE LIMITED**

03.04.2024

### **CERTIFICATE**

This is to inform that Ms. Monica M (Reg No : 41740021) studying B.Com-General, Sathyabama Institute of Science and Technology, Chennai has successfully completed her project in the topic **"THE IMPACT OF EMPLOYEE GRIEVANCE ON ORGANISATIONAL PERFORMANCE IN RAMSAYS CORPORATION PRIVATE LTD"** in our organization from 18th December 2023 to 15th 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.

**Ramsays Corporation Private Limited**

Dinesh Manoharan  
Assistant Manager – HR  
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## **DECLARATION**

I MONICA M (41740021) hereby declare that the Project Report entitled “The impact of employee grievance on organizational performance in Ramsays corporation private limited” done by me under the guidance of Dr. RANI J (Internal) and Mr. DINESH MANOHARAN (External) at Ramsays corporation private limited, Thiruvalluvar salai, Semmancheri, Chennai - 600119 is submitted in partial fulfilment of the requirements for the award of Bachelor of Commerce.

**DATE:**

**CHENNAI**

**MONICA 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. Rani J** 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

**MONICA M**

## **ABSTRACT**

This project theoretically examined the impact of employee grievance management on organizational performance. It is noted that effective management of employee grievance is essential for harmonious workplace relationship, bolstering of employee loyalty and commitment, as well as improvement of overall organizational productivity and performance. Conversely, lack of, or poor employee grievance management in organizations gives rise to negative organizational outcomes such as reduced productivity, absenteeism problem, disobeying of orders, indiscipline behavior and reduced quality of work. The study concluded that effective employee grievance management is vital for effective harmonious management-labour relationship which helps to enhanced organizational performance. It is recommended among others that grievances should be handle as quickly as possible as they are reported in order to ensure that the negative consequences of unresolved grievance are drastically reduced in the workplace. In addition, there should be a laid down grievance management procedure which managers will use as a guide to manage grievance occurrence.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 INTRODUCTION ABOUT THE TOPIC:**

The Employee grievance refers to the discontentment of an employee with the corporate and its management. A company or employer is expected to provide an employee with a safe working environment, clear knowledge of job responsibilities adequate compensation, respect etc. However, employee grievance is caused when there is a gap between what the employee expects and what he receives from the employer.

Employee grievances may or may not be justified. However, they need to be tackled adequately by the leadership team because they not only lower the motivation and performance of the employee but also affects the work environment. Employee grievances if left unchecked can lead to large disputes within the company. It can also drop the motivation levels of other employees. Any company must have a proper channel for employee grievance redressal.

Employee Grievance should be handled in a proper and well defined manner. If an employee voice is raised or someone reports a matter associated with a policy or one thing he or she isn't pleased with or needs to criticism against, a framework outlined in policy ought to be used.

#### **TYPES OF GRIEVANCE AT WORKPLACE:**

Employee grievances can take various forms in the workplace. These grievances are a result of various circumstances at workplace related to employment conditions, company policies or interpersonal relationships. Here are some common types of employee grievances:

**Compensation and Benefits:** Disagreements regarding pay, bonuses, appraisals, overtime pay or allowances.

**Workplace Discrimination:** Complaints about not being treated fairly because of an employee's age, race, gender, sexual orientation or disability.

**Harassment:** Objections on unwelcome behavior, comments or actions including sexual harassment and bullying.

**Rules and Policies:** Disagreements about the rules at work such as shift timings, leave and vacation policy.

**Workload:** Concerns arising from being overburdened with work resulting in disturbances in an employee's work-life balance

**Performance Reviews:** Disagreements about the reviews and feedback an employee gets from their respective managers.

**Work Environment:** Concerns regarding sanitation, safety, ventilation or any discomfort that an employee experiences at the workplace.

**Training and Learning:** Dissatisfactions resulting from inadequate training, resources, skill development or fewer chances of growth.



**Fig: 1.1.1 the types of grievance**

## **BENEFITS OF GRIEVANCE PROCEDURES:**

Grievance procedures not only support a healthy workplace culture but also contribute to the overall well-being of both employees and employers. Here are some areas where employee grievance procedures prove beneficial

***Open Communication and Trust:*** It helps employees talk about their problems without being afraid of getting into trouble. This makes employees trust their workplace more.

***Efficient Problem Resolution:*** It is a fair and fast way to fix issues at work. This stops small problems from becoming big fights and saves time and money.

***Enhanced Employee Satisfaction:*** When workers can say what is bothering them, they feel happier and more connected to their job. It also stops them from getting frustrated.

***Equity and Fairness:*** Grievance procedures help find and fix unfair things like favoritism or treating people badly because of who they are.

***Litigation Prevention:*** Using these procedures can help avoid going to court. It is a way to solve issues at work and keep everyone happy.

## **CAUSES OF EMPLOYEE GRIEVANCE:**

The following causes can lead to employee grievances and it is important for organizations to address them

- Inadequate wages and bonuses.
- Perceived pay disparities with colleagues.
- Delays in bonus payments and disputes about overtime pay.
- Unfavorable working conditions and subpar facilities.
- Problems with workplace equipment and materials.

- Unfair treatment, including bias and favoritism.
- Resistance to changes in company policies or practices.
- Interpersonal conflicts and strained relationships.
- Issues with promotions and safety measures.
- Dissatisfaction with career planning and development.
- Concerns related to layoffs and retrenchment.
- Bullying, harassment, and leadership problems.

## **IMPORTANCE OF EFFECTIVE EMPLOYEE GRIEVANCE:**

Today, the need to maintain a harmonious relationship in the workplace in order to boost employee morale, enhance organizational effectiveness and improve organizational productivity has made the management of employee grievance a serious and vital organizational concern. Employee grievance management has emerged as a top priority for many right thinking managers and managements in Contemporary business arena, as organizations seeking to get the best out of every of its employees must have the capacity to maintain a harmonious management-labour relationship which is vital for organizational survival.

The importance of effective employee grievance management has made organizations to begin to restructure their operating procedures to accommodate their employee's feelings, opinions and views in order to gain the employees trust, loyalty and whole hearted commitment, especially when it comes to employees having channels to express their grievances to the management.

The nature and dimensions of challenges been witnessed today arising from poor management of employee grievance is something every organization must try to avoid.

In fact, any organization that neglects to put in a place a proper employee grievance mechanism is making itself vulnerable to systemic inefficiencies that may likely consume the entire organization.

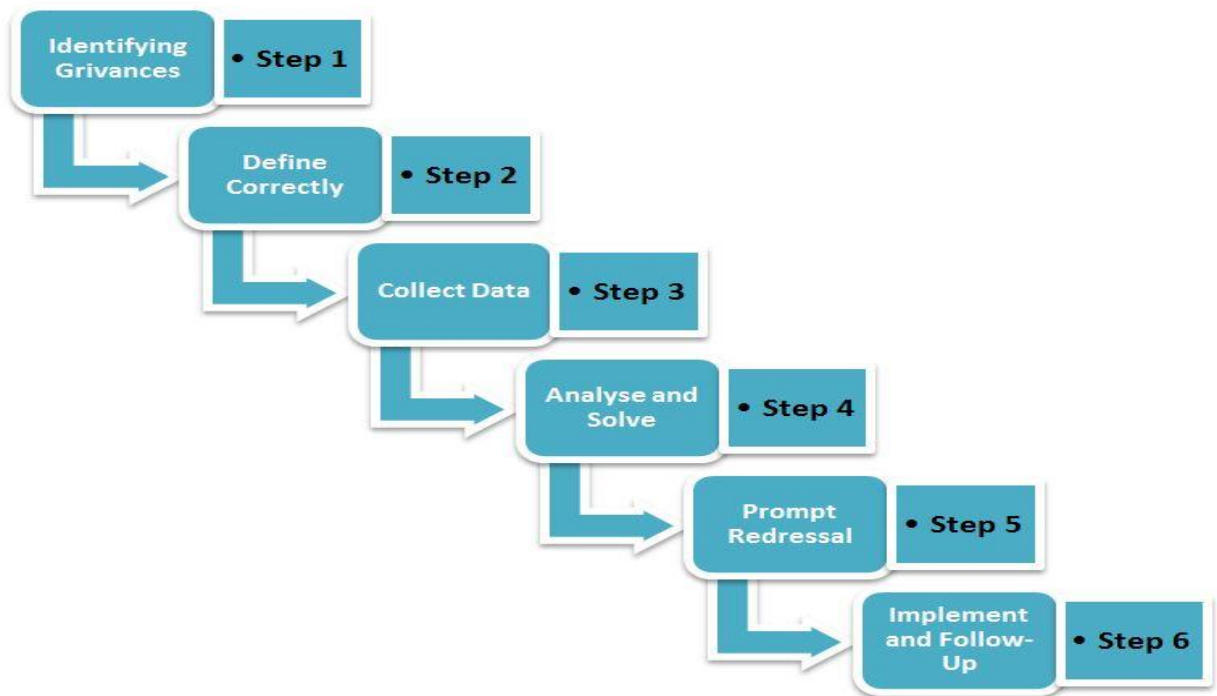
Grievance procedures are borne out of employee feeling of been violated by fellow employees or management. When a good grievance management procedure is in place, the organization is more likely to experience high employee morale and harmonious management-employee relations which is a vital necessity for improve organizational performance

### **GRIEVANCE MANAGEMENT:**

The role and objective of management does not end at only attracting, retaining, motivating employees, instilling sanctions necessary to elicit employee behaviour responses, but in also ensuring that an effective grievance management procedure is in place within the organization. Hardeman (2004) observed that issue of grievance within the organization is identified as the protest of the employee against the application of the policies that are considered to be unjust or unfair. However, since it may not be totally possible to stop grievances from occurring in organization, settling it as fast as it occurs at it root is very vital in order to stop the grievance from escalating to the point where it becomes a problem that may likely consume an organization. When grievance occurs, productivity goes down as employee's morale and commitments are generally affected

### **EFFECTIVE HANDLING:**

Effective handling of employee grievance is a vital role of the personnel managers in organizations today. Danku, Apeteley, Aboagye and Benyebaar (2015) contend that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management-labour relationships and negatively affect the productivity of the organization.



***Fig: 1.1.2 the steps of grievance redressal***

### **COMMON EXAMPLE OF EMPLOYEE GRIEVANCE:**

Here are a few commonplace situations that can lead to grievances from the employees at workplace:

***Unfair Treatment:*** The employees might feel that they are not being treated fairly compared to their coworkers, like not getting a fair promotion or when they receive different benefits for the same job.

***Discrimination:*** Being bothered because of their gender, race, age or who they like makes an employee upset resulting in a grievance.

***Substandard Working Environment:*** When the place where they work is not comfortable or safe, or if they have too much work to do, it leads to reporting a grievance.

***Pay and Benefits Disagreements:*** If an employee feels they are not getting paid enough or has issues with their wages, bonuses, or things like health insurance or retirement plans, they might want to talk about it.

## **1.2 INDUSTRY PROFILE:**

An industry is a group of companies that are related based on their primary business activities. In modern economies, there are dozens of industry classifications. Industry classifications are typically grouped into larger categories called sectors. Individual companies are generally classified into an industry based on their largest sources of revenue. For example, while an automobile manufacturer might have a financing division that contributes 10% to the firm's overall revenues, the company would be classified in the automaker industry by most classification systems.

The industry was initiated five decades ago in 1968, and are specialized in manufacturing cold formed parts. They started cold forming in the year 1990 and from that day they have been achieving the objective of forging special components and supplying to various OEMs. Its authorized share capital is Rs. 50,000,000 and its paid up capital is Rs. 30,010,000. It is involved in Manufacture of other fabricated metal products; metal working service activities.

Ramsays Corporation Private Limited's Annual General Meeting (AGM) was last held on N/A and as per records from Ministry of Corporate Affairs (MCA). Directors of Ramsays Corporation Private Limited are Krishna Kumar Ramaswamy, Puliyangudi Radhakrishnan Ramaswamy and Krishnakumar Srivinayakram.

Website - <http://ramsayscorporationpvtltd.com/>

Industry - Motor Vehicle Manufacturing

Company size - 420 employees

Headquarters - Chennai, Tamil Nadu

Type - Self-Employed

Founded - 1991

## DETAILS:

**Table 1.2.1 the details of the industry**

|                       |                                                        |
|-----------------------|--------------------------------------------------------|
| CIN                   | U28990TN2007PTC064917                                  |
| Date of Incorporation | 28 Sep, 2007                                           |
| Status                | Active                                                 |
| Company Category      | Company limited by Shares                              |
| Company Sub-category  | Non-govt company                                       |
| Company Class         | Private                                                |
| Business Activity     | Manufacturing (Metals, Chemicals and products thereof) |
| Authorized Capital    | 500.0 lakhs                                            |

|                               |              |
|-------------------------------|--------------|
| Paid-up Capital               | 300.1 lakhs  |
| Paid-up Capital %             | 60.02        |
| Registrar Office City         | Chennai      |
| Registered State              | Tamil Nadu   |
| Registration Number           | 64917        |
| Registration Date             | 28 Sep, 2007 |
| Listing Status                | Unlisted     |
| AGM last held on              | 26 Sep, 2017 |
| Balance Sheet last updated on | 31 Mar, 2017 |

### 1.3 COMPANY PROFILE:



*Fig: 1.3.1 the logo of the company*

## HISTORY OF THE COMPANY:

- 1968.10 Plant 1 Commissioned and Started Manufacturing Machined Component
- 1980.03 Manufacturing Of Pressed Sheet Metal Parts
- 1994.04 Started Manufacturing Long Bolts By Cold Forging
- 1995.04 Started Manufacturing Sub Assemblies – Base Assemblies For Electrical Solenoids
- 1997.04 Plant li At Chemmancherry Near Chennai For special Fasteners.
- 1998.04 Installation Of 6 Station Parts Former (Up To 20 Mm Dia \*50 Mm Length
- 2003.04 Installation Of Cnc Turning Centers
- 2004.04 Ts16949 Certification And Start
- 2005.04 Continuous Heat Treatment Furniture Commissioned
- 2006.04 Development Of Critical Engine Parts To Mail and Installed Secondary Spms
- 2010.04 Installed Thermo Set Injection Molding, Machine For High Temperature Applications
- 2011.04 Installed Automatic Plating Shop (Trivalent) Passivation.
- 2012.04 Started Production 3rd Plant 7 Station Cold Forging Parts Former
- 2013.04 Installed Exclusive Cnc Cylindrical Grinding Machine For Shaft Manufacturing
- 2011.04 Installed Cnc Machines And Ro Plant Upgradation
- 2011.04 Installed 3rd Cnc Cylindrical Grinding, Spm Milling, Grinding For Driveshaft, Efd Induction
- 2011.04 Installed Automatic Plating Shop (Trivalent) Passivation
- 2013.04 Installed Exclusive Cnc Cylindrical Grinding Machine For Shaft Manufacturing

- 2014.04 Installed Cnc Machines And Ro Plant Upgradation
- 2015.04 Installed 3rd Cnc Cylindrical Grinding, Milling, Grinding For Driveshaft, Efd Induction
- 2017.04 Manufacturing Of Pressed Sheet Metal Parts.
- 2018.04 Started Manufacturing Long Bolts By Forging.
- 2019.04 Started Manufacturing Sub Assemblies

## **OVERVIEW- RAMSAYS CORPORATION PVT LTD:**

Ramsays Corporation Private Limited is an unlisted private company incorporated on 28 September, 2007. It is classified as a private limited company and is located in Chennai, Tamil Nadu. It's authorized share capital is INR 5.00 cr and the total paid-up capital is INR 3.00 cr.

Ramsays Corporation Private Limited's operating revenues range is INR 100 cr - 500 cr for the financial year ending on 31 March, 2023. It's EBITDA has decreased by -21.76 % over the previous year. At the same time, it's book network has increased by 5.09 %.

**Description:** The company is engaged in production, collection and distribution of electricity.

**Products & Services:** Solar Energy Service, Solar Panel Solutions, Telecom Tower Solution, Grid Connected Roof Top Service and Businesses Solar Services.

**Category:** Retail distributor

The current status of Ramsays Corporation Private Limited is - Active

The last reported AGM (Annual General Meeting) of Ramsays Corporation Private Limited, per our records, was held on 30 September, 2023.

Ramsays Corporation Private Limited has two directors:

Krishna Kumar Ramaswamy, Puliyangudi Radhakrishnan Ramaswamy

## **MISSION AND VISION OF THE COMPANY:**

To become best in Quality, Cost, Delivery and Service in national and International market. Leader in manufacturing cold forging parts , Plastic parts & assembly Parts.

## **DEPARTMENTS OF THE COMPANY:**

- CNC
- Despatch
- Grinding
- Final
- Auto sorting
- Pointing
- Forging
- Maintenance
- Lab
- Heat
- Electrical
- RO
- Housekeeping
- Subcont
- Quality
- Trimming
- Rolling
- RM store
- Fork lift
- PPC

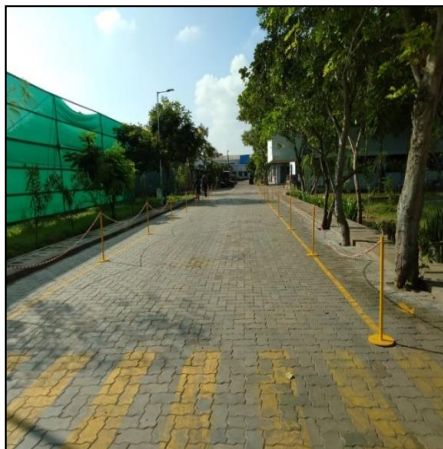
## PRODUCTS OF THE COMPANY:

A product is an object, or system, or service made available for consumer use as of the consumer demand; it is anything that can be offered to a market to satisfy the desire or need of a customer. A product concept is the core idea and functionality of a product. It involves the features and attributes that make a product unique and valuable. In essence, it guides the development and marketing of a product. It is the idea and plan behind a product.



***Fig: 1.3.2 the products of the company***

## SAFETY MEASURES AT THE COMPANY:



***Fig: 1.3.3 the safety measures taken***

## **1.4 STATEMENT OF THE PROBLEM:**

Employee grievance can lead to loss of job morale among employees, poor performance, absenteeism, loss of productivity and staff turnover. Hence it is the duty of the management to look after the grievance redressal measures of the employees.

## **1.5 NEED FOR THE STUDY:**

The aim of study is to know the various causes of grievance, to know whether the grievance of employees being taken care or not and to know whether employees are satisfy by grievance handling system of management. The study helps to identify the factor which affects the grievance handling procedure of the organization. The study makes the employee of the organization to carry out the team work.

## **1.6 OBJECTIVES OF THE STUDY:**

### ***PRIMARY OBJECTIVE:***

To identify and learn about the impact of employee grievance in Ramsays corporation private limited

### ***SECONDARY OBJECTIVE:***

- To understand employees level of awareness on grievance management practices adopted by the organization.
- To understand employees attitude on grievance handling procedure
- To analyze the relationship between grievance management practices and employee commitment.
- To measure the impact of grievance management practices on job commitment of employees

## **1.7 SCOPE OF THE STUDY:**

- The study undertaken can be applicable to all organizations 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.

## **1.8 LIMITATIONS OF THE STUDY:**

- This study undertaken at Ramsays corporation private ltd is limited to exploring an understanding of employee grievances by analyzing the related aspects like Employee Salary, Leadership Style, Work complexity, Training & Development, and Grievance procedure.
- The reliability on accuracy of information gathered from respondents of the company cannot be assured. The sample respondents may not have disclosed the exact information with accuracy.
- With the Information gathered from both primary and secondary data, analysis and Interpretation, findings and suggestions are made with the availability of time, data and samples.
- Questionnaire was translated into tamil to some of the respondent which may also lead to misunderstanding of questions
- Certain problem like employees doesn't spend time to reply for the questions

## CHAPTER 2

### REVIEW OF LITERATURE

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

**Bean (1994)** believes that grievances are usually associated with dissatisfaction felt by an employee with his/her working conditions and procedures

**Drucker (1994)** posit that corporate performance is the balance between all factors of production (Human and Materials) that will give the greatest output for the smallest efforts".

**Huselid (1995)** Presence of grievance handling procedures will help the employees in addressing their issues and concerns and are important for sustaining high satisfaction high productivity of employees

**(D'Cruz (1999)** Grievance also refers to a matter raised by employee to express dissatisfaction with management behaviour and is an attempt to bring out changes

**Daft (2000)** defines organizational performance as "the ability of an organization to attain its goals by using resources in an effective and efficient manner".

**Rose (2004)** defines grievance as any dissatisfaction regarding work and workplace expressed by employee in a formal way to his immediate supervisor. Grievances are indications of dissatisfaction of individual member with the ways things are playing out in their workplaces. Thus, employee grievance refers to any act of employee dissatisfaction cause by his immediate supervisor as regarding his work and workplace

**Hardeman (2004)** defines grievance procedure as a method through which employees make their voice known about management practices and/or decisions, in order to have them properly resolved.

**Darroch & Mcnaughton (2005)** define corporate performance as a firm's position in an industry in relation to competition and industry average". Organizational performance thus is the outcome of the performance of individuals and the entire groups in the organization.

**Scholam, Rose and Krupp (2005)** argued that "organizational performance can be operationalized in many ways which includes "profitability, market share, return on assets or investment, changes in market share or profitability and new product success. They also identified customer's loyalty, sales growth and long-term survival. They contend that "corporate performance can be satisfactory or unsatisfactory depending on if it is high or low respectively.

**According to Akanji (2005)** a well-constructed and effective employee grievance management induces a positive performance, while poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony of the entire organization

**Chen, et al (2006)**, organizational performance is the "transformation of inputs into outputs for achieving certain outcomes".

**Madanchian, Hussein, Noordin and Teherdoost (2006)** noted that the ability of an organization to achieve its goals is organizational performance

**Bagraim (2007)**, the rationale for grievance procedures is to help individual organization attain its best in terms of employee's performance and service delivery. He however pointed out that in most cases the procedures are management centered and may not allow employees to initiate expression of their dissatisfaction with regard to their work situations.

**Dwivedi (2009)** It is any discontent dissatisfaction, expressed or not, and whether valid or not, arising out of anything connected with the organization which the employee thinks, believed, or even feels is unfair, unjust or inequitable that he has suffered u78

**(Obasan, 2011)** Management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity

**Melchades (2013)** say that “employee performance is affected by any nature of grievance, and grievance management deal directly with workers and all that concern them, so can influence workers performance.

**V.Mohanasundaram and D. Ramya (2014)** studied grievance handling procedure at Hema engineering industries limited, Hosur. The study focused on the nature and causes of employee grievances and effectiveness of grievance handling procedure at Hema engineering industries limited. The study follows descriptive research design and simple random sampling technique is used to select 110 employees. Percentage analysis and F test is used for data analysis. Findings reveal that majority of the employees are aware about grievance handling procedure in the organization. It concludes that the employees are not fully satisfied with the salary and promotion provided by the organization. Hence the management should take some steps to increase the employee satisfaction.

**Longe (2015)** Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions

**According to Emenike (2016)** organizational performance refers to “how corporation performs on contain criteria as profitability, market share, return on asset, and return on investment. In other words, level of profitability, market share which the firm control in the industry, and the returns from their assets and investment defines an organizational performance”

**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 concludedthat

## CHAPTER 3

### RESEARCH METHODOLOGY

Research methodology is the systematic approach used to conduct research and solve research problems. It involves collecting data using various methods, interpreting the collected data, and drawing conclusions based on the research findings. Research methods can be quantitative or qualitative, or a combination of both, and may include surveys, interviews, observations, and experiment.

#### 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.

The study follows descriptive and causal research method.

Descriptive research is a research method describing the characteristics of the population or phenomenon studied. This descriptive methodology focuses more on the “what” of the research subject than the “why” of the research subject

Causal research, also known as explanatory research or causal-comparative research, identifies the extent and nature of cause-and-effect relationships between two or more variables. It's often used by companies to determine the impact of changes in products, features, or services process on critical company metrics.

#### 3.2 SOURCES OF DATA:

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

**PRIMARY DATA** - Primary data was collected from the employees of Ramsays corporation private ltd 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 STRUCTURE OF QUESTIONNAIRE:**

Structured questions are those that have a predefined format, answer, or scale.

The structure of questionnaire in this study includes the general information about the employees, grievance faced by them in the company, the impact of their grievance and about the redressal measures taken by the organization.

### **3.4 SAMPLE SIZE:**

Sample size is the number of observations, individuals, items or data points included in a study or experiment. selected from a larger population to represent it statistically.

The sample size chosen for the survey is 113 employees of ramsays corporation private ltd.

### **3.5 SAMPLING TECHNIQUE:**

The sampling design 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.

Simple random sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population.

This method of sampling is most apt for when the main objective of a study is for its findings to be generalizable for a whole population. In other words, this method of sampling ensures that the data extracted from the chosen sample group is reflective of what it would be for the target population as a whole.

### **3.6 PERIOD OF STUDY:**

The period of study is from 18<sup>th</sup> December 2023 – 15<sup>th</sup> march 2024

### **3.7 ANALYTICAL TOOLS:**

The analytical method used in the survey is percentage analysis method

#### **PERCENTAGE ANALYSIS METHOD:**

Percentage in research refers to the use of numbers expressed as a proportion of a whole to present findings and compare results. It is commonly used to report sensitivity, specificity, positive predictive value, and negative predictive value in scientific studies

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

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 PERCENTAGE ANALYSIS

Table 4.1.1 showing the age of the respondent

| Age          | No of respondent | Percentage |
|--------------|------------------|------------|
| 20-30 years  | 55               | 49         |
| 30-40 years  | 38               | 33         |
| 40 and above | 20               | 18         |
| Total        | 113              | 100        |

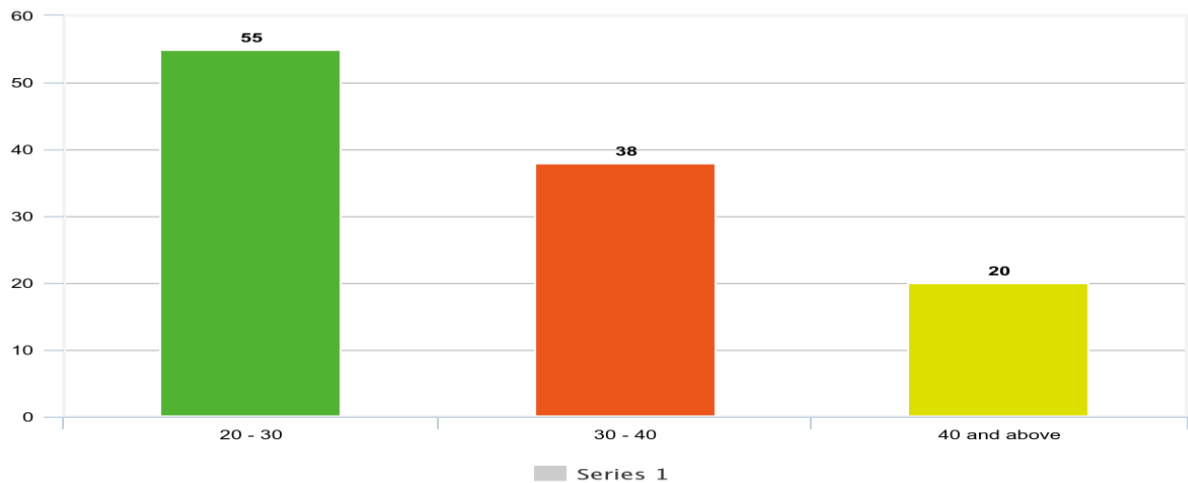


Chart 4.1.1 showing the age of the respondent

#### INTERPRETATION:

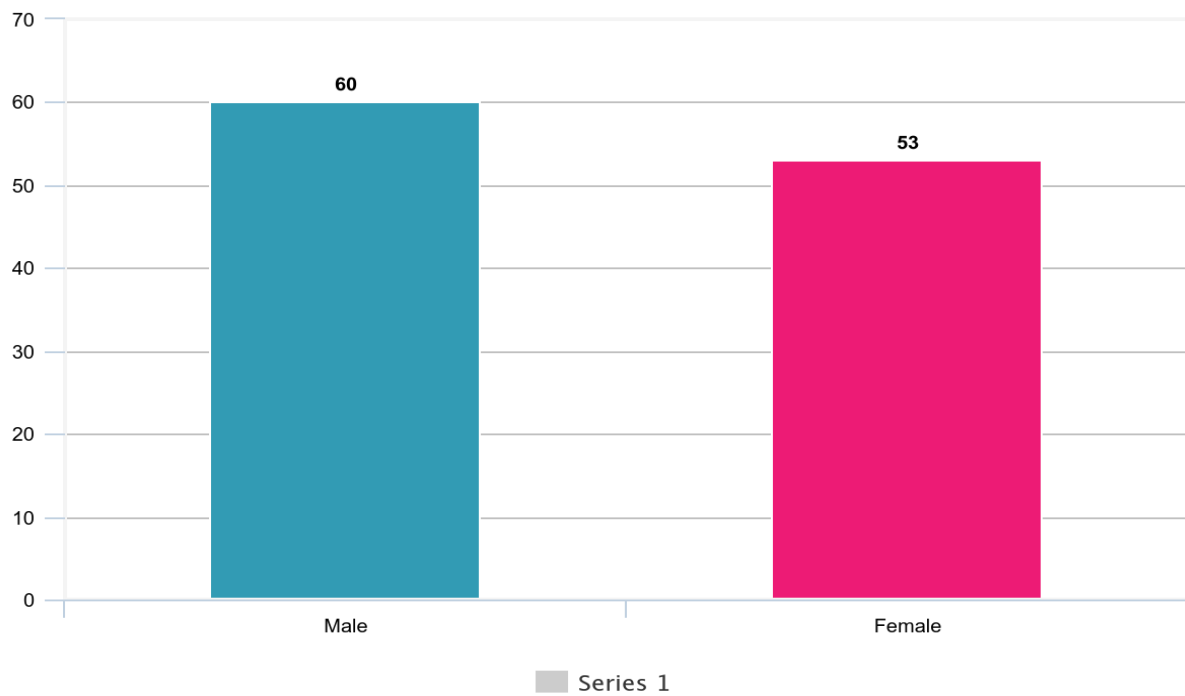
55 respondents are from the age group of 20-30 years

38 respondents are from the age group of 30-40 years

20 respondents are from the age group of 40 and above

**Table 4.1.2 showing the gender of the respondent**

| <b>Gender</b> | <b>No of respondent</b> | <b>Percentage</b> |
|---------------|-------------------------|-------------------|
| Male          | 60                      | 53                |
| Female        | 53                      | 47                |
| Total         | 113                     | 100               |



**Chart 4.1.2 showing the gender of the respondent**

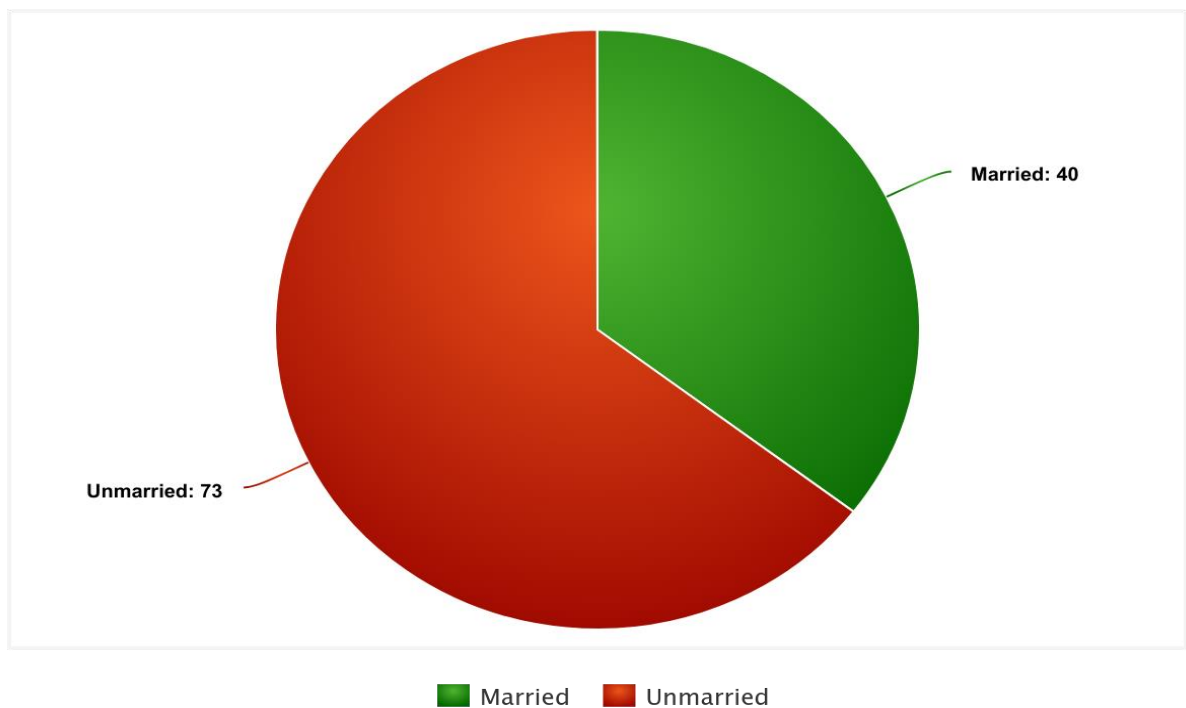
**INTERPRETATION:**

60 respondents are male

53 respondents are female

**Table 4.1.3 showing the marital status of the respondent**

| <b>Marital status</b> | <b>No of respondent</b> | <b>percentage</b> |
|-----------------------|-------------------------|-------------------|
| Married               | 40                      | 35                |
| Unmarried             | 73                      | 65                |
| Total                 | 113                     | 100               |



**Chart 4.1.3 showing the marital status of the respondents**

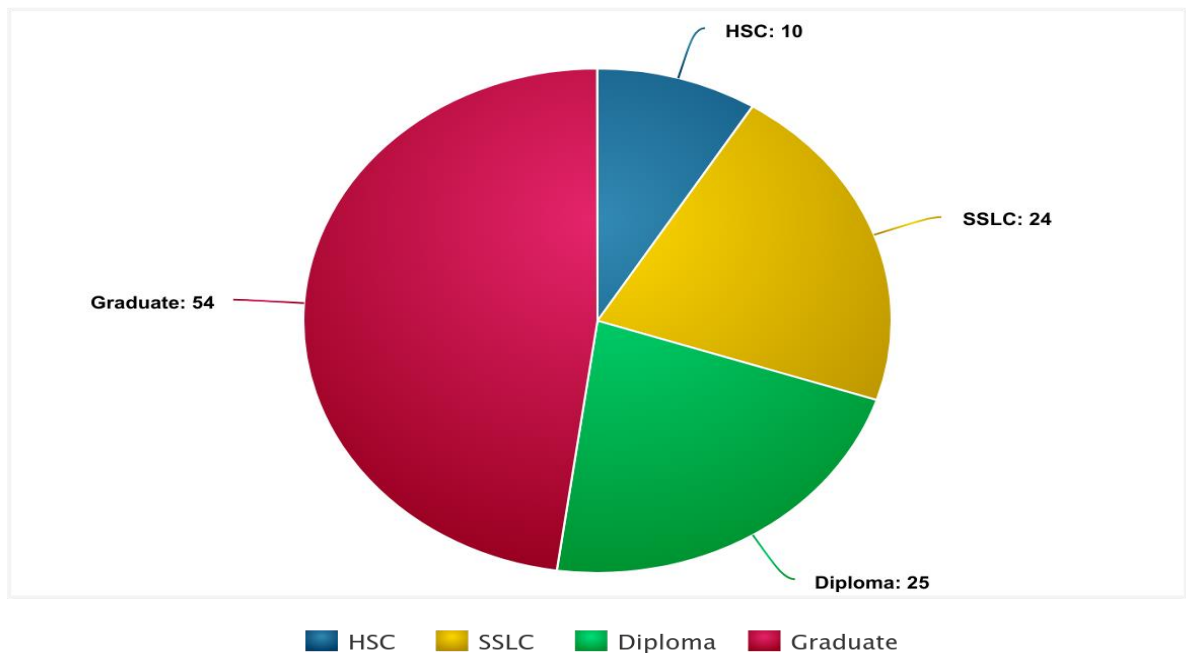
**INTERPRETATION:**

40 respondents are married

73 respondents are unmarried

**Table 4.1.4 showing the qualification of the respondent**

| Qualification | No of respondent | Percentage |
|---------------|------------------|------------|
| HSC           | 10               | 9          |
| SSLC          | 24               | 21         |
| Diploma       | 25               | 22         |
| Graduate      | 54               | 48         |
| Total         | 113              | 100        |



**Chart 4.1.4 showing the qualification of the respondent**

**INTERPRETATION:**

10 respondents completed HSC

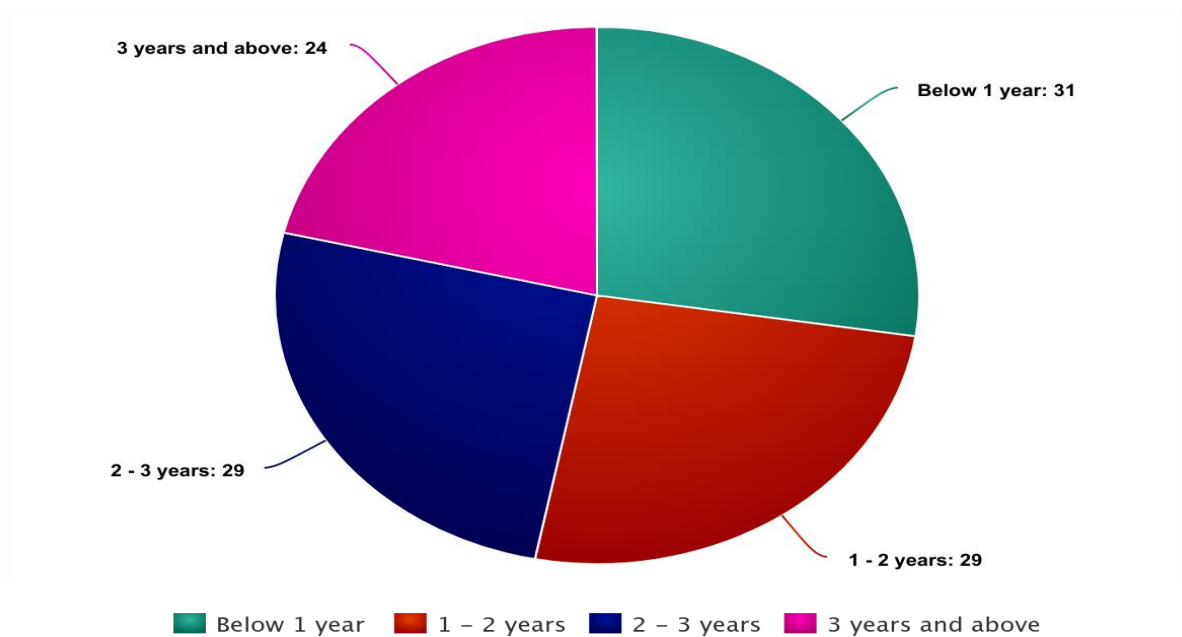
24 respondents completed SSLC

25 respondents are qualified with diploma

54 respondents are graduates

**Table 4.1.5 showing the experience of the respondent**

| Years of experience | No of respondent | Percentage |
|---------------------|------------------|------------|
| Below 1 year        | 31               | 27         |
| 1-2 years           | 29               | 26         |
| 2-3 years           | 29               | 26         |
| 3 years and above   | 24               | 21         |
| Total               | 113              | 100        |



**Chart 4.1.5 showing the experience of the respondent**

**INTERPRETATION:**

31 respondents have below 1 year of experience

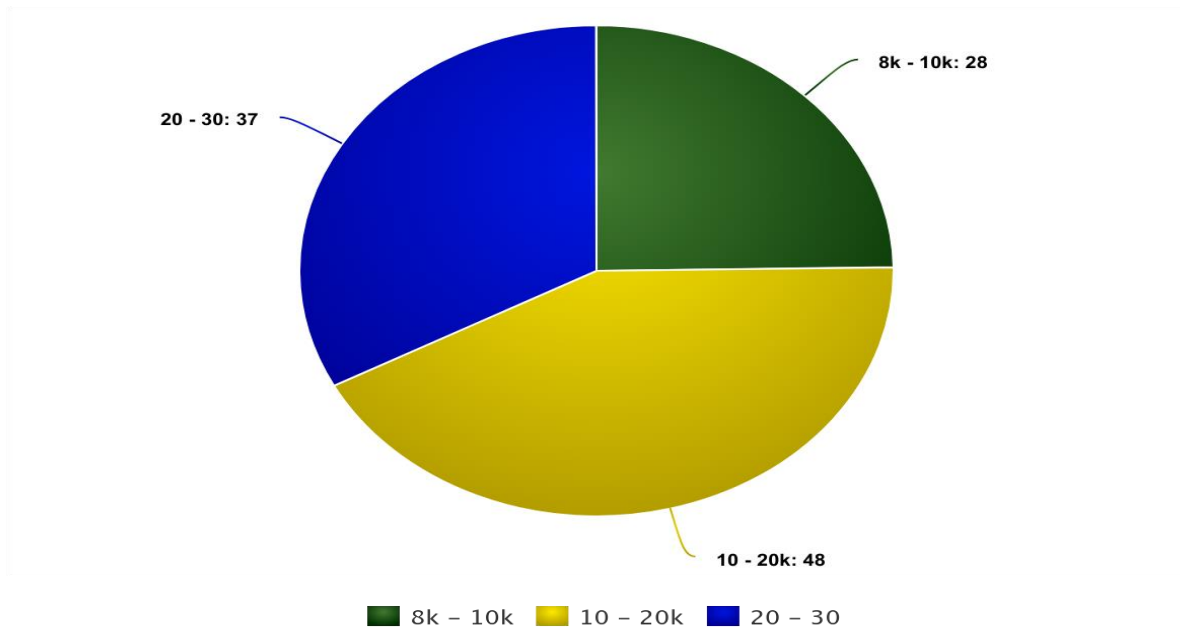
29 respondents have 1-2 years of experience

29 respondents have 2-3 years of experience

24 respondents have 3 years and above years of experience

**Table 4.1.6 showing the income of the respondent**

| Income      | No of respondent | Percentage |
|-------------|------------------|------------|
| 8000-10000  | 28               | 25         |
| 10000-20000 | 48               | 42         |
| 20000-30000 | 37               | 33         |
| Total       | 113              | 100        |



**Chart 4.1.6 showing the income of the respondent**

**INTERPRETATION:**

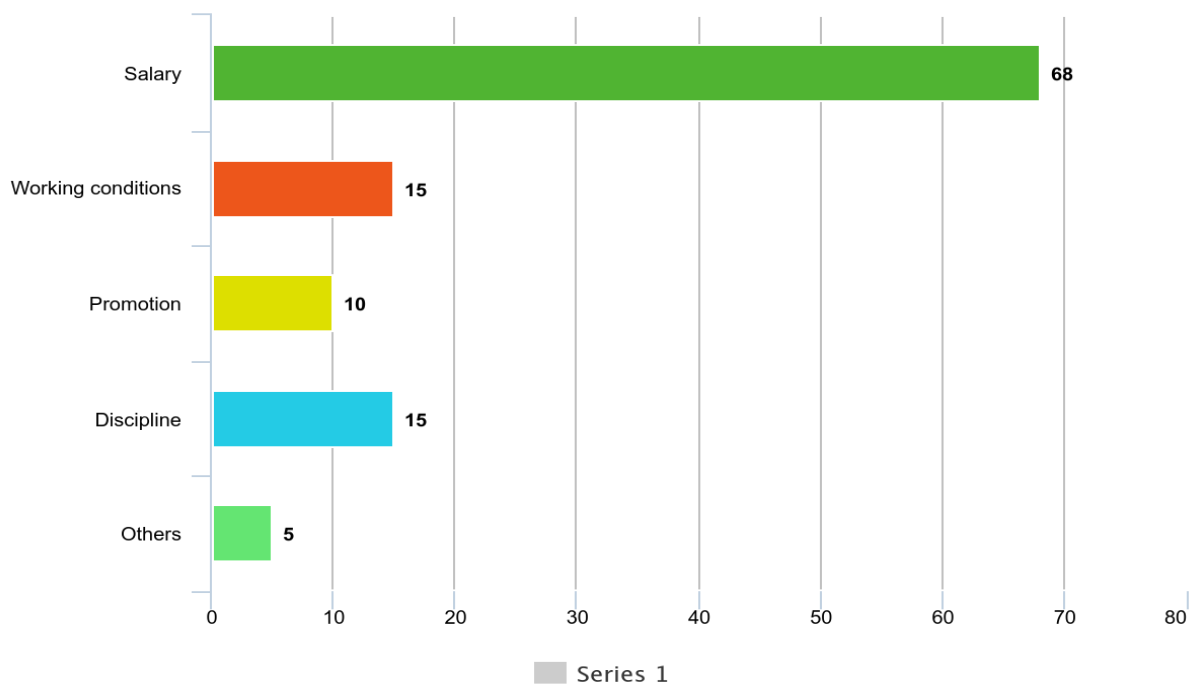
28 respondents earn 8000-10000

48 respondents earn 10000-20000

37 respondents earn 20000-30000

**Table 4.1.7 describes the basic grievance of the respondent**

| <b>What do you consider as a basic grievance</b> | <b>No of respondent</b> | <b>Percentage</b> |
|--------------------------------------------------|-------------------------|-------------------|
| Salary                                           | 68                      | 61                |
| Working condition                                | 15                      | 13                |
| Promotion                                        | 10                      | 9                 |
| Discipline                                       | 15                      | 13                |
| Others                                           | 5                       | 4                 |
| <b>Total</b>                                     | <b>113</b>              | <b>100</b>        |



**Chart 4.1.7 describes the basic grievance of the respondent**

**INTERPRETATION:**

68 respondents says salary

15 respondents says working condition

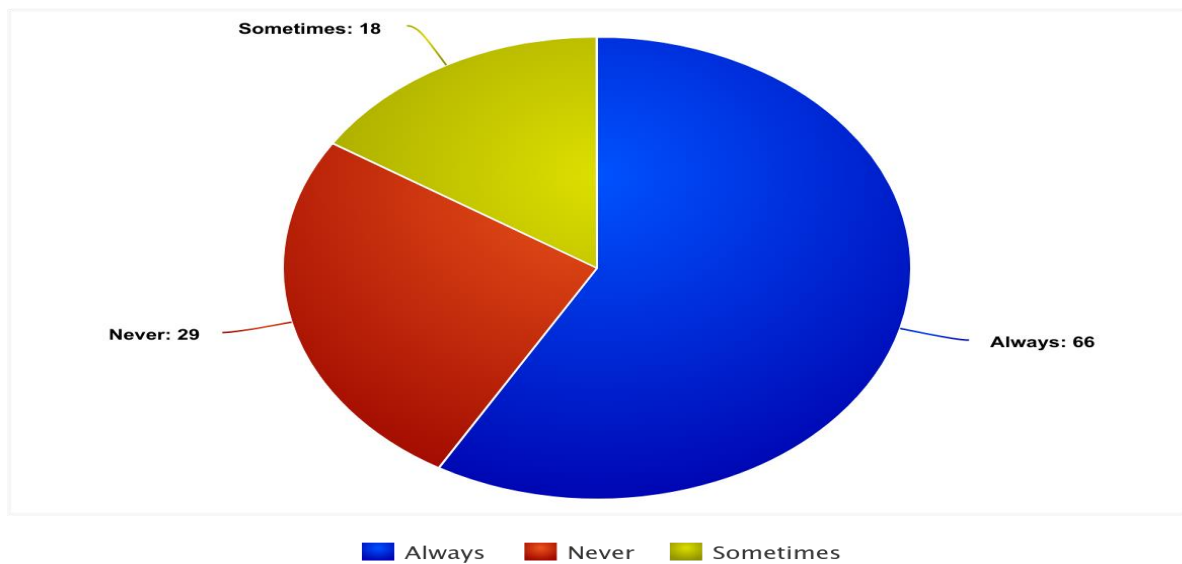
10 respondents says promotion

15 respondents says discipline

5 respondents says others such as leave policy, break time etc

**Table 4.1.8 shows whether the respondents keep the grievance within themselves**

| <b>Do you keep grievance to yourself</b> | <b>No of respondent</b> | <b>Percentage</b> |
|------------------------------------------|-------------------------|-------------------|
| Always                                   | 25                      | 22                |
| Sometimes                                | 63                      | 56                |
| Never                                    | 25                      | 22                |
| Total                                    | 113                     | 100               |



**Chart 4.1.8 shows whether the respondent keep the grievance within themselves**

**INTERPRETATION:**

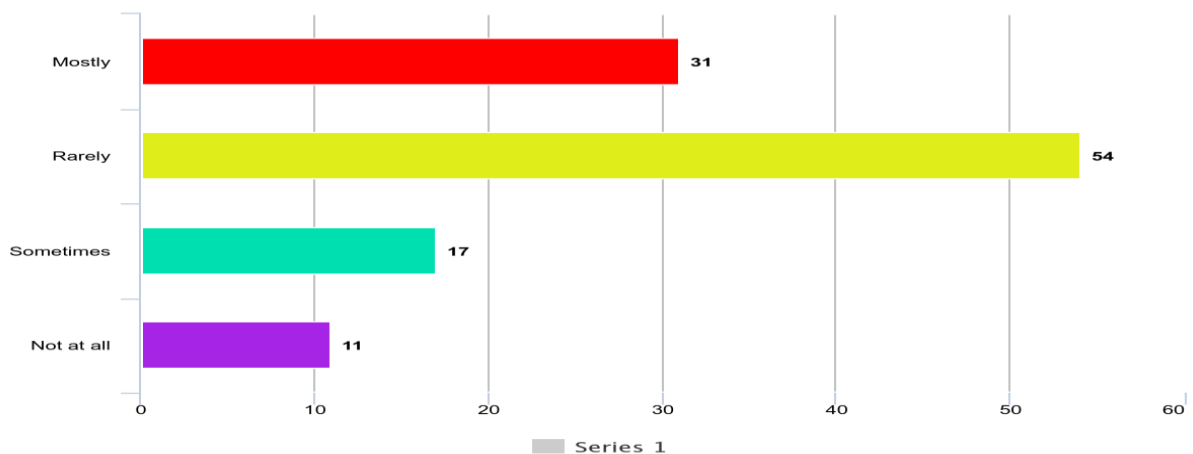
25 respondents says that they keep their grievance within themselves

63 respondents says that they share the grievance sometimes

25 respondents says that they never share their grievance at all

**Table 4.1.9 shows how often the grievance are shared**

| <b>How often do you share your grievance with your colleagues</b> | <b>No of respondent</b> | <b>Percentage</b> |
|-------------------------------------------------------------------|-------------------------|-------------------|
| Mostly                                                            | 31                      | 27                |
| Rarely                                                            | 54                      | 48                |
| Sometimes                                                         | 17                      | 15                |
| Not at all                                                        | 11                      | 10                |
| Total                                                             | 113                     | 100               |



**Chart 4.1.9 shows how often the grievance are shared**

**INTERPRETATION:**

31 respondents says that mostly they share their grievance with their colleagues

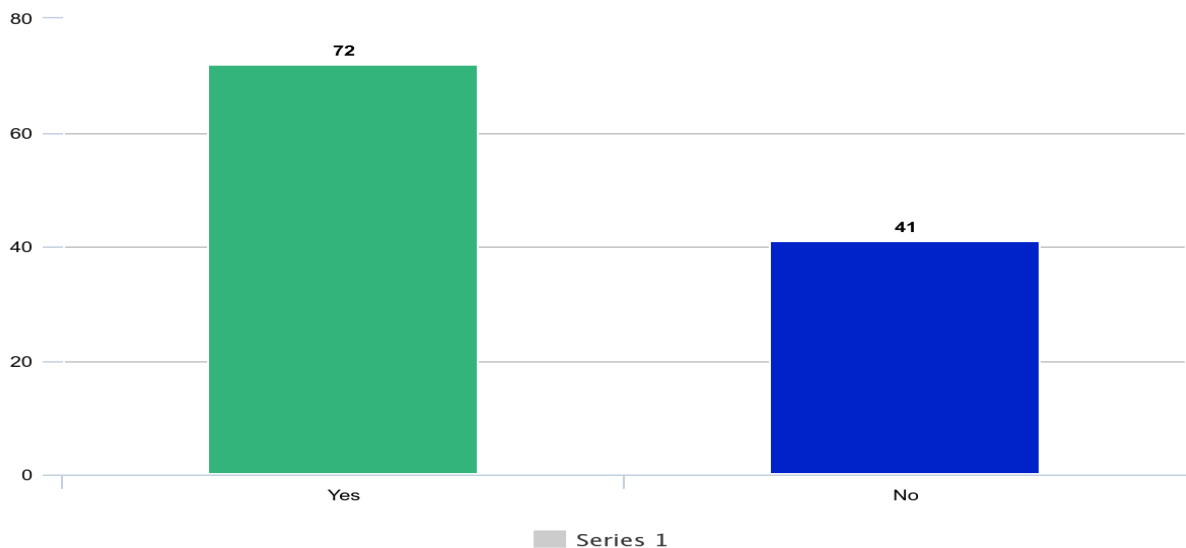
54 respondents says that rarely they share their grievance with their colleagues

17 respondents says that sometimes they share their grievance with their colleagues

11 respondents says that they never share their grievance with their colleagues

**Table 4.1.10 shows the awareness of grievance redressal procedure**

| <b>Are you aware of the grievance redressal procedure followed in your organization</b> | <b>No of respondent</b> | <b>Percentage</b> |
|-----------------------------------------------------------------------------------------|-------------------------|-------------------|
| Yes                                                                                     | 72                      | 64                |
| No                                                                                      | 41                      | 36                |
| Total                                                                                   | 113                     | 100               |



**Chart 4.1.10 shows the awareness of grievance redressal procedure**

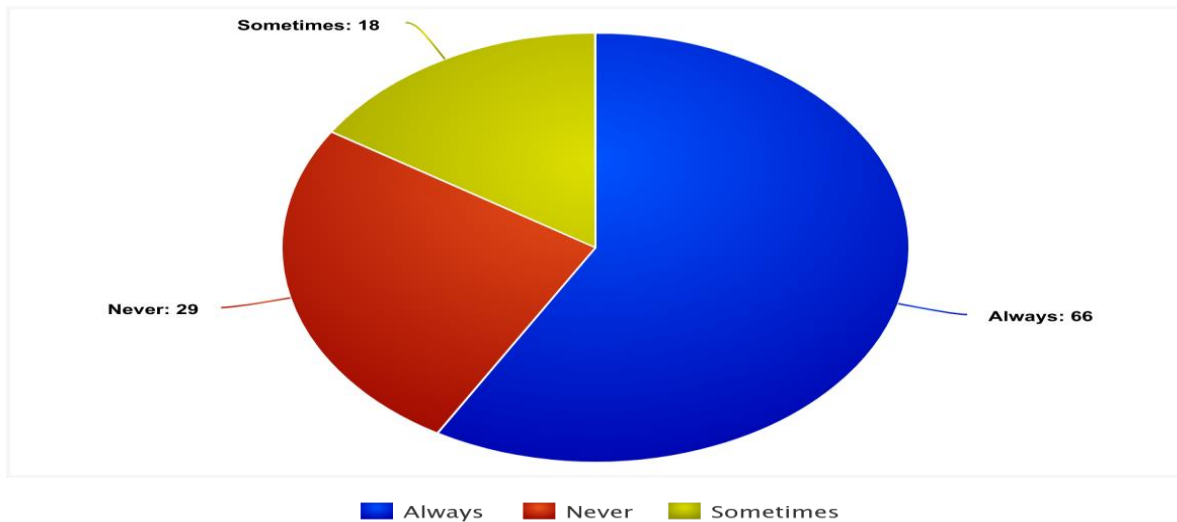
#### **INTERPRETATION:**

72 respondents are aware of the grievance redressal procedure followed

41 respondents are not aware of the grievance redressal procedure followed in their organization

**Table 4.1.11 shows whether they directly go and discuss their grievance**

| <b>Do you directly go and discuss your grievance with immediate superior when a grievance arise</b> | <b>No of respondent</b> | <b>Percentage</b> |
|-----------------------------------------------------------------------------------------------------|-------------------------|-------------------|
| Always                                                                                              | 66                      | 58                |
| Never                                                                                               | 29                      | 26                |
| Sometimes                                                                                           | 18                      | 16                |
| Total                                                                                               | 113                     | 100               |



**Chart 4.1.11 shows whether they directly go and discuss their grievance**

**INTERPRETATION:**

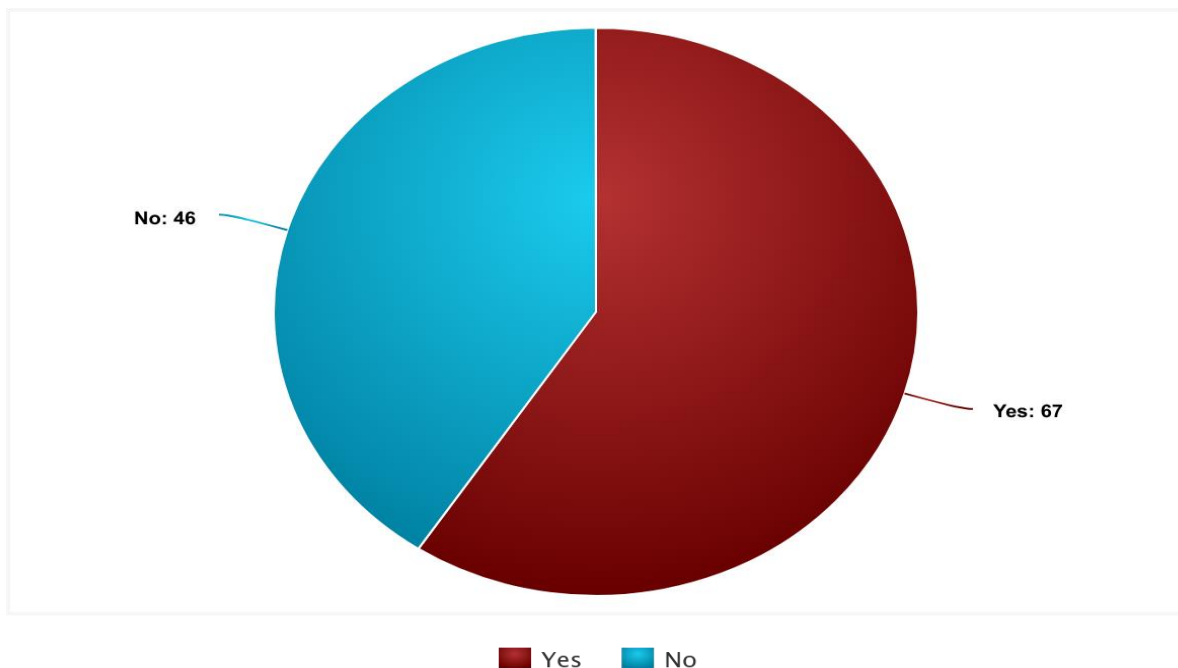
66 respondents says that they directly go and discuss their grievance

29 respondents says that they never go and discuss their grievance

18 respondents says that they sometimes go and discuss their grievance

**Table 4.1.12 showing the explanation of grievance handling procedure**

| Is the grievance handling procedure explained to you | No of respondent | Percentage |
|------------------------------------------------------|------------------|------------|
| Yes                                                  | 67               | 59         |
| No                                                   | 46               | 41         |
| Total                                                | 113              | 100        |



**Chart 4.1.12 showing the explanation of grievance handling procedure**

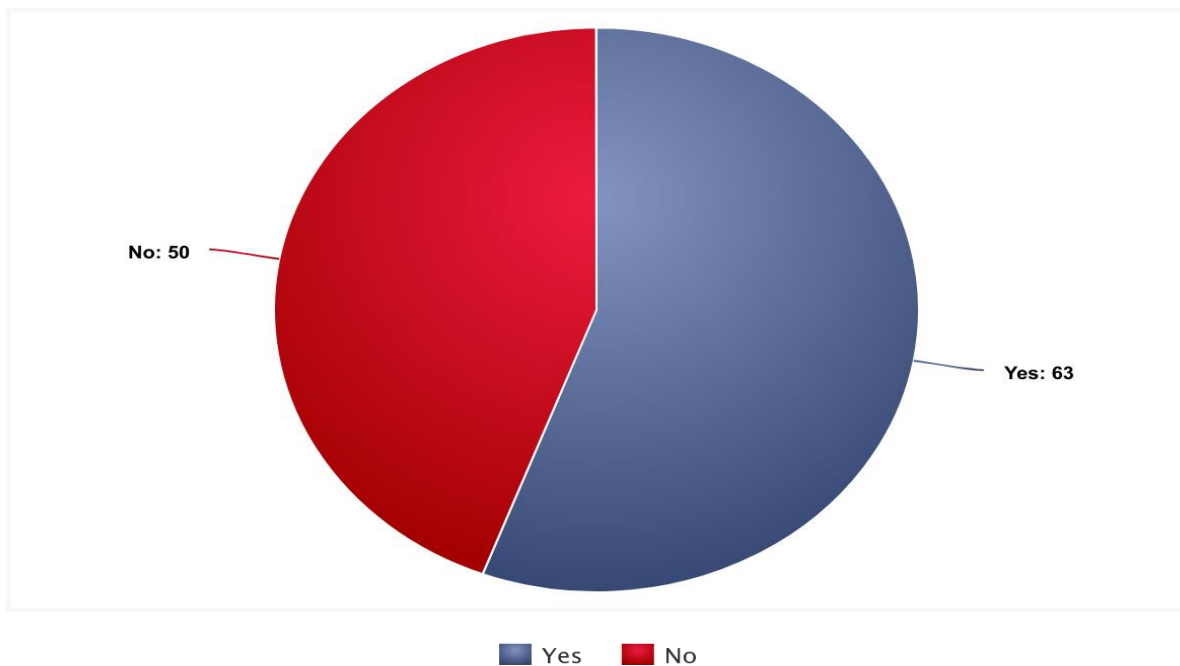
**INTERPRETATION:**

67 respondents says that the grievance handling procedure is explained to them

46 respondents says that the grievance handling procedure is not explained

**Table 4.1.13 shows whether the management has redressed the grievance**

| <b>Does management has redressed your grievance</b> | <b>No of respondent</b> | <b>Percentage</b> |
|-----------------------------------------------------|-------------------------|-------------------|
| Yes                                                 | 63                      | 56                |
| No                                                  | 50                      | 44                |
| Total                                               | 113                     | 100               |



**Chart 4.1.13 shows whether the management has redressed the grievance**

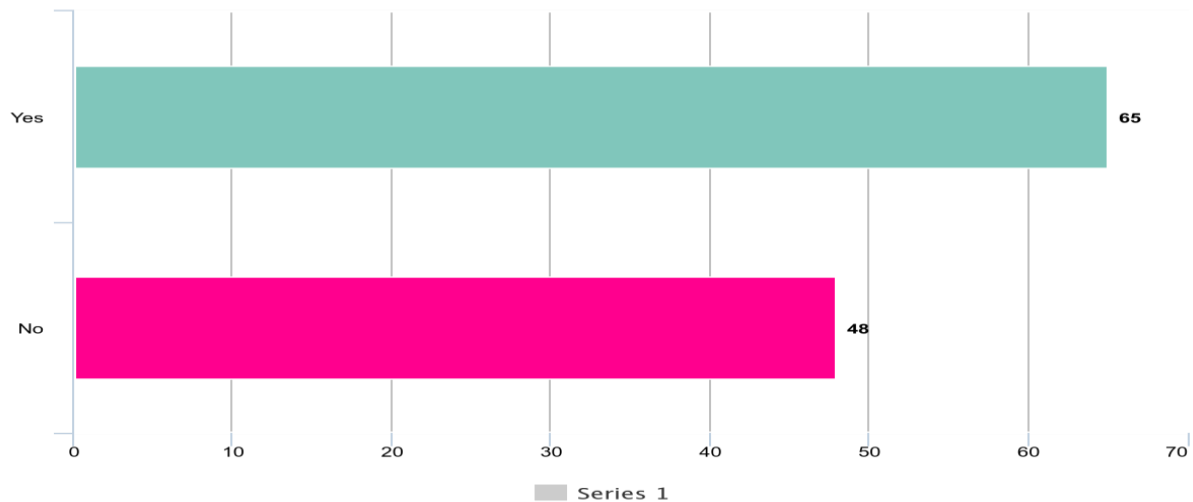
**INTERPRETATION:**

63 respondents says that the management has redressed their grievance

50 respondents says that the management has not redressed their grievance

**Table 4.1.14 shows whether the management gather all the facts about the grievance**

| <b>Does management gather all relevant fact about the grievance</b> | <b>No of respondent</b> | <b>Percentage</b> |
|---------------------------------------------------------------------|-------------------------|-------------------|
| Yes                                                                 | 65                      | 58                |
| No                                                                  | 48                      | 42                |
| Total                                                               | 113                     | 100               |



**Chart 4.1.14 shows whether the management gather all the facts about the grievance**

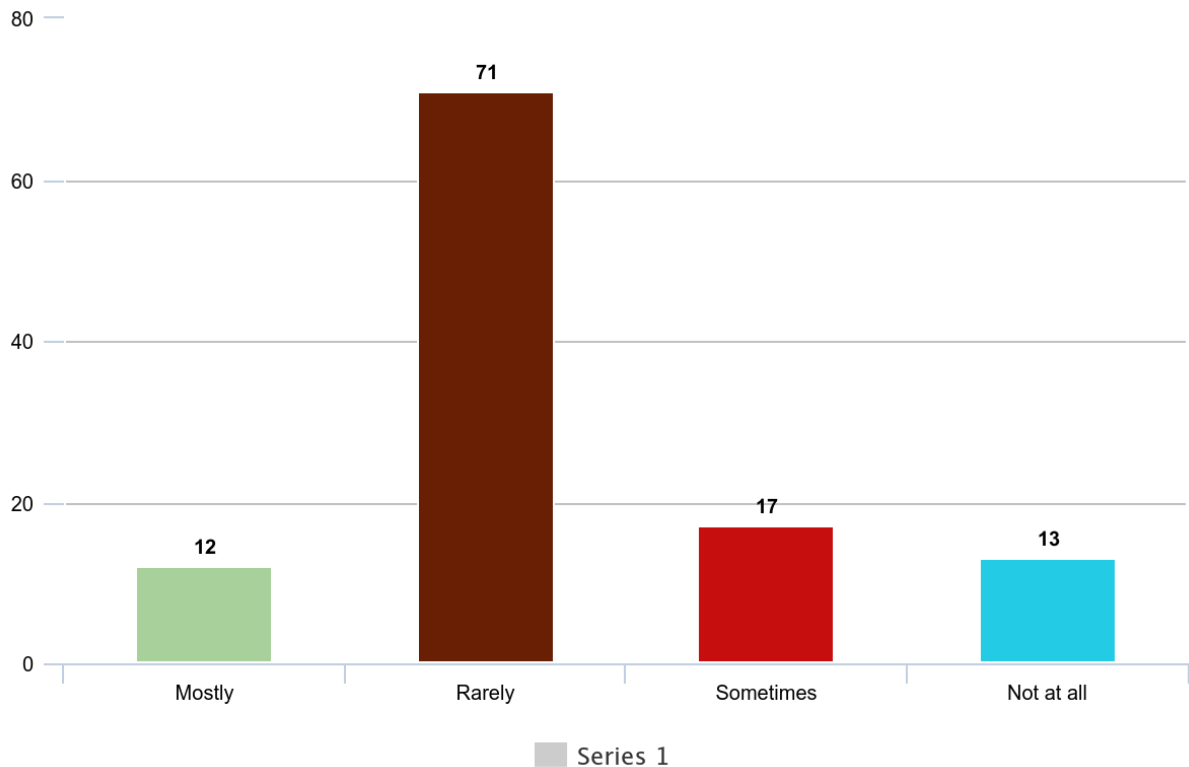
#### **INTERPRETATION:**

65 respondents convey that the management gather all the relevant fact about the grievance

48 respondents says that the management does not gather all the relevant facts regarding the grievance

**Table 4.1.15 shows how often the employees face grievance**

| <b>How often you face grievance in your organization</b> | <b>No of respondent</b> | <b>Percentage</b> |
|----------------------------------------------------------|-------------------------|-------------------|
| Mostly                                                   | 12                      | 11                |
| Rarely                                                   | 71                      | 62                |
| Sometimes                                                | 17                      | 15                |
| Not at all                                               | 13                      | 12                |
| Total                                                    | 113                     | 100               |



**Chart 4.1.15 shows how often the employees face grievance**

**INTERPRETATION:**

12 respondents says that they face grievance more often

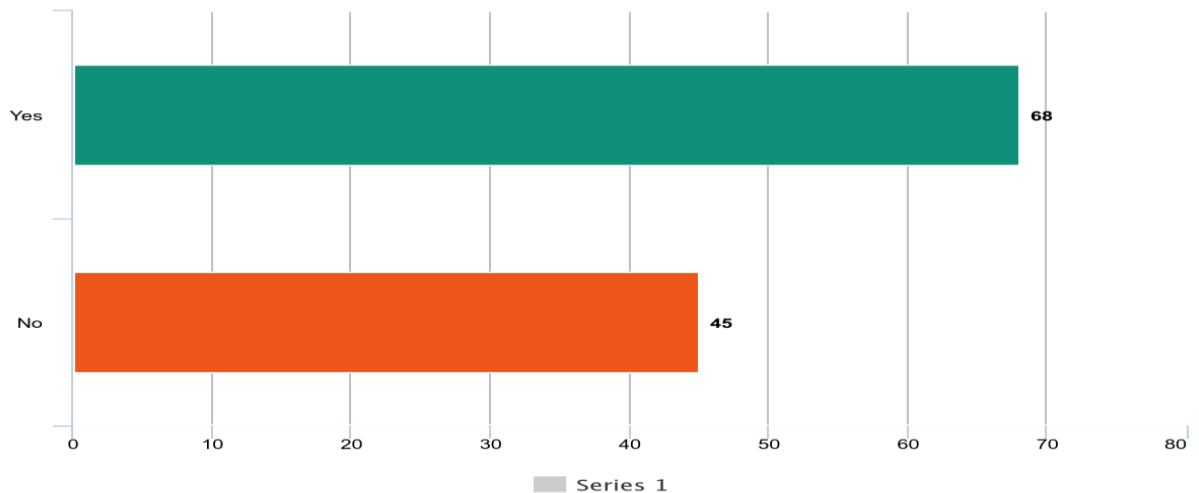
71 respondents says that they rarely face grievance

17 respondents says that they face the grievance only sometimes

13 respondents convey that they never face grievance in the organization

**Table 4.1.16 showing the time taken to respond to the grievance**

| <b>Does your immediate superior respond to your grievance in specify time limit</b> | <b>No of respondent</b> | <b>Percentage</b> |
|-------------------------------------------------------------------------------------|-------------------------|-------------------|
| Yes                                                                                 | 68                      | 60                |
| No                                                                                  | 45                      | 40                |
| Total                                                                               | 113                     | 100               |



**Chart 4.1.16 showing the time taken to respond to the grievance**

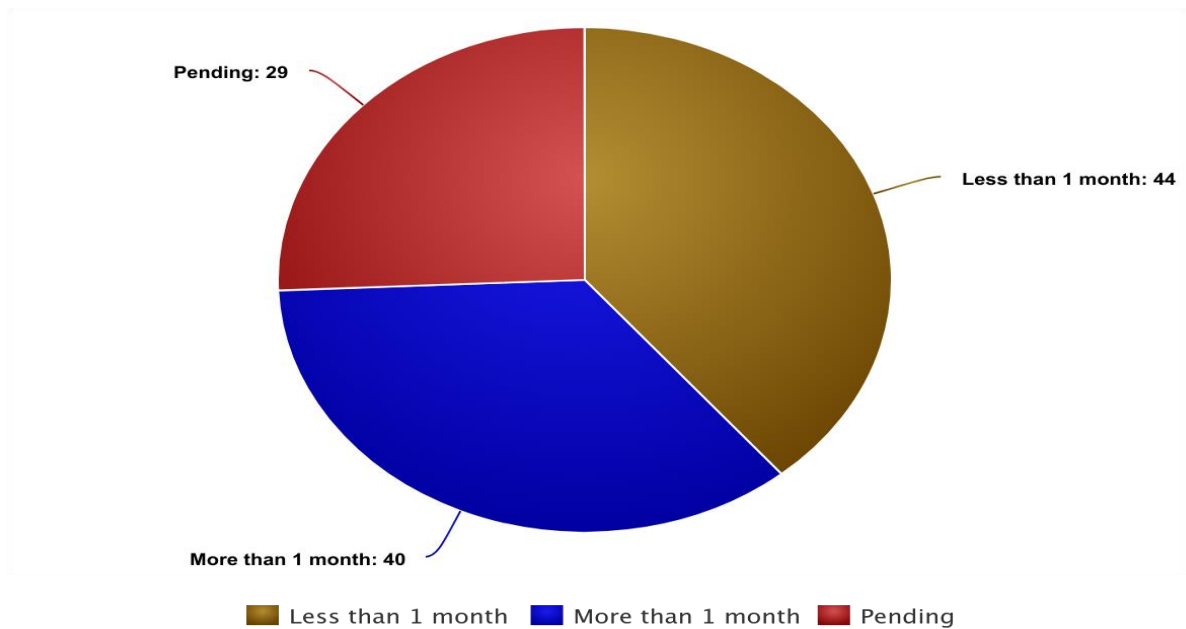
**INTERPRETATION:**

68 respondents says that their immediate superior respond to their grievance within specify time limit

45 respondents says that their superior does not respond to their grievance in specify time limit

**Table 4.1.17 shows the time taken to solve the grievance**

| <b>How much time has taken to redress your grievance</b> | <b>No of respondent</b> | <b>Percentage</b> |
|----------------------------------------------------------|-------------------------|-------------------|
| Less than 1 month                                        | 44                      | 39                |
| More than 1 month                                        | 40                      | 35                |
| Pending                                                  | 29                      | 26                |
| Total                                                    | 113                     | 100               |



**Chart 4.1.17 shows the time taken to solve the grievance**

#### **INTERPRETATION:**

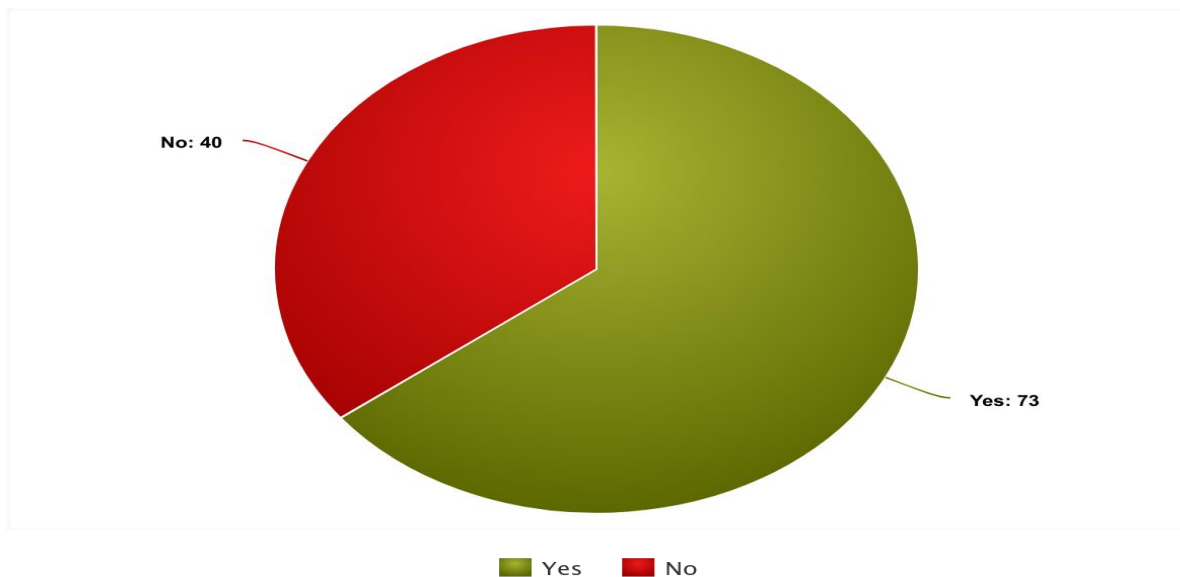
44 employee says that the grievance is solved less than 1 month

40 employee says that the grievance takes more than 1 month to get solved

29 respondent says that their grievance is still unsolved and pending

**Table 4.1.18 shows which aspect is given importance**

| <b>Is importance given to what is right rather than who is right</b> | <b>No of respondent</b> | <b>Percentage</b> |
|----------------------------------------------------------------------|-------------------------|-------------------|
| Yes                                                                  | 73                      | 65                |
| No                                                                   | 40                      | 35                |
| Total                                                                | 113                     | 100               |



**Chart 4.1.18 shows which aspect is given importance**

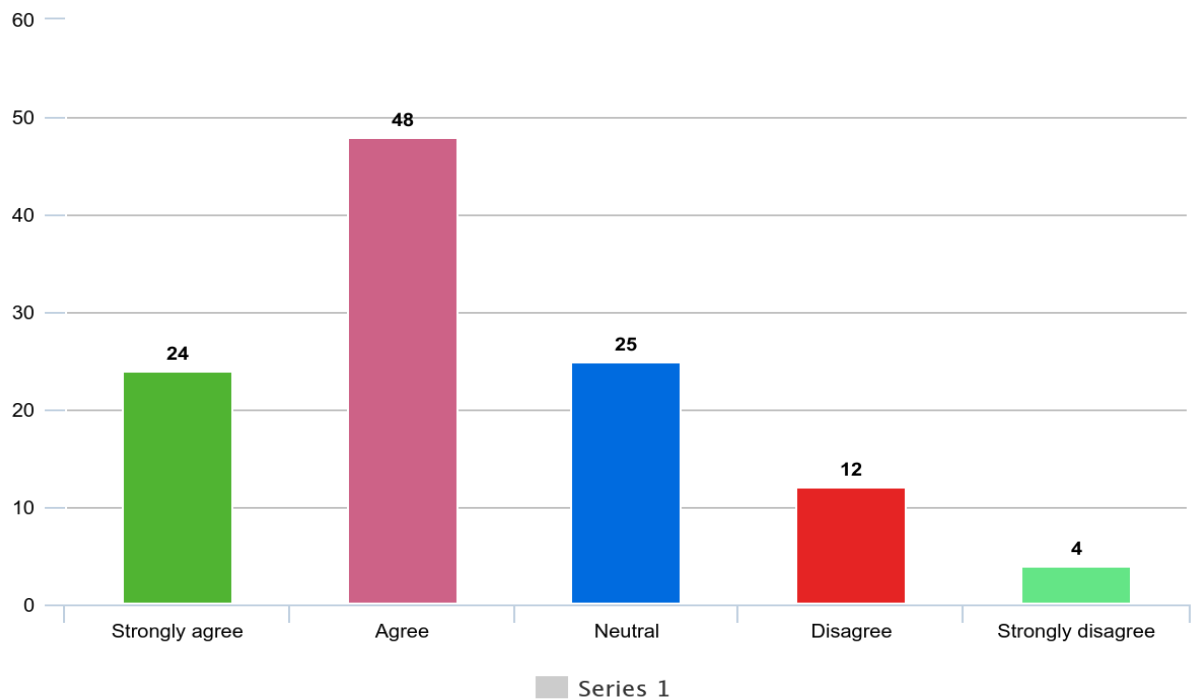
**INTERPRETATION:**

73 respondents says that the importance is given to what is right rather than who is right

40 employee conveys that important is not given to what is right rather than who is right

**Table 4.1.19 showing the satisfaction of the employees**

| <b>Are you satisfied with the management decision regarding your grievance</b> | <b>No of respondent</b> | <b>Percentage</b> |
|--------------------------------------------------------------------------------|-------------------------|-------------------|
| Strongly agree                                                                 | 24                      | 21                |
| agree                                                                          | 48                      | 42                |
| Neutral                                                                        | 25                      | 22                |
| Disagree                                                                       | 12                      | 11                |
| Strongly disagree                                                              | 4                       | 4                 |
| Total                                                                          | 113                     | 100               |



**Chart 4.1.19 showing the satisfaction of the employees**

**INTERPRETATION:**

24 respondents says that they strongly agree to the decision taken regarding their grievance

48 respondents just agrees to the decision taken by the superior

25 respondents votes for neutral

12 respondents says that they disagree about the decision taken by the superior

4 respondents conveys that they strongly disagree to the management decision regarding their grievance

## **CHAPTER 5**

### **FINDINGS**

#### **5.1 FINDINGS:**

- Majority of the respondents are from the age group of 20-30 year
- Majority of the respondents are male
- Majority of the respondents are unmarried
- Majority of the respondents are graduates
- Majority of the respondents have below 1 year of experience in the organization
- Majority of the respondents earns upto 10000-20000
- Majority of the respondents says salary as the basic grievance
- Majority of the respondents says sometimes that they keep their grievance within themselves
- Majority of the respondents rarely share their problem with their co-workers
- Majority of the respondent are aware of the grievance redressal procedure followed in their organization
- Majority of the respondents says that they always go and discuss their grievance
- Majority of the respondents says that the grievance handling procedure is explained to them
- Majority of the respondents grievance have been solved by the management
- Majority of the respondents says that the management gathers all the relevant fact
- Majority of the respondents rarely face grievance in the organization
- Majority of the respondents problems are heard and solved within specify time limit by their superior
- Majority votes for less than 1 month time period is taken to redress their grievance

- Majority of the respondents concludes that importance is given to what is right rather than who is right
- Majority of the employees are satisfied with the decision taken by the management regarding their grievance

## CHAPTER 6

### SUGGESTIONS AND CONCLUSION

#### 6.1 SUGGESTIONS:

- Based on this research, out of 100 respondents, most of the employees are satisfied with the discipline so the management should maintain the same discipline in the organization.
- The employees are facing the grievance for 1-2 months. The management should take immediate action for solving employee grievances and also the best method.
- Effective training is expected by the employees so the management needs to provide the effective training every now and then.
- There is no committee available in the organization for grievance redressal . Here by I suggest that create new committees should form and solve the grievance.
- The grievance prone subjects in the organization are salary and promotion. So management should increase the salary and promotions regarding his level of education and experience.
- 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
- 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
- Based on this research, it is suggested that to minimize the work load, and effective training & development program should be provide to the employees periodically.

## **6.2 CONCLUSION:**

Effective management of employee grievance help management understands the feelings and attitude of the workers concerning the organizations' policies practices and rules. It serves as a medium for upward communication to organization top management and provides the means of identifying the appropriate practices, procedures, and administrative policies that can cause the employee's complaints to be considered, and it serves as a tool for management to maintain an open and harmonious relationship with the employees within the workplace, thereby reducing unnecessary crises which promotes organizational poor performances and inefficiency.

In addition, employee grievance management practice helps managers to identify questionable practices and areas of discontents in the organization and provides measures of correcting the questionable or faulty practices or policies. The study also reveals the importance of utilizing collective bargaining as vital grievance management tool for effective harmonious management-labour relationship which helps to promote profitability and increase in market share of organizations, hence lead to enhanced organizational performance, effectiveness and survival

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## **ANNEXURE (QUESTIONNAIRE)**

1) NAME OF THE RESPONDENT

2) AGE

- a) 20-30
- b) 30-40
- c) 40 and above

3) GENDER

- a) Male
- b) Female

4) MARITAL STATUS

- a) Married
- b) Unmarried

5) QUALIFICATION

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

6) YEARS OF EXPERIENCE

- a) Below 1 year
- b) 1-2 years
- c) 2-3 years
- d) 3 years and above

7) INCOME

- a) 80000-10000
- b) 10000-20000
- c) 20000-30000

8) WHAT DO YOU CONSIDER AS A BASIC GRIEVANCE?

- a) Salary
- b) Working condition
- c) Promotion
- d) Discipline
- e) Other \_\_\_\_\_

9) DO YOU KEEP GRIEVANCE TO YOURSELF?

- a) Always
- b) Sometimes
- c) Never

10) HOW OFTEN DO YOU SHARE YOUR GRIEVANCE WITH YOUR COLLEAGUES?

- a) Mostly
- b) Rarely
- c) Sometimes
- d) Not at all

11) ARE YOU AWARE OF THE GRIEVANCE REDRESSAL PROCEDURE FOLLOWED IN YOUR ORGANISATION?

a) Yes

b) No

12) DO YOU DIRECTLY GO AND DISCUSS YOUR GRIEVANCE WITH IMMEDIATE SUPERIOR WHEN A GRIEVANCE ARISE?

a) Always

b) Never

c) Sometimes

13) IS THE GRIEVANCE HANDLING PROCEDURE EXPLAINED TO YOU?

a) Yes

b) No

14) DOES MANAGEMENT HAS REDRESSED YOUR GRIEVANCE?

a) Yes

b) No

15) DOES MANAGEMENT GATHER ALL THE RELEVANT FACT ABOUT THE GRIEVANCE?

a) Yes

b) No

16) HOW OFTEN YOU FACE GRIEVANCE IN YOUR ORGANISATION?

- a) Mostly
- b) Rarely
- c) Sometimes
- d) Not at all

17) DOES YOUR IMMEDIATE SUPERIOR RESPOND TO YOUR GRIEVANCE IN SPECIFY TIME LIMIT?

- a) Yes
- b) No

18) HOW MUCH TIME HAS TAKEN TO REDRESS YOUR GRIEVANCE?

- a) Less than 1 month
- b) More than 1 month
- c) Pending

19) IS IMPORTANCE GIVEN TO WHAT IS RIGHT RATHER THAN WHO IS RIGHT?

- a) Yes
- b) No

20) ARE YOU SATISFIED WITH THE MANAGEMENT DECISION REGARDING YOUR GRIEVANCE?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree