

A STUDY ON IMPACT OF GRIEVANCE HANDLING MECHANISM IN ORGANIZATIONAL PERFORMANCE AMONG (IT INDUSTRIES)

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

VISHNU.M

Register No.40410225



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

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

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

APRIL 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **VISHNU.M (40410225.)** who has done the Project work entitled "**A STUDY ON IMPACT OF GRIEVANCE HANDLING MECHANISM IN ORGANIZATIONAL PERFORMANCE AMONG-IT INDUSTRIES**" under my supervision from January 2022 to March 2022.

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DECLARATION

I **VISHNU.M 40410225**. Hereby declare that the Project Report entitled “**A STUDY ON IMPACT OF GRIEVANCE HANDLING MECHANISM IN ORGANIZATIONAL PERFORMANCE AMONG-IT INDUSTRIES**” done by me under the guidance of Dr. JOHN PAUL. M,MBA, MHRM, MPhil,TNSET,Ph.D., Associate Professor, School of Business Administration is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

VISHNU.M

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I convey my sincere thanks to **Dr. BHUVANESWARI G.**, Dean, School of Business Administration and **Dr. PALANI A.**, Head, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

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ABSTRACT

Grievance redressal process in the organization have become one of the most prominent cogs in the global corporate structure and workspace culture which ensures the harmonious environment. The purpose of this report is to look at the main obstacles in grievance handling mechanism in information industries. an extensive literature review highlighted a handful of hurdles in grievance redressal and causes. Then, employing a questionnaire poll among employees and working professionals and asking them numerous variable-related questions, the end result was that five key hurdles were shortlisted. Finally, the contextual relationships among these barriers were deciphered using an interpretive structural modelling technique. Finding The most significant barriers were revealed to be the Improper Communication and lack of awareness in the process, as well as a lack of commitment. The study is to explore the causes of grievances and barriers behind the redressal process and to establish whether grievance handling mechanisms are accessible and highly effective in information technology companies. The research is based on secondary and primary data gathered from a variety of sources among employees. Every organisation needs a highly effective GHM. This helps to ensure the employees operate at a higher level of efficiency. The study establishes the need for having an effective grievance handling system in place to enable the development of a healthy work environment.

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CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION

In this corporate era, impact of grievance redressal is the key point of step towards employee productivity in the organization but, many employees still face various obstacles and hurdle in the whole process of redressal. Although the primary objective of any organization is to generate revenue, however the employee welfare and concerns must also present in their Agenda.

To conquer this problem and to reduce root causes of grievance, the organization should start including various corporate restructuring and separate committee for the grievance experienced by the employees, although employee engagement have become a more essential role in value business in recent generations, they still room to improvement in the implementation of those methods in simple terms grievance is briefed as any discontent or sense of injustice connected to a certain employment situation that is binged to management's attention. to understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance

- Dissatisfaction - feeling or emotion which employee experiences
- Complaint - it is a spoken or written dissatisfaction brought to the attention of the supervisor
- Grievance - it is a complaint that has been formally presented to a management representative

IMPACT OF INFORMATION TECHNOLOGY ENTERPRISES

The information technologies industries contribute nearly 45% of gross profit generated to the Indian economy. And also, these sectors are the main employment hub for the upcoming generations.

The rise of the industries is sharp but the growth can't be stated as dynamic growth because of their lack of employee engagement and morale in the function of relationship between the superior subordinate in the workspace culture the organization are experiencing an increased pressure to wind down cost, higher quality and lowest time of delivery to sustain in the comparative market, so they are cornered on focusing to the factors of their value-added product delivery

The concept of proper grievance redressal is the key aspect which directly result the impact of the effectiveness and the performances of the organization growth. The concept can be fully implemented when the higher management involvement is higher due to the knowledge and education on the concept can be provided to these employees can be assessed rapidly or some initiative by top level bodies , according to earlier studies shows that the practice of the grievance management improves the relationship of the work among organization due to the fact that employee engagement and concertation are the fine points to getting the business on track at the fullest level of efficiency . Which is a win – win game for all the employee and employer at the same time.

The proper grievance management cannot be achieved not only by having employee concerns they also must be included throughout the departments in all the stages of employment

There are many barriers faced in industries on implementing the concept of conflict management, due to the fact that the many fortune 500 companies practice various strategic engagement which will blur the issue for a temporary resolve but certain cases the issue rises again. this may result in the fact that only established company must only practice the concept of proper conflict management and redressal policies which can be identified by the studies and the result shows a clear pathway of the implementing in a larger scale to improve and implement ever more productivity

GRIEVANCE HANDLING MECHANISM(GHM):

The GHM, can be addressed as a Systematic procedure that provides a clear and transparent framework for addressing grievances related to the process in workplace.

Due to the diversity of human beings, workplace conflicts will unavoidably arise as a consequence of employee grievances coming from day-to-day working interactions in a firm. It must be expressed by the individual and brought to the attention of management and the organization.

When grievances go unresolved, they turn into group conflicts. Unresolved complaints will have a negative impact on employee morale and productivity. Unresolved complaints lead to undesirable effects, such as dissatisfaction, decreased productivity, a lack of excitement for work, absenteeism, and other problems. In a nutshell, a grievance happens when a corporation fails to satisfy its employees' expectations, resulting in dissatisfaction and unhappiness.

Open door method;

This refers to a company's communication strategy in which top management encourages workers to be open and transparent by giving them unrestricted access to top management offices where they may lodge grievances or submit suggestions that they feel will help the company grow further.

An open-door policy empowers employees and management to communicate effectively. It also eliminates any potential for misconception when employees contact allows workers to seek their supervisor's assistance and freely address issues with them for absolute clarity.

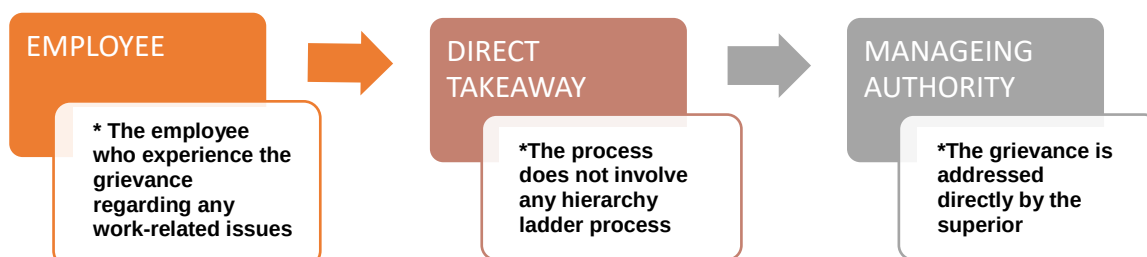


Fig 1- open door method

STEP – LADDER METHOD;

The dissatisfied employee must undertake a step-by-step procedure to have his or her grievance resolved under this policy. When an employee has a grievance, he or she reports it to his or her immediate supervisor under this method. If somehow the employee is dissatisfied with the decision of his supervisor, he takes his complaint to the department head. To find a solution, the department head meets with combined grievances committees to address the issue. If the problem is not resolved by the committee, it may be submitted to the chief executive.

Many large corporate organizations follow step ladder method, due to the fact that the whole grievance address is acknowledged by all level of managers and the whole process is transparent and framework is managed by the all the department.

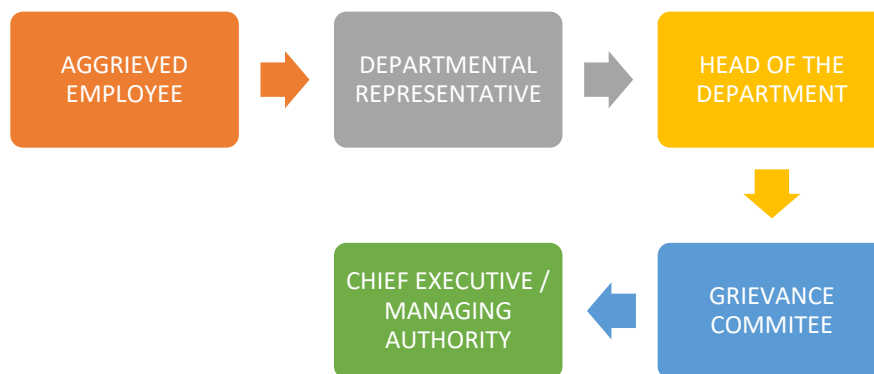


FIG -2 STEP LADDER METHOD

MODEL -H METHOD;

The new method which is practiced by developing corporates in this era which is known as hybrid model where depending upon the grievance faced by the employees the process can be differed from either open-door or step ladder method, but evidentially the employee grievance is addressed in the fullest effectively and the time taken for the redressal is limited

Outline of grievance procedure;

The outline of the procedure is a suggestion from various research articles, where the outline lies within the four consecutive steps.

Step-1: Dealing with grievances informally

Managers and employees are encouraged to resolve disagreements or conflicts using informal procedures. Employees who have a valid gripe or complaint about their work or the individuals they work with should discuss it with their supervisor initially, if at all feasible. It may be feasible to reach an informal agreement between the worker and the executive. As a result, issues are more likely to be handled quickly and near to the heart of the problem, rather than escalating into intractable difficulties.

Step -2: Formal grievance

If the situation is significant and/or the employee desires to file a formal complaint, the employee should write his or her grievance to management. This contribution should be truthful and free of offensive manner

Step-3: Grievance hearing

A designated manager will call the employee to a meeting to discuss the employee's grievance within a predetermined period of time after receiving the complaint. After the meeting the grievance manager will give the employee minutes of the meeting signed by both parties and a decision in writing, within a predetermined period of time.

Step -4: Appeal

If an employee is discontented with a grievance result and chooses to appeal, he or she should contact the grievance manager. Within a certain time, frame, the employee will be asked to an appeal meeting, and the request will be considered by a more senior management.

Within the parameters of the company's internal grievance procedure, this judgement is conclusive; nevertheless, in certain legal systems, the employee or their designated representative may file a complaint or grievance with the labor ministry.

In order to ensure an impartial and transparent appeal procedure, some corporations may choose to form a grievance committee that includes members from several functional departments along with one or more employee representatives.

BENEFITS OF GHM;

Apart from having a positive influence on the employee productivity, the value of the businesses can be increased along with the harmonious relation in workspace:

- It encourages employees to raise concerns without fear of reprisal.
- Sustainability of Resources
- It provides a fair and speedy means of dealing with complaints.
- It prevents minor disagreements developing into more serious disputes.
- It serves as an outlet for employee frustrations and discontents.
- It saves employer's time and money as solutions are found for workplace problems.
- It helps to build an organizational climate based on openness and trust.
- Stabilization of daily employee relations
- Open discussion of issues and improved communication between the employer and employee
- Allow for interpretation of the collective agreement

Key principles of an effective grievance mechanism;

Certain key aspects are the reason behind smooth redressal procedure plays an effective role in the overall performance

- The process must be kept transparent, impartial and confidential at all cost
- Staff and management are informed and aware of the whole procedure
- Concerns are addressed promptly within shorter timeline
- Records are kept with proper Documentation with respect to workers' rights to privacy and data protection.
- The mechanism is sensitive to the needs of all workers, including vulnerable groups and employee union
- The employee should understand that he or she has a right to recourse to judicial or administrative channels (such as an employment tribunal, labour court or labour inspectorate).

ROOT CAUSES OF GRIEVANCE;

There are many causes behind the arising of grievance in the first place are the following

- **Economic;**
Fixing wages, overtime, bonuses, and wage revisions, among other things. Employees may believe they are paid less than their colleagues.
- **Work environment;**
Minimal working conditions, strict manufacturing standards, malfunctioning tools and equipment, poor material quality, unreasonable standards, and a lack of recognition
- **Supervision;**
Regarding the supervisor's opinions toward the employee, such as alleged partiality, favouritism, nepotism, caste ties, and regional emotions.
- **Work group;**
Employee is unable to integrate in with his co-worker, he feels neglected and exploited, and he becomes a target of scorn and humiliation.
- **Miscellaneous;**
These include challenges connected to promotions, safety techniques, transfers, disciplinary rules, penalties, leave, and medical facilities, among other miscellaneous reason

BARRIERS IN GRIEVANCE REDRESSAL MECHANISM;

There are various barriers identified by many researchers which provides the initial insights

- Improper communication among employees
- Lack of awareness of new technology advancements in the redressal process
- Poor organizational culture in management.
- Lack of commitment among the management authority.
- Uncertainty and corporate structure in value business.
- Internal sustainability audits are lacking inside the organisation.

Though addressing grievance redressal seems to have a lengthy barrier, these obstacles can easily reduce by various drivers and methods

Various researchers have proposed concepts and models relating to conflict management challenges. A review of the literature was conducted in order to determine the challenges and drivers to proper implementation GHM in an industry.

Relationship between the Employee Grievance Management and Organizational Performance

People are critical to an organization's long-term existence and productivity. The capacity of management to guarantee that employee grievances are addressed in an impartial, just, and fair manner is a positive for any management team, since good employee grievance management ensures a healthy connection between management and employees. Employees become more devoted and put forth more effort when management-worker interactions are amicable, which helps to increase performance.

Repressed worker grievances have been linked to workplace accidents, absenteeism, strike actions, various industries espionage, low morale, and a decrease in employee loyalty. Employee morale rises, engagement grows, and even organizational culture emerges when employee grievance management is in place, all of which are critical for greater organisational performance.

Weaknesses in organisational decision-making may be highlighted through excellent conflict management tactics, prompting the establishment to make adjustments and seek constructive solutions. As a result, management has a responsibility to correctly settle conflict for the sake of improving organisational performance, because the end result will be improved communication, goal setting, cooperation, and organizational effectiveness.

1.2 OJECTIVE OF THE STUDY

* The study's main purpose is to analyze the impact of grievance handling mechanism and their effectiveness in organizational performance among the information technology industries

* A Secondary Goal of The Research Is to Identify The Level Of Satisfaction Towards The Grievance Handling Procedure Of The Organization And To Discover The Potential Causes And Barriers Of Grievance Redressal process

1.3 NEED FOR STUDY

* There are many consecutive needs for the study as, follows

- the study's prime focus is to lead a Hassel free workspace and harmonious relationship among management
- Social Responsibility among business personnel and management employees
- Employee engagement and employee productivity increasing
- Raising redressal awareness among employees in the organization

1.4 5W AND 2H

5W:

- **WHY;**
To eliminate or minimize the barriers in the redressal process and create awareness.

- **WHERE;**

The main target is information industries with an mindset for restructure the suggestions made

- **WHEN;**

The problem arising when the organization neglect the grievance of the employee experiences

- **WHAT;**

This Research Will Show the Barriers Benefits and Significance Of grievance handling mechanism

- **WHO;**

This research is mainly focused on the employees and working professionals among IT sector

2 H

- **HOW;**

The questioner is prepared and the collective responses are analyzed

- **HOW MUCH;**

The respondents are kept at a wider range of 203 numbers

1.5 Problem statement

Grievance in the organization, if not resolved or properly handled, creates ineffective workers which would result into poor employee relation and create a downline in performance of the organization. this study will show light in the elements and provide a solution for future research.

CHAPTER -2

REVIEW OF LITERATURE

2.1. Review of Previous Studies on Grievance Handling Mechanism:

The following is an overview of previously published studies on the matter of grievance management mechanisms and redressal challenges in multiple organizations and regions of the world.

Rupali Dilip Taru (2020), The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, interdepartmental relationship. And the satisfaction level in the organization

Jane w. Mubezi (2019), The is study mainly focuses on factors which cause employee grievance, identify style used at the departmental level of decision-making to address employee grievance, find out employee perceptions about the way management handle their grievances.

Onyebuchi (2019), The study reveals the importance of utilizing collective bargaining as vital grievance management tool for effective harmonious management-labor relationship which helps to promote profitability and increase in market share of organizations, hence lead to enhanced organizational performance, effectiveness and survival

Elbaz, A., Haddoud, M., Onjewu, A.-K., & Abdelhamied, H (2019), The study examines the link between grievance handling styles and job satisfaction. And various configurations of handling styles are associated with high job satisfaction where discovered by the authors in the Egyptian hotels and travel agencies

Mohammad Bin Amin (2018), study determines the most suitable grievance handling style to resolve industrial grievances and various factors that influence the grievance process. The study may also be used to investigate the influence of numerous mediating elements such as cultural intelligence, as well as to explore other possibilities for grievance management.

Hyo Sun Jung (2018), The study shows the important implications for managing conflict management in the hospitality industry. Finally, limitations and future research directions are also discussed and various

Islam, N., & Rimi, N. (2017), The research articles complies the facts related to the challenges that take place in banking organization and various conflict management strategies adopted by private commercial banks in Bangladesh by using various conflict handling model

Geetika, Piyali Ghosh, Alka Rai, Jagdamba Prasad Joshi, Priya Singh (2014), This study compares a case study firm's grievance-handling method to the Model and analyses its performance by examining individual worker satisfaction as a subjective factor. On the basis of factors such as time and stakeholders, qualitative analysis is compared.

Obasan K. (2011), The major sources of conflict in the company, according to the study, are perception and value issues. Specific difficulties include employee remuneration and welfare, while managers aim to avoid organizational disputes through compromising, problem-solving, and controlling techniques.

Cole, G.A. (2000). Study identifies various management policies and Methods of Understanding employee grievances Benefits of a grievance redressal procedure and explore various employee grievance policies and practical barriers in the implementation of the methods.

Waheeda Khan, Shazia Khalid, Iram Fatima (2015), This research will aid in understanding and forecasting how parties engaged in a dispute will resolve and respond to a problem, as well as what role personalities and gender play in the adoption of various conflict management approaches.

Anju Thomas (2015), The research study identifies the requirements for making policies, procedures, and solutions viable and adoptable. The report also recommends steps to ensure that Sexual Harassment Redress Forums are implemented effectively at organizations.

Gupta, Shri Nath; Shukla, Kamal Kishor (2012), The paper seeks out employee engagement among the organization and the factors that influence the engagement factor and grievances related to the productivity of the organization

K. Naga sumalatha (2018), This study focused on find the effectiveness of grievance handling procedure of the company and level of satisfaction among the employees and the procedures and strategic approach towards the employee engagement factor.

Richard B. Peterson, David Lewin (2001) This research focuses on the most pressing difficulties confronting human resource and labor relations executives, as well as solutions to these problems. The review includes studies in psychology, sociology, economics, and labor relations.

Monish P (2021) This study deals with the Existing grievance management strategies like grievance root cause analysis and quality circle made a significant impact on workplace justice of employees in selected companies.

Valerie LaCour Francois (2004) The major sources of conflict in the company, according to the research, are perception and value conflicts. Specific difficulties include employee remuneration and welfare, while managers aim to avoid organizational disputes through compromising, problem-solving, and controlling techniques.

DeshpandeRajashri and Shishir (2013) The conduct a study on customer protection and grievance redressal system in banking industry. The perspectives of the study are to understand the level of knowledge regarding grievance redressal process and stages in them

Subhash Chander (2012) The study mainly revolves around the barriers in grievance redress Mechanism in different states of India and the remedies in the process and the Impact of grievance redressal in various cities

Harris, E. F (2004) the research determines the forms of the relationship between leader behavior and indices of group behavior, and the interaction effects of different combinations of Consideration and Structure. Relationships between foreman behavior and indices of group behavior, labor grievances, and employee turnover are analyzed

Dr. Prasanna sivanandam, Ms. Shubhee Chaturvedi (2020), This study identifies the grievance procedure and what are the drivers that links the effective grievance to the employee engagement and to the overall performance of the organization and the impact towards the smooth relationships among the workspace culture

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN:

Research is the collecting, compilation, presentation, and interpretation of significant details or data as part of a systematic and in-depth study or search for any specific subject, or area of enquiry.

3.2 RESEARCH PROCESS

The first and most important phase in the research process is to define and select a research problem. A researcher should start by identifying the issue. Then he should formulate it in such a way that it is researchable. The research process can be divided into three parts for a more organized presentation: primary stages, secondary stages, and tertiary stages.

The primary stage includes

- Observation
- Interest
- Formulating research problems
- Documentation
- Research designs

The secondary stage includes

- Project planning
- Data collection
- Questionnaire preparation
- Analysis of data
- Testing of hypothesis
- Interpretation
- Questionnaire preparation.

3.3 TYPE OF RESEARCH;

DESCRIPTIVE RESEARCH

Descriptive research has been employed; it entails surveys and fact-finding inquiries of many types; the goal of descriptive research is to describe the current state of affairs.

PROJECT PLANNING

The first stage in initiating and supervising a research project is to plan it. It is one of a researcher's most significant responsibilities. This includes defining the researcher's aims and goals, as well as determining how to achieve them

3.4 DATA COLLECTION:

One of the most crucial components of research is data collection. The information in research methodology must be accurate and relevant. There are two different types of data collection procedures.

PRIMARY DATA

In this study, the questionnaire approach was used as a data collection tool.

SECONDARY DATA

Secondary data refers to information that is already available, such as information that has been collected and examined by a prior researcher. The secondary data for the study was collected from articles, magazines and other sources.

Sample size :203

3.5 QUESTIONNAIRE PREPARATION

The basic requirement of any research study is the appropriate data which can be collected with the help of a questionnaire. It is simple to determine the level of involvement of so many employees in the firm using a questionnaire.

PILOT SURVEY

It is critical to determine the instrument's applicability to the population being studied before gathering relevant data to test the hypothesis. As a result, a pilot study was conducted with the goal of evaluating the study's tools and determining whether they are giving the information required.

TYPE OF QUESTIONS

- Linker's scaling question
- Rank question
- Satisfaction scale

3.6 HYPOTHESIS TESTING

H₀-stands for "null hypothesis" (there is no significant relationship between the variables).

H₁ – Alternative hypothesis (there is significant relationship between the variables)

. After analyzing the data, hypothesis testing is done

The hypothesis will either be accepted or rejected as a result.

INFERENCE

The researcher arrives to a conclusion after stating his hypothesis. Inference can also be defined as the explanation of a hypothesis.

PREPATION OF REPORT AND PRESENTATION OF REPORT

Finally, the researcher must produce a final report that includes a conclusion and recommendations.

The study would not result in explicit actions rather it suggests possible solutions for the problems identified in the industries and shows the light on the concept of impact of grievance redressal process. The study discussed mainly on grievance handling mechanism concept, tools and barriers in them.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Percentage Analysis

Table 1: Gender of The Respondent

Particular	No. of Respondent	Percentage of Respondent
Male	127	62.5 %
Female	76	37.5 %
Total	203	100

Source: Primary Data

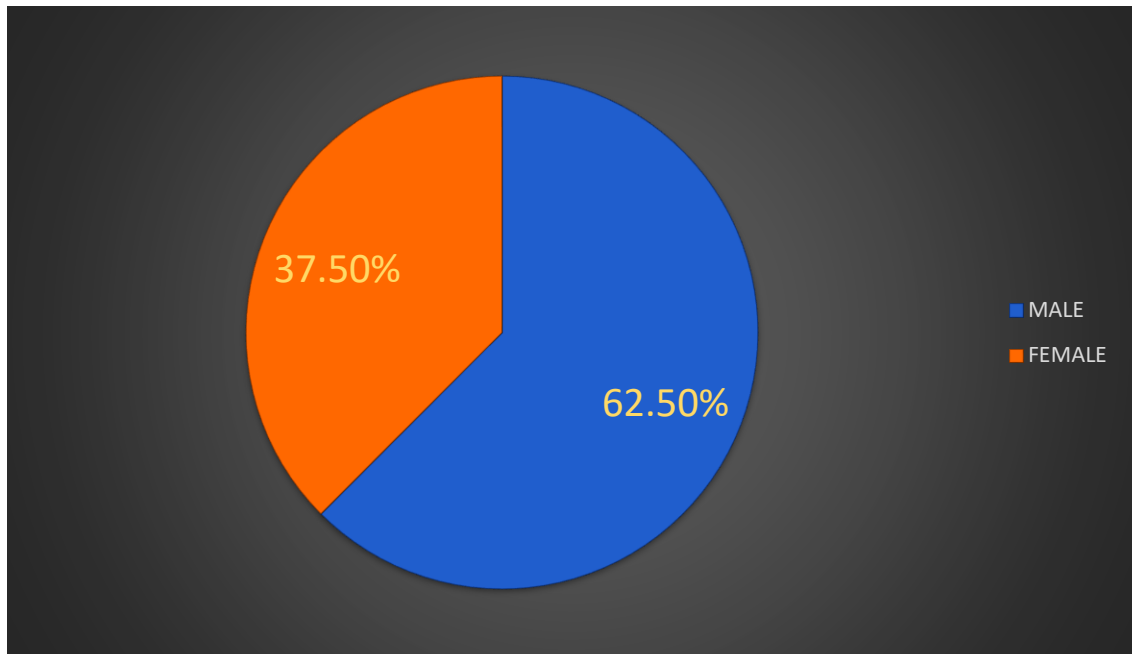


CHART 1: Gender of The Respondent

INTERPRETATION

The above table shows the **gender of the respondent**, where 62.5% of the respondents are male and remaining 37.5% of respondents are female

INFERENCE

Majority of the respondents are belonging to category of male (62.5%)

Table 2: Age of The Respondent

Particulars	No. of Respondent	Percentage of Respondent
18 -25	44	21.8%
26 -35	130	64.0%
36 -45	29	14.2%
Total	203	100

Source: Primary Data

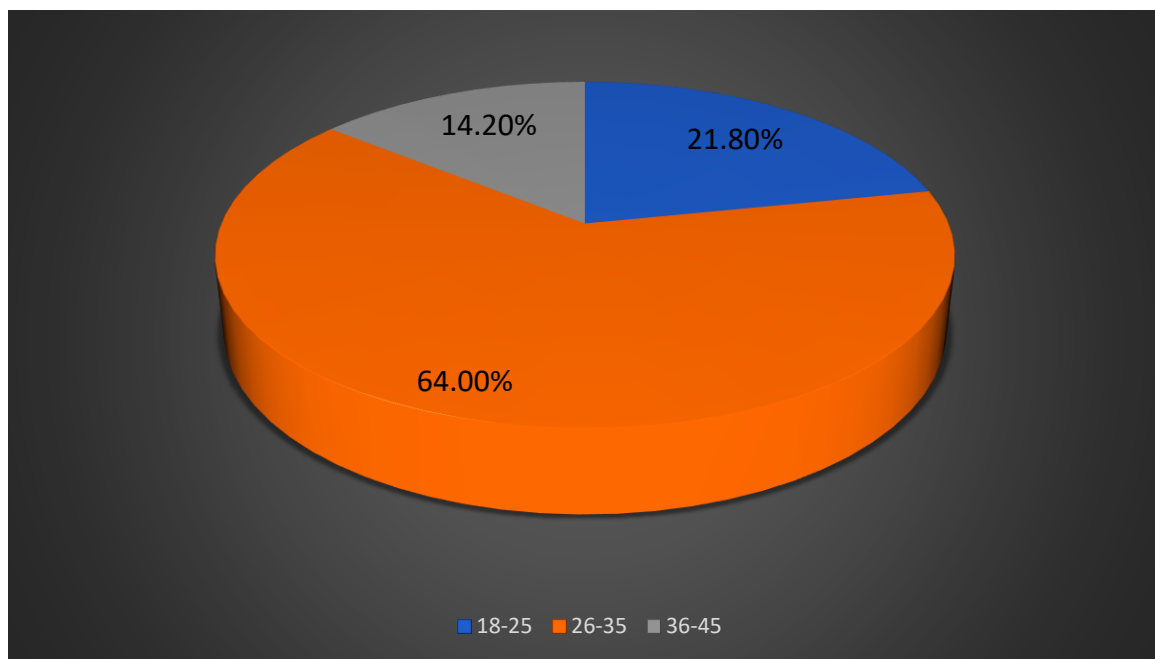


CHART 2: Age of The Respondent

INTERPRETATION

The above table shows the **Age of the respondent**, where 64.0% of respondents are belongs to the age of 26 to 35, 21.8% of the respondents are belongs to the age of 18 to 25 and 14.2% of the respondents are belongs to the age of 36 to 45

INFERENCE

Majority of the respondents are belonging to age category of 26-35 (64%)

Table 3: Educational Qualification of the Respondent

Particulars	No. of Respondent	Percentage of Respondent
Undergraduate	159	78.4%
Post graduate	44	21.6%
Total	203	100

Source: Primary Data

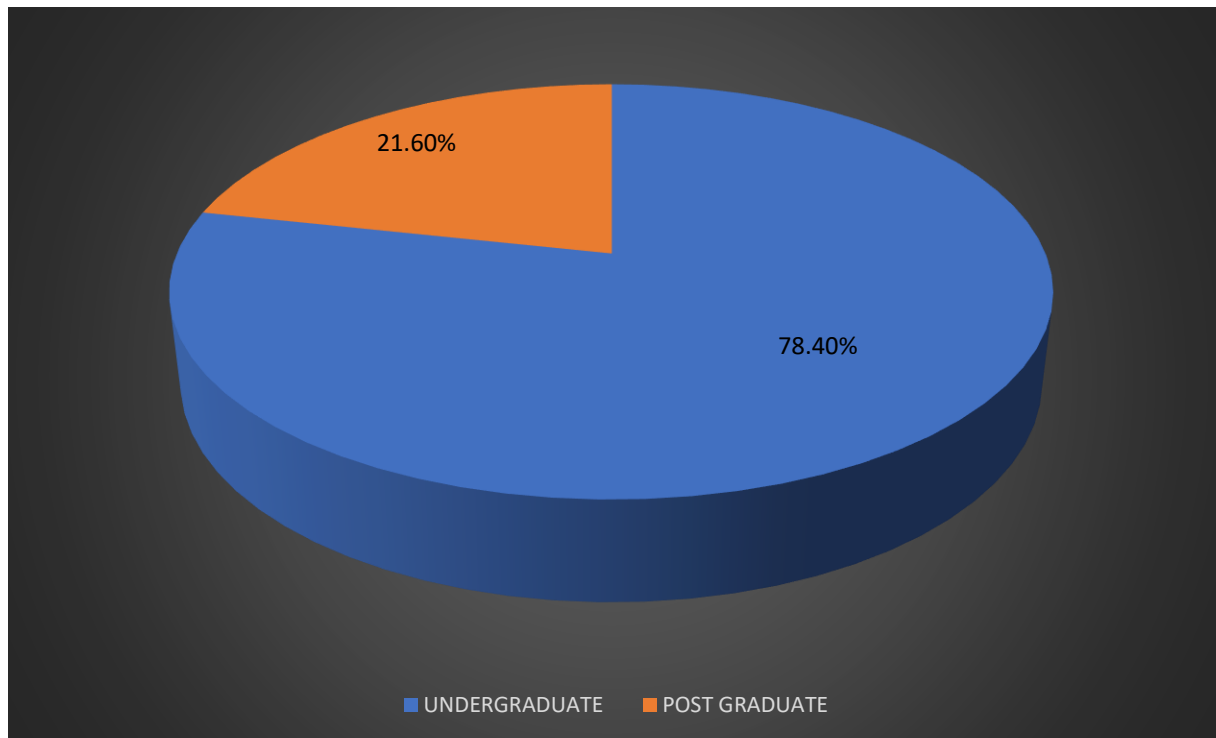


CHART 3: Educational Qualification of The Respondent

INTERPRETATION

The above table shows the **educational qualification of the respondent**, where 78.4% of respondents are belongs to undergraduate 21.6% of the respondents are belongs to postgraduate

INFERENCE

Majority of the respondents are belonging to educational qualification of under graduate category (78.4%)

Table 4: Martial Status of The Respondent

Particulars	No. of Respondent	Percentage of Respondent
Single	96	47.2%
Married	107	52.8%
Total	203	100

Source: Primary Data

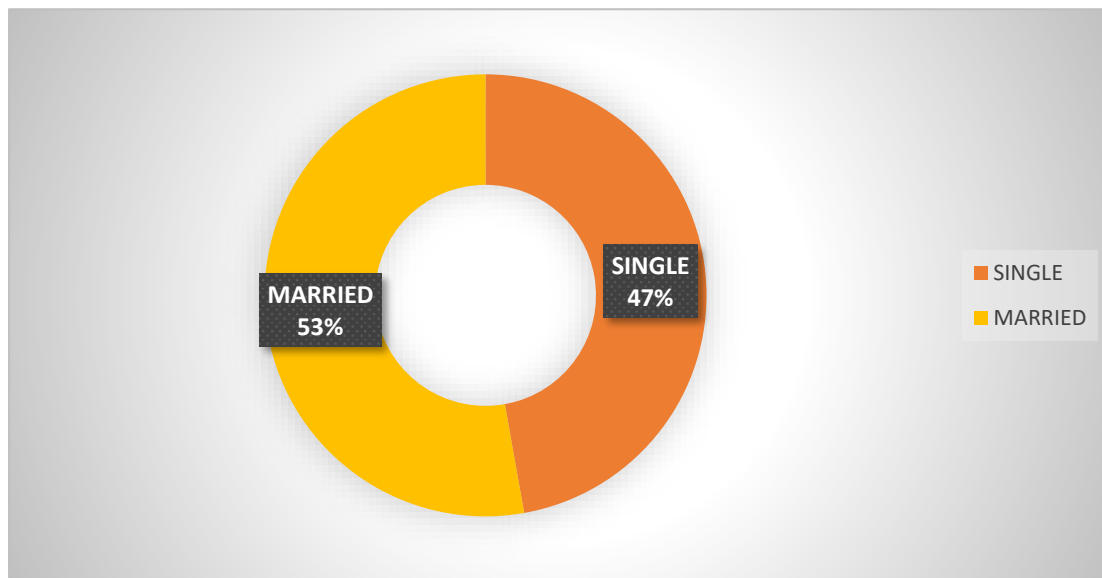


CHART 4: Martial Status of The Respondent

INTERPRETATION

The above table shows the **marital status of the respondent**, where 52.8% of respondents are married and the remaining ,47.2% of the respondents are single

INFERENCE

Majority of the respondents are belonging to married category (52%)

Table 5: Designation of The Respondent in The Organization

Particulars	No. of Respondent	Percentage of Respondent
Trainee engineer	30	14.7%
Software developer	113	55.6%
Team lead	51	25.3%
Project manager	9	4.4%
Total	203	100

Source: Primary Data

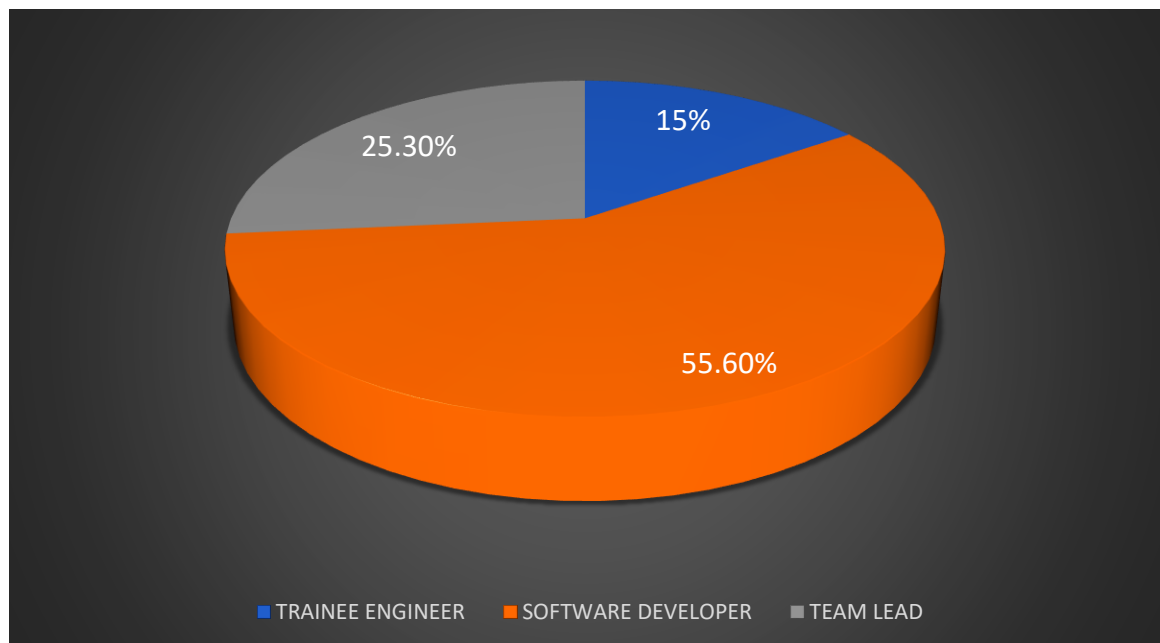


CHART 5: Designation Of The Respondent In The Organization

INTERPRETATION

The above table shows the **designation of the respondent in the organization**, where 55.6% of respondents are belongs to software developer, 25.3% of the respondents are belongs to team lead and 14.7% of the respondents are belongs to trainee engineer.

INFERENCE

Majority of the respondents are belonging to software developer designation category (55.6%)

Table 6: The Respondent Number of Years in The Organization

Particulars	No. of Respondent	Percentage of Respondent
Less than 2 years	57	28%
2-5 years	102	50.5%
6-10years	41	20.1%
More than 10 years	3	1.47%
Total	203	100

Source: Primary Data

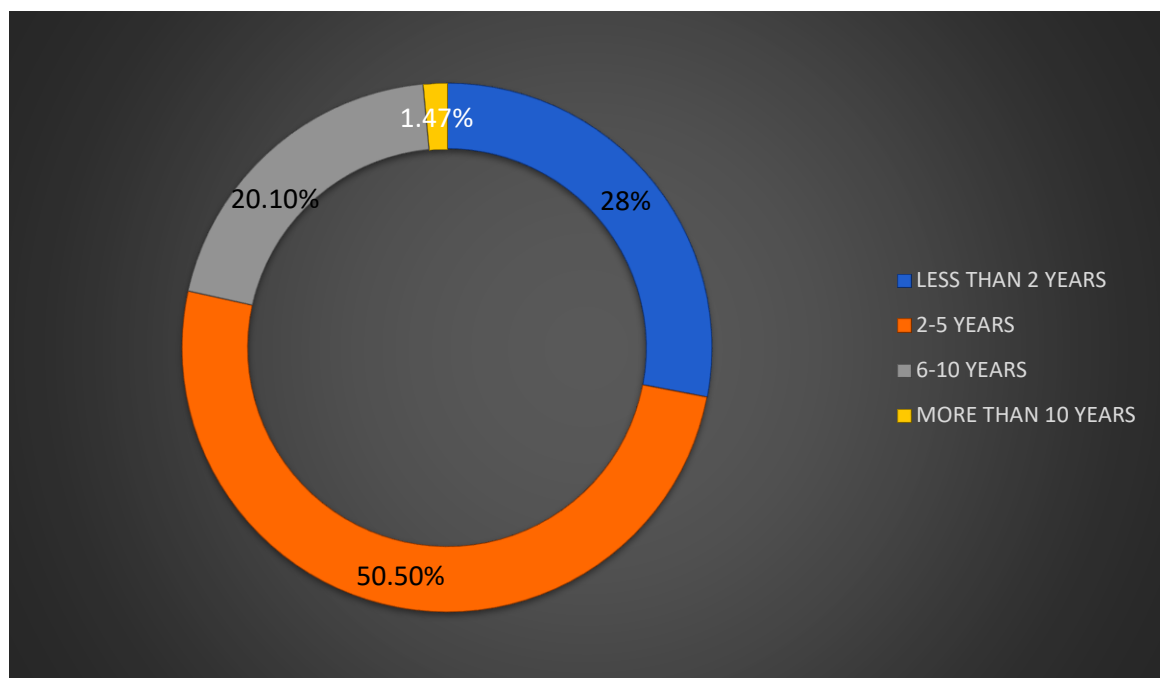


CHART 6: The Respondent Number Of Years In The Organization

INTERPRETATION

The above table shows the respondent **number of years in the current organization**, where 50.35% of respondents are belongs to 2-5 years ,20.1% of the respondents are belongs to 6-10 years, 28% of the respondents are belongs to less than 2 years and 1.47% of the respondent are belongs to more than 10 years

INFERENCE

Majority of the respondents are belonging to 2-5 years category (50.5%)

Table 7: Number of Employees in The Organization

Particulars	No. of Respondent	Percentage of Respondent
Less than 200	70	34.4%
200-500	112	55.1%
More than 500	21	10.5%
Total	203	100

Source: Primary Data

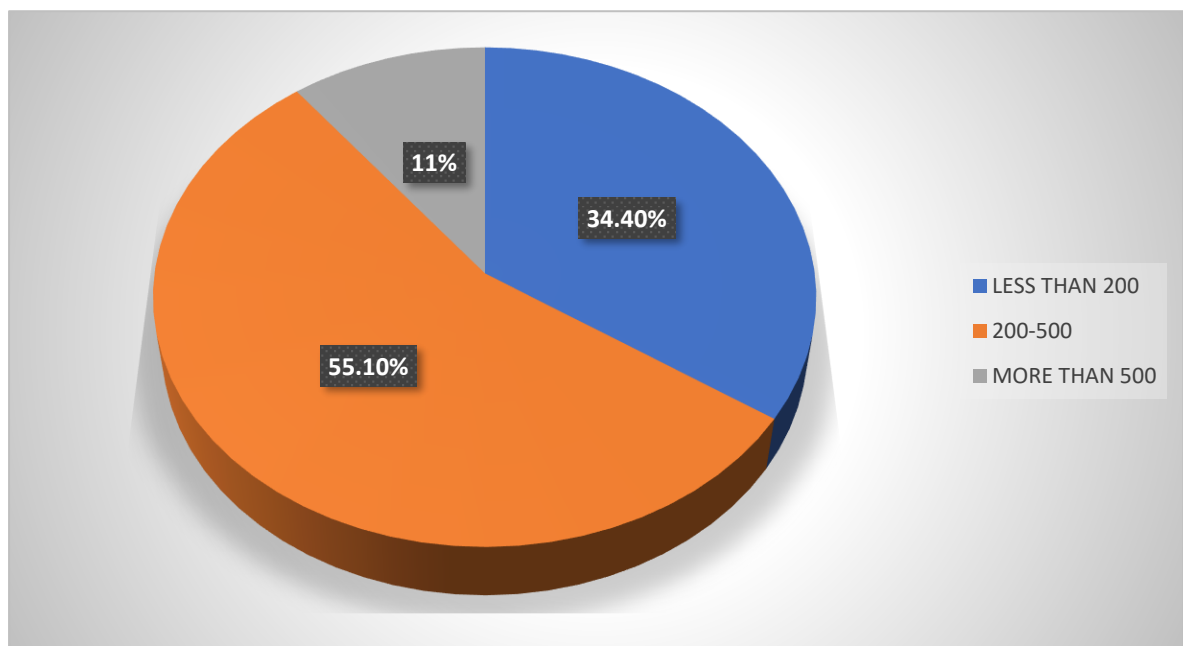


CHART 7: Number Of Employees In The Organization

INTERPRETATION

The above table shows the **number of employees in the current organization**, where 55.1% of respondents are belongs to 200-500 employee's category ,34.4% of the respondents are belongs to less than 200 employee's category and, 10.5% of the respondents are belongs to more than 500 employee's categories

INFERENCE

Majority of the respondents are belonging to 200-500 employee's category (55.1%)

Table 8: The Frequency Of employees facing grievance in The Organization.

Particulars	No. of Respondent	Percentage of Respondent
Frequently	37	18.2%
Occasionally	131	64.5%
Rarely	35	17.3%
Total	203	100

Source: Primary Data

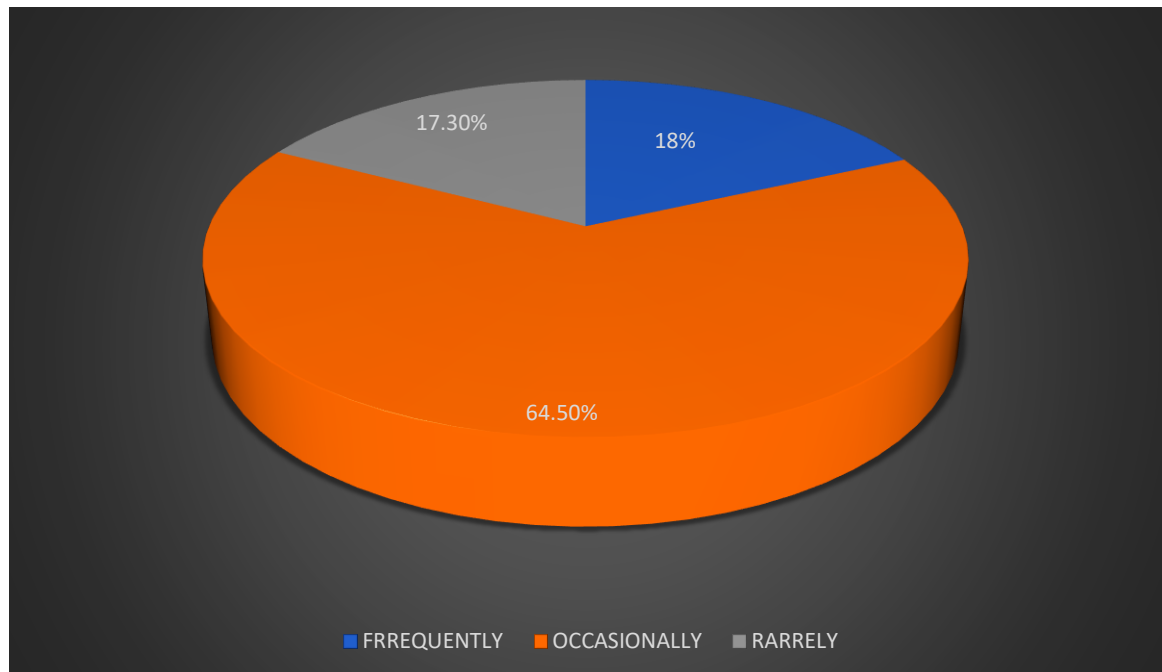


CHART 8: The Frequency of employees facing grievance in the Organization

INTERPRETATION

The above table shows **The Frequency Of employees facing grievance in The Organization**. Where 64.5% of respondents are belongs to the category occasionally, 18.2% of respondents are belongs to the category of frequently and 17.3% of the respondents are belongs to the category of rarely.

INFERENCE

Majority of the respondents are belonging to occasionally facing grievance (64.5%)

Table 9: The reasons behind the grievance faced by the employees

Particulars	No. of Respondent	Percentage of Respondent
Work environment	23	11%
Supervision	59	29%
Workgroup	48	24%
Economic (salary, incentive)	64	32%
Social injustice	9	4%
Total	203	100

Source: Primary Data

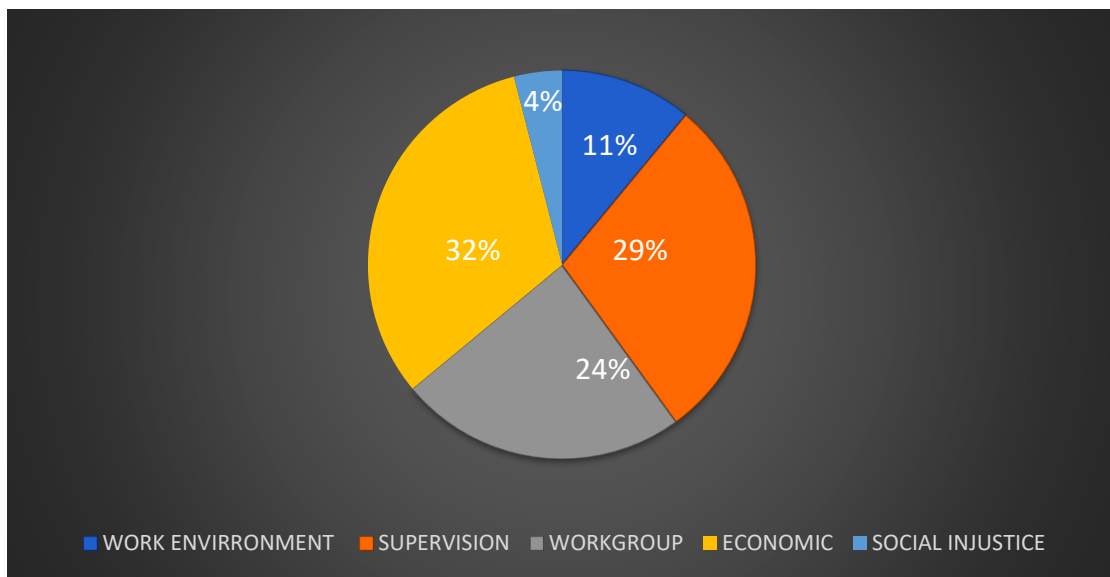


CHART 9: The reasons behind the grievance faced by the employees

INTERPRETATION

The above table shows **the reasons behind the grievance faced by the employees**, where 32.5% of the respondents are belongs to the category of economic, 29% of the respondents are belongs to the category of supervision, 24% of the respondents belongs to the category of workgroup, 11%of the respondents belongs to the category of work environment and 9% of the respondents belongs to the category of social injustice.

INFERENCE

Majority of the respondents are belonging to category of economic (32.5%)

Table 10: The authority to whom the employee reports their grievance

Particulars	No. of Respondent	Percentage of Respondent
Colleagues	25	12.3%
Function head	92	45.3%
Superior	37	18.4%
Head of hr department	49	24%
Total	203	100

Source: Primary Data

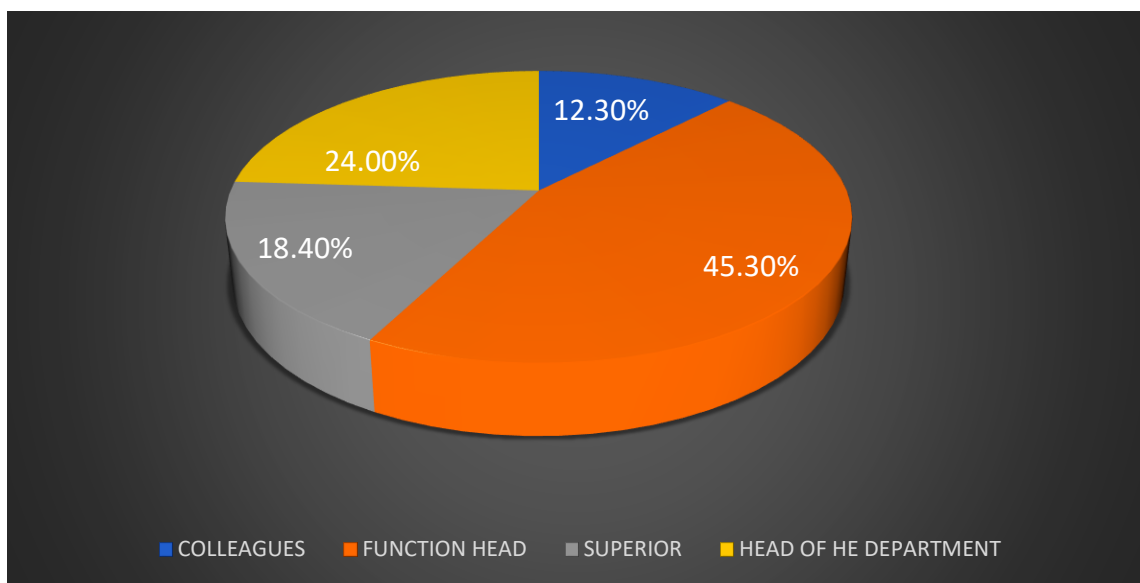


CHART 10 The authority to whom the employees report their grievance

INTERPRETATION

The above table shows the **authority to whom the employees report their grievance**, where 45.3% of the respondents are belongs to the category of functional head, 24% of the respondents are belongs to the category of head of HR department, 18.4% of the respondents belongs to the category of superior, 12.3 % of the respondents are belongs to the category of colleagues.

INFERENCE

Majority of the respondents are belonging to category of functional head (45.3%)

Table 11: Time period taken by the organization for grievance redressal

Particulars	No. of Respondent	Percentage of Respondent
Below 2 weeks	61	30%
3-4 weeks	67	33%
More than 4 weeks	43	21%
Depend on grievance	32	16%
Total	203	100

Source: Primary Data

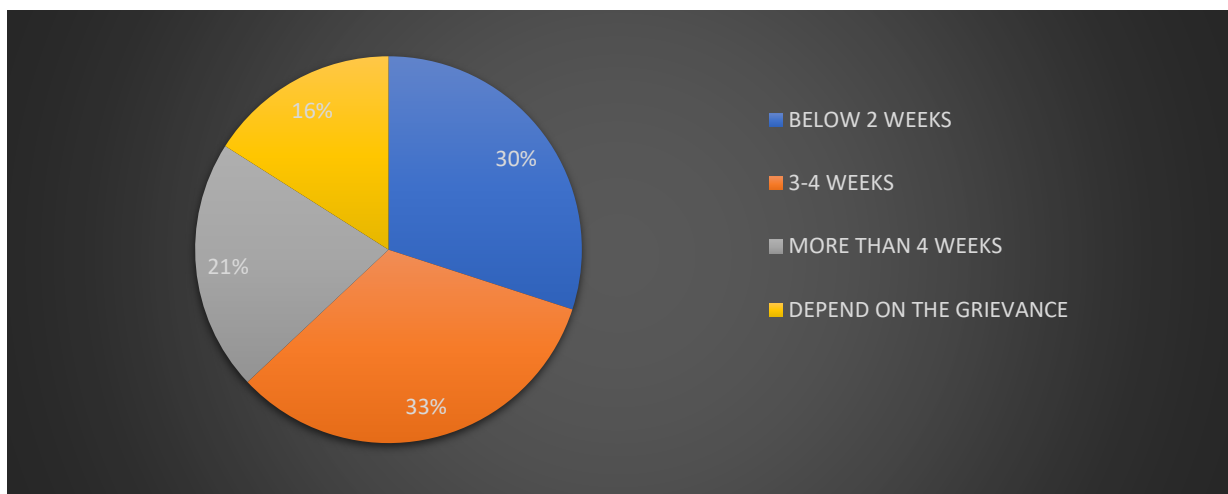


CHART 11 Time period taken by the organization for grievance redressal

INTERPRETATION

The above table shows **the Time period taken by the organization for grievance redressal** where 33% of the respondents are belongs to the category of 3-4 weeks, 30% of the respondents are belongs to the category of below 2 weeks ,21% of the respondents belongs to the category of more than 4 weeks, 16 % of the respondents are belongs to the category of depend on grievance.

INFERENCE

Majority of the respondents are belonging to category of 3-4weeks (58.3%)

Table 12: the grievance handling mechanism currently practiced by the organization

Particulars	No. of Respondent	Percentage of Respondent
Open door	50	24.6%
Step ladder	88	43.3%
Opinion surveys	56	27.5%
On exit interview	9	4.6%
Total	203	100

Source: Primary Data

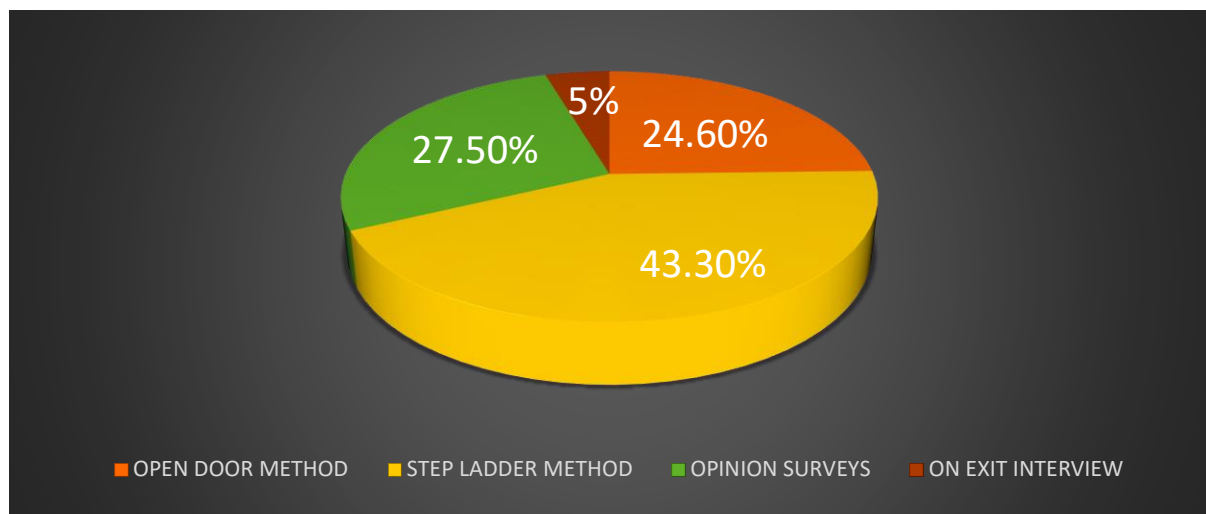


CHART 12: the grievance handling mechanism currently practiced by the organization

INTERPRETATION

The above table shows **the grievance handling mechanism currently practiced by the organization**, where 43.30% of the respondents are belongs to step ladder method category, 27.5% of the respondents are belongs to the Opinion surveys category, 24.6% of the respondents are belongs to open door method category and 4.6% of the respondents are belongs to the exit interview category

INFERENCE

Majority of the respondents belonging to step ladder method category (43.3%)

Table 13: The satisfaction level of conflict resolving procedure adopted by the organization

Particulars	No. of Respondent	Percentage of Respondent
Highly satisfied	27	13.3%
satisfied	109	53.6%
Neutral	58	28.5%
un satisfied	9	4.6%
Total	203	100

Source: Primary Data

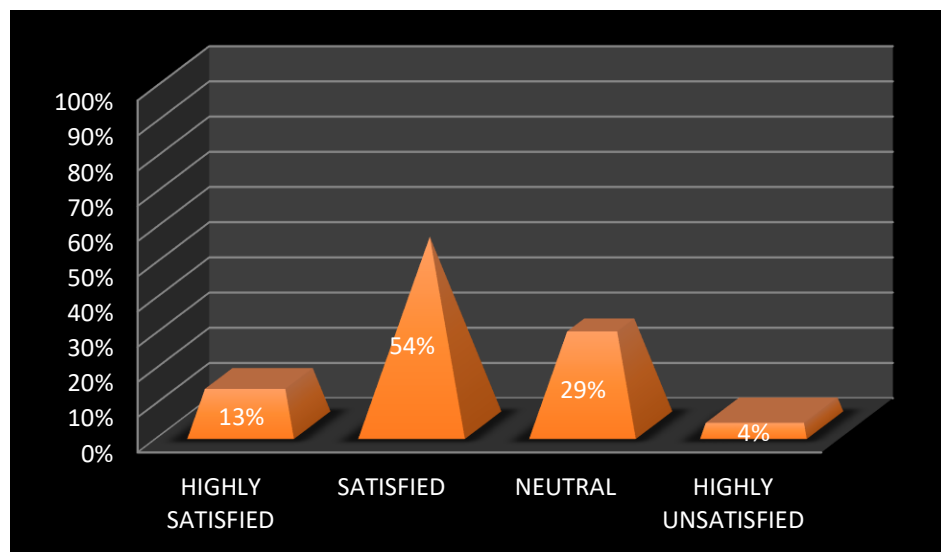


CHART 13: The satisfaction level of conflict resolving procedure adopted by the organization

INTERPRETATION

The above table shows **the satisfaction level of conflict resolving procedure adopted by the organization**, where 53.6% of the respondents are belongs to the category of satisfied, 28.5% of the respondents are belongs to the category of neutral, 13.3% of the respondents are belongs to the category of highly satisfied and

INFERENCE

Majority of the respondents are belonging to category of satisfied (53.6%)

Table 14: The Frequent causes of grievances in the organization

Particulars	No. of Respondent	Percentage of Respondent
Inadequate wages& bonus	28	13.7%
Unachievable & irrational targets and standards	100	49.2%
Bad working conditions	51	25.1%
Layoffs and retrenchment	24	12%
Total	203	100

Source: Primary Data

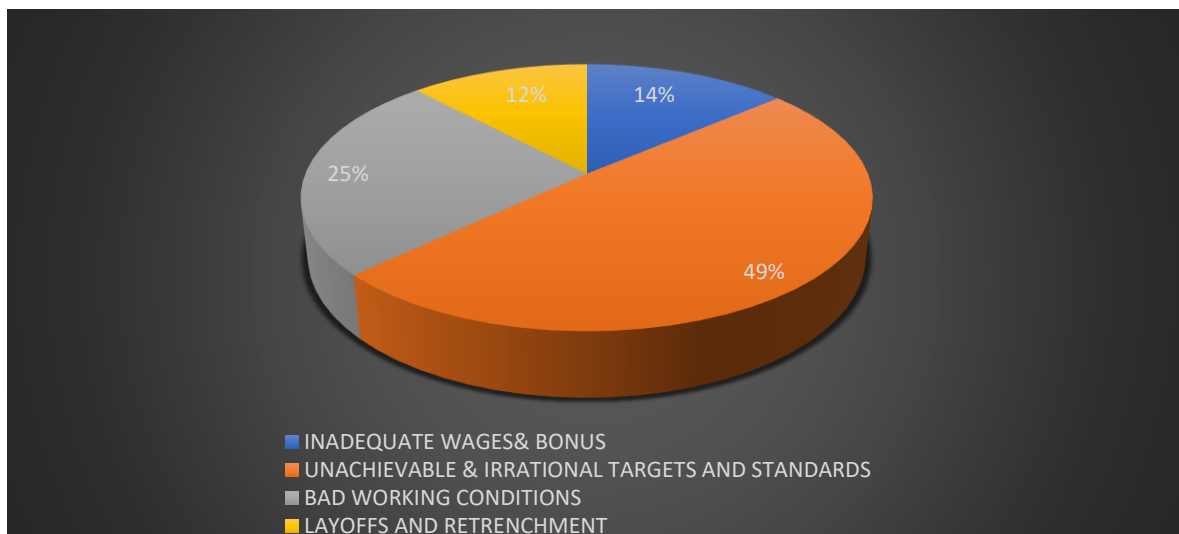


CHART 14: The Frequent causes of grievances in the organization

INTERPRETATION

The above table shows **The Frequent causes of grievances in the organization**, where 49.2% of the respondents are belongs to the category of Unachievable & irrational targets and standards, 25% of the respondents are belongs to the category of Bad working conditions, 13.7% of the respondents belongs to the category of Inadequate wages& bonus and 12% of the respondents are belongs to the category of Layoffs and retrenchment

INFERENCE

Majority of the respondents are belonging to category Unachievable & irrational targets and standards (49.2%)

Table 15: The Impact of Poor Grievance Handling Mechanism

Particulars	No. of Respondent	Percentage of Respondent
Demotivated staff	31	15.2%
Strains the superior-subordinate relationships	98	48.2%
Absenteeism	34	17%
High rate of attrition	29	14.2%
Reduces employee morale and commitment	11	5.4%
Total	203	100

Source: Primary Data

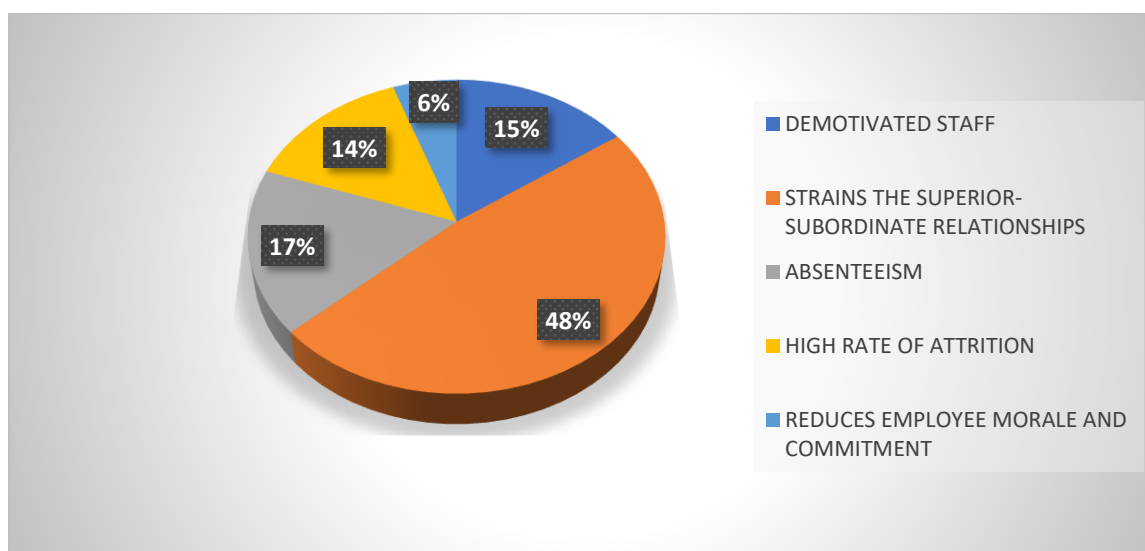


CHART 15: The Impact of Poor Grievance Handling Mechanism

INTERPRETATION

The above table shows **The Impact of Poor Grievance Handling Mechanism**, where 48.2% of the respondents are believes that strains the superior-subordinate relationships,16.7% of the respondents are believes that absenteeism, 15.2 % of the respondents are believes that Demotivated staff,14. % of the respondents are believes that high rate of attrition and 5.4% of the respondents are believes that reduces employee morale and commitment.

INFERENCE

Majority of the respondents are believing that strains the superior subordinate relationships (48.2%)

Table 16: Barriers faced but the organization on implementation of grievance redressal

Particulars	No. of Respondent	Percentage of Respondent
Improper Communication	68	33.4%
Lack of Awareness	55	27%
Time Constrains	45	22.1%
Lack of Commitment	35	17.5%
Total	203	100

Source: Primary Data

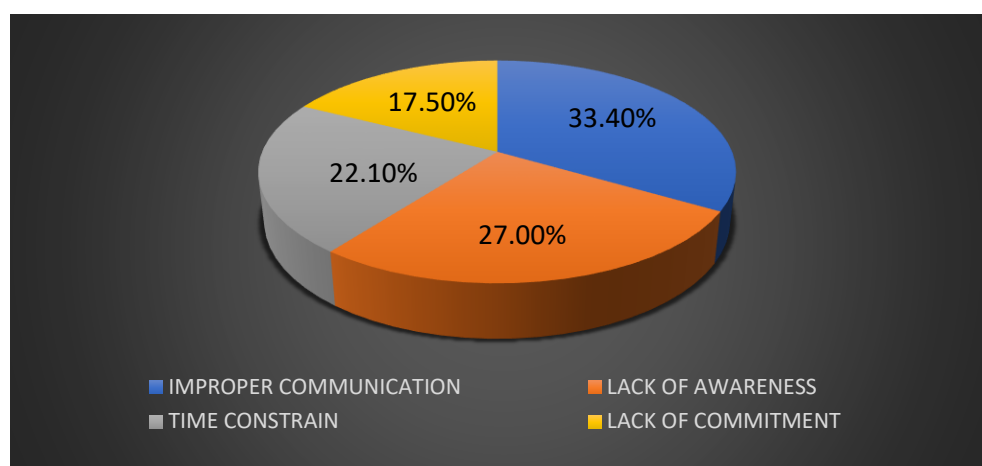


CHART 16: Barriers faced but the organization on implementation of grievance redressal

INTERPRETATION

The above table shows **Barriers faced but the organization on implementation of grievance redressal**, where 33.4% of the respondents are believes that the main barrier faced is improper communication, 27% of the respondents are believes that the main barrier faced is lack of awareness, 22.1% of the respondents are believes that the main barrier faced is time constrain, 17.5% of the respondents are believes that the main barrier faced is lack of commitment

INFERENCE

Majority of the respondents are believing that the main barrier faced is improper communication (33.4%)

Table 17: Remedies to overcome from the mentioned barriers

Particulars	No. of Respondent	Percentage of Respondent
Creating awareness program	52	25.6%
Provide practical workshops	50	24.6%
Regular audits for improvement issues	57	28%
Creating a harmonious working environment	44	21.8%
Total	203	100%

Source: Primary Data

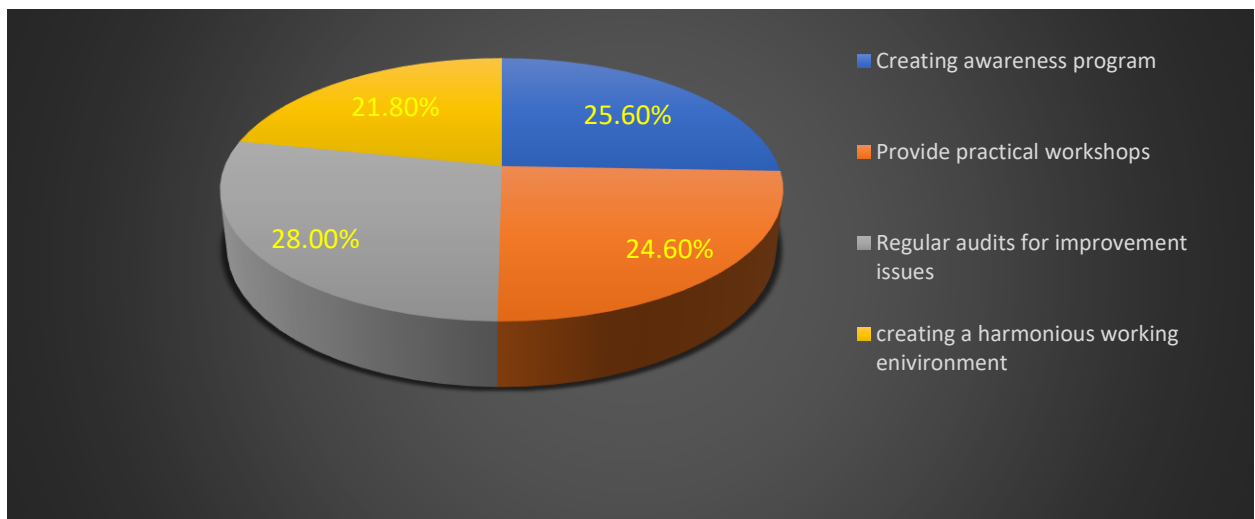


CHART 17: Remedies to overcome from the mentioned barriers

INTERPRETATION

The above table shows the **Remedies to overcome from the mentioned barriers**, where 28% of the respondents believe that regular audits for improvement issues is the remedies for the barriers 25.6% of the respondents believe that creating awareness program is the remedies for the barriers. 24.6% of the respondents believe that provide practical workshops is the remedies for the barriers 21.8% of the respondents believe that creating a harmonious working environment is the remedies for the barriers.

INFERENCE

Majority of the respondents believe regular audits for improvement issues is the remedies for the barriers (28%)

4.2 CHISQUARE

HYPOTHESIS

Null hypothesis (H0): there is NO signification association between the number of employees in the organization and grievance handling mechanism practicing by the organization

Alternative hypothesis (H1): there is signification association between the number of employees in the organization and grievance handling mechanism practicing by the organization.

Case Processing Summary						
No. Of Employees * Grievance Mechanism Practicing by Organization	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
	203	100.0%	0	0.0%	203	100.0%

NO. OF EMPLOYEES * GRIEVANCE MECHANISM PRACTISING BY ORGANISATION Crosstabulation							
		GRIEVANCE MECHANISM PRACTISING BY ORGANISATION					
			OPEN DOOR POLICIES	STEP LADDER POLICIES	OPINION SURVEYS	ON EXIT INTERVIEW	
NO. OF EMPLOYEES	LESS THAN 200	Count	25	24	16	5	70
		Expected Count	17.2	30.3	19.3	3.1	70.0
	200-500	Count	23	51	35	3	112
		Expected Count	27.6	48.6	30.9	5.0	112.0
	MORE THAN 500	Count	2	13	5	1	21
		Expected Count	5.2	9.1	5.8	0.9	21.0
Total		Count	50	88	56	9	203
		Expected Count	50.0	88.0	56.0	9.0	203.0

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.395 ^a	36	.001
Likelihood Ratio	27.013	36	.001
Linear-by-Linear Association	13.627	1	.000
N of Valid Cases	203		

INTERPRETATION;

Since p value 0.001 is lesser than 0.05 alternate hypothesis is accepted null hypothesis is rejected, hence there is significant association between number of employees with reference to grievance mechanism practicing by the organization.

4.3 One-way ANOVA

NULL HYPOTHESIS:

Ho- there is NO significant difference between the gender of respondent with regards to how often the employees face grievance in the organization

ALTERNATE HYPOTHESIS:

H1- there is significant difference between the gender of respondent with regards to how often the employees face grievance in the organization

Descriptives								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
GENDER								
FREQUENTLY	37	1.2973	0.46337	0.07618	1.1428	1.4518	1.00	2.00
OCCASIONALLY	131	1.3740	0.48573	0.04244	1.2901	1.4580	1.00	2.00
RARELY	35	1.4571	0.50543	0.08543	1.2835	1.6308	1.00	2.00
Total	203	1.3744	0.48516	0.03405	1.3072	1.4415	1.00	2.00

ANOVA					
GENDER					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.460	2	0.230	0.976	0.379
Within Groups	47.087	200	0.235		
Total	47.547	202			

INTERPRETATION

Since p value 0.379 is greater than 0.05 alternate hypothesis is rejected null hypothesis is accepted, hence there is no significant difference between the gender of respondent with regards to how often the employees face grievance in the organization

4.3 CORRELATION

HYPOTHESIS

Null hypothesis (H0): There is NO significant relationship between the number of years of employment in the current organization and the reasons behind the grievance faced by the employees

Alternative hypothesis (H1): There is significant relationship between the number of years of employment in the current organization and the reasons behind the grievance faced by the employees

correlations			
YEARS OF WORK IN ORGANIZATION	Pearson correlation	1	-0.006
	sig.(2-tailed)		0.937
	N	203	203
Reasons that grievance you faced	Pearson correlation	-0.006	1
	sig.(2-tailed)	0.937	
	N	203	203

INTERPRETATION

Since the correlation between reasons that grievance faced in the organization and the years of work in the current organization are negatively correlated (-0.006) there is very least significant relationship between the variables.

CHAPTER 5

FINDINGS, LIMITATIONS, SUGGESTIONS & CONCLUSION

5.1 FINDINGS

- Majority of the respondents are belonging to category of male (62.5%)
- Majority of the respondents are belonging to age category of 26-35 (64%)
- Majority of the respondents are belonging to educational qualification of under graduate category (78.4%)
- Majority of the respondents are belonging to married category (52%)
- Majority of the respondents are belonging to software developer designation category (55.6%)
- Majority of the respondents are belonging to 2-5 years category (50.5%)
- Majority of the respondents are belonging to 200-500 employee's category (55.1%)
- Majority of the respondents are belonging to occasionally facing grievance (64.5%)
- Majority of the respondents are belonging to category of economic (32.5%)
- Majority of the respondents are belonging to category of functional head (45.3%)
- Majority of the respondents are belonging to category of 3-weeks (58.3%)
- Majority of the respondents belonging to step ladder method category (43.3%)
- Majority of the respondents are belonging to category of satisfied (53.6%)
- Majority of the respondents are belonging to category Unachievable & irrational targets and standards (49.2%)
- Majority of the respondents are believing that strains the superior subordinate relationships (48.2%)
- Majority of the respondents are believing that the main barrier faced is improper communication (33.4%)

- Majority of the respondents believe regular audits for improvement issues is the remedies for the barriers (28%)
- Since p value 0.001 is lesser than 0.05 alternate hypothesis is accepted null hypothesis is rejected, hence there is significant association between number of employees with reference to grievance mechanism practicing by the organization.
- Since p value 0.379 is greater than 0.05 alternate hypothesis is rejected null hypothesis is accepted, hence there is no significant difference between the gender of respondent with regards to how often the employees face grievance in the organization
- Since the correlation between reasons that grievance faced in the organization and the years of work in the current organization are negatively correlated (-0.006) there is very least significant relationship between the variables.

5.2 Limitations of the study

- The study's limitations were that the questionnaires were completed by IT employees in various firms, where every organization follows similar mechanisms with different titles for grievance redressal. Another flaw of the study's scope, which was limited to the state of Chennai; the findings may differ in various places. The research was focused on how the companies practice their grievance handling mechanism and what are the barriers faced by the employees in the whole process.

5.3 SUGGESTIONS;

- As A Result of The Current Study, It Is Suggested That A Specific Grievance Handling Cell or Committee for Workers Should Be Established and Provide Practical Workshops to Make the Employees Aware of The Redressal Process.
- The In-Charge Manager Should Be Able to Detect All Grievances and Take Appropriate Action. Implement A Process to Eradicate the Sources Of The Employees' Grievances So That They Remain Loyal And They Are Devoted To Their Task.

5.4 CONCLUSION

Based on numerous literature reviews and data collecting, various techniques and barriers were identified in this study report. An effective grievance procedure ensures a productive workspace because it redresses the issues to mutual satisfaction of both the employees and the managers. It also assists management in developing processes and structures that are acceptable to the employees. It becomes an efficient platform for the employees to openly and formally communicate their thoughts, discontent, and dissatisfaction.

The root causes of the grievance arising is inadequate wages and bonus and also the key reason is Unachievable & irrational targets and standards and to rectify the causes certain remedies are recommended namely creating awareness program, providing practical workshops and conducting regular audits for improvement issues will result in creating a harmonious workspace in the organization

The research revealed that a few adjustments in organisational structures and procedures are needed to improve employee productivity. Management needs to improve their interaction with their employee regarding their concerns. The company has to limit the number of unachievable targets and rational process and provide more training for the employees. To redress grievances faster, the organisation, response time, and effort must be increased, and this helps to eliminate grievances within the company.

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ANNEXURE

QUESTIONNAIRE

The goal of this review is to discover more about their strategic value and the issues that organizations face while dealing with grievances redressal process. Please read the questions carefully and respond by selecting the option that best represents your perspective. It's vital to remember that there are no right or wrong answers. We're simply curious to hear what you have to contribute. Your answers will be kept confidential and anonymous. Please accept my deepest gratitude for taking the time to read this. Thank you very much for your aid.

1.Name: *

.....

2. Gender of the response *

- ☐ Male
- ☐ Female

3.age of the response *

- ☐ 18-25
- ☐ 26-35
- ☐ 26-45
- ☐ Above 45

4. educational qualification*

- ☐ Undergraduate
- ☐ Postgraduate
- ☐ Doctorate

5. MARTIAL STATUS *

- ☐ SINGLE
- ☐ MARRIED

6. KINDLY MENTION YOUR DESIGNATION IN THE ORGANIZATION *

- TRAINEE ENGINEER
- SOFTWARE DEVELOPER
- TEAM LEAD
- PROJECT MANAGER
- OTHERS.....

7. PLEASE INDICATE YOUR NUMBER OF YEARS IN THE CURRENT ORGANIZATION *

- LESS THAN 2 YEARS
- 2-5 YEARS
- 6-10 YEARS
- MORE THAN 10 YEARS

8.KINDLY INDICATE HOW OFTEN DO YOU FACE GRIEVANCE IN THE ORGANIZATION *

- FREQUENTLY
- OCCASIONALLY
- RARELY

9. KINDLY MENTION THE REASONS BEHIND THE GRIEVANCE YOU FACED*

- WORK ENVIRONMENT
- SUPERVISION
- WORKGROUP
- ECONOMIC (SALARY, REWARD, INCENTIVE)
- SOCIAL INJUSTICE
- OTHERS

10.PLEASE INDICATE TO WHOM YOU WILL REPORT THE GRIEVANCE YOU HAVE EXPERIENCED *

- COLLEAGUES
- FUNCTION HEAD
- SUPERIOR
- HEAD OF HR DEPARTMENT
- OTHER.....

11.KINDLY MENTION THE TIME PERIOD TAKEN BY THE ORGANIZATION FOR GRIEVANCE REDRESSAL *

- BELOW 2 WEEKS
- 3-4 WEEKS
- MORE THAN 4 WEEKS
- DEPEND ON THE GRIEVANCE

12. KINDLY MENTION THE GRIEVANCE HANDLING MECHANISM PRACTICING BY THE ORGANIZATION *

- OPEN DOOR POLICIES
- STEP LADDER POLICIES
- OPINION SURVEYS
- EXIT INTERVIEW
- OTHERS.....

13. KINDLY RATE THE SATISFACTION LEVEL OF THE CONFLICT RESOLVING PROCEDURE ADOPTED BY THE ORGANIZATION

HIGHLY 0 0 0 0 0 HIGHLY UNSATISFIED
SATISFIED

14. PLEASE INDICATE THE FREQUENT CAUSES OF GRIEVANCE IN THE ORGANIZATION

- INADEQUATE WAGES AND BONUS
- UNACHIEVABLE AND IRRATIONAL TARGETS AND STANDARDS
- BAD WORKING CONDITIONS
- LAYOFFS AND RETRENCHMENT\

15.KINDLY MENTION THE IMPACT OF POOR GRIEVANCE HANDLING MECHANISM

- DEMOTIVATED STAFF
- STRAINS THE SUPERIOR - SUBORDINATE RELATIONSHIPS
- ABSENTEEISM
- HIGH RATE OF ATTRITION
- REDUCES EMPLOYEE MORALE AND COMMITMENT

16.ACCORDING TO YOUR PERSPECTIVE MENTION THE BARRIERS FACED BY THE ORGANIZATION ON IMPLEMENTATION OF GRIEVANCE RESSEDEL

- IMPROPER COMMUNICATION
- LACK OF AWARENESS
- TIME CONSTRAINTS
- LACK OF COMMITMENT
- OTHERS.....

17.KINDLY INDICATE THE REMEDIES TO OVERCOME FROM THE ABOVE-MENTIONED BARRIERS

- CREATING AWARENESS PROGRAM
- PROVIDE PRACTICAL WORKSHOPS
- REGULAR AUDITS FOR IMPROVEMENT ISSUES
- CREATING A HARMONIOUS WORKSPACE

18. KINDLY DELIVERY YOUR VIEWS ON IMPROVEMENT OF GRIEVANCE HANDLING MECHANISM PRACTICING BY THE ORGANIZATION

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ANNEXURE 2
**A STUDY ON IMPACT OF GRIEVANCE HANDLING
MECHANISM IN ORGANIZATIONAL PERFORMANCE
AMONG (IT INDUSTRIES)**

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ABSTRACT:

Grievance redressal process in the organization have become one of the most prominent cogs in the global corporate structure and workspace culture which ensures the harmonious environment. The purpose of this report is to look at the main obstacles in grievance handling mechanism in information industries. The study is to explore the causes of grievances and barriers behind the redressal process and to establish whether grievance handling mechanisms are accessible and highly effective in information technology companies. The research is based on secondary and primary data gathered from a variety of sources among employees. Every organization needs a highly effective GHM. This helps to ensure the employees operate at a higher level of efficiency. The study establishes the need for having an effective grievance handling system in place to enable the development of a healthy work environment.

Keywords – Grievance Handling Mechanism, Barriers In GHM, It Industries, Barriers and Causes in Grievance Redressal,

I. INTRODUCTION:

In this corporate era, impact of grievance redressal is the key point of step towards employee productivity in the organization but, many employees still face various obstacles and hurdle in the whole process of redressal. Although the primary objective of any organization is to generate revenue, however the employee welfare and concerns must also present in their Agenda.

To conquer this problem and to reduce root causes of grievance, the organization should start including various corporate restructuring and separate committee for the grievance experienced by the employees, although employee engagement have become a more essential role in value business in recent generations, they still room to improvement in the implementation of those methods in simple terms grievance is briefed as any discontent or sense of injustice connected to a certain employment situation that is binged to management's attention. to understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance

II. OBJECTIVE OF THE STUDY:

The study's main purpose is to analyze the impact of grievance handling mechanism and their effectiveness in organizational performance among the information technology industries and the secondary goal of the research is to identify the level of satisfaction towards the grievance handling procedure of the organization and to discover the potential causes and barriers of grievance redressal process

III. REVIEW OF LITERATURE:

- Rupali Dilip Taru (2020), The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, interdepartmental relationship. And the satisfaction level in the organization

- Jane w. Mubezi (2019), The is study mainly focuses on factors which cause employee grievance, identify style used at the departmental level of decision-making to address employee grievance, find out employee perceptions about the way management handle their grievances.
- Onyebuchi (2019), The study reveals the importance of utilizing collective bargaining as vital grievance management tool for effective harmonious management-labor relationship which helps to promote profitability and increase in market share of organizations, hence lead to enhanced organizational performance, effectiveness and survival
- Elbaz, A., Haddoud, M., Onjewu, A.-K., & Abdelhamied, H (2019), The study examines the link between grievance handling styles and job satisfaction. And various configurations of handling styles are associated with high job satisfaction where discovered by the authors in the Egyptian hotels and travel agencies
- Islam, N., & Rimi, N. (2017), The research articles complies the facts related to the challenges that take place in banking organization and various conflict management strategies adopted by private commercial banks in Bangladesh by using various conflict handling model

IV. RESEARCH METHODOLOGY:

Based on my study I have used descriptive research. And also, I take 203 respondents for my study. I use questionnaires as Primary data and Secondary data from articles.

Data analysis:

a) *Table shows the Frequency Of employees facing grievance in The Organization*

Particulars	No. of Respondent	Percentage of Respondent
Frequently	37	18.2%
Occasionally	131	64.5%
Rarely	35	17.3%

TABLE-1

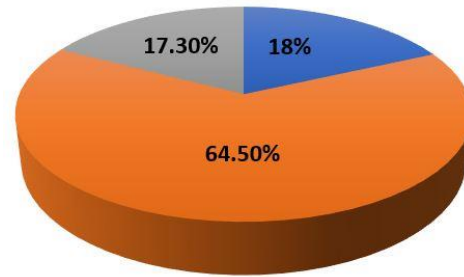


CHART-1

INFERENCE:

Majority of the respondents are belonging to occasionally facing grievance (64.5%)

b) *Table shows authority to whom the employee reports their grievance*

Particulars	No. of Respondent	Percentage of Respondent
Colleagues	25	12.3%
Function head	92	45.3%
Superior	37	18.4%
Head of Hr department	49	24%
Total	203	100

TABLE -2

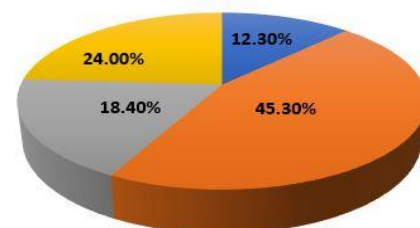


CHART-2

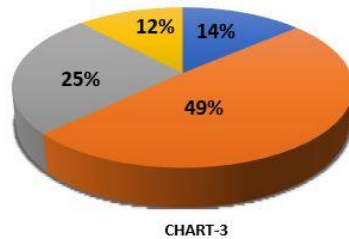
INFERENCE:

Majority of the respondents are belonging to category of functional head (45.3%)

c) *Table shows The Frequent causes of grievances in the organization*

Particulars	No. of Respondent	Percentage of Respondent
Inadequate wages& bonus	28	13.7%
Unachievable & irrational targets and standards	100	49.2%
Bad working conditions	51	25.1%
Layoffs and retrenchment	24	12%
Total	203	100

TABLE-3



INFERENCE:

Majority of the respondents are belonging to category Unachievable & irrational targets and standards (49.2%)

CHI SQUARE:

Cross tabulation between number of employees and grievance mechanism practicing by organization

NO. OF EMPLOYEES * GRIEVANCE MECHANISM PRACTISING BY ORGANISATION Crosstabulation							
GRIEVANCE MECHANISM PRACTISING BY ORGANISATION							Total
NO. OF EMPLOYEES	LESS THAN 200	Count	OPEN DOOR POLICIES	STEP LADDER POLICIES	OPINION SURVEYS	ON EXIT INTERVIEW	
		Expected Count	17.2	30.3	19.3	3.1	70.0
	200-500	Count	23	51	35	3	112
		Expected Count	27.6	48.6	30.9	5.0	112.0
	MORE THAN 500	Count	2	13	5	1	21
		Expected Count	5.2	9.1	5.8	0.9	21.0
Total		Count	50	88	56	9	203
		Expected Count	50.0	88.0	56.0	9.0	203.0

Chi-Square Tests			
	Value	df	Asymptotic Significance(2- sided)
Pearson Chi-Square	7.430 ^a	4	.115
Likelihood Ratio	7.463	4	.113
Linear-by-Linear Association	.406	1	.524
N of Valid Cases	120		
a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 2.50.			

INTERPRETATION:

Since p value 0.115 is greater than 0.05 alternate hypothesis is rejected, null is accepted. Hence There is no significant association between number of employees with references to green practices in the organization

One-way Anova:

Cross tabulation between gender of respondent with regards to how often the employees face grievance in the organization

Descriptives							
GENDER	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum
					Lower Bound	Upper Bound	
FREQUENTLY	37	1.2973	0.46337	0.07618	1.1428	1.4518	1.00
OCCASIONALLY	131	1.3740	0.48573	0.04244	1.2901	1.4580	1.00
RARELY	35	1.4571	0.50543	0.08543	1.2835	1.6308	1.00
Total	203	1.3744	0.48516	0.03405	1.3072	1.4415	1.00

ANOVA					
GENDER	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.460	2	0.230	0.976	0.379
Within Groups	47.087	200	0.235		
Total	47.547	202			

INTERPRETATION:

Since p value 0.379 is greater than 0.05 alternate hypothesis is rejected null hypothesis is accepted, hence there is no significant difference between the gender of respondent with regards to how often the employees face grievance in the organization

FINDINGS:

- ❖ Majority of the respondents belong to the category of functional head (45.3%)
- ❖ Majority of the respondents belong to step ladder method category (44.20%)
- ❖ Majority of the respondents believe that the main barrier faced is improper communication (33.4%)
- ❖ Majority of the respondents belong to the male (62.50%)
- ❖ Majority of the respondents belong to the age category of 26-35 (64%)

SUGGESTIONS:

It Is Suggested That A Specific Grievance Handling Cell or Committee for Workers Should Be Established and Provide Practical Workshops to Make the Employees Aware of The Redressal Process. The In-Charge Manager Should Be Able to Detect All Grievances and Take Appropriate Action. Implement A Process to Eradicate the Sources Of The Employees' Grievances So That They Remain Loyal And They Are Devoted To Their Task.

CONCLUSION:

Based on numerous literature reviews and data collecting, various techniques and barriers were identified in this study report. An effective grievance procedure ensures a productive workspace because it redresses the issues to mutual satisfaction of both the employees and the managers. It also assists management in developing processes and structures that are acceptable to the employees. It becomes an efficient platform for the employees to openly and formally communicate their thoughts, discontent, and dissatisfaction. The root causes of the grievance arising is inadequate wages and bonus and also the key reason is Unachievable & irrational targets and standards and to rectify the causes certain remedies are recommended namely creating awareness program, providing practical workshops and conducting regular audits for improvement issues will result in creating a harmonious workspace in the organization

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