

**“A STUDY ON EFFECTIVENESS OF GRIEVANCE REDRESSAL
MACHINERY WITH SPECIAL REFERENCE TO PAMANI
FERTILIZERS, MANNARGUDI”**

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

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

**Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by
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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **VENKATRAMANI.S 40410189** who carried out the project entitled "**A STUDY ON EFFECTIVENESS OF GRIEVANCE REDRESSAL MACHINERY WITH SPECIAL REFERENCE TO PAMANI FERTILIZERS, MANNARGUDI**" under my supervision from September 2021 to October 2021.

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DECLARATION

I **VENKATRAMANI.S (40410189)** hereby declare that the Project Report entitled "**A STUDY ON EFFECTIVENESS OF GRIEVANCE REDRESSAL MACHINERY WITH SPECIAL REFERENCE TO PAMANI FERTILIZERS, MANNARGUDI**" done by me under the guidance of **DR.PALANI.A** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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CHAPTER I

1. INTRODUCTION AND REVIEW OF LITERATURES

1.1 INTRODUCTION ON GRIEVANCE HANDLING

Every employee has certain expectations, which he thinks must be fulfilled by the organization he is working for. When the organization fails to do this, he develops a feeling of discontent or dissatisfaction. Broadly speaking, grievance means any real or imaginary feeling of dissatisfaction and injustice, which an employee has about his employment relationship. Effective grievance management is an important and integral part of human resource management. If an individual's grievances remain unattended and unresolved, they will become collective disputes. A grievance is a sign of employee's discontent with job and its nature.

The concept "grievance" has been defined in several ways by different authorities. Some of the definitions are given below:

According to Dale S Bearch, "grievance" has been defined as any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of management".

In the words of Micheal J Jucious, "a grievance is any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company that an employee thinks, believes or even feels, is unfair, unjust or inequitable".

According to Flippo, grievance is "a type of discontent which must always be expressed. A grievance is usually more formal in character than a complaint. It can be valid or ridiculous, and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provision of the labour contract".

According to Kieth Davis, grievance is “any real or imagined feeling of personal injustice which an employee has concerning his employment relationship”.

In the words of Pigors and Myers, “A grievance is simply a complaint which has best ignored, over-ridden or in the employee’s opinion, dismissed without consideration; and the employee feels that an injustice has been done, particularly when the complaint was presented in writing to a management representative or to a trade union official”.

In the opinion of the National Commission on Labour’ “Complaints affecting one or more individual workers in respect of wage payments, overtime, leave, transfer, promotion, seniority, work assignment and discharges constitute grievances”.

The International Labour Organization (ILO) defines a grievance as “a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service.”

Grievances generally given rise to unhappiness, frustration, discontent, indifference to work, poor morale; and they ultimately lead to inefficiency of workers and low productivity. An HR manager should therefore see to it that grievances are redressed at the earliest possible moment.

1.1.1 FEATURES OF GRIEVANCE

An analysis of the above-mentioned definitions reveals the following features. They are

1. A grievance refers to any form of discontent or dissatisfaction with any aspect of the organization.

2. The dissatisfaction must arise out of employment and not from personal or family problems.
3. The dissatisfaction may be expressed or implied. Expressed grievances are comparatively easy to recognize and are manifested in several ways e.g., gossiping, active criticism, argumentation, poor workmanship etc., unexpressed grievances are indicated by in difference to work, daydreaming, absenteeism, tardiness etc.
4. The discontent may be valid, legitimate and rational or untrue and irrational or completely ludicrous. The point is that when a grievance held by an employee
5. Comes to the notice of the management, it cannot usually dismiss it as irrational or untrue.
6. A grievance is traceable to perceived non-fulfillment of one's expectations from the organization.
7. A grievance arises only when an employee feels that injustice has been done to him.
8. Grievances if not redressed in time, tend to lower morale and productivity of employees.

1.1.2 UNDERSTANDING EMPLOYEE GRIEVANCE

The best approach towards grievances is to anticipate them and take steps to tackle them before they assume dangerous proportions. An ordinary manager redresses grievances as and when they arise. An excellent manager anticipates and prevents them. A manager can know about the simmering grievances even before they turn into actual grievances through several means. They are:

♦ **Observations:** A manager / supervisor can usually track the behavior of people working under him. If a particular employee is not getting along with people, spoiling materials due to carelessness or recklessness, remaining absent etc., the signals are fairly obvious. Since the supervisor is close to the scene of action, he can always find out such unusual behavior and report promptly.

♦ **Opinion Surveys:** Surveys may be conducted periodically to elicit the opinions of employees about organization and its policies. Group meetings, periodical interview with workers and collective bargaining sessions are also helpful in knowing employee discontent before it becomes a grievance.

♦ **Gripe Boxes:** A gripe box may be kept at prominent locations in the factory for lodging anonymous complaints pertaining to any aspect relating to work. Since the complainant need not reveal his identity, he can express his feeling of injustice or discontent frankly and without any fear of victimization. Gripe boxes are different from suggestions with names written on them.

♦ **Exit Interview:** Employees usually leave their current jobs due to dissatisfaction or better prospects outside. Exit interviews, if conducted carefully, can provide important information about the employee's grievances. If the manager tries sincerely through an exit interview, he might be able to find out the real reasons why the employee is leaving the organization. To elicit valuable information, the manager must encourage the employee to give a correct picture so as to rectify the mistakes promptly. It should be remembered that those employees who believe in keeping their relationship cordial, because they never know when their paths may cross again, will not like to burn their bridges behind them by speaking about their grievances. If the employee is not providing fearless answers, he may be given a questionnaire to fill up and post the same after getting all his dues cleared from the organization which he is leaving.

♦ **Grievance Procedure:** A systematic grievance procedure is the best means to highlight employee dissatisfaction at various levels. Management, to this end, must encourage employees to use it whenever they have anything to say. In the absence of such a procedure, grievances pile up and burst up in violent forms at a future date.

♦ **Open Door Policy:** Some organization extends a general invitation to their employees to informally drop in the manager's room any time and talk over their grievances. The manager can crosscheck the details of the complaint through various means at his disposal. This policy is useful in keeping in touch with employee feelings. At first glance, this policy may appear very attractive but it has the following limitations:

- (a) This policy is workable only in very small organizations.
- (b) The frontline supervisor is by past.
- (c) Top management is unfamiliar with the work situation.
- (d) The doors may be physically opened but psychological and social barriers prevent employees from actually entering them.

1.2 NEED FOR A GRIEVANCE PROCEDURE

Without an analysis of their nature and pattern, the causes of employee dissatisfaction cannot be removed. The HR manager should help the top management and line managers, particularly foremen and supervisors, in the formulation and implementation of the policies, programmes and procedures which would best enable them to handle employee grievances. These policies programmes and procedures are generally known as the grievances are settled, generally to the satisfaction of the trade union or employees and the management. The adoption of the grievance handling procedure is essential for a variety of reasons.

Table 1 Reasons for adoption of a Grievance Handling Procedure

Most grievances seriously disturb the employees. This may affect their morale, productivity and their willingness to co-operate with the organization. If an explosive situation develops, this can be promptly attended to if a grievance handling procedure is already in existence.

1. It is not possible that all the complaints of the employees would be settled by first-line supervisors, for these supervisors may not have had a proper training for the purpose, and they may lack authority. Moreover, there may be personality conflicts and other causes as well.

2. It serves as a check on the arbitrary action of the Management because supervisors know that employees are likely to see to it that their protest does reach higher management.
3. It serves as an outlet for employee gripes, discontent and frustrations. It acts like a pressure valve on a steam boiler. The employees are entitled to legislative, executive and judicial protection and they get this protection from the grievance redressal procedure, which also acts as a means of upward communication. The top management becomes increasingly aware of employee problems, expectations and frustrations. It becomes sensitive to their needs, and cares for their well-being. This is why the management, while formulating plans that might affect the employees-for example, plant expansion or modification, the installation of labour-saving devices, and so on, should take into consideration the impact that such plans might have on the employees.
4. The management has complete authority to operate the business as it sees fit-subject, of course to its legal and moral obligations and the contracts it has entered into with its workers or their representative trade union. But if the trade union or the employees do not like the way the management functions, they can submit their grievance in accordance with the procedure laid down for that purpose.

Source: C.B. Mamoria and S.V. Gankar “Personal Management Text and Cases”. Himalaya Publishing House (2001) page 745-746

According to Armstrong T.O., a well-designed and a proper grievance procedure provides:

1. A channel or avenue by which any aggrieved employee may present his grievance;
2. A procedure which ensures that there will be a systematic handling of every grievance;
3. A method by which an aggrieved employee can relieve his feelings of dissatisfaction with his job, working conditions or with the management;

4. A means of ensuring that there is some measure of promptness in the handling of the grievance.

1.2.1 NATURE AND CAUSES OF GRIEVANCES

Just about any factor involving wages, hours or conditions of employment has and can be used as the basis of grievance. Calhoon observes “Grievances exist in the minds of individuals, are produced and dissipated by situations, are fostered or healed by group pressures, are adjusted or made worse by supervisors, and are nourished or dissolved by the climate in the organization which is affected by all the above factors and by the management”.

Causes of grievances relate to interpretation of all personnel policies. National Commission on Labour states, “complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, transfer, promotion, seniority, work assignment and discharge would constitute grievances”. The causes of grievances include the interpretation of areas like placement, transfer, promotion etc.

P.C Tripathi has broadly classified the causes of grievances in the following categories:

Table 2 Causes of Grievance

(a) Grievance Resulting from Working Conditions:
✓ Improper matching of the worker with the job
✓ Changes in schedules or procedures
✓ Non-availability of proper tools, machines and equipment for doing the job.
✓ Tight production standards
✓ Bad physical conditions of workplace
✓ Failure to maintain proper discipline (excessive discipline or lack of it, both are equally harmful)
✓ Poor relationship with the supervisor
(b) Grievance Resulting from Management Policy:

- ✓ Wages payment and job rates
- ✓ Leave
- ✓ Overtime
- ✓ Seniority
- ✓ Transfer
- ✓ Promotion, demotion and discharges
- ✓ Lack of career planning and employment development plan
- ✓ Hostility toward a labour union.

(c) Grievance Resulting from Alleged Violation of:\

- ✓ The collective bargaining agreement
- ✓ Central or State Laws
- ✓ Past practices
- ✓ Company rules
- ✓ Management's Responsibility

(d) Grievance resulting from personal maladjustment:

- ✓ Over-ambition
- ✓ Excessive self-esteem
- ✓ Impractical attitude to life etc.

Source: P.C. Tripathi "Personnel Management and Industrial Relations" Sultan Chand and Sons, New Delhi (1999) Page 365

1.2.2 ESSENTIALS OF A SOUND GRIEVANCE PROCEDURE

The efficiency of a grievance procedure depends upon the fulfillment of certain pre requisites. These are as follows:

(a) **Conformity with Prevailing Legislation:** The procedure should be in conformity with the existing law. It should be designed to supplement the statutory provisions. In other words, the existing grievance machinery as provided by law must be made use of. The procedure may be incorporate in the standing orders or collective bargaining agreement of the organization.

(b) **Acceptability:** The grievance procedure must be acceptable to all and should, therefore, be developed with mutual consultation among management, workers and the union.

(c) **Clarity:** There should be clarity regarding each and every aspect of the grievance procedure. An aggrieved employee must be informed about the person to whom a representation can be made, the form of submission (written or oral), the time limit for the redressal of grievance etc.

(d) **Promptness:** The grievance procedure must aim at speedy redressal of grievances. The promptness with which a grievance is processed adds further to the success of the grievance procedure. Since justice delayed is justice denied, the procedure should aim at rapid disposal of the grievances. Promptness can be ensured in the following ways:

- i. As far as possible the grievance should be settled at the lowest level.
- ii. There should be only one appeal.
- iii. Time limit should be prescribed and rigidly enforced at each level.
- iv. Different types of grievances may be referred to appropriate authorities.

(e) **Simplicity:** The grievance procedure should be simple. The procedure should consist of as few steps as possible. If there are too many stages in the procedure, too many forms to be filled up, too much going around etc., the very purpose of the procedure is defeated. Instead of resorting to the formal procedure, an employee may ignore it. Information about the procedure should be communicated to the employees.

(f) **Training:** The success of the procedure also depends upon imparting training to the supervisors and union representative in handling grievances. This will help to ensure effective working of the grievance procedure.

(g) **Follow up:** The working of the grievance procedure should be reviewed at periodical intervals by the HR department. The department should periodically

review the procedure and introduce the essential structural changes making it more effective.

Basic elements of grievance procedure

C.B. Mamoria and S.V. Gankar have some basic elements of a grievance redressal procedure. They are given in the table below.

Table 3 Basic Elements of a Grievance Procedure

- | |
|---|
| <ol style="list-style-type: none">1. The existence of a sound channel through which a grievance may pass for redressal if the previous stage or channel has been found to be inadequate, unsatisfactory or unacceptable. This stage may comprise three, four or five sub stages.2. The procedure should be simple, definite and prompt, for any complexity or vagueness or delay may lead to an aggravation of the dissatisfaction of the aggrieved employee.3. The steps in handling a grievance should be clearly defined. These should comprise<ol style="list-style-type: none">a. Receiving and defining the nature of the grievance;b. Getting at the relevant facts about the grievance;c. Analyzing the facts, after taking into consideration the economic, social, psychological and legal issues involved in them;d. Taking an appropriate decision about the aggrieved employee;e. Communicating the decision to the aggrieved employee.4. Whatever the decision, it should be followed up in order that the reaction to the decision may be known and in order to determine whether the issue has been closed or not. |
|---|

Source: C.B. Mamoria and S.V Gankar “Personnel Management Text and Cases”. Himalaya Publishing House Mumbai (2001) Page 749-750.

1.2.3 GRIEVANCE PROCEDURE

A grievance procedure is a formal process which is preliminary to an arbitration which enables the parties involved to attempt to resolve their differences in a peaceful, orderly and expeditious manner.

The Code of Discipline adopted by the Indian Labour Conference in 1957 laid down that the management and unions should establish, upon a mutually agreed basis, grievance procedure which would ensure a speedy and full investigation leading to a settlement. At present, the Model Grievance Procedure in India provides for five successive time bound steps, each leading to the next unless the aggrieved employee prefers an appeal. These steps are as follows:

Step I: The aggrieved employee verbally explains his grievance to his immediate supervisor or in a conference or a discussion specifically arranged for the purpose. The employee seeks satisfaction from his supervisor. The supervisor must give his answer within forty-eight hours of the presentation of the complaint. The grievance can be settled if the supervisor has been properly trained for the purpose, and if he adheres strictly to a basic problem-solving method.

Step II: The second step begins when the grievance is not settled by the supervisor. If the employee does not receive an answer within the stipulated time or he is not satisfied with the answer, he shall either in person or with his departmental representative present his grievance to the head of the department designated for this purpose. The head of the department is generally the chief business manager, a superintendent or an industrial relations officer who goes into the grievance and gives his decision on the matter. He is required to furnish his answer within three days of the presentation of the grievance.

Step III: If the employee is not satisfied with the answer, he can approach the grievance committee which shall evaluate the case and make its recommendations to management within seven days of presentation of the case.

The grievance committee is composed of some fellow-employees, the shop steward or a combination of union and management representatives. The committee may suggest any one of the possible solutions:

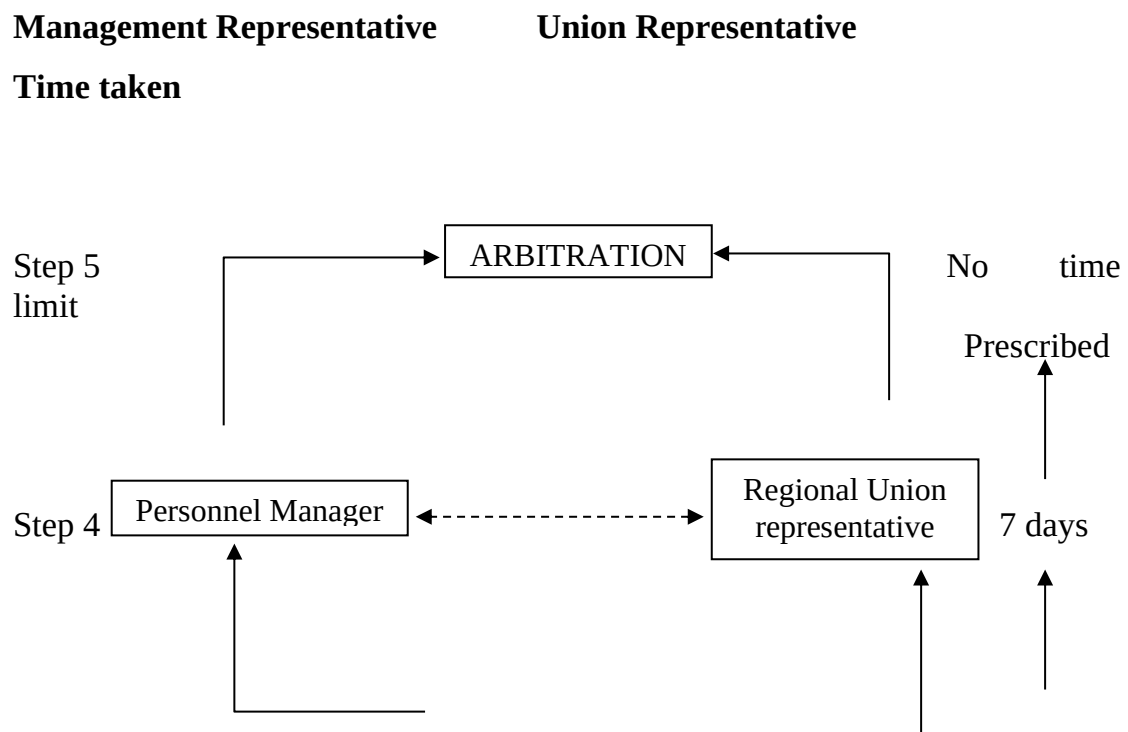
- It may call upon the grievant to accept the employer's proposed settlement.
- It may advise him that the trade union will not press for anything more than has already been suggested.
- In some cases, it may recommend that the issue be submitted for arbitration.

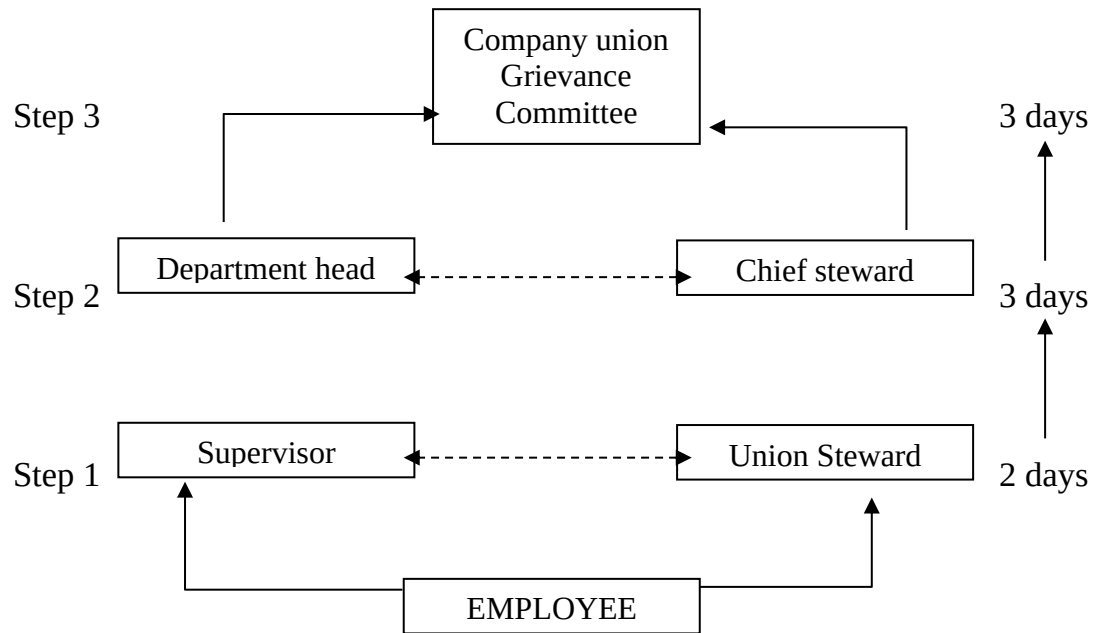
The employee would be informed about the recommendation within three days.

Step IV: If the committee fails to take a decision within the stipulated period or if the employee is not satisfied with the decision, he can make an appeal for revision to management. Management is supposed to communicate its decision within seven days of the worker's revised petition.

Step V: If the employee is dissatisfied with the management's decision, union and management may refer the grievance for voluntary arbitration within a week of the receipt of management's decision by the aggrieved employee. The parties may agree.

The figure 1 below shows the five-step grievance procedure.





The Indian Institute of Personnel Management, Calcutta, has briefly summarized the grievance procedure. These steps are given in Table 17.4:

Table 4 Grievance procedure suggested by Indian Institute of Personnel Management

1. In the first instance, the grievance should be settled at the lowest level, that is the employee should raise his grievance with his immediate superior.
2. It should be made clear to the employee that he may appeal if he does not get satisfaction from his immediate superior. He should know who the next person in the echelon of management is to whom he should refer his grievance.
3. The grievance should be speedily dealt with.
4. If the grievance is against any instructions issued by the superior, the employee should clearly understand that in the interest of discipline, the instructions must first be carried out before the grievance can be considered and decided upon. It is only when this has been done that the

employer will register his protest and set the grievance handling procedure in motion.

5. It should be clearly understood by the employee that there will be no recourse to any official machinery till the grievance redressal procedure has been set in the motion and that in the event the employee is still dissatisfied, there will be no direct action by either party which might prejudice the case or raise doubts while the grievance is being investigated.

Source: Indian Institute of Personnel Management's "Personnel management in India" (1973) Page 188-189

1.2.4 BENEFITS OF GRIEVANCE PROCEDURE

Grievances are natural in any organization. These should be solved as early as possible; otherwise they can create serious problems for the organization. The benefits of a good grievance procedure are as follows:

1. It brings grievances into the open so that management can learn about them and try to settle them.
2. It helps management to solve a grievance before it becomes a dispute.
3. It provides the workers a formal opportunity for expressing their fears, anxiety and dissatisfaction.
4. It provides employees a formalized means of emotional release for their dissatisfactions. It thus builds within them a sense of emotional security.
5. It helps to maintain cordial relations in the industry by enabling both the parties to settle the grievances to their mutual satisfaction.
6. Management knows that its arbitrary and biased action can be reviewed and challenged and therefore becomes more careful when dealing with its subordinates.
7. It enables the management to know the attitudes and feeling of employees regarding rules and practices of the organization, this helps them to frame rules which are more acceptable to the workers.

1.2.5 GRIEVANCE MANAGEMENT IN INDIAN INDUSTRY

In Indian industry, adequate attention has not been paid to the settlement of grievance. Legislative framework deals only indirectly with the redressal of individual grievances.

At present there are three legislations dealing with grievances of employees working in industries. They are:

1. The Industrial Employment (standing orders) Act 1946.
2. The Factories Act 1948.
3. The Industrial Disputes Act 1947.

➤ The Industrial Employment (standing orders) Act 1947

Requires that every establishment employing 100 or more workers should frame standing orders. These should contain, among other things, a provision for redressal of grievances of workers against unfair treatment and wrongful exactions by the employer or his agents.

➤ Factories Act 1948

The factories act 1948 provides for the appointment of a welfare officer in every factory ordinarily employing 500 or more workers. These welfare officers also look after complaints and grievance of workers. However, these provisions are not helpful due to the dual role which these officers are called upon to play.

The Industrial Disputes Act 1947

- a) The employer in relation in every industrial establishment in which fifty or more workmen are employed shall provide for a grievance settlement authority.
- b) When an industrial dispute connected with an individual workman arises in an establishment referred to above, a workman or any trade union of workmen of which such workman is a member may refer such dispute to the grievance settlement authority for settlement.

- c) The grievance settlement authority shall follow such procedure and complete its proceedings within such period as may be prescribed.
- d) No reference shall be made to boards, courts or tribunals of any dispute referred to in this section unless such dispute has been referred to the grievance settlement.

Authority concerned and the decision of the authority is not acceptable to any of the parties to the dispute.

Under section 2 – A of the Industrial disputes Act(which was added to the Act by an amendment made in 1965), the term “industrial dispute” includes all differences between an industrial workman and his employer connected with organizing out of his discharge, dismissal, retrenchment of termination notwithstanding that no other workman nor any union or workman is a party to dispute. The effect of this provision is that the industrial grievances of a worker of the kind noted above can in future pass through the settlement machinery which has been provided for under the Act

CHAPTER II

COMPANY PROFILE

This chapter focuses on the organization structure and management pattern of the factory. The Tamil Nadu co-operative marketing federation limited has been serving the state of Tamil Nadu in different roles for about 32 years since 1959, Primary after the interests of the consumer in Tamil Nadu

It has dedicated itself fully to agriculture based business organization Since 1966 and it has played a vital role in supply and marketing of inputs for agricultural purposes , processing and manufacture of granulated fertilizers, seeds, pesticides and manufacturing of edible oil and oil products. Starting initially with staff strength of 6, the organization has grown up into a sound apex body employing 962 persons consisting of 67 officers and other personnel who are full time employees of its own.

TANFED is the federation of the primary co-operative marketing societies in Tamil Nadu and has the following set-up of membership and contribution as on 31.12.1999.

CLASS OF MEMBERS

'A' Class	Number of member	Paid-up share capital(Rs.in lakh)
1. Primary Co-operative Marketing societies	119	50.28
2. Thanjavur Co-operative Marketing federation	1	0.10
3. Tamilnadu Warehousing corporation	1	0.10
4. Government of Tamil Nadu	1	308.10
Total	122	358.58
'B' Class		
1. Primary agricultural Co-operative Banks	3874	5.78
2. Spinning mills	1	0.001
3. Co-operative sugar Mills	16	0.013
4. 'LAMP' societies	13	0.013
Total	3904	5.807

SOURCE: Annual Report of TANFED

The management of the TANFED is exploring the possibility of admitting other Co-operative institution having business with TANFED as associate of federation.

FERTILIZER GRANULATION PLANT PAMANI:

The fertilizer granulation plant assisted by the National co-operative Development Corporation and built-up on acres land at Pamani village near Mannargudi in northern side to produce granulated complex NPK fertilizers in different grades went into production in the year 1971.

INAGURATION FOR THE FACTORY:

The Pamani Fertilizers factory commenced its production in the month of January 1971. It was inaugurated by the Chief Minister of Tamil Nadu Mr.M.karunanithi in the presence of former Co-operative Minister Mr.Athithanar.

Mr.Mannai Narayanaswami was the head of this factory. He successfully administered the factory with 192 employees.

The pamani fertilizer plant is the project of its kind in Tamil Nadu sponsored by the national Co-operative development corporation. The plant and machinery was designed by messes. Fasi plant Engineering Company Bombay by them on turn-key basis.

The plant was constructed in a city measuring about 5 crores of land financial assistance of NCDC of Rs.28.37 lakhs. The above fund as share capital loan was sanctioned by national co-operative development corporation, New Delhi.

OBJECTIVES OF THE PAMANI FERTILIZERS FACTORY:

The essential requirement for higher in agriculture is buffer stock of fertilizers. This was lacking in the district. The aim of the factory is to produce pamani 17.17.17 and 12.6.6 grade complex granulation buffer with the help of the co-operative societies. This stock is supplied to farmers at the right time at reasonable rates. Sometimes they are distributed free through co- operative societies as part of the state subsidy.

As neem cake has been include in the mixtures. Pamani products are important in the fertilizers market. The special function of the neem cake is controlling and destroying various insects. This fertilizers gives complete nutrition's to plant and enable farmers to get yield.

CHAPTER III

4. RESEARCH METHODOLOGY

3.1 PROBLEM OF THE STUDY

Knowing the employees' disposition and studying their attitude with respect to organizational climate in resolving grievances by collecting needed information from the employees.

OBJECTIVES OF STUDY

- To study the morale of employees for identifying the sign of attitude
- To analyze the grievances in different aspects
- To measure the level of satisfaction with job environment
- To trace the effective working of grievances handling procedure
- To suggest means to enhance employees' fidelity

3.2 SCOPE OF THE STUDY

The research study reflects about the morale of employees in the job environment and out of the research study, the researcher found the source of factors that raise the grievances for better resolving.

3.3 IMPORTANCE OF STUDY

- This study helps to understand employees' temperament with atmosphere
- This study suggests possible solution to overcome grievances for raising morale
- This study advises the means and ways for strengthening the employees' attachment with the job
-

3.4 RESEARCH DESIGN

DESCRIPTIVE RESEARCH

Descriptive research includes surveys and fact-finding enquiries of different kinds the major purpose of descriptive research is description of the state of affairs as it exists at present. In social science and business research we quite often use the ex post facto research for descriptive research studies. the main characteristics of this method is that research has no control over the variable; he can only report what has happened or what is happening. Most ex post facto research projects are used for descriptive studies in which the researcher seeks to measure such item as, for example, frequency of shopping, preference of people or similar data.

3.5 SOURCES OF DATA

PRIMARY SOURCES

- Through the structured undisguised questionnaire
- Survey method
- Met the employees and collected information regarding the sources of grievances
-

SECONDARY SOURCES

- The information regarding Pamani Fertilizers, Pamani was collected from company manual and annual report
- The information also collected through website, magazines, journals, news paper, text book and etc...

3.6 POPULATION

The total employees in Pamani Fertilizers, Pamani workshop constitute the population for the study

3.7 SAMPLING PLAN

The sampling plan used in this study is non-probability sampling method in which convenience sampling is adopted.

NON-PROBABILITY SAMPLING

Non –probability sampling is that procedure which does not afford any basis for estimating probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling, in this type of sampling item for the sample are deliberately by the researcher; his choice concerning the item remains supreme.

CONVENIENCE SAMPLING

When population elements are selected for inclusion in the sample based on the ease of access, it can be called as convenience sampling.

3.9 SAMPLE SIZE

A sample size of 75 is collected in Pamani Fertilizers, Pamani.

3.10 STATISTICAL TOOLS USED

- ❖ Percentage analysis
- ❖ Hypothesis testing using ANOVA ('F' Test)
- ❖ Test of Independence (χ^2 Test) and
- ❖ Weighted Average Method.

3.11 PERIOD OF THE STUDY

The project work has been carried out with the stipulated time of 60 days, April'12 – June'12.

3.12 LIMITATIONS OF STUDY

In doing this project the researcher had the following difficulties

- The scope of the study is confined to the geographical area of Pamani Fertilizers, Pamani, only and because of the same reason the sample size was only fixed 75.
- Most of the respondents were not flexible enough to answer the questions.

3.13 FRAME WORK OF THE STUDY

Chapter I	Deals with the Introduction & Review of Literatures
Chapter II	Broadly discusses about the Company Profile
Chapter III	Mainly deals with Research Methodology
Chapter IV	Explicitly evolves Data Analysis & Interpretations
Chapter V	Mainly deals with Findings, Suggestions & Conclusion

CHAPTER IV

4. DATA ANALYSIS AND INTERPRATIONS

TABLE 4.1

DISTRIBUTION OF RESPONDENTS BASED ON THEIR AGE

Age	No. of respondents	Percentage (%)
Below 25	48	42.47
25-34	34	30.08
35-44	16	14.05
45-58	11	9.73
Above 58	4	3.53
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals age details of the respondents. Out of 113 respondents, the majority 42.47% of them lies below 25 years age segment and 3.53% of them lies between above 58 years old, 14.05% of them lies between 35-44years old, 30.08% of them lies between 25-34 years old.

TABLE 4.1

DISTRIBUTION OF RESPONDENTS BASED ON THEIR AGE

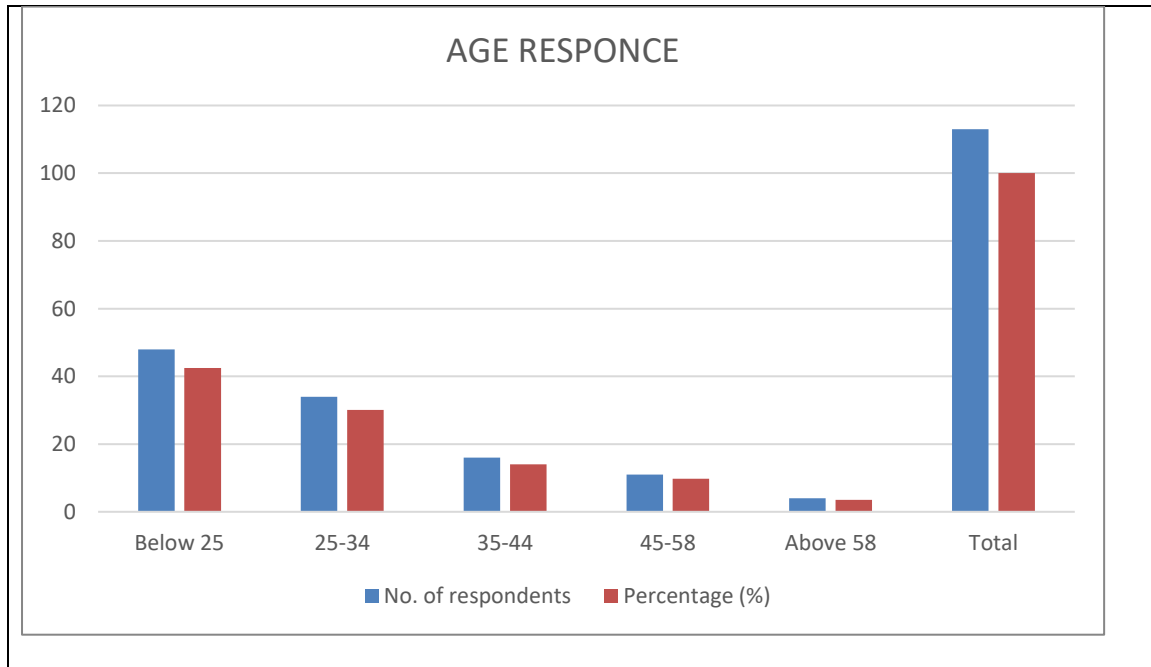


TABLE 4.2

DISTRIBUTION OF RESPONDENTS BASED ON THEIR GENDER

Gender	No. of respondents	Percentage (%)
Male	78	69.02
Female	35	30.97
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table says gender details of the respondents. Out of 113 respondents, 69.02% of them is male and 30.97% of them is female.

TABLE 4.2
DISTRIBUTION RESPONDENTS BY THEIR GENDER

GENDER
114 responses

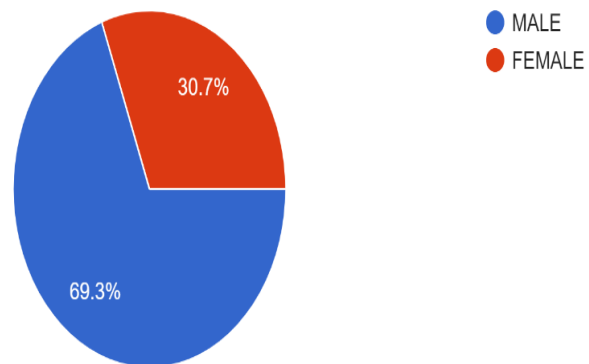


TABLE 4.3
DISTRIBUTION OF RESPONDENTS BASED ON THEIR
EDUCATIONAL QUALIFICATION

Educational qualification	No. of respondents	Percentage (%)
School level	13	11.50
UG	39	34.51
PG	49	43.36
Diploma	9	7.96
Others	3	2.65
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table conveys educational qualification of the respondents. Out of 113 respondents, the majority 43.36% of them did PG level, 34.51% did UG, and 11.50% did School level and only 2.65% others.

TABLE 4.3
DISTRIBUTION OF RESPONDENTS BASED ON THEIR
EDUCATIONAL QUALIFICATION

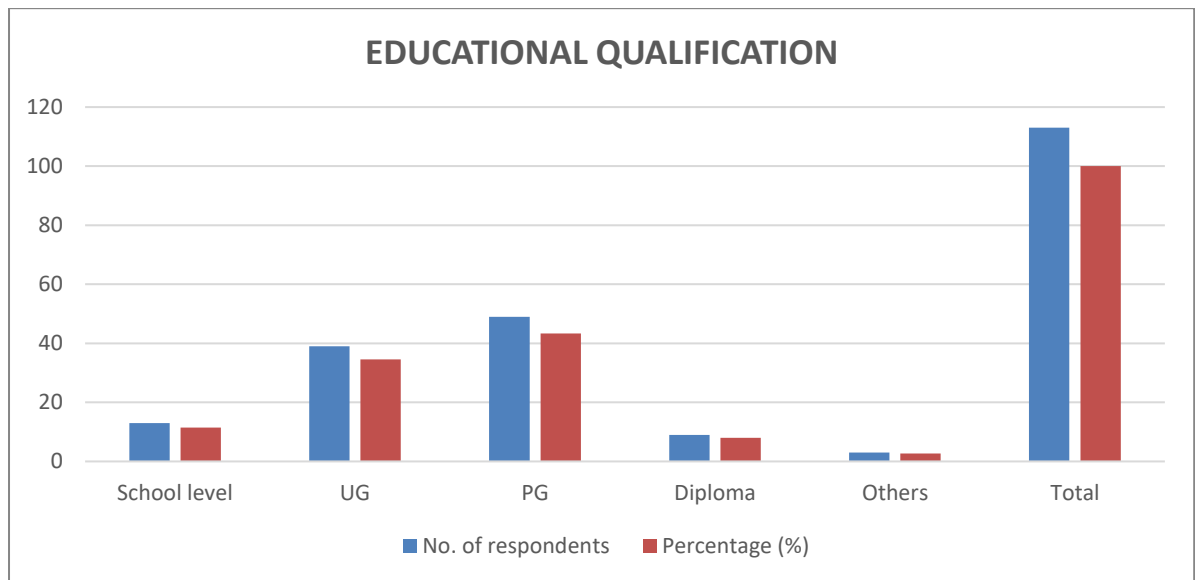


TABLE 4.4
DISTRIBUTION OF RESPONDENTS BASED ON THEIR NATIVE PLACE

Native place	No. of respondents	Percentage (%)
Rural	39	34.51
Town	42	37.16
City	29	25.66
Metropolis	3	2.65
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals native place details of respondents. Out of 113 respondents, 37.16% belongs to town, 34.51% belongs to rural and only 2.65% belongs to metropolis.

TABLE 4.4
DISTRIBUTION OF RESPONDENTS BASED ON THEIR NATIVE PLACE

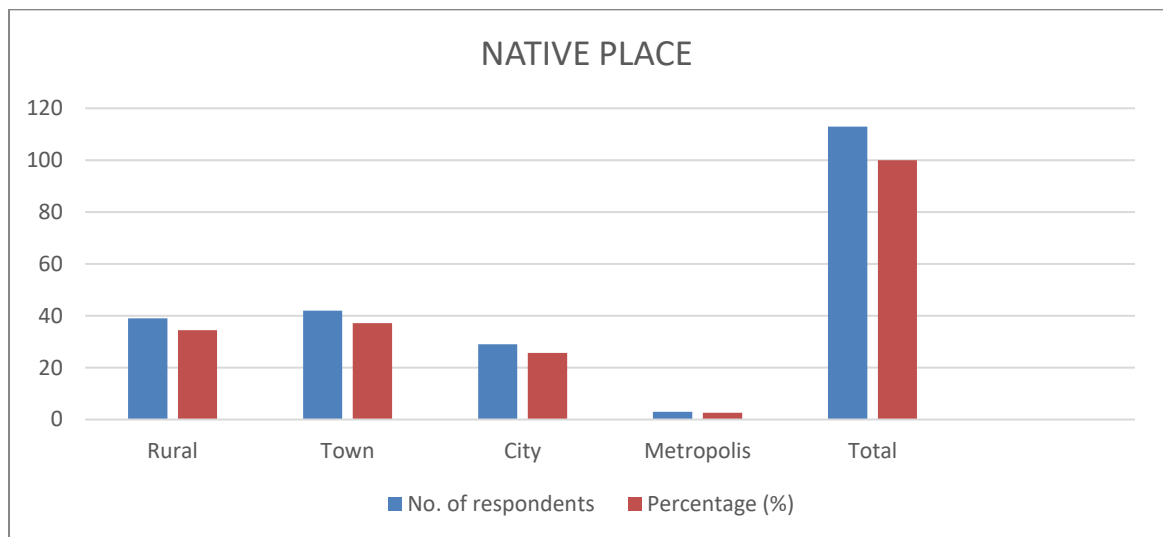


TABLE 4.5

DISTRIBUTION OF RESPONDENTS BASED ON THEIR MARITAL STATUS

Marital status	No. of respondents	Percentage (%)
Married	41	36.28
Unmarried	68	60.17
Divorcee	4	3.53
Widow/widower	-	-
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table conveys the marital status of respondents. Out of 113 respondents, 60.17% Unmarried 36.28% got married and only 3.53% are divorcee.

TABLE 4.5

DISTRIBUTION OF RESPONDENTS BASED ON THEIR MARITAL STATUS

Marital Status

114 responses

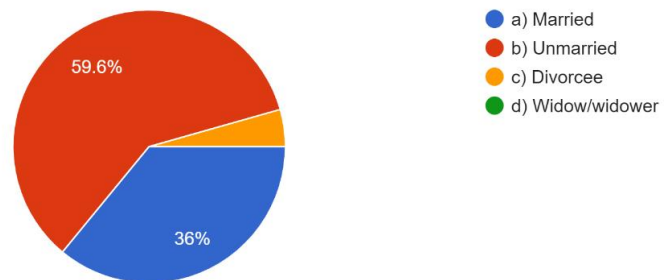


TABLE 4.6
DISTRIBUTION OF RESPONDENTS BASED ON THEIR FAMILY TYPE

Family type	No. of respondents	Percentage (%)
Joint	57	50.44
Nuclear	52	46.01
Extended nuclear	4	3.53
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes family type of respondents. Out of 113 respondents, 50.44% of them has joint family, 46.01% has nuclear family and only 3.53% has extended nuclear.

TABLE 4.6

DISTRIBUTION OF RESPONDENTS BASED ON THEIR FAMILY TYPE

Family Type
114 responses

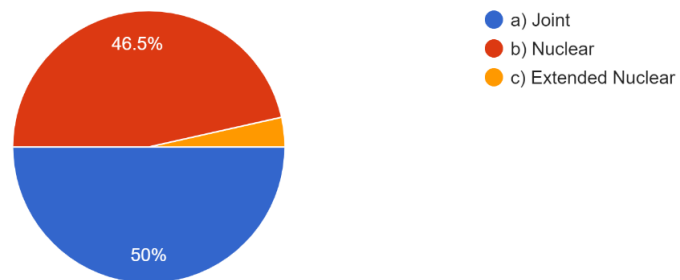


TABLE 4.7

DISTRIBUTION OF RESPONDENTS BASED ON THEIR FAMILY SIZE

Family size	No. of respondents	Percentage (%)
Below 4	24	21.23
4-6	67	59.29
Above 6	19	16.81
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes the family size of respondents. Out of 113 respondents, 21.23% has below 4 members 59.29% has 4-6 members and only 16.81% have above 6 members.

TABLE 4.7

DISTRIBUTION OF RESPONDENTS BASED ON THEIR FAMILY SIZE

Family size
114 responses

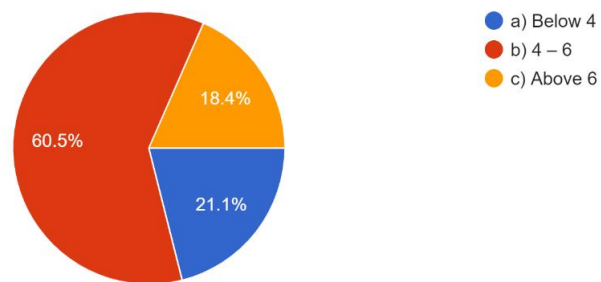


TABLE 4.8
DISTRIBUTION OF RESPONDENTS BASED ON THEIR FAMILY STATUS

Family status	No. of respondents	Percentage (%)
Lower class	7	6.19
Middle class	100	88.49
Upper class	6	5.30
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals the family status of respondents. Out of 113 respondents, 88.49% lives in middle class, 6.19% lives in lower class and only 5.30% lives in upper class.

TABLE 4.8

DISTRIBUTION OF RESPONDENTS BASED ON THEIR FAMILY STATUS

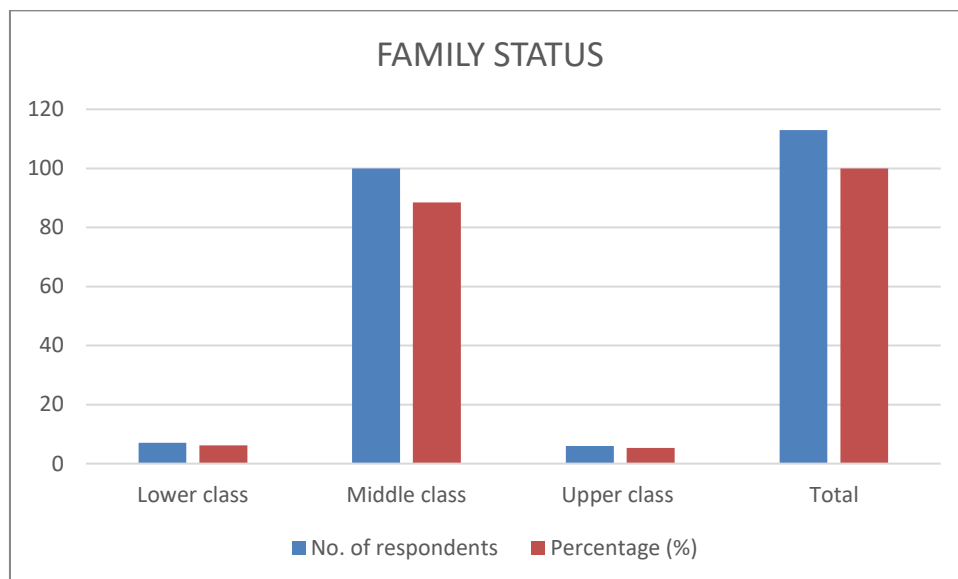


TABLE 4.9
DISTRIBUTION OF RESPONDENTS BASED ON THEIR
EXPERIENCE

Experience	No. of respondents	Percentage (%)
Below 5 years	62	54.86
5 to 10 years	24	21.23
11 to 15 years	12	10.62
16 to 20 years	6	5.30
More than 20 years	9	7.96
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table conveys experience details of respondents. Out of 113 respondents, 54.86% has below 5 years, 21.23% has 5-10 years, 10.62% has 11-15 years 5.30% has 16-20 years and only 7.96% more than 20 years of experience.

TABLE 4.9

DISTRIBUTION OF RESPONDENTS BASED ON THEIR EXPERIENCE

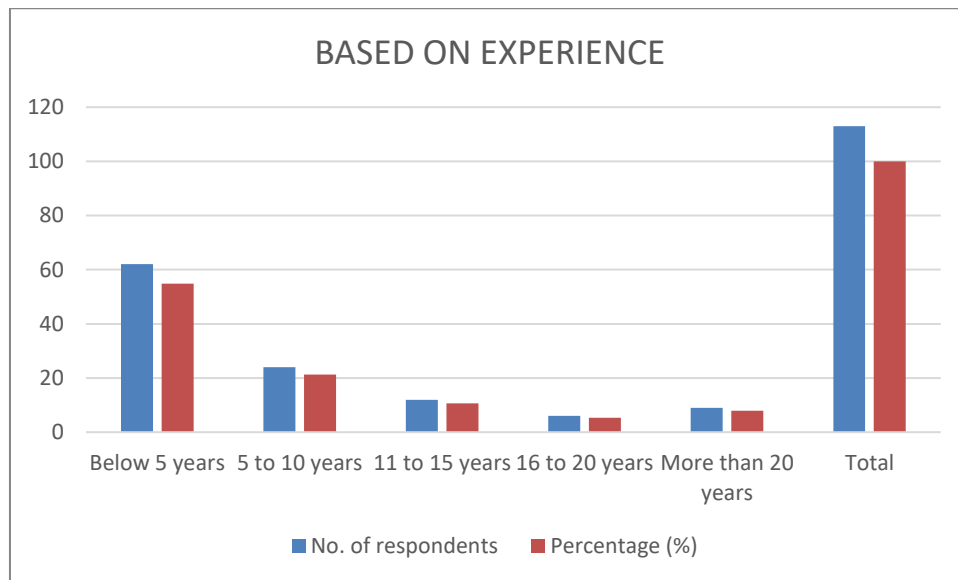


TABLE 4.10

DISTRIBUTION OF RESPONDENTS BASED ON THEIR INCOME

Income	No. of respondents	Percentage (%)
Below 5000	24	23.00
5000-10000	48	49.55
10001-15000	35	36.28
15001-20000	9	7.96
Above 20000	38	35.39
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table expresses income details of respondents. Out of 113 respondents, 49.55% earns Rs.5000-10000, 36.28% earns Rs.10001-15000, 7.96% earns Rs.15001-20000 and only 35.39% earns above Rs.20000.

TABLE 4.10

DISTRIBUTION OF RESPONDENTS BASED ON THEIR INCOME

Income
114 responses

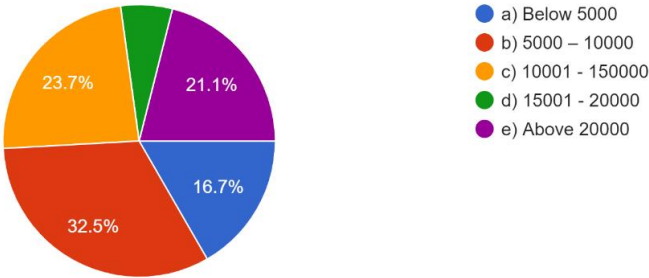


TABLE 4.11

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPENION
REGARDING INCOME DISSATISFACTION**

Particulars	No. of respondents	Percentage (%)
Strongly agree	9	7.96
Agree	40	35.39
Uncertain	20	17.69
Disagree	24	21.23
Strongly disagree	20	17.69
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals the opinion regarding income satisfaction of respondents. Out of 113 respondents, 35.39% told agree and 21.23% told Disagree.

TABLE 4.12

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR
OPENION REGARDING RECEIVAL OF INADEQUATE
INSTRUCTIONS FOR JOB**

Particulars	No. of respondents	Percentage (%)
Strongly agree	7	6.19
Agree	29	25.66
Uncertain	24	21.23
Disagree	27	23.89
Strongly disagree	26	23.00
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table expresses the opinion regarding received of inadequate instructions for the job. Out of 113 respondents, 25.66% told agree and 23.89% told disagree.

TABLE 4.13

DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPENION

Particulars	No. of respondents	Percentage (%)
Strongly agree	7	6.19
Agree	33	29.20
Uncertain	25	22.12
Disagree	28	24.77
Strongly disagree	20	17.69
Total	113	100

REGARDING STRUGGLING WITH RULES AND REGULATIONS

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals the opinion regarding struggling with rules and regulations. Out of 113 respondents, 29.20% told agree and 24.77% told disagree.

TABLE 4.14

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPENION
REGARDING EXPERIENCE NOT COUNTED FOR PROMOTION
AND INCREMENT**

Particulars	No. of respondents	Percentage (%)
Strongly agree	8	7.07
Agree	31	27.43
Uncertain	27	23.89
Disagree	19	16.81
Strongly disagree	28	24.77
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table expresses the opinion regarding experience not counted for promotion and increment. Out of 113 respondents, 27.43% told agree and 24.77% told strongly disagree.

TABLE 4.15

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING NOT MAINTAINING CLEAN SURROUNDINGS**

Particulars	No. of respondents	Percentage (%)
Strongly agree	11	9.73
Agree	29	25.66
Uncertain	23	20.35
Disagree	29	25.66
Strongly disagree	21	18.58
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table conveys the opinion regarding not maintaining clean surroundings. Out of 113 respondents, 25.66% told disagree and 25.66% told agree

TABLE 4.16

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING NOT MONITORING AND RECORDING THE
PERFORMANCE**

Particulars	No. of respondents	Percentage (%)
Strongly agree	9	7.96
Agree	27	23.89
Uncertain	25	22.12
Disagree	27	23.89
Strongly disagree	25	22.12
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes the opinion regarding not monitoring and recording the performance. Out of 113 respondents, 23.89% told disagree and 23.89% told agree.

TABLE 4.17

DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION

Particulars	No. of respondents	Percentage (%)
Strongly agree	10	8.89
Agree	41	36.28
Uncertain	34	30.08
Disagree	14	12.38
Strongly disagree	14	12.38
Total	113	100

REGARDING ATTENTION GIVEN TO GRIEVANCES

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals the opinion regarding attention given to grievances. Out of 113 respondents, 36.28% told agree and 30.08% told uncertain.

TABLE 4.18

Particulars	No. of respondents	Percentage (%)
Strongly agree	13	11.50
Agree	51	45.13
Uncertain	27	23.89
Disagree	9	7.96
Strongly disagree	13	11.50
Total	113	100

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR
OPINION REGARDING FULL HEARING ON GRIEVANCES.**

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes the opinion regarding full hearing on grievances. Out of 113 respondents, 45.13% told agree and 23.89% told uncertain.

TABLE 4.19

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING FREEDOM OF EXPOSING GRIEVANCES.**

Particulars	No. of respondents	Percentage (%)
Strongly agree	15	13.27
Agree	47	41.59
Uncertain	25	22.12
Disagree	13	11.50
Strongly disagree	13	11.50
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table conveys the opinion regarding freedom of exposing grievances. Out of 113 respondents, 11.50% told disagree and 41.59% told agree.

TABLE 4.20

Particulars	No. of respondents	Percentage (%)
Formal letter	21	18.58
Personal meeting	19	16.81
Telephone	15	13.27
Complaint box	13	11.50
E-mail	45	39.82
Total	113	100

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING MODE OF POSTING GRIEVANCES**

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes the opinion regarding mode of posting grievances. Out of 113 respondents, 11.50 is willing to go through *Complaint Box*, 16.81% told *Personal meeting* 18.58% told *Formal letter* and only 13.27% told *Telephone* 39.82% told *E-mail*.

TABLE 4.20

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING MODE OF POSTING GRIEVANCES**

I make use of the following mode of posting grievance

114 responses

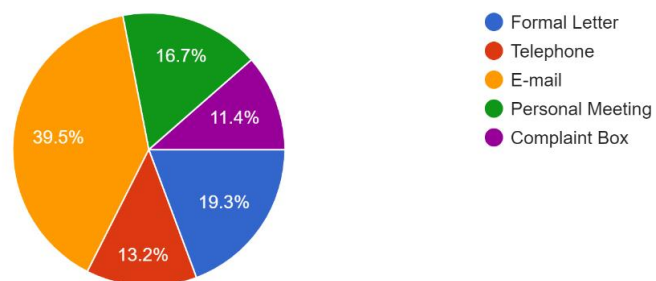


TABLE 4.21

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING GRIEVANCES PULL DOWN PERFORMANCE**

Particulars	No. of respondents	Percentage (%)
Strongly agree	5	4.42
Agree	38	33.62
Uncertain	35	30.97
Disagree	20	18.18
Strongly disagree	15	13.27
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes opinion regarding grievances pull down performance. Out of 113 respondents, 18.18% told disagree and 33.62% told agree.

TABLE 4.22

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING GRIEVANCES ARISE AT LOWER LEVEL**

Particulars	No. of respondents	Percentage (%)
Strongly agree	6	5.3
Agree	32	28.31
Uncertain	42	37.16
Disagree	13	11.50
Strongly disagree	20	17.69
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table conveys opinion regarding grievances arise at lower level. Out of 113 respondents 11.50% told disagree and 28.31% told agree.

TABLE 4.23

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING MANAGEMENT COMMITTEE VISITS THE WORK
AREA FOR RESOLVING GRIEVANCES**

Particulars	No. of respondents	Percentage (%)
Strongly agree	11	9.73
Agree	45	39.82
Uncertain	28	24.77
Disagree	11	9.73
Strongly disagree	18	15.92
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table reveals opinion regarding management committee visits the work area for resolving grievances. Out of 113 respondents, 9.73% told disagree and 39.82% told agree.

TABLE 4.24

DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION REGARDING HOLDING GRIEVANCES DISCUSSION PRIVATELY

Particulars	No .of respondents	Percentage (%)
Strongly agree	12	10.61
Agree	43	38.05
Uncertain	23	20.35
Disagree	14	12.38
Strongly disagree	21	18.58
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

INTERPRETATION:

The above table exposes opinion regarding holding grievances discussion privately .Out of 113 respondents, 12.38% told disagree and 38.35% told agree.

TABLE 4.25

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING RESPONSE AGAINST GRIEVENCES**

Particulars	No. of respondents	Percentage (%)
Immediate response	46	40.7
Delayed response	21	18.58
Neglect	19	16.81
No response	17	15.04
Cornering	10	8.84
Total	113	100

Source:

Primary data collection through structured undisguised questionnaire

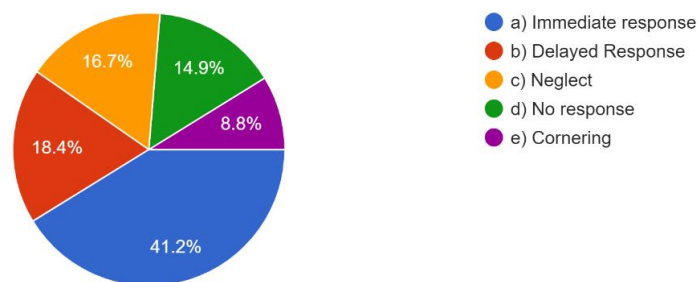
INTERPRETATION:

The above table reveals opinion regarding response against grievance .Out of 113 respondents, 40.7% told *immediate response*, 18.58% told *delayed Response* and only 16.81% told *neglect*.

TABLE 4.25

**DISTRIBUTION OF RESPONDENTS BASED ON THEIR OPINION
REGARDING RESPONSE AGAINST GRIEVANCE**

The response against my grievance is
114 responses



4.26 STATISTICAL TESTS

4.26.1 ANOVA (F) ONE-WAY ANOVA TEST OF SIGNIFICANCE DIFFERENCE BETWEEN EDUCATIONAL QUALIFICATION AND JOB PERFORMANCE

HYPOTHESES:

H0: There is no significance difference between educational qualification and job performance.

H1: There is significance difference between educational qualification and job performance.

Level of significance=0.05

CONTINGENCY TABLE BETWEEN OPINION REGARDING EDUCATIONAL QUALIFICATION AND JOB PERFORMANCE

12 3	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Total
School level	0	7	2	2	2	13
UG	4	10	8	9	8	39
PG	2	10	10	13	14	49
Diploma	1	2	4	2	0	9
Others	0	0	0	1	2	3
Total	7	29	24	27	26	113

Decision: If calculated value of 'F' < tabulated value accepts H₀.

If calculated value of 'F' > tabulated value

ANOVA TABLE:

Source of variance	Sum of sequence	Degrees of freedom	variance
Between column	187.6	4	46.9
Within column	447.4	20	22.37

Calculated value of 'F' = $\frac{\text{variance between the column}}{\text{Variance within the column}}$

$$f = 46.9/22.37$$

F = 2.096

Table value of 'F' (4, 20) = 2.87

Calculated value of (F) = 2.096

Calculated value (F) < tabulated value

(i.e.) 2.096 < 2.87

Hence, accept H₀

STATISTICAL INFERENCE

There is no significance difference between educational qualification and job performance.

CHI-SQUARE (χ^2)

4.26.2 TEST OF INDEPENDENCE (χ^2) BETWEEN AGE AND INCOME FROM THE WORK

HYPOTHESES:

H0: There is no association between age and income from the work.

H1: There is association between age and income from the work.

Level of significance = 0.05

TABLE 4.26.2

CONTINGENCY TABLE BETWEEN AGE AND INCOME FROM THE WORK

11 1	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Total
Below 25	2	18	9	10	9	48
Between 25- 34	3	12	6	5	8	34
Between 35- 44	1	7	3	4	1	16
Between 45- 58	2	3	0	4	2	11
Above 58	1	0	2	1	0	4
Total	9	40	20	24	20	113

Applying (χ^2) test

$$\chi^2 = \sum (O-E)^2/E$$

$$\chi^2 = 2.269$$

The number of degrees of freedom

$$V = (r-1) (c-1)$$

$$V = (4-1) (4-1)$$

$$V = (3) (3)$$

$$V = 9$$

$$\chi^2_{0.05} = 16.919$$

Calculated value of $\chi^2 <$ table value of χ^2

Hence, Accept H_0

STATISTICAL INFERENCE:

There is no association between age and income from the work.

4.26.3 TEST OF INDEPENDENCE (χ^2) BETWEEN ATTENTION GIVEN TO GRIEVANCES AND INCOME

HYPOTHESES:

H0: There is no association between attention given to grievances and income

H1: There is association between attention given to grievances and income

Level of significance = 0.05

TABLE 4.26.3

CONTINGENCY TABLE BETWEEN ATTENTION GIVEN TO GRIEVANCES AND INCOME

17 10	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Total
Below 5000	1	4	8	3	3	19
5000-10000	2	17	6	3	8	36
10001-15000	5	14	7	0	1	27
15001-20000	4	0	2	0	2	8
Above 20000	3	13	4	3	1	24
Total	15	48	27	9	15	113

Applying (χ^2) test

$$\chi^2 = \sum (O-E)^2/E$$

$$\chi^2 = 15.73$$

The number of degrees of freedom

$$V = (r-1) (c-1)$$

$$V = (4-1) (4-1)$$

$$V = (3) (3)$$

$$V = 9$$

$$\chi^2_{0.05} = 16.919$$

Calculated value of $\chi^2 <$ table value of χ^2

Hence, accept H_0

STATISTICAL INFERENCE:

There is no association between attention given to grievances and income

4.26.4 TEST OF INDEPENDENCE (χ^2) BETWEEN FREEDOMS OF EXPOSING GRIEVANCES AND EDUCATIONAL QUALIFICATION

HYPOTHESES:

H0: There is no association between freedom of exposing grievances and educational qualification

H1: There is association between freedom of exposing grievances and educational qualification

Level of significance = 0.05

TABLE 4.26.4

CONTINGENCY TABLE BETWEEN FREEDOM OF EXPOSING GRIEVANCES AND EDUCATIONAL QUALIFICATION

19 3	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Total
School level	3	4	1	5	0	13
UG	4	16	9	7	3	39
PG	5	20	13	1	10	49
Diploma	0	7	2	0	0	9
Others	3	0	0	0	0	3
Total	15	47	25	13	13	113

Applying (χ^2) test

$$\chi^2 = \sum (O-E)^2/E$$

$$\chi^2 = 8.64$$

The number of degrees of freedom

$$V = (r-1) (c-1)$$

$$V = (4-1) (4-1)$$

$$V = (3) (3)$$

$$V = 9$$

$$\chi^2_{0.05} = 16.919$$

Calculated value of $\chi^2 <$ table value of χ^2

Hence, accept H_0

STATISTICAL INFERENCE:

There is no association between freedom of exposing grievances and educational qualification.

4.26.5 TEST OF INDEPENDENCE (χ^2) BETWEEN MODE OF POSTING GRIEVANCES AND EDUCATIONAL QUALIFICATION

HYPOTHESES:

H0: There is no association between mode of posting grievances and educational qualification

H1: There is association between mode of posting grievances and educational qualification

Level of significance = 0.05

TABLE 4.26.5

CONTINGENCY TABLE BETWEEN MODE OF POSTING GRIEVANCES AND EDUCATIONAL QUALIFICATION

20 3	Formal letter	Personal meeting	Telephone	Complaint box	E-mail	Total
School level	2	4	3	3	1	13
UG	6	6	5	4	18	39
PG	13	7	3	3	23	49
Diploma	0	1	3	3	2	9
Others	0	1	1	0	1	0
Total	21	19	15	13	34	113

Applying (χ^2) test

$$\chi^2 = \sum (O-E)^2/E$$

$$\chi^2 = 26.95$$

The number of degrees of freedom

$$V = (r-1) (c-1)$$

$$V = (4-1) (4-1)$$

$$V = (3) (3)$$

$$V = 9$$

$$\chi^2_{0.05} = 16.919$$

Calculated value of $\chi^2 >$ table value of χ^2

Hence, reject H_0

STATISTICAL INFERENCE:

There is association between mode of posting grievances and educational qualification.

C. WEIGHTED AVERAGE METHOD

SL NO	OPTIONS	SA	A	UN	DA	SDA	WEIGHTED	AVG
1	Income unsatisfaction	65	276	-	32	2	375	5
2	Attention to grievances	115	256	15	16	-	402	5.36
3	Freedom of exposing grievances	175	188	15	18	4	400	5.33
4	Management committee visit	145	208	9	32	-	394	5.25
5	Holding privacy on grievances	360	100	9	-	-	469	6.25

INTERPRETATION:

The table shows weighted position of the factor determining effectiveness of grievance redressal machinery. The determinants holding privacy on grievances is getting comparatively high weightage crossing six than the determinants attention given to grievances, freedom of exposing grievances, management committee visit and income dissatisfaction which are getting comparatively low weightage crossing 5.

CHAPTER – V

5. FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

5.1 Findings based on distribution of respondents by various factors.

- Utmost percent of respondents is aged and very few are youngsters, adults and middle aged.
- Major portion of respondents is male and very small size is female.
- Major size of body of respondents did school education and UG and very few did PG and diploma.
- Highest proportion of respondents is from rural and town and very countable are from city.
- Extreme number of respondents got married and very few are left out.
- Almost more than half portion of body constitutes nuclear family members, more than quarter portion constitutes joint family members and very thin portion constitutes extended nuclear members.
- Of course, nearer to three quarter portion of a circular body contains having less than four members and just higher than quarter portion contains 4-6 members.
- Almost, everybody lives in middle class and very thin size lives in both lower and upper class.
- Utmost size of respondents is having more than 20 years of experience next to that with the size of less than one fourth is having 16-20 years of experience.
- More than half quarter is earning between Rs.15000-20000 and more than quarter is earning between Rs.10001-15000 and only very few are earning between Rs.5000-10000 and above Rs.20000.
- Utmost 82.66% is not satisfied with income and rest is satisfied.
- Utmost everybody discontented that they are receiving inadequate instructions and very few consented with the same.

- Very high size of respondents disobeyed the fact that they are struggling with rules and regulations and rest obeyed the same.
- Of course, major portion disagreed that experience not counted for promotion and increment and very few agreed the same.
- Almost everybody disrespected the fact that not maintaining clean surroundings and very few respected the same.
- Obviously sizable percent disagreed that not monitoring and recording the performance and very few agreed the same.
- Utmost percent agreed that full hearing on grievances and very countable disagreed the same.
- Transparently major portion accepted that freedom of exposing grievances and a very small portion did not accept the same.
- Major number is willing to go through complaint box & personal meeting for posting grievances. Next to that, they proceed to go through formal letter and telephone.
- Almost everybody accepted that grievances pull down performance and rest very few did not accept the same.
- Utmost percent accepted that grievances arise at lower level and very few did not accept the same.
- Of course, everybody accepted that management committee visits the work area for resolving grievances and very few did not accept the same.
- Almost everybody agreed that holding grievances discussion privately and rest very few disagreed the same.
- Highest degree of respondents told that they can get immediate response against their complaint and next to that it will be delayed or neglected.

2. FINDINGS BASED ON STATISTICAL TESTS

A. ONE WAY ANOVA TEST (F) BETWEEN EDUCATIONAL QUALIFICATION AND JOB PERFORMANCE

Decision: Accept H_0

Statistical inference:

There is no significant difference between educational qualification and job performance.

B. TEST OF INDEPENDENCE (χ^2)

i. χ^2 TEST BETWEEN AGE AND INCOME FROM THE WORK

Decision: Accept H_0

Statistical inference:

There is no association between age and income from the work.

ii. χ^2 TEST BETWEEN ATTENTION GIVEN TO GRIEVANCES AND INCOME

Decision: Accept H_0

Statistical inference:

There is no association between attention given to grievances and income.

iii. χ^2 TEST BETWEEN FREEDOM OF EXPOSING GRIEVANCES AND EDUCATIONAL QUALIFICATION

Decision: Accept H_0

Statistical inference:

There is no association between freedom of exposing grievances and educational qualification.

iv. Ψ^2 TEST BETWEEN MODE OF POSTING GRIEVANCES AND EDUCATIONAL QUALIFICATION

Decision: Reject H_0

Statistical inference:

There is association between mode of posting grievances and educational qualification.

C.WEIGHTED AVERAGE ANALYSIS

The determinant holding privacy on grievances is getting comparatively high weightage crossing 6.

5.2 SUGGESTIONS

A. Suggestions based on distribution of respondents by various factors

- The firm should spread opportunity even youngster to renovate the business operations.
- The firm should offer equal opportunity to female gender because it keeps the operation steady and neat.
- The firm should splash opportunity even for diploma and PG holder in order to have a better manager ability and technicability.
- The firm should bring the employees even from city side for establishing modern culture among employees.
- The firm should retain the employee's right from youngster stage to their superannuation stage.
- The firm should concentrate more on family status of employees and their personal problem.
- The firm should design fair salary package for employees according to their qualification, experience and performance and that should be revised periodically.
- The firm should give detailed job description through some training program and group leader.
- The firm should make clear that the rules and regulations would be used for regulating the behavior employees in relation to job and not for threatening them.
- The firm should devise the salary according to the position and count experience and performance for increment.
- The firm should ensure always that there is proper maintenance of clean surroundings
- The firm should keenly monitor and analyze the performance because wrong appraisal may lead to lose efficient worker.

- The firm should receive the grievances well and ensure that there is a freedom of atmosphere for posting them.
- The firm should be ready to process grievances and should increase the morale of employees.
- The firm should declare the number of ways for posting grievances and those should be in practice.
- The firm should realize that the grievances pull down employees performance and take steps to resolve immediately.
- The firm should keenly monitor the operational level and establish motivational environment to restrict operational level and establish the arousal of grievances.
- The firm should form a specific grievances committee and design duties and responsibilities for them towards better working.
- The firm should hold grievances matter confidentially and resolve them in a genuine way.
- The firm should ensure that there is immediate response for posted grievances from all level of employees.

B.SUGGESTIONS BASED ON STATISTICAL TESTS

- The firm should provide the detailed job descriptions irrespective of educational qualification. This will result in better performance and speedy accomplishment.
- The firm should show equitable justice among employees in view of resolving the grievances.
- The firm should ensure that everybody must get the confidence to expose their grievances irrespective of education.
- The firm should show its approachability among employees by which everybody can get a confidence to post their grievances through any one of available mode.

C.SUGGESTIONS BASED ON WEIGHTED AVERAGE ANALYSIS

- The firm should strengthen the determinants attention to grievances, freedom of exposing grievances, management committee visit and income unsatisfaction.

5.3 CONCLUSION

Pamani Fertilizers plays a vital role in the economic development in terms of contribution to agricultural productions. It produces agricultural inputs by which fertility of land is being multiplied that enhance the magnitude of GNP. Every organization must have organizing capacity to bring people in the proper relation for better productivity. For that sake the firm must follow the mantra doing right things better than doing things right. Because, it facilitates to get effective process output that is efficient output with confidence. Each and everything fully relays on employees' right attitude and their involvement. These things would be the output of effective grievances solving machinery. If at all this machinery is not working properly, then the dream of the firm will remain dream nothing will be worked out favorably.

The firm must establish a proper procedure for grievances handling machinery by which it should create awareness among employees about how to approach for resolving them. The firm should keenly monitor and regulate the proper working of machinery at all times. This will help to improve the employees' morale and retention which in turn establish a quality atmosphere.

Employees' welfare definitely keeps the firm dynamic in all respects. So, the firm must ensure right attitude among employees through proper grievances redressal procedure. This will guide the firm to take preventive action before the occurrence of any serious incidents.

APPENDIX
A STUDY ON EFFECTIVENESS OF GRIEVANCE
REDRESSAL MACHINERY WITH SPECIAL REFERENCE
TO PAMANI FERTLIZERS, MANNARGUDI
QUESTIONNARIE

1. Age:
 - a) Below 25
 - b) B/w 25-34
 - c) B/w 35-44
 - d) B/w 45-58
 - e) Above 58
2. Gender:
 - a) Male
 - b) Female
3. Educational Qualification
 - a) School Level
 - b) U.G
 - c) P.G
 - d) Diploma
 - e) Others
4. Native Place
 - a. rural
 - a) Rural
 - b) Town
 - c) City
 - d) Metropolis
5. Marital Status
 - a) Married
 - b) Unmarried
 - c) Divorcee
 - d) Widow/widower
6. Family Type
 - a) Joint
 - b) Nuclear
 - c) Extended Nuclear
7. Family size
 - a) Below 4
 - b) 4 – 6
 - c) Above 6
8. Family Status
 - a) Lower class
 - b) Middle Class
 - c) Upper Class
9. Experience
 - a) Below 5 yrs
 - b) 5 to 10 yrs
 - c) 11 to 15 yrs
 - d) 16 to 20 yrs
 - e) more than 20 yrs
10. Income
 - a) Below 5000
 - b) 5000 – 10000
 - c) 10001 - 150000
 - d) 15001 - 20000
 - e) Above 20000

FACTORS MEASURING SOURCE OF GRIEVANCE AND ITS RESOVING MACHINERY

11. I am not satisfied with the income from the work
 - a) Strongly agree
 - b) Agree
 - c) Uncertain
 - d) Disagree
 - e) Strongly Disagree
12. I receive inadequate instructions for job performance
 - a) Strongly agree
 - b) Agree
 - c) Uncertain
 - d) Disagree
 - e) Strongly Disagree
13. I am struggling with too many rules and regulation in terms of supervision
 - a) Strongly agree
 - b) Agree
 - c) Uncertain
 - d) Disagree
 - e) Strongly Disagree
14. Experience is not counted for promotion and increment.
 - a) Strongly agree
 - b) Agree
 - c) Uncertain
 - d) Disagree
 - e) Strongly Disagree
15. A clean surrounding is not maintained in and around the industry.
 - a) Strongly agree
 - b) Agree
 - c) Uncertain
 - d) Disagree
 - e) Strongly Disagree
16. My performance is not being monitored and recorded continuously
 - a) Strongly agree
 - b) Agree
 - c) Uncertain
 - d) Disagree
 - e) Strongly Disagree
17. The Senior staff members pay attention to grievance of the junior staff.
 - a) Strongly agree
 - b) Agree

- c) Uncertain d) Disagree

e) Strongly Disagree

18. Management gives me a good and full hearing on grievances.

a) Strongly agree b) Agree

c) Uncertain d) Disagree

e) Strongly Disagree

19. I am having full freedom to expose my grievance.

a) Strongly agree b) Agree

c) Uncertain d) Disagree

e) Strongly Disagree

20. I make use of the following mode of posting grievance

a) Formal Letter b) Personal Meeting

c) Telephone d) Complaint Box

e) E-mail

21. Grievances pull down my work performance

a) Strongly agree b) Agree

c) Uncertain d) Disagree

e) Strongly Disagree

22. Grievances arise always at lower level than other levels

a) Strongly agree b) Agree

c) Uncertain d) Disagree

e) Strongly Disagree

23. Management committee visits the work area where the grievance arose.

a) Strongly agree b) Agree

c) Uncertain d) Disagree

e) Strongly Disagree

24. Management holds my grievance discussions privately.

a) Strongly agree b) Agree

- c) Uncertain
- d) Disagree
- e) Strongly Disagree

25. The response against my grievance is

- a) Immediate response
- b) Delayed Response
- c) Neglect
- d) No response
- e) Cornering

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