

A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

SWETHA G

Register No : 42410133



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A++”by NAAC I 12B Status by UGC

CATEGORY – 1 UNIVERSITY BY UGC APPROVED BY AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

DECEMBER 2023

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www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **Swetha G 42410133** who carried out the project entitled “**A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE**” under my supervision from September 2022 to December 2022.

DR.MOLI GHOSH

Internal guide

External Guide

Dr. BHUVANESWARI .G, MBA., Ph.D.
Dean – School of Management Studies



Internal Examiner

External Examiner

DECLARATION

I am **SWETHA G** hereby declare that the Project Report entitled “**STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE**”done by me under the guidance of **DR. MOLIGHOSH** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SWETHA G

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to the Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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SWETHA G

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ABSTRACT

This research delves into the intricacies of employee grievance handling procedures within the organizational framework of **Appasamy Associates**. Recognizing the significance of effective grievance resolution in fostering a positive work environment and maintaining employee satisfaction, this study aims to analyse, evaluate, and enhance the existing mechanisms in place.

It explores various models and theories related to grievance management, encompassing both individual and collective concerns that may arise within the workforce. Furthermore, the research investigates the legal and ethical dimensions of grievance handling, ensuring compliance with labour laws and ethical standards.

A critical examination of **Appasamy Associates'** current grievance handling procedures forms the core of this study. Through surveys, interviews, and data analysis, the research assesses the effectiveness of the existing system in addressing diverse employee concerns. The study also identifies potential gaps or challenges in the current procedures and proposes strategic recommendations for improvement.

Ultimately, the findings of this research contribute to **Appasamy Associates** ongoing commitment to creating a workplace environment that prioritizes employee well-being, job satisfaction, and organizational success. By addressing and refining grievance handling procedures, the company can strengthen its internal mechanisms, foster a positive corporate culture, and ensure sustained employee engagement over the long term.

CHAPTER 1

INTRODUCTION

Introduction:

HR consulting is the practice of delivering all aspects of human resource management as an external provider, and with the professional and business issues associated with operating such a practice—including client development, contracts and client management.

This report deals with the detailed study on Grievance redressal process in APPASAMY Associates. A grievance redressal system is **a process to address employee grievances**, and it can be defined as a mechanism that enables employees to communicate their concerns to management.

Company profile:

Appasamy Associates & Group of companies have been leading manufacturers and distributors of ophthalmic equipment, PMMA, IOLs, and pharmaceuticals. Since 1978, Appasamy Associates and Group of companies have been leading manufacturers and distributors of ophthalmic equipment, microscopes, lasers, IOLs, microsurgical instruments and pharmaceuticals.

Appasamy Associates three decades of work have been widely appreciated throughout the world. Our dedication to support our products had become a benchmark among the community. Appasamy Associates dedicated R & D team to fulfil state of the art requirements of the ophthalmic community. More than 15% expenses are spent on development of new products.

Appasamy Associates strive hard to make each and every modern technology and equipment within the easy reach of ophthalmic surgeons and visions care professionals in India. Their various manufacturing facilities at Chennai and Pondicherry have got quality systems certifications, audited by DNV and ITC for ISO 9001 and EN ISO 13485 requirements.

The certifications bodies also provided CE marking for various products and CE compliance certifications for Class I products. Appasamy Associates Slit Lamps and Keratometer had been awarded UL mark. They dedicate and resolve their selves to continue their work, which will engulf the common man with easier and affordable access to the best possible vision care services.

Recruiting Solutions from APPASAMY ASSOCIATES:

Right Jobs, Right People

We understand your hiring philosophy and are perfectly placed to undertake all your recruitment and staffing needs.

Right method to Assess

Companies trust recruiting agencies in India like us to evaluate candidates scientifically using advanced data sciences and assess organizational culture fitment to identify top talent.

Focus on ROI to Employer

We are proud to provide ROI-based recruiting solutions to meet all your hiring needs. Our RPO solutions are specifically designed to deliver high ROI to companies.

Attracting the best Talent

We understand the role context and advertise in online and offline channels to attract the best talent

Experienced Insights

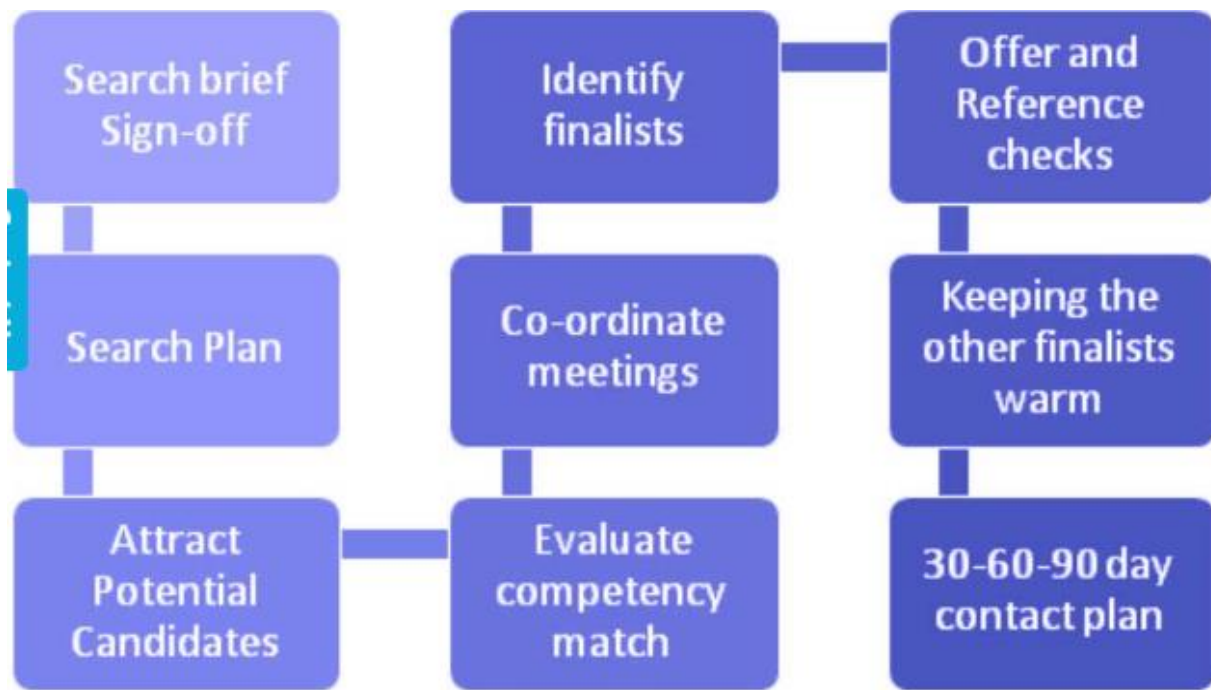
We undertake recruitment outsourcing services, which equips us to understand clearly challenges faced by the employers.

Scale of Operations

As one of the top staffing agencies in India with branch offices located in more than 50 locations in India, we are poised to handle multi-location recruitment effectively. Looking for recruitment companies in a Metro city or a Tier II or Tier III city in India? We can help you!

Executive Search Process Flow Chart

At APPASAMY ASSOCIATES, we invest in understanding the context of the client, the organization's structure, the role to be filled and its context. This understanding is captured in a document and forms the basis of the next few steps in the search process, followed by the premier staffing companies in India.



Executive Search Process:

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Based on the brief prepared earlier in the process, we create a plan to identify the possible matches. We review this plan with the client and co-create it. Then, we plan the communication with the potential candidates. We get into the next step, talent attraction, followed by talent assessment.

We present our assessment of the short-listed candidates to the client and discuss further to draw up meeting schedules. With debriefs and reference checks happening simultaneously, we arrive at the selects. Offers are worked out in collaboration with the client. Throughout the process, we anchor the relationship with the candidates and help them set the 'right expectations' about the process, the role, the support systems and the offer. With our 30-60-90 days' touch-base plan, the whole process typically takes 8-12 weeks.

Types of grievances:

Individual Grievances

When an individual employee grieves against a management action like demotion based on bias, non-payment of salary, workplace harassment etc.

Group Grievances

This type of grievance is when a team or a group collectively grieves against the management for example when none of the team members receive the promised overtime bonus as mentioned in the policy.

Union Grievances

This is rare, especially in a corporate setup where unions don't often exist. But in this type of a grievance, the entire union complains against the management generally over contract misinterpretation.

Main causes of grievances:

- ❖ **Economic:** This usually concerns employee wages when they feel like they are being paid less than others in the same band or grade, or when they receive inaccurate salary. Other examples could be delayed payment of bonuses, arrears, hikes etc.
- ❖ **Work Environment:** Sometimes, physical work conditions like too much heat or cold, cramped or limited workspace, low lighting, bad quality equipment, faulty appliances etc all constitute work environment related grievances and are valid causes of it.
- ❖ **Supervisory:** Often, supervisors, managers and other top management professionals can also cause grievance to employees. Biased performance rating, berating, subtle insulting, harassment of any sort, all constitute supervision related grievances.
- ❖ **Employee Relations:** When colleagues who work together don't gel well, have issues working together on a project, get into too many conflicts etc. they can be a big cause of grievance.
- ❖ **Organisational Change:** Sometimes, when there are policy changes or actual shifting of workplaces, employees may find themselves unaligned to the changes and that can be a cause of grievance too.

Need for the study:

The needs, expectations and behaviours of employees vary from person to person. When their needs are not met or their goals are not met, the result is employee dissatisfaction. Keeping all employees happy and motivated at all times is no easy task. The need for this study is solely for

Appasamy Associates Empowering Vision. The study was carried out by resolving the complaints of Appasamy Associates Empowering Vision employees. The research need is to gather information about how complaints are handled and resolved in organizations.

- ❖ The project throws light on need for Grievance handling and this study facilitates the management for further improvement on the same.
- ❖ This study will be useful when similar kind of research is undertaken.
- ❖ The study conducted for the period of 30 days.

Scope of the study:

The scope of the study is extended only to the employees working in the Appasamy Associates Empowering Vision. It does not cover employees working in other branches of Appasamy Associates in other cities. To fulfil the objectives of this research, the study was conducted on employee's perception towards grievance handling at Appasamy Associates Empowering Vision.,

Objective of study:

PRIMARY OBJECTIVE:

To study the Effectiveness of Grievance Handling in the Organization.

SECONDARY OBJECTIVE:

- ❖ To study the employee's perception on grievance handling mechanism
- ❖ To understand the types of grievances of employees.
- ❖ To analyse the employee's opinion on grievance handling system.
- ❖ To study the employee's satisfaction on grievance handling procedure.

CHAPTER 2

REVIEW OF LITERATURE

- Tara Prasad Gautam¹ & Prof. Dr. C.L. Sharma (2018) **Effect of HRM Practices on Organizational Performance Of Pharmaceutical Companies Of Nepal** - Human Resource Management (HRM) practice is an important strategic tool used by organizations for creating and retaining competitive advantage. It is vital for organization's performance. The main objective of this study is to identify the effect of HRM practices on organizational performance of pharmaceutical companies of Nepal. The study was based on the quantitative design. The study was conducted among the 576 employees of pharmaceutical companies. The simple random sampling technique was used to select the respondents. The structured survey questionnaire was used to collect the data. The finding shows that there was no significant effect of HRM practices on organizational performance of pharmaceutical companies because the value of R Square and Adjusted R Square falls between 16% to 30% only. So further study can be done to explore the causative factors which has hindered the effect of HRM practices on overall organizational performance of pharmaceutical companies.
- Victor Melchades (2013) **The Role of Effective Grievance Management Procedures In Enhancing The Work Performance** - The purpose of this study was to assess the ways in which the grievance management policy, strategies and practices enhance work performance in organizations. In order to meet the objectives of the study, both primary and secondary data have been collected from TPA- Mtwara Port and OLAM (T) LTD - Mtwara Branch. The primary data have been collected through three methods which were questionnaires, observation method and interview method. These include descriptive statistics which has been further analyzed and presented in tables forms. The study findings revealed that, grievances has been occurred to the two selected organizations but in different level, but it happened more at OLAM (T) LTD- Mtwara Branch than TPA-Mtwara Port. Many respondents from two selected organizations have been not satisfied with the grievance policy and strategies, but the level of dissatisfaction at OLAM (T) LTD- Mtwara Branch is higher than at TPA- Mtwara Port. Many grievance solutions at TPA-Mtwara Port base on rule and Laws which include Employment and Labour relation Act. of 2004 and TPA Staff regulations while at OLAM (T) LTD- Mtwara Branch, many grievances decision base on Management

demand. Thus made 78% of the respondents from TPA-Mtwara Port to be satisfied with action and existing grievance handling procedure while at OLAM (T) LTD- Mtwara Branch, only 36% of the respondents have been satisfied with action and existing grievance handling procedure

- Balamurugan, G., & Shenbaga Pandian, S. (2016) **A Study on Grievance Handling Measures a Theoretical Perspective** A grievance is any discontent or feeling of unfairness and in the workplace, it should pertain to work. The objective of this paper is to determine the effective handling of the grievances faced by an employee. The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, inter- departmental relationship, etc. The study also looks for the root of grievance faced by an employee, grievance handling techniques, and the management procedures of resolving the grievances. Effective grievance handling is an essential part of cultivating good employee relations and running the organization smoothly, successfully and gaining the good productivity of work.
- Roopali Bajaj, Shailni Sinha and Vineet Tiwari (2013) **A study on crucial factors of Human resource management for good employee relations** - This paper tries to understand those crucial factors of Human resource Management which can positively build good Employee Relations in an organization. Though this study was carried out on Public Sectors in state of Madhya Pradesh (India) yet it can be generalized in any organization. It is expected that Employee Relation is good if there is feeling of togetherness and employees have harmonious relationship between themselves and management of the organization. Thus, if Employee Relationship is quantified in terms of Human Resource Management factors then it is possible to explore and state the status of Employee relation in an organization. (Bajaj, 2013)
- Rupaliv Dilip Taru (2016) **Effectiveness of Grievance Handling Mechanism** - A grievance is any discontent or feeling of unfairness and in the workplace, it should pertain to work. The objective of this paper is to determine the effective handling of the grievances faced by an employee. The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, interdepartmental relationship, etc. The study also looks for the

root of grievance faced by an employee, grievance handling techniques, and the management procedures of resolving the grievances. Effective grievance handling is an essential part of cultivating good employee relations and running the organization smoothly, successfully and gaining the good productivity of work.

- Chaudhary and Supriya (2016) - **A Study on redressal and settlement of employee's grievances** in selected industrial units. The objectives of the study are to access a wide spectrum of working of the machinery for handling grievances in selected industries in India. The study covers 10 organizations from 3 centres of UP, Delhi and Haryana. The study uses both primary and secondary data. Primary data collected through questionnaire, personnel interviews and observation. Questionnaire was administered to 100 managers and 400 employees to elicit the companies' policies and perception regarding various aspects of grievances. The study concludes that the contents of grievances machinery vary from company to company. Six companies using open door policy for its identification.
- Monish, 2022(2007) conducted **a study on consumer behavior towards grievance settlement in the purchase of textile products**. The sole objective of the study is to measure the consumer awareness and related practices of grievance redressal on the purchase of textile products. The study follows descriptive research method and collecting both primary and secondary data. The entire study was conducted in Chandigarh. Simple random sampling and stratified sampling are used for selecting different wards. The conclusion reveals that education has no impact on customer behaviour relating to grievance settlement.
- Deshpande Rajashri and Shishir (2013) conduct **a study on customer protection and grievance redressal system in banking industry**. The objectives of the study are to understand the level of knowledge regarding customer protection and ombudsman scheme among bankers. The study uses both descriptive and analytical methods of research. The study was conducted in Thane district in Maharashtra. Stratified sampling technic is used for sampling purpose and questionnaire distributed to 104 managers, 234 employees, and 3025 customers. Chi square test and ANOVA were used for analysis. The study suggest that the bank should provide a separate help desk for day today complaint settlement and bank should give regular training to the staff members with reference to handling customer complaints.
- Nurse, 2007(2016) conducts **a study on grievance management and its links to workplace justice**. The objective of the study is to explore the influence of workers

demographic characteristics on their perception of procedural justice from grievance management. The study is based on a survey of 660 employees across the public and private sectors. Perceptions were measured with the use of a dichotomous scale and logistic regression analysis was applied to test the relationship between dependent and independent variables. Findings of the study prove that except for the education demographic characteristics made no significant difference to workers perceptions of procedural justice.

- Venkata Kumar (2022) conduct **Monish, ROLE of Innovative Grievance Management Strategies on Workplace Justice**. The study aims at enquiring the working of public sector enterprises in general and Andhra Pradesh state road transport corporation in particular and identify the dispute redressal mechanism of APSRTC. The study is both descriptive and analytical in nature. Secondary data collected from corporation headquarters at Hyderabad. Findings of the study reveal the role of conciliator in redressal of disputes should be better appreciated by both the management as well as union representatives and there should be provision for worker participation in management.
- Serena AKTAR, Md. Mahbub ul ALAM (2021) **Workers' Satisfaction with Grievance-Handling Procedure: A Study on the Selected Garment Factories in Bangladesh**. 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 labour unrest. An employee's grievance can be over the wage and salary, working hours, condition of work premises, employment conditions, etc. Keeping the views in mind, this study was conducted to examine the level of satisfaction towards different dimensions of grievance handling procedure and its influence on overall satisfaction among workers in some selected factories in the Readymade Garments (RMG) sector in Bangladesh.
- Anushree and Sathyapriya.J (2018) researched, on **Effectiveness of employee grievance handling procedure at Ashok Leyland**, Plant I, Hosur . They found out that the most of the employees are satisfied with existing grievance handling procedure in Ashok Leyland. Their research revealed that arriving to the amicable solution and problem solving process has strong effect on level of satisfaction.

- Devika et al (2017) focused on **the leadership styles and corporate culture in the impact of employee grievance regressal procedure**. The study is based on the factors such as quick action, acknowledging grievance, gathering facts, examining the causes of grievance, decisioning, execution and review. Sample size is 150 and tools used is frequency and chi-squared test. This study is also conducted to fine out the work pattern and behaviour of the respondents.
- Mohanasundaram.Vand ,Saranya.N,(2013) in his article **“Employee Grievance”** organisation are made up of peoples and functions through people without people organisation cannot exist. The resources of men, money, material and machinery are collected, coordinated and utilized through people in the organisation. It is through the combined effort of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human effort no organisation can achieve its goals.
- Lawrence Nurse and Dwayne Devenish,(2007) focused on **Grievance Management and its links to workplace justice**. The researcher explored the influence of workers based on demographic characteristics and perception of procedural justice from grievance management. A related aim is to determine whether proceduaral justice perception have an impact on perception of distributive justice.
- Adithi Pradeep, Alfiya Niha (2018) the researcher conduct research on topic **“Best practices in grievance handling mechanism: a study in Kerala”**. The main objective to know whether the employees are satisfied with the current grievance management and how they are benefited. The researcher use Primary and Secondary. The researcher also found the study reveals that grievance handling mechanism in this adminisration is satisfactory. The company is recognizing the need to satisfy the employees and retaining them. When the draw backs are resolved then the employee’s grievance can be reduced in the organization and the employees can also increase a relationship between supervisor and coworker.
- Arindam Garg (2018) the researchers conduct on topic **“A study on the effectiveness of grievance handling mechanism in Arunachal Pradesh State Co-Operative Apex Bank Ltd.”** The main objective to study the effectiveness of grievances handling mechanism and To identify the factors influencing the effectiveness of the grievance handling in the organization. The researcher use Descriptive research design. The researcher also found the study reveals that the Grievance handling mechanism in the bank is working satisfactorily. The organization is giving due importance for addressing

the grievances of employees. The bank is making efforts to ensure those employees are satisfied with the measures taken to resolve their grievances.

- Ms.g.ramya (2014) the researcher conducts on topic “**A Study on Effectiveness of Grievance Handling Mechanism at Swastik Apparales, Erode.**” The main objective to analysis the grievance handling system leads to a favorable attitude towards the management and to know the level of satisfaction towards the grievance handling procedure of the organization. The researcher use Descriptive Research. The researcher also found Grievance procedures are related to other attitudinal measures and the behaviours of shop stewards in the grievance procedure. Grievance procedure effectiveness was related to union members' overall satisfaction with the union. Its procedures have been found to relate to union commitment, employer commitment and dual commitment.
- Assafuah (2017) the researcher conduct on topic “**Grievance handling procedure and employee performance.**” The main objective to examine how the grievance handling procedure influences employees Performance and to identify styles used in handling employee grievance. The researcher use Qualitative research design. It is highly believed that effective grievance handling procedures have the tendency to ensure the existence of a harmonious work environment for the organization and its employees to achieve effectiveness, efficiency and a higher level of productivity. Since the organization cannot function effectively without discipline, in the organization cannot function well without effective employee job performance.
- Smith, J. (2018) - “**Effective Employee Grievance Resolution: A Comprehensive Procedure** ”.This paper meticulously examines the intricacies of employee grievance resolution, proposing a comprehensive procedure designed to address a spectrum of workplace discontent. It delves into the importance of clear communication, fair investigations, and timely interventions, aiming to foster a harmonious work environment.
- Patel, A. (2016) - **Navigating Workplace Discontent Strategies for Employee Grievances.** work offers a nuanced exploration of strategies within a structured grievance handling procedure. By analyzing real-world scenarios, the paper provides insights into proactive measures, conflict mediation, and employee engagement, offering a practical guide for organizations aiming to navigate workplace discontent effectively.
- Garcia, M. (2019) - “**Employee Advocacy: A Holistic Approach to Grievance Handling**”. Advocates for a holistic framework in handling employee grievances,

emphasizing the need for an employee-centric approach. The paper discusses the integration of employee advocacy principles into the grievance resolution process, promoting a culture of trust and fairness within the organization.

- Wang, Q. (2020) - "**Modernizing HR: Innovations in Employee Grievance Management**". Paper explores innovative approaches to modernize Human Resources practices with a specific focus on employee grievance management. By leveraging technological advancements and adaptive strategies, the paper envisions a more efficient and responsive HR system that addresses employee concerns promptly and effectively.
- Turner, L. (2017) - "**Conflict Resolution in the Workplace: A Proactive Grievance Handling Model**". presents a proactive model for conflict resolution within the workplace, emphasizing the pivotal role of a well-defined grievance handling procedure. The paper discusses pre-emptive measures, stakeholder involvement, and continuous improvement, providing organizations with a strategic roadmap to navigate and resolve workplace conflicts proactively.
- Sharma, R. (2019) - "**Holistic Approach to Employee Grievance Redressal in Indian Organizations**" This paper explores a holistic model for addressing employee grievances in the unique context of Indian organizations. Emphasizing cultural nuances and legal considerations, Sharma's work aims to enhance the effectiveness of grievance redressal mechanisms in the Indian workplace.
- Patel, S. (2020)- "**Legal Implications and Compliance in Employee Grievance Handling: Insights from Indian Corporates**".this delves into the legal aspects of employee grievance handling in Indian corporate settings. The paper provides insights into compliance requirements, case studies, and best practices to ensure organizations navigate grievance resolution within the bounds of Indian employment law.
- Singh, A. (2018)- "**Role of Employee Forums in Mitigating Grievances: A Study in Indian IT Industry**". This research focuses on the role of employee forums in addressing grievances, particularly in the Indian IT industry. The paper examines the effectiveness of forums as a collaborative platform for conflict resolution and employee satisfaction.
- Mehta, P. (2021)- "**Technology-Driven Employee Grievance Resolution: A Case Study of Indian Startups**". This paper explores the integration of technology in resolving employee grievances, with a specific focus on Indian startup environments. The study assesses the impact of digital platforms and tools on the efficiency and transparency of grievance redressal processes.

- Kumar, M.(2017) - **"Cultural Dynamics in Employee Grievance Expression: A Comparative Study in Indian and Western Workplaces"**. comparative study investigates the cultural dynamics influencing how employees express grievances in Indian and Western workplaces. The paper aims to provide a nuanced understanding of cultural factors shaping grievance communication strategies.
- Gupta, N., and Rao, S. (2016) - **"Strategies for Proactive Employee Grievance Management: A Collaborative Approach"**. The author collaborate to present innovative strategies for proactively managing employee grievances. Their paper advocates a collaborative approach involving both employees and management to foster a culture of open communication and timely resolution.
- Joshi, K., and Desai, P. (2018) - **"Employee Grievance Resolution in Multicultural Workplaces: Lessons from Indian Context "**explore the challenges and lessons learned in resolving employee grievances within multicultural workplaces, drawing insights from the Indian context. The paper highlights the importance of cultural sensitivity in grievance resolution processes.
- Patel, R., and Sharma, A. (2020) - **"Inclusive Grievance Handling: Addressing Diversity in the Indian Workplace"**. collaborative work focuses on developing an inclusive approach to grievance handling in the diverse Indian workplace. The paper discusses strategies to address grievances while considering factors such as gender, age, and cultural diversity.
- Singh, V., and Jain, M. (2019) - **"Leveraging Employee Feedback for Continuous Improvement in Grievance Handling"** the propose a model that leverages employee feedback for continuous improvement in grievance handling processes. The paper emphasizes the importance of feedback loops to enhance the responsiveness and effectiveness of grievance resolution.
- Patel, B., and Kumar, S. (2021) - **"Employee Grievance Resolution: Comparative Analysis of Indian and Global Best Practices"** .conduct a comparative analysis of employee grievance resolution practices, drawing insights from both Indian and global contexts. The paper aims to identify best practices that can be adapted to enhance grievance resolution effectiveness in diverse organizational settings.
- Sharma, M., and Choudhary, A. (2017) - **"Digital Transformation of Grievance Handling: A Case Study in Indian Corporates"**.case study on the digital transformation of grievance handling processes in Indian corporate environments. The

paper explores the integration of technology to streamline and enhance the efficiency of grievance resolution.

- Khan, F., and Verma, R. (2018) - **“Ethical Dimensions of Employee Grievance Handling: Insights from Indian Banking Sector”** delve into the ethical considerations surrounding employee grievance handling, with a specific focus on the Indian banking sector. The paper discusses the role of ethics in ensuring fair and just resolution of employee grievances.
- Reddy, P., and Sharma, S. (2019) - **“Leadership's Role in Shaping a Positive Grievance Culture: Evidence from Indian Manufacturing”**. paper explores the influence of leadership on shaping a positive grievance culture in Indian manufacturing organizations. The study examines leadership practices that contribute to creating an environment conducive to effective grievance resolution.
- Agarwal, A., and Kapoor, N. (2020) - **“Psychological Impact of Grievances on Employee Well-being: A Longitudinal Study in Indian IT Companies”**. conduct a longitudinal study on the psychological impact of grievances on employee well-being in Indian IT companies. The paper sheds light on the long-term effects of unresolved grievances on employee mental health.
- Khanna, D., and Gupta, S. (2016) - **“Employee Empowerment in Grievance Resolution: A Qualitative Analysis in Indian Service Sector”**. a qualitative analysis of employee empowerment in the context of grievance resolution within the Indian service sector. The paper explores how empowering employees can contribute to more effective and collaborative grievance handling.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology:

Research methodology is a way of explaining how a researcher intends to carry out their research. It's a logical, systematic plan to resolve a research problem. A methodology details a researcher's approach to the research to ensure reliable, valid results that address their aims and objectives. It encompasses what data they're going to collect and where from, as well as how it's being collected and analysed.

Research design:

Research design is the framework of research methods and techniques chosen by a researcher to conduct a study. The descriptive method of research was used for this study. The emphasis is on describing rather than judging or interpreting. The aim of descriptive research is to verify formulated hypothesis that refer to the present situation in order to elucidate it. Descriptive research on the other hand is a type of research that is mainly concerned with describing the nature or condition and the degree in detail of the present situation.

The present study was carried out on Employee's grievance redressal in Appasamy Associates Empowering Vision., is based on the primary data collected through pre structured questionnaire and the study also used the secondary data available in the organization.

Descriptive research:

Descriptive research design is a type of research design that aims to systematically obtain information to describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem rather than the why. Descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. A descriptive research design can use a wide variety of research methods to investigate one or more variables.

Data collection

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis, and evaluate outcomes. The data collection component of research is common to all fields of study including physical and social sciences, humanities, business, etc.

Source of data

Primary data

Primary data is a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, etc. Primary data are usually collected from the source—where the data originally originates from and are regarded as the best kind of data in research.

The sources of primary data are usually chosen and tailored specifically to meet the demands or requirements of particular research. Also, before choosing a data collection source, things like the aim of the research and target population need to be identified.

Secondary data

Secondary data is the data that has already been collected through primary sources and made readily available for researchers to use for their own research. It is a type of data that has already been collected in the past.

A researcher may have collected the data for a particular project, then made it available to be used by another researcher. Sources of secondary data include books, personal sources, journals, newspapers, websites, government records etc.

Sampling is a method of selecting experimental units from a population so that we can make decision about the population. Sampling Design is design or a working plan that specifies the population frame, sample size, sample selection, and estimation method in detail. Objective of the sampling design is to know the characteristic of the population.

Population

The population in Appasamy Associates services is approximately larger in number; researcher was unable to collect information from all the employees. So part of the population is taken for analysing and generating the findings, which is applicable for total production.

Sampling technique

The sampling procedure used here is Non-probability convenience sampling. Convenience sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents. It is the most commonly used sampling technique as its incredibly prompt, uncomplicated, and economical. In many cases, members are readily approachable to be a part of the sample.

Sample size

Sample size refers to the number of participants or observations included in the study. In this study questionnaires are issued to 100 employees out of 1500.

Sample unit

The respondents of the study are part of the population. Each individual is considered to be the sampling unit.

Tools for data analysis

The data has been mainly analysed by using the following rudimentary methods and tests.

1. Percentage Analysis
2. Correlation

Percentage analysis

Percentage analysis can be calculated as follows First the frequency (i.e.) number of responses is noted in tabular form, and then the percentage is calculated by dividing the frequency by total number of respondents multiplied by 100. Then the values are noted in column as valid percent. Graphical Analysis is done after the percentage analysis. Bar charts and pie charts are used to represent the percentage obtained.

Correlation

Correlation, in the finance and investment industries, is a statistic that measures the degree to which two securities move in relation to each other. Correlations are used in advanced portfolio management, computed as the correlation coefficient, which has a value that must fall between -1.0 and +1.0. A perfect positive correlation means that the correlation coefficient is exactly 1. This implies that as one security moves, either up or down, the other security moves in lockstep, in the same direction. A perfect negative correlation means that two assets move in opposite directions, while a zero correlation implies no relationship at all.

CHAPTER 4

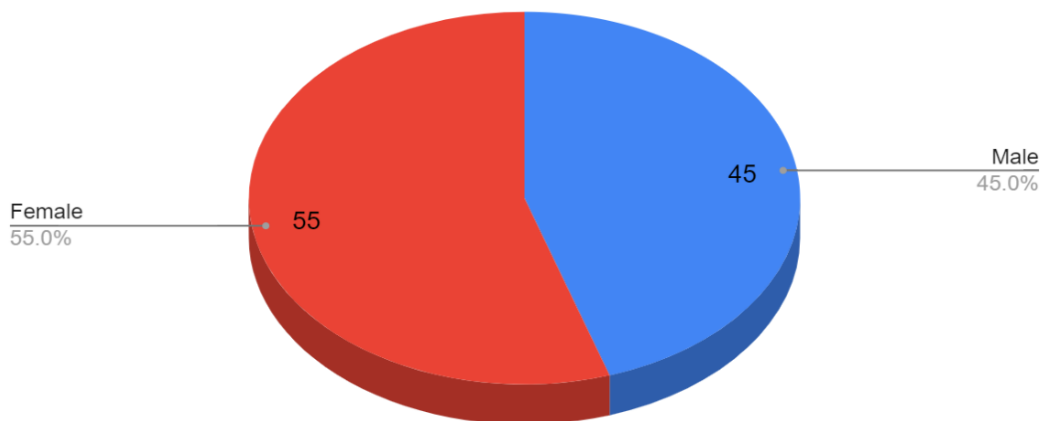
DATA ANALYSIS

4.1. PERCENTAGE ANALYSIS

4.1.1 TABLE SHOWING GENDER WISE RESPONDENTS

S.NO	GENDER	NO.OF.RESPONDENT S	PERCENTAGE ANALYSIS
1	FEMALE	57	57%
2	MALE	43	43%
	TOTAL	100	100%

GENDER



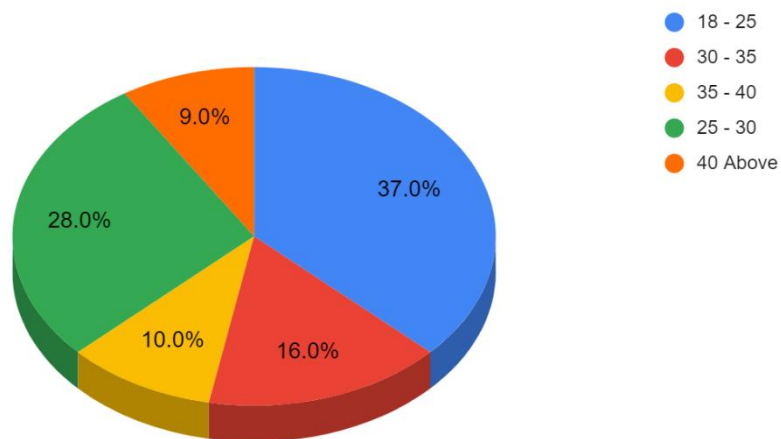
Interpretation:

From the above table and chart it is understood that 45% of the employees are male in this organization and 55% of the employees are female.

4.1.2 TABLE SHOWING AGE WISE RESPONDENTS

AGE	FREQUENCY	PERCENTAGE
18-25	37	37%
25-30	28	28%
30-35	16	16%
35-40	10	10%
40-ABOVE	9	9%
GRAND TOTAL	100	100%

AGE



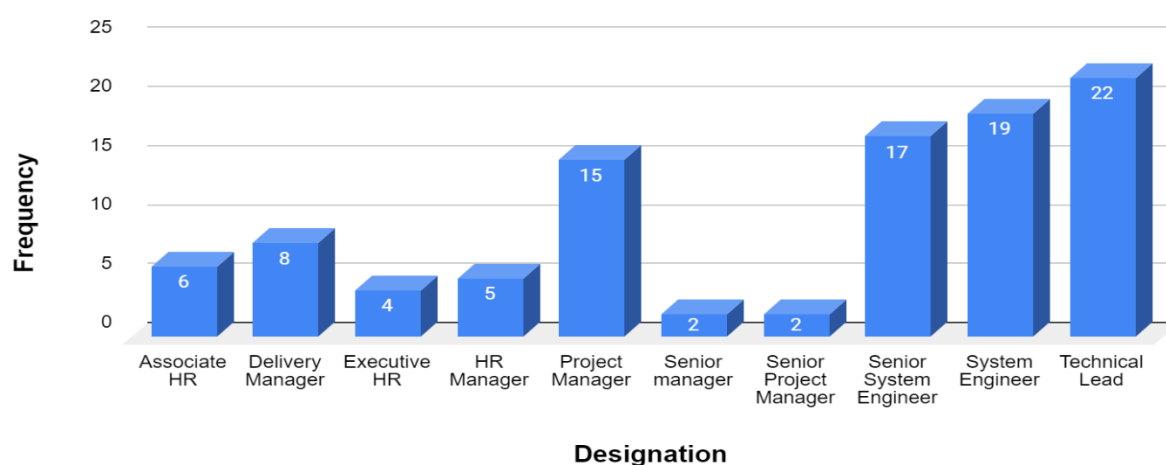
Interpretation:

From the above table and chart it is understood that 37.0% of employees are between the age of 18 to 16% of employees are between the age of 30-35 and 28% of employees are 25-30 years and 10% of employees are 35-40year old and 9% are 40 above.

4.1.3 TABLE SHOWING DESIGNATION WISE RESPONDENTS

DESIGNATION	FREQUENCY	PERCENTAGE
Associate HR	6	6%
Delivery Manager	8	8%
Executive HR	4	4%
HR Manager	5	5%
Project Manager	15	15%
Senior manager	2	2%
Senior Project Manager	2	2%
Senior System Engineer	17	17%
System Engineer	19	19%
Technical Lead	22	22%
Grand Total	100	100%

DESIGNATION

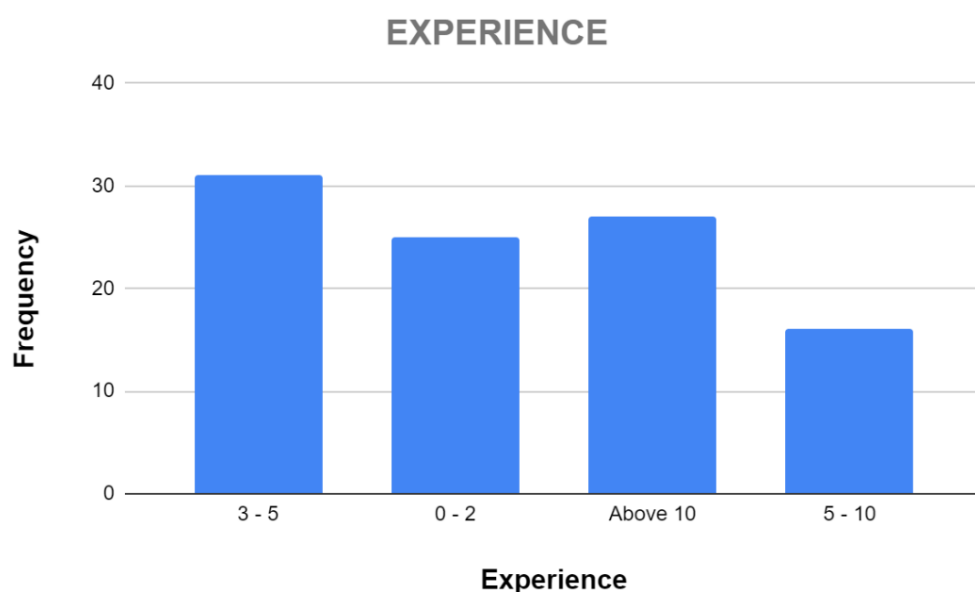


Interpretation:

From the above table and chart it is understood that 4% of the employees are HR executive, 5% of the employees are HR manager, 15% of the employees are project manager, 17% of the employees are senior system manager and 19% of the employees are system engineers and 22% of employees are technical lead.

4.1.4 TABLE SHOWING EXPERIENCE WISE RESPONDENTS

EXPERIENCE	FREQUENCY	PERCENTAGE
0 - 2	25	25.00%
3 - 5	32	32.00%
5 - 10	16	16.00%
Above 10	27	27.00%
Grand Total	100	100.00%



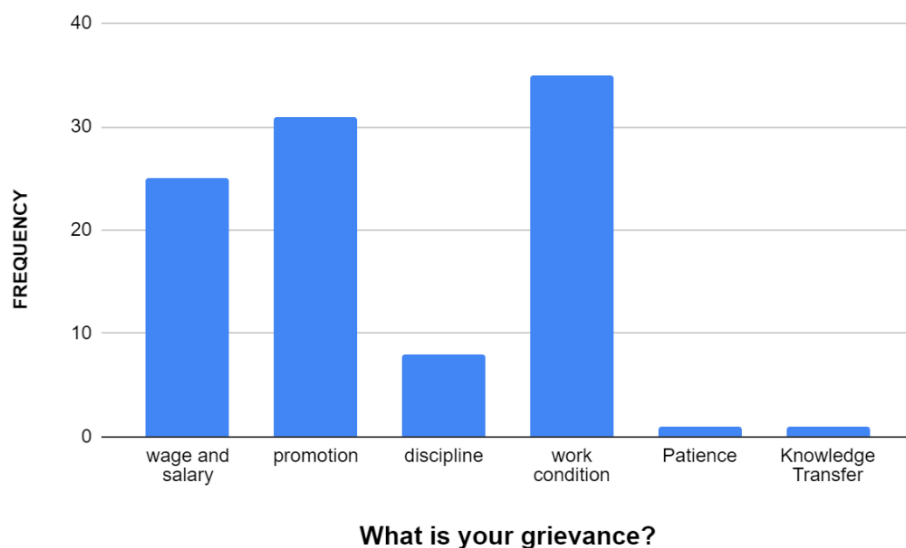
Interpretation:

From the above table and chart it is understood that 25.0% of the employees has 0-2 years of experience, 32% of the employees has 3-5 years of experience, 16% of employees has 5-10 years of experience, 27% above 10 years of experience.

4.1.5 TABLE SHOWING GRIEVANCES WISE RESPONDENTS

<i>What is your grievance?</i>	FREQUENCY	PERCENTAGE
Discipline	8	8.00%
Knowledge Transfer	1	1.00%
Patience	1	1.00%
Promotion	29	29.00%
Wage and salary	25	25.00%

Work condition	36	36.00%
Grand Total	100	100.00%

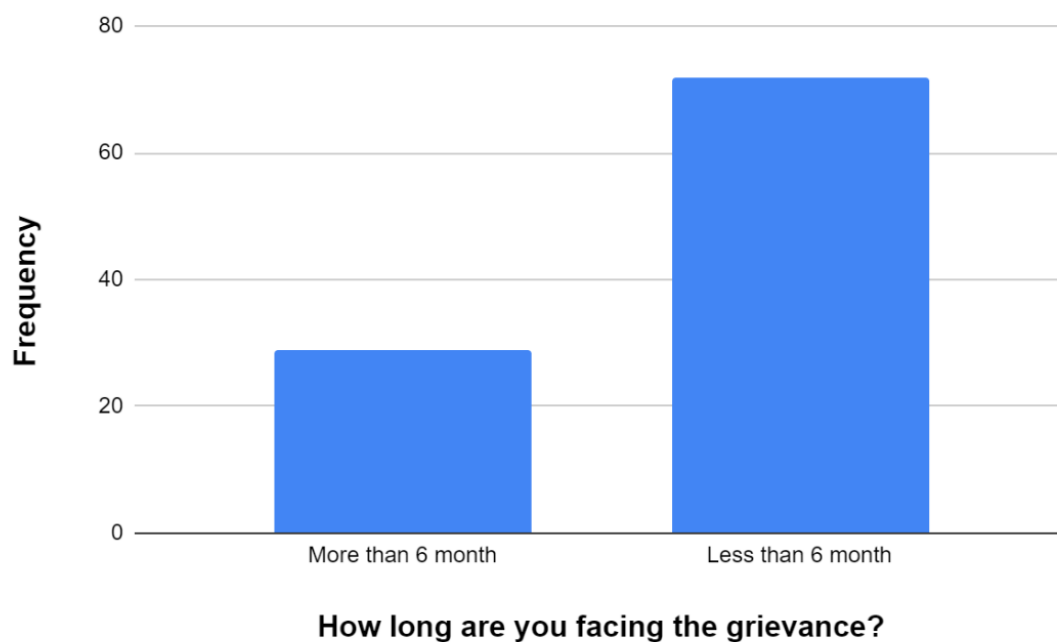


Interpretation:

From the above table and chart it is understood that 25% of the employees are facing grievance related to wage and salary, 36% of the employees are facing grievance related to working condition, 29% of the employees are facing grievance related to promotion, 1% of the employees are facing grievance related to discipline and 1% of the employees are facing grievance related to others.

4.1.6 TABLE SHOWING PERIOD OF FACING GRIEVANCE WISE RESPONDENTS

From how long are you facing the grievance?	FREQUENCY	PERCENTAGE
Less than 6 months	71	71.00%
More than 6 months	29	29.00%
Grand Total	100	100.00%

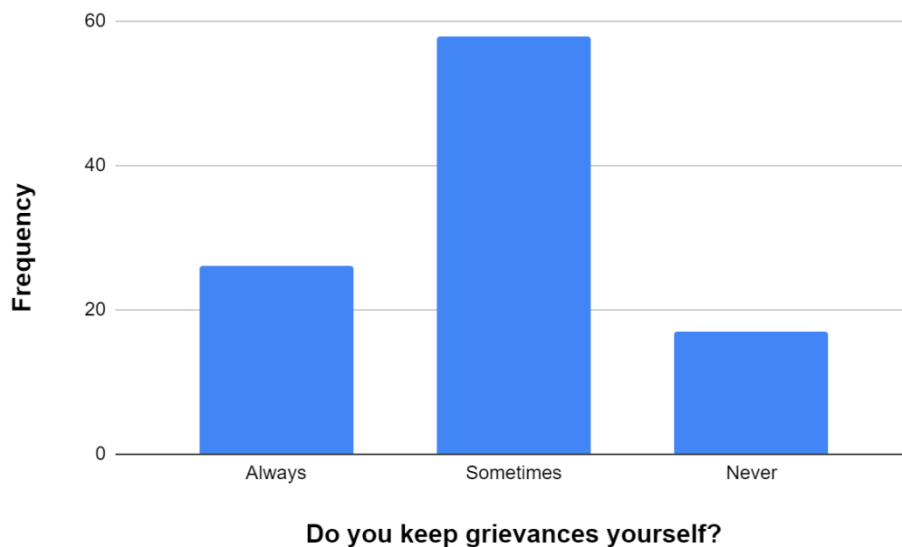


Interpretation:

From the above table and chart it is understood that 71% of the employees are facing grievance for less than 6 months and 29% of the employees are facing grievance for more than 6 months.

4.1.7 TABLE SHOWING NOT SHARING WITH OTHERS WISE RESPONDENTS

Do you keep grievances yourself?	FREQUENCY	PERCENTAGE
Always	26	26.00%
Never	17	17.00%
Sometimes	57	57.00%
Grand Total	100	100.00%

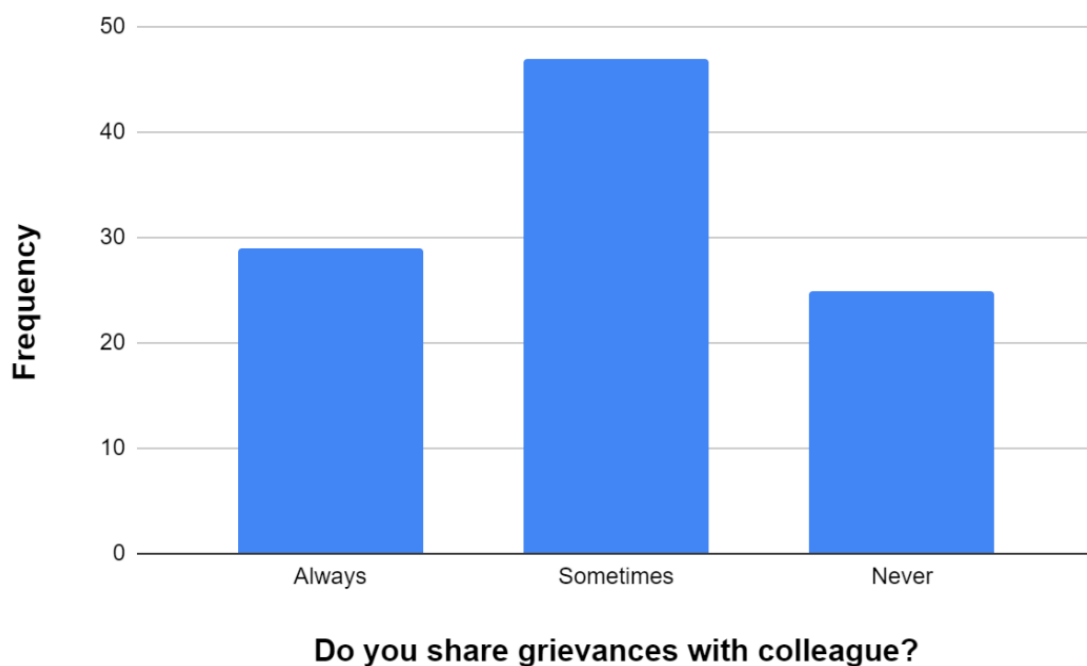


Interpretation:

From the above table and chart it is understood that 26% of the employees will always kept grievance with themselves, 57% of the employees will sometimes keep grievance with themselves and 17% of the employees will not at all keep grievance with themselves.

4.1.8 TABLE SHOWING SHARING GRIEVANCE WITH COLLEAGUES WISE RESPONDENTS

Do you share grievances with colleague?	FREQUENCY	PERCENTAGE
Always	29	29.00%
Never	25	25.00%
Sometimes	46	46.00%
Grand Total	100	100.00%

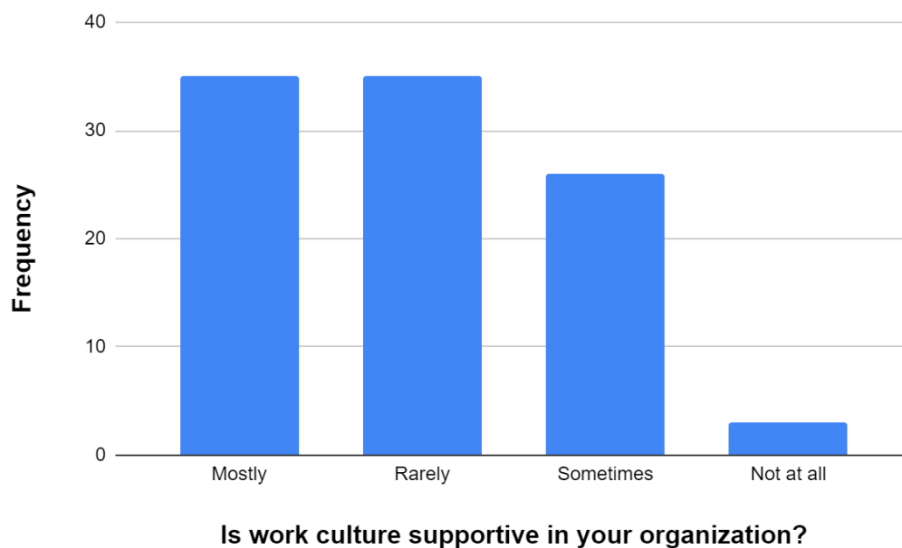


Interpretation:

From the above table and chart it is understood that 29% of the employees always share grievance with their colleagues, 46% of the employees sometimes share grievance with their colleagues and 25% of the employees not at all share grievance with their colleagues.

4.1.9 TABLE SHOWING SUPPORT GIVEN BY THE WORK CULTURE WISE RESPONDENTS

Is work culture supportive in your organization?	FREQUENCY	PERCENTAGE
Mostly	35	35.00%
Not at all	3	3.00%
Rarely	35	35.00%
Sometimes	27	27.00%
Grand Total	100	100.00%

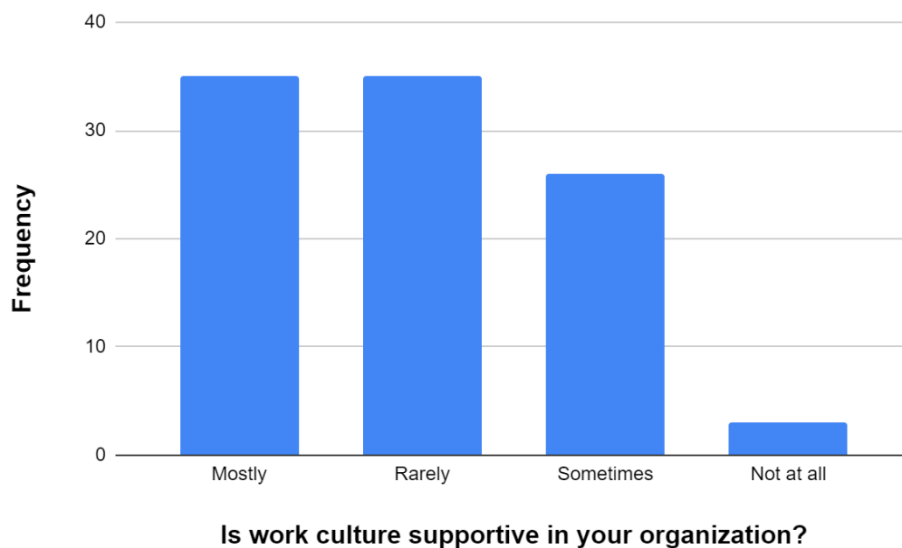


Interpretation:

From the above table and chart it is understood that 35% of the employees feels that the work culture is mostly supportive, 35% of the employees feels that the work culture is rarely supportive, 27% of the employees feels that the work culture is sometimes supportive and 3% of the employees feels that the work culture is not at all supportive.

4.1.10 TABLE SHOWING HOW OFTEN THEY FACED WISE RESPONDENTS

How often you face grievance in your organization?	FREQUENCY	PERCENTAGE
Mostly	27	27.00%
Not at all	5	5.00%
Rarely	35	35.00%
Sometimes	33	33.00%
Grand Total	100	100.00%

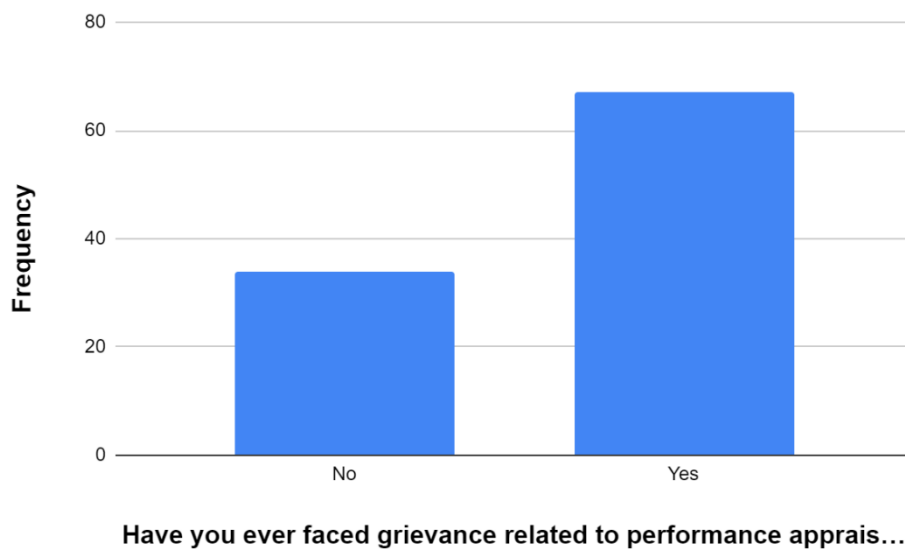


Interpretation:

From the above table and chart it is understood that 27% of the employees are mostly facing grievance, 35% of the employees are rarely facing grievance, 33% of the employees are sometimes facing grievance and 5% of the employees are not at all facing grievance.

4.1.11 TABLE SHOWING GRIEVANCE RELATED TO PERFORMANCE APPRAISAL

Have you ever faced grievance related to performance appraisal process?	FREQUENCY	PERCENTAGE
No	33	33.00%
Yes	67	67.00%
Grand Total	100	100.00%

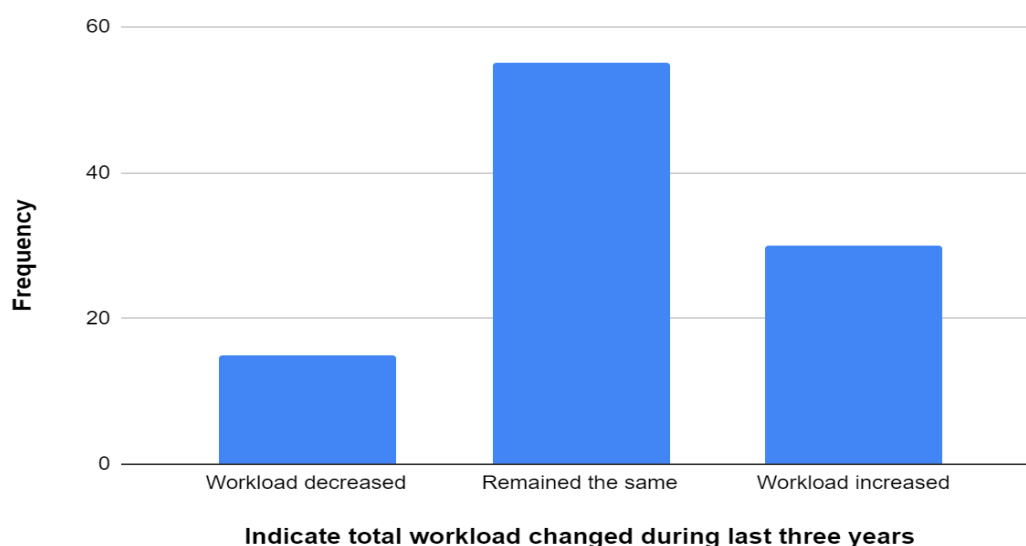


Interpretation:

From the above table and chart it is understood that 67% of the employees are facing grievance related to the performance appraisal process and 33% of the employees are not facing grievance related to performance appraisal process.

4.1.12 TABLE SHOWING TOTAL WORKLOAD CHANGED DURING LAST THREE YEARS

Indicate total workload changed during last three years	FREQUENCY	PERCENTAGE
Remained the same	55	55%
Workload decreased	15	15%
Workload increased	30	30%
Grand Total	100	100%

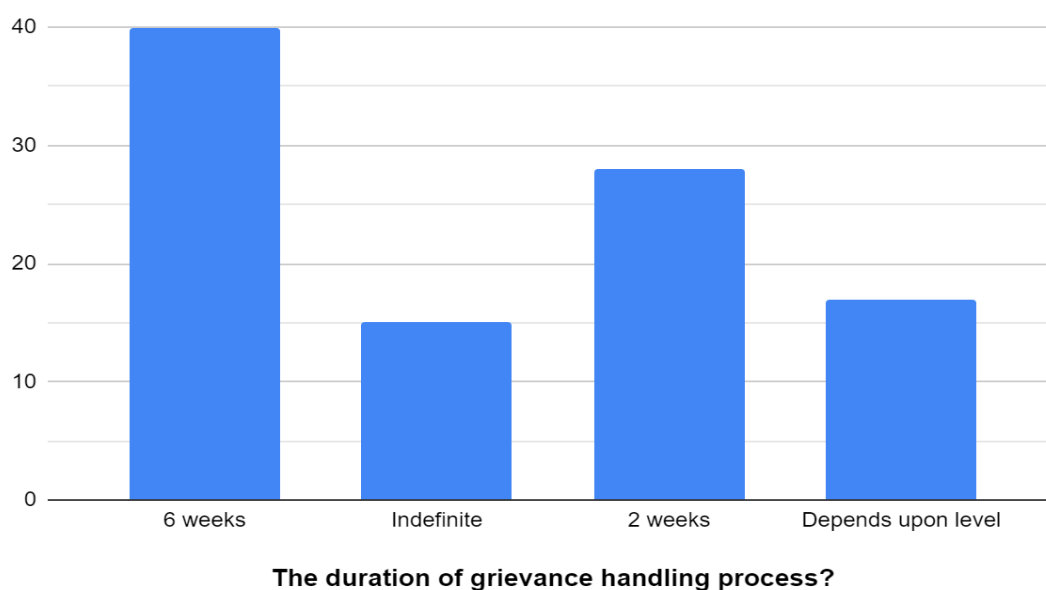


Interpretation:

From the above table and chart it is understood that workload changes during the last three years is 55% of the employee workload are Remains the Same and 15% of the employees are workload decreased and 30% of the employee workload are increased.

4.1.13 TABLE SHOWING DURATION OF GRIEVANCE HANDLING PROCESS

2 weeks	28	28%
6 weeks	40	40%
Depends upon level	17	17%
Indefinite	15	15%
Grand Total	100	100%

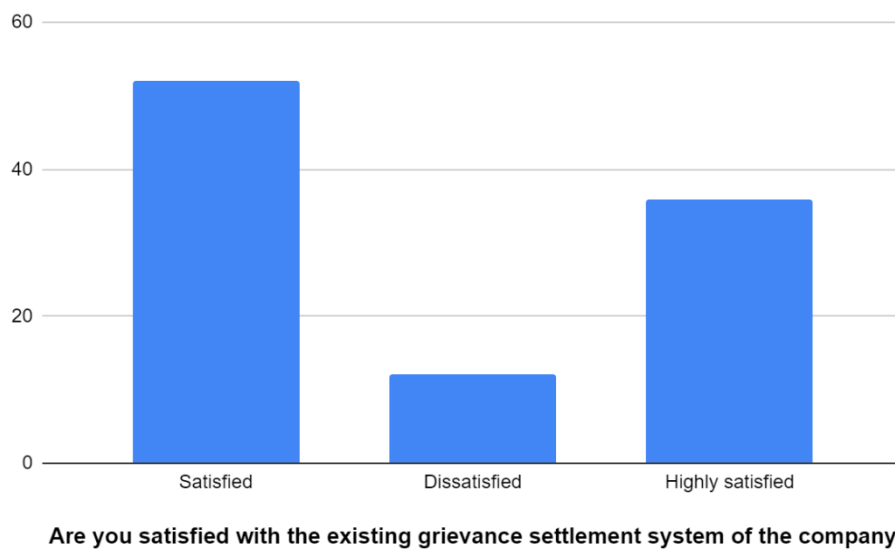


Interpretation:

From the above table and chart it is understood that duration of grievance handling process is 28% of the employee grievance handled in 2weeks and 40% of the employees are grievance handled in 6 weeks and 17% of the employee grievance handled Depends upon the Level and 15% of the employee grievance handled indefinite time.

4.1.14 TABLE SHOWING SATISFACTION OF GRIEVANCE SETTLEMENT SYSYTEM

Are you satisfied with the existing grievance settlement system of the company	FREQUENCY	PERCENTAGE
Dissatisfied	12	12%
Highly satisfied	36	36%
Satisfied	52	52%
Grand Total	100	100%



Interpretation:

From the above table and chart it is understood that Satisfaction of Grievance Settlement System 12% of the employee are Dissatisfied and 36% of the employees are are Highly Satisfied and 52% of the employee are satisfied.

CORRELATION ANALYSIS

HYPOTHESIS -1

H0: There is no significance relationship between the satisfaction level of the employees and the duration of grievance handling process.

H1: There is significance relationship between the satisfaction level of the employees and the duration of grievance handling process.

Correlations			
		satisfaction level	handling duration
satisfaction level	Pearson Correlation	1	-.109
	Sig. (2-tailed)		.281
	N	100	100
handling duration	Pearson Correlation	-.109	1
	Sig. (2-tailed)	.281	
	N	100	100

INFERENCE: The table refers the null hypothesis is rejected as the level of significance is above 0.05 hence the alternative hypothesis is accepted i.e., “There is significant relationship between the satisfaction level of the employees and the duration of grievance handling process”.

HYPOTHESIS -2

H0: There is no significance association between Experience and the Period of Facing Grievance.

H1: There is a significance association between Experience and the Period of Facing Grievance.

Correlations			
		Experience	Period of facing
Experience	Pearson Correlation	1	.213*
	Sig. (2-tailed)		.034
	N	100	100
Period of facing	Pearson Correlation	.213*	1
	Sig. (2-tailed)	.034	
	N	100	100
*. Correlation is significant at the 0.05 level (2-tailed).			

INFERENCE: The table refers the null hypothesis is rejected as the Experience is above 0.05 hence the alternative hypothesis is accepted i.e., “There is significant relationship between Experience and the Period of Facing Grievance”.

HYPOTHESIS-3

H0: There is no significance association between Gender and sharing grievance with others.

H1: There is a significance association between Gender and sharing grievance with others.

Correlations			
		Genders	Sharing with others
Genders	Pearson Correlation	1	0.079
	Sig. (2-tailed)		0.433
	N	100	100
Sharing with others	Pearson Correlation	0.079	1
	Sig. (2-tailed)	0.433	
	N	100	100

INFERENCE: The table refers the null hypothesis is rejected as Gender is above 0.05 hence the alternative hypothesis is accepted i.e., “There is significant relationship between Gender and Sharing grievance with others”.

CHAPTER 5

SUMMARY AND CONCLUSION

FINDINGS:

PERCENTAGE ANALYSIS:

- ❖ The greater part of the survey participants belong to female (57%)
- ❖ The larger portion of those surveyed are within the age group of 18-25 (37%)
- ❖ The vast majority of those surveyed are in the position of Technical Lead (22%)
- ❖ The primary portion of the respondents are having the experience of 3-5 years (32%)
- ❖ Majority of the respondents are facing grievance related to working condition (36%)
- ❖ The preponderance of participants are facing grievance for less than 6 months (71%)
- ❖ Majority of the employees will sometimes keep grievance with themselves (57%)
- ❖ The principal group of respondents will sometimes share grievance with their colleagues (46%)
- ❖ Majority of the employees feels that the work culture is Mostly & rarely supportive (35%)
- ❖ Majority of the employees are facing grievance related to the performance appraisal process (67%)
- ❖ The larger portion of those surveyed workload are changed during last three years are reminds the same (55%)
- ❖ The preponderance of participants are duration of grievance handling process in 6 weeks (40%)
- ❖ The greater part of the survey participants Highly Satisfied in the grievance settlement process.(36%)

SUGGESTIONS:

- ❖ The working condition needs to be improved because most of the employees are facing grievance with the working condition.
- ❖ Most of the employees are keeping their grievance with their selves, So the organization should make the arrangements to air their grievances by conducting various meetings related to employee welfare.

- ❖ The work culture should be supportive in the organization. Organization should takes care of all the employees. They must give assurance for the job security.
- ❖ The workload need to be decreased because most of the employees feel that the workload has increased. The organization should concentrate on timely recruitment and should hire the manpower which equates the work
- ❖ The performance appraisal process needs to be improved because most of the employee are facing grievance with the performance appraisal process. The organization should go with the yearly or half yearly increment policies.
- ❖ The barriers that exist between the various categories are to some extent broken by personal contact and mutual understanding.

CONCLUSION

The study reveals that the grievance handling mechanism is satisfactory. The organization recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization.

The grievance procedure provides a means for identifying practices, procedures and administrative policies that are causing employee complaints so that changes can be considered. They reduce costly employment suits. A grievance system can be a reliable mechanism to learn of, and resolve employee dissatisfaction. It can produce early settlements to dispute or provide for correction of contested employment issues grievance procedure allows managers to establish a uniform labour policy.

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ANNEXURE:

QUESTIONNAIRE:

Section 1

DEMOGRAPHIC INFORMATION:

NAME OF THE RESPONDENT:

GENDER :

AGE :

DESIGNATION :

EXPERIENCE :

Section 2

INDIVIDUAL'S PERSPECTIVE:

1) What is your grievance?

a) Wage and salary b) Working condition c) Promotion

d) Discipline e) Others

2) From how long are you facing the grievance?

a) Less than 6 months b) More than 6 months

3) Do you keep grievances yourself?

a) Always b) Sometimes c) Never

4) Do you share grievances with colleague?

a) Always b) Sometimes c) Never

Section 3

WORK ENVIRONMENT:

5) Is work culture supportive in your organization?

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

6) How often you face grievance in your organization?

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

7) Indicate total workload changed during last three years.

a) Workload increased b) Remained the same c) Workload decreased

8) Have you ever faced grievance related to performance appraisal process?

a) Yes b) No

Section 4

SUPERVISORY:

9) Whom do you report/share if you have any grievance?

a) Superior b) Colleagues c) Function head d) Head of HR department

10) How often you complaints and grievance being taken care off?

a) Mostly b) Rarely c) Frequently d) Not at all

11) The duration of grievance handling process?

a) 2 weeks b) 6 weeks c) Indefinite d) Depends upon level

Section 5

STATEMENT TYPE QUESTIONS:

12) Are you satisfied with the existing grievance settlement system of the company?

a) Highly satisfied b) Satisfied c) Dissatisfied

13) Is the real basis of your problem identified?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly disagree

14) Overall rating for grievance handling procedure in the organization.

a) 1 b) 2 c) 3 d) 4 e) 5

Date: 28.10.2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Swetha G**, MBA student at Sathyabama Institute of Science and Technology Reg No. 42410133 has completed her project in APPASAMY ASSOCIATES Empowering Vision starting from **22 Sept 2023 To 28 Oct 2023**

Swetha G interned under the guidance of **Mr. Arunkumar Gopalakrishnan**. The performance was found to be satisfactory.

We wish **Swetha G** all the best for all future endeavours.

Warm Regards,



Mr. Chinna,
Manager – HR,
APPASAMY ASSOCIATES (P) LTD.