

A STUDY ON SIGNIFICANCE OF GRIEVANCE HANDLING SYSTEM TOWARDS EMPLOYEE MOTIVATION IN MANUFACTURING INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

SAM ASHWIN S R

39410180



SCHOOL OF BUSINESS ADMINISTRATION

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 - 2021

DECLARATION

I (**SAM ASHWIN S R**) (**Reg. No.39410180**) hereby declare that the Project Report entitled "**A STUDY ON SIGNIFICANCE OF GRIEVANCE HANDLING SYSTEM TOWARDS EMPLOYEE MOTIVATION IN MANUFACTURING INDUSTRY** " done by me under the guidance of **Mr.JOHN PAUL M ,MBA,MHRM,M.Phil,(Ph.D)** Assistant Professor, School of management studies (Internal Guide) is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SAM ASHWIN S R



SATHYABAMA

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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **(SAM ASHWIN.S.R.) (Reg. No.39410180)** who have done the Project work entitled **A STUDY ON SIGNIFICANCE OF GRIEVANCE HANDLING SYSTEM TOWARDS EMPLOYEE MOTIVATION IN MANUFACTURING INDUSTRY** under my supervision from January 2021 to March 2021.

Mr.JOHN PAUL M

Internal Guide

Dr. BHUVANESWARI G.

Dean – School of Business Administration

Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

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ABSTRACT

The primary objective of this Study on significance of grievance handling system towards employee motivation in manufacturing industry. The secondary objective of this To study the employees opinion towards grievances handling system in manufacturing industries .To identify the effectiveness of grievance handling system towards the employee motivation. To evaluate the outcome of the employees after the grievance handling system in manufacturing industry and to know the level of satisfaction towards the grievance handling procedure of the company. The research type used in this study is descriptive in nature, which helped in developing the concept and in decision making. Primary data is used for analysis, which is gathered using questionnaire. Secondary data is also used for the study.

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CHAPTER 1

INTRODUCTION

Complaints are related to problems of explanation or failure to meet one's expectations from the company. A grievance is a complaint by one or more workers regarding the organization. It may be related to wages, working conditions, leave, relocation, overtime, promotion, seniority, assignment and termination of service.

The knowledge worker has to deal with the growing competition survival care company, so staff shortages in that regard is an issue that management should take care of. Grievance is the feeling of resentment or dissatisfaction with something that is believed to be wrong or unreasonable, especially in the context of an employee's grievances in the workplace. Previous causes for grievances among employees are common in nature, but as competition grows and companies operate globally it leads to a war for talent in the labour market, so the causes of grievances also vary in nature. Many researchers have found a strong link between employee shortages and employee performance, as well as employee earnings goals and job satisfaction. If grievances are not managed properly it can directly or indirectly affect the productivity and performance of the company. Therefore, the company must properly address or prevent survival and market excellence.

Grievances are often about how one feels they have been treated. Sometimes it's by a co-worker and other times by a manager

Be aware that sometimes an employee who is being investigated for a disciplinary charge may raise a grievance against their manager. Grievance may be a tactical move or an actual complaint, but must be honestly investigated and concluded before any disciplinary action can be taken. That is not to say that a disciplinary inquiry should not proceed, nor will it proceed to a disciplinary inquiry until the grievance redresses process is complete.

Keep in mind that in some situations, a manager may have the opportunity to investigate a grievance, which the employee may use to support their case in any disciplinary hearing. Objective is the key word in any investigation, but humans are subject to subjective analysis, so it is common to find less than 100% positive results in many disciplinary or grievance redressal cases.

This leads me to remind readers that in criminal law the onus of proof is on the prosecution to provide evidence that demonstrates guilt beyond reasonable doubt. In civil cases, which is the branch of law employee relations is covered by, the decisions are made on the balance of probability. Reasonableness is the watch word and the concept upon which tribunal cases are decided.

Perception is all important. Some people may see their complaint as something or nothing and only need to raise an issue in the expectation that something will be done to address the issue.

On the other hand, an issue may be causing distress that may undermine the complainant's self-worth and yet understate the actions and consequences in their impact upon them.

1.2 INDUSTRY PROFILE

The Indian economy is firmly on the path of steady growth. Even during the last decade when other countries were in the grip of a massive slowdown, India continued to enjoy a comfortable economic position. This recent spurt in growth is propelled by radical reforms such as the removal of restrictions on foreign investment and industrial de-licensing. Tailoring the EXIM policy to promote exports and aligning the import duties to meet WTO commitments further contributed to this development. This trend is expected to continue over the next five years, driven by a favourable business policy environment in terms of tax cuts, broadening tax base, and reduced interest rates.

The liberalization of the economy has opened new windows of opportunity for manufacturing sector. Increasingly the success of manufacturing industries is dependent on innovations, research and development. It is critical not only to remain competitive but also, significant advantages can be gained by developing and commercializing new technologies

With a size of US \$ 22 billion, the engineering sector exports stood at US \$ 6.6 billion in 2001-02 and imports at US \$ 4.9 billion the same year. Indian engineering manufacturing sector employs over 4 million skilled and semi-skilled workers. The engineering manufacturing sector comprises of heavy engineering (70%) and light engineering (30%).

India's growing integration with the global economy and the government's recognition that infrastructure needs to be overhauled are likely to ensure that the trend rate of growth increases in the next decade.

1.2.1 Importance of manufacturing sector in India's economic growth

The structural transformation of the Indian economy over the last three decades has been spectacular growth of the services sector, which now accounts for about 50 per cent of the GDP. However, the rapid growth of the services sector much before the manufacturing industry attaining maturity is not a healthy sign. A knowledge - based economy cannot be sustained in the long run unless it is adequately supported by a growing manufacturing economy. Moreover, a service economy cannot continue to thrive on a long-term basis in a country where over 80 per cent of the population is education below the middle-school level.

Some sectors, such as IT, ITES and pharmaceuticals, will compete globally, employing perhaps 2% of the population and bringing wealth to many parts of India. At the same time, around 60% of the population will remain dependent on the agricultural sector, sharing less than one-quarter of India's GDP. Without reform, the agriculture will continue to suffer from endemic underemployment, low wages and monsoon dependency. This will result in continued urban migration, but without the development of an industrial sector this will lead to rising unemployment in the cities. Recognition that this pattern is unsustainable is growing.

It is estimated that India needs to create 7-8 million new jobs each year outside agriculture to stay at its current unemployment level of 7 percent. Manufacturing jobs are ideal for workers transitioning out of agriculture as service jobs require high level of education and professionalism. The revival of manufacturing sector can create close to 2.5 Million new jobs every year.

With the removal of all quantitative restrictions on imports and the falling import tariffs under the WTO regime, it is all the more important for the Indian industry to improve its competitive edge. The sheer volume of international trade with over 70 per cent of the seven trillion dollar market being in processed manufacturing,

strongly indicates the necessity of developing global competitiveness in this sector.

Thus the above 8% growth of manufacturing industry in India is critical to ensure healthy balance of income parity, employment generation and sustenance of growth.

1.2.1 Industrial growth

The manufacturing sector grew by 8.9% in 2004-05, comfortably outperforming the sector's long-term average growth rate of 7%. The sector has remained one of the engines of economic growth since the start of 2005-06. Industrial growth averaged 7.1% per annum in the 1980s. It accelerated slightly to 7.6% per year in the first five years following the beginning of the economic policy reform process in 1991. In the second half of the 1990s industrial growth trended lower at around 5% per annum. However, since 2002-03 industrial growth has accelerated markedly on the back of recent strong GDP growth. Rising disposable incomes, easy access to finance and the changing attitudes of India's rapidly rising middle class (with a traditional focus on savings) have resulted in a consumer lending boom. Industrial growth rose above 8% in 2004-05, with consumer durables and non-durables showing exceptionally strong growth. Capital-goods production has been growing at double-digit rates since 2002-03, suggesting increased investment in the industrial sector and the economy as a whole.

SECTORAL REAL GROWTH RATES IN GDP (AT FACTOR COST)							
Percentage change over the previous year							
Item	1998 -99	1999 -00	2000 -01	2001 -02	2002 -03 (P)	2003 -04 (Q)	2004- 05 (A)
I. Agriculture & allied	6.2	0.3	-0.1	6.3	-7.0	9.6	1.1
II. Industry	3.7	4.8	6.5	3.6	6.6	6.6	7.8
Mining & quarrying	2.8	3.3	2.4	2.5	9.0	6.4	5.3
Manufacturing	2.7	4.0	7.4	3.6	6.5	6.9	8.9
Electricity, gas & water supply	7.0	5.2	4.3	3.7	3.1	3.7	6.3
Construction	6.2	8.0	6.7	4.0	7.3	7.0	5.7
III. Services	8.4	10.1	5.5	6.8	7.9	9.1	8.9
Trade, transport & communication	7.7	8.5	6.8	9.0	9.8	11.8	11.3
Financial services	7.4	10.6	3.5	4.5	8.7	7.1	7.1
Community, social & personal services	10.4	12.2	5.2	5.1	3.9	5.8	6.0
IV. Total GDP at factor cost	6.5	6.1	4.4	5.8	4.0	8.5	6.9
P: Provisional Q: Quick estimates; A: Advance estimates;							
Source: Central Statistical Organisation.							

1.2.1 Table showing Industrial growth

1.2.2 Critical Issues for growth

The primary reason for Indian manufacturing not being competitive enough is the significant presence of small-scale unregistered manufacturing units across the entire spectrum, even in classically scale and capital-intensive segments. Such unregistered manufacturing accounts for 23 per cent of the total capital employed and 84 per cent of the workforce. Even the registered manufacturing sector is highly skewed towards low scale. Eighty five per cent of factories in India have less than USD 200,000 invested in plant and machinery. While this is not to belittle the value of small and medium enterprises, in India, a large number of such enterprises have been created because of artificial market distortions. The deliberate fragmentation of units has been detrimental to competitiveness.

The other important reasons for the Indian manufacturing being not competitive enough include:

- Poor quality of transport infrastructure across all sectors including port facilities (where productivity is among the lowest in the world),

- High cost of power. Industrial power continues to be among the most expensive in the world. It is about 50 per cent more expensive than in China.
- High cost of capital: It continues to be 10-12 % against international average of 6-8 %.

The Government has to play a crucial role in providing the industry with a favourable investment climate in terms of better infrastructure support, institutional finance at affordable rates of interest, and designing fiscal policies aimed at promoting accelerated growth of the manufacturing sector. In particular, special efforts are needed to upgrade infrastructure facilities.

At the same time, the manufacturing firms should concentrate on internal changes aimed at improving efficiency and reducing costs. For E.g. a CII-Mckinsey study identifies the difference in labour productivity across multiple sectors between India and China from 10% in TV assembly to 360% in footwear.

Following imperatives are required at firm level:

- Upgrading manufacturing technology levels
- Redesigning organisation structures to enhance accountability and responsiveness
- Enhanced emphasis on attracting and retaining talent
- Evolving product-mix strategies, explicitly factoring in the opportunities in export markets
- Re-engineering core processes to dramatically improve efficiency and drive business value
- Enhancing quality focus and customer orientation.

1.2.3 Industry Structure

Although reforms have reduced licensing and regulation, heavy industry is still dominated by public-sector enterprises. State-owned companies have accounted for the bulk of activity in steel, non-ferrous metals (virtually 100% for copper, lead and zinc, and about 50% for aluminium), shipbuilding, engineering, chemicals and paper. The government had pledged to reduce its holdings in non-strategic public-sector undertakings to a maximum of 26%, and to close down non-viable enterprises.

1.2.2 Economic sectors: Manufacturing

Industrial production					
(fiscal years Apr-Mar; 1993/94=100; % change year on year)					
	2000/01	2001/02	2002/03	2003/04	2004/05a
Basic goods	3.9	2.6	4.9	5.4	5.5
Capital goods	1.8	-3.4	10.5	13.6	13.3
Intermediate goods	4.7	1.5	3.9	6.4	5.9
Consumer durables	14.5	11.5	-6.3	11.6	14.5
Consumer non-durables	5.8	4.1	12.0	5.8	10.6
All (index of industrial production)	5.0	2.7	5.9	7.0	8.2
a Preliminary.					
Source: Central Statistical Organisation (CSO)					

Profile of Key manufacturing sub-sectors

1.2.4 Automotive

The automotive industry's turnover stood at US\$19.1bn in 2003 -04 and has been one of the fastest growing sectors in recent years. Rising income levels, continuing poor public transport systems, wider availability of car finance and the increase in the young population are the main drivers of growth. Total production of vehicles rose from 4.2 m units in 1998-99 to 7.3 m units in 2003 -04. In volume terms, vehicle production is dominated by two-wheelers, which accounted for 5.6 m units of total production in 2003-04.

1.2.5 Steel

India produced 31.8m tonnes of crude steel in 2004 -05, making it one of the ten largest steel producers in the world. A variety of grades are produced and the quality is at par with producers such as South Korea and the US. Increased demand from China as well as strong domestic demand, particularly by consumer-durables and automotive manufacturers and the construction sector are the key drivers of production growth. Around 40% of output is produced in integrated steel plants; the remaining comes from mini-plants, of which over 180 exist, almost all in the private sector.

1.2.6 Light Engineering

The size of Indian Light Engineering industry is estimated at US \$ 7 billion. In India, the light engineering industry has a diverse industrial base with significant unorganized market. It is estimated that light engineering sector contributes to 8-10% of total exports of the country and its exports were US \$3 billion in 2002-03. The exports from the light engineering industry in India mainly consists of structured steel products; motorcycles, cycles and auto components; electrical, electronics, telecommunication and automation equipment's ; hand and machine tools; fans, filters and pumps; and metal machine tool parts.

The Light Engineering Industry is a diverse industry with a number of distinctive sectors and sub sectors. This sector includes low-tech items like castings, forgings and fasteners to the highly sophisticated micro-processor based process control equipment and diagnostic medical instruments. This group also includes industries like bearings, steel pipes and tubes etc. The products covered under the engineering industry are largely used as input to the capital goods industry.

1.2.7 Pharmaceuticals

The Indian Pharmaceutical Industry today is in the front rank of India's science-based industries with wide ranging capabilities in the complex field of drug manufacture and technology. A highly organized sector, the Indian Pharma Industry is estimated to be worth \$ 4.5 billion, growing at about 8 to 9 percent annually.

The Indian Pharmaceutical sector is highly fragmented with more than 20,000 registered units. It has expanded drastically in the last two decades. The leading 250 pharmaceutical companies control 70% of the market with market leader holding nearly 7% of the market share.

1.2.8 Machine Tools

An industry, which has undergone a radical shift in its paradigm thinking, the Indian machine tool industry is now recognized as a provider of low-cost high quality lean manufacturing solutions. The industry resiliently supports all its users to enhance productivity as well as improve competitiveness, for the betterment of the end user. The Indian machine tool industry is approximately a US\$ 500 million industry. There are 138 major companies manufacturing metal cutting, metal forming, conventional and automated machine tools.

The sector grew by 10 percent in 2002-03. Approximately 6 per cent of the production is exported. Exports include CNC lathes, vertical machining centres, grinding machines, etc. Major export destinations include USA, Germany, China, Italy, Mexico, Canada, UK and Brazil. Most manufacturers have their own in-house R&D and there exists tremendous scope for institutional collaboration for development of new technology.

1.2.9 Textiles

Textiles account for around one -fifth of total export earnings. Because the government discriminated for decades against integrated textile mills, with the aim of helping cottage handlooms, most mills closed down. Mills currently produce only 4% of textiles output. Despite government assistance, the share of handlooms in total output is only 18%; the remaining is produced by power looms located in sheds outside the mills, which allow them to escape the restrictions.

Production in the textile industry is based on a decentralised system with continuing small-scale reservation for many items. The phasing out of the Agreement on Textiles and Clothing (ACT) at the beginning of 2005 is likely to benefit the Indian textile industry. The industry has a natural competitive advantage in terms of a strong and large multi-fibre base, abundant cheap skilled labour and presence across the entire value chain of the industry ranging from spinning and weaving to the final manufacture of garments.

1.2.10 Computer hardware

The rapid growth of software exports has attracted thousands of people into the industry and has stimulated the demand for computers. Sales of personal computers rose by 20% in 2004-05, to 3.6m. Import liberalisation and the entry of foreign manufacturers has transformed this industry, which, until five years ago, was tiny and dominated by a few Indian manufacturers. The ease of importing components has nurtured hundreds of unbranded assemblers, which command 62% of the market.

1.3 NEED OF THE STUDY

- Employees vary in their needs, expectations, and behavior as individuals. When their needs are not met or their objectives are not achieved, the result is employee dissatisfaction. Keeping all employees satisfied and motivated at all times is not an easy task for management.
- If employee dissatisfaction goes unnoticed or the conditions it causes are not corrected, irritability will increase and lead to an unfavorable attitude towards management and unhealthy relationships within the organization. Therefore, dealing with the grievances of any person in any organization .The importance of the head.
- This forms the need for the study of the grievance redresses procedure of the organization and its effectiveness towards job satisfaction level maintain healthy environment of the organization.
- The main focus of this study revolves around the lower level management system.

1.4 SCOPE AND SIGNIFICANCE OF STUDY

- Employees vary as individuals, depending on their needs, Expectations and Behavior. When their needs are not met Satisfaction or their intentions not achieved, The result is employee dissatisfaction. This is not easy Having all the staff is the job of the management Satisfaction and motivation, all the time.
- If employees 'dissatisfaction goes away'. There are no conditions that go unnoticed or cause it Corrected, increase irritability and lead For unfavorable attitude to management and Unhealthy relationships in the system. Therefore, Dealing with any person's grievances Organization is very important.
- This creates the need for research. System debugging procedure And its performance for job satisfaction Maintain a healthy environment Organization.

1.5 OBJECTIVES OF THE STUDY

1.5.1 PRIMARY OBJECTIVES

Study on significance of grievance handling system towards employee motivation in manufacturing industry

1.5.2 SECONDARY OBJECTIVES

- To study the employees opinion towards grievances handling system in manufacturing industries
- To identify the effectiveness of grievance handling system towards the employee motivation
- To evaluate the outcome of the employees after the grievance handling system in manufacturing industry

1.6 LIMITATIONS OF THE STUDY

- The study was restricted to GRIEVANCE HANDLING SYSTEM IN MANUFACTURING INDUSTRY
- The time period is restricted to 3 months.
- Due to time constrict only 150 numbers of respondents were considered.
- The result fully depends on the information given by the respondents which may be based.

CHAPTER 2

Review of literature

2.1 INTRODUCTION

A literature review or narrative review is a type of review article. A literature review is a scholarly paper that presents the current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources and do not report new or original experimental work. Most often associated with academic-oriented literature, such reviews are found in academic journals and are not to be confused with book reviews, which may also appear in the same publication. Literature reviews are a basis for research in nearly every academic field. A narrow-scope literature review may be included as part of a peer-reviewed journal article presenting new research, serving to situate the current study within the body of the relevant literature and to provide context for the reader. In such a case, the review usually precedes the methodology and results sections of the work.

2.2 Review of literature

According to Rose (2004) Lack of any dissatisfaction related to work and workplace Revealed in a formal way by the employee to his immediate supervisor.

According to D'Cruz (1999) He argues that grievance is an issue raised by an employee to show dissatisfaction with management behavior and is an attempt to make a difference. In addition, the author argues that employee grievances can be seen as an attempt by an employee or an attempt to show that he or she has been wronged, sometimes due to the actions or decisions of the manager acting on behalf of the organization.

The positive side of the definitions above the flaws is that they clearly state what the flaws are. Furthermore, some provide factors that lead to employee grievances in the workplace. However, they all fail to address the extent to which employee grievances affect employee performance. Therefore, according to this study, grievances can be seen as a situation where a particular employee shows his

immediate supervisor how he is being treated for further action.

Relationship

Thomson (1974) Noted that the grievance indirectly helps to improve the relationship between the parties involved in the collective agreement. Proper grievance redressal practice can serve as a platform for resolving various issues of employment and improve communication in organizations.

Lewin (1983) It said grievance redresses procedures have helped the individual worker or union to challenge management decisions on a broader pay and working conditions and that it serves as a forum for communication. Proper and immediate action against employee grievances can lead to increased labour productivity and commitment to the employer.

Sean C Doyle (1999) He argued that the grievance redresses system and management would be beneficial and that this was an important part of collective bargaining. The third party and the bond arbitrator are the most vulnerable part of the grievance redresses process.

Geetikaet.al (2014), Their study demonstrated a significant relationship between grievance redressal practice and employee satisfaction.

Olson-Buchanan (1996) Used a laboratory simulation instead. The study included a group of people who had experienced a similar complaint (misconduct), but had or had not had the opportunity to express their dissatisfaction with the grievance redressal system. Finally, Olson, where performance was indirectly measured by previous research supervisors' estimates

Work place

Freeman and Medoff (1984), Their study revealed that the motive for leaving rates is less in unionized appearances than in non-unionized workplaces.

Bean (1994) He said the reasons for the grievances were usually related to dissatisfaction among employees such as work practice and work facilities.

Nilash Thakre (2013) It was identified that disgruntled workers could not function at full capacity, leading to production losses.

Stephen Wood et.al. (2014), One of the key findings of their study shows that there is no evidence that practices exist and that the use of mediation is associated with lower rates of personal employment conflicts. In fact, workplaces that used written procedures and mediation tended to experience greater grievances, disciplinary issues, and employment lawsuits.

Organisation goals

Brian S. Klass (1989) Has identified some of the impacts of defects such as attendance, low productivity, turnover, and distribution behaviour.

(Lewin and Peterson 1999; Olson-Buchanan 1996) An alternative interpretation is 'revealed performance'; That is, negative post-settlement decisions may be due to actual behavioral differences, and the victims and their supervisors are truly poor actors. In this situation, the actual performance of this group may have been lower than all, but before the grievances were filed, it was not detected. However, the grievance filing and determination process prompts employers to focus more on performance, which reveals a lack of performance.

Supervisor handling

Bemmels and Reshef (1991) Mentioned that the supervisor's behaviour and personal attitudes may affect their style of dealing with grievances.

Bernard Walker and Robert T. Hamilton (2011), An employee who is confronted with a mistake realized by their employer has no formal action, informal action or any action.

Zulkiflee Daud et, al. (2013), Their training revealed that after training in grievance redressal manipulation, managers would not use integrated styles because of this particular style.

Klaas and de Nisi (1989) These negative effects disappeared when employees were evaluated by a supervisor who was different from those involved in the grievances. Therefore, it was proposed that differences in estimates were caused by administrative reactions, with managers responding negatively to complaints against them, conforming to the penalty model.

Expression

Kaufman and Taras (1999), His study shows that non-union workers are less capable of resolving grievances and receive less benefits because they are unable to express it.

Himanshu Rai (2008) He said that despite the many industrial actions, there was not much focus on the issues arising from bargaining therapy and bargaining, collective counselling and grievance redressed from all the works in the industrial relations system.

Richard et.al. (2008), They found that the practice and nature of dealing with grievances and disciplines depends on the duty of the law and the size and context of the organizations, and stresses the importance of informal processes where disciplinary and grievance redressal issues can be resolved.

Adopt the challenge

Joshua C. Polster (2011) Over the past fifty years, non-union employers have increasingly adopted systematic grievance redressal procedures that allow employees to challenge a company's decision or policy and provide appellate manager judgments on the challenge.

Zulkiflee Bin Daud et.al. (2011) A significant predictor of integrated grievance redresses style was found to be aberration.

Over time

M.R. Vidhya (2012), His study of grievance redressal in IT companies found that overtime, Sunday work, pay, other benefits, work practice, shift allocation, and vacation policies were the main causes of grievances.

Performance

Klaas and de Nisi (1989) Analyzed the performance appraisal records of the unionized organization. Employees who file 'personal' grievances against the disciplinary actions of their supervisors are more likely to receive low ratings (especially if the employee wins), while grievances related to 'policy filing staff' management policies have little impact on their ratings.

(Boswell and Olson-Buchanan 2004). Based on the available evidence, it appeared that the consequences were at least partly due to the fact that the complainants were being punished and for reasons that were in line with the institutional penal-industrial ethics perspective.

(Klaas and de Nisi 1989; Lewin 1987). However, these studies had limitations because they were limited to analyses using archive data. As a result, little is known about the comparison group of non-filers, especially if they actually experienced some misconduct or not, and therefore their relationship with the company deteriorated.

As with Lewin (1987), Fear of revenge is negatively related to filing. These two studies called into question the 'conceptual foundations and experiential structure' important to increasing research. Moreover, the researchers concluded that loyal employees 'suffer in silence' rather than giving voice now.

Olson-Buchanan (1996) It sought to clarify to what extent the consequences of this punishment reflect a real change in tragic behavior. The design of this study differs from previous research in many important respects. Instead of a limited relationship analysis of the ability to assess cause,

Buchanan (1996) Sought objective measures. The findings created many interesting new perspectives on the after-effects of flaws. First, with regard to access to a grievance redressal system, employees without access were less likely to leave, and by providing a 'voice' option, this (simulated) grievance redressal system has the potential to mitigate the negative effects of a dispute, thus reducing turnover. This is consistent with the principle of practical justice. In terms of filing process, previous studies have found that filers have higher revenue, but this study found that those who file grievances have lower revenue intent.

Boswell and Olson-Buchanan (2004) It is different from experiencing abuse and from being more abusive. Significantly, they found that the experience of misconduct was significantly linked to exit, and that filing grievances was somewhat accidental. This suggests that some of the negative consequences may be due to the initial experience of mishandling, and not just as a result of taking remedial action. Institutional justice is consistent with the literature that a person who perceives misconduct may respond by changing their behavior and / or leaving. The type of misconduct is also particularly important; Klaus and de Nichi (1989) drew the distinction between reduction categories and found that personalized misconduct was linked to more job withdrawal than policy-related misconduct.

According to Aswathappa.K, Satisfaction can be defined as a feeling of dissatisfaction or dissatisfaction that, whether expressed or not, is unreasonable, unreasonable, or unequal in that it does not arise from anything that an employee thinks, believes, or feels affiliated with the company.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

- Research design is the specification of the method and procedure for acquiring the information needed to solve the problem.
- The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is to find the effectiveness of Grievance Handling.

3.2 SAMPLING TECHNIQUE

- To study the project a simple random sampling method is used.

3.3 SOURCE OF DATA

- The two sources of data collection are namely primary & secondary.

3.3.1 Primary Data

- Primary data are collected through questionnaire.

3.3.2 Secondary Data

- Secondary data are collected from books and internet.

3.4 STRUCTURE OF QUESTIONNAIRE

A comprehensive questionnaire covering all aspects of the organizational function was drawn and used in this study. The questionnaire comprised multiple choices and closed ended questions.

3.5 SAMPLE SIZE

A sample of 150 respondent was taken into consideration for my study and the data was collected

3.6 PERIOD OF STUDY

The study was conducted for a period of 3 months.

3.7 ANALYTICAL TOOLS :

Techniques are used to obtain findings and arrange information in logical sequence from the raw data collected. After the tabulation of data the tools provide a scientific and mathematical solutions to complex problems. The present study uses the following statistical tools for analysing the collected data.

1. percentage
2. anova
3. Chi-square

CHAPTER-4

PERCENTAGE ANALYSIS

Percentage analysis shows that entire population on terms of percentage. It reveals the number of belonging in the particular category of the number of people preferring a particular things in terms of percentage. In this study, the number of people who responded in a particular manner is interpreted in forms of percentage. Each table has been calculated on the basis of percentage.

4.1 DATA ANALYSIS AND INTERPRETATION

TABLE 4.1.1 TABLE SHOWING GENDER

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Male	96	64%
Female	54	36%
Prefer not to say	-	-
TOTAL	150	100%

Source: primary data

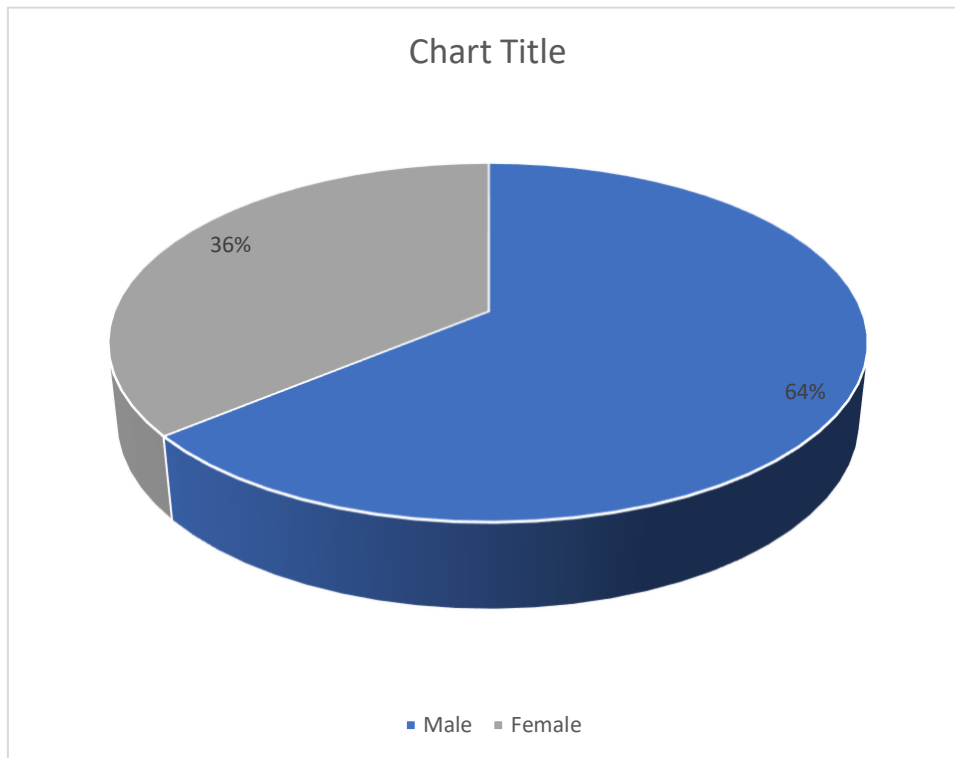


CHART 4.1.1 CHART SHOWING GENDER WISE CALCULATION

INTERPRETATION:

From the above table it is interpreted that 64% of respondents of Male category, 36% of respondents of female category.

INFERENCE:

The majority of respondents are male.

TABLE 4.1.2 TABLE SHOWING AGE

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
20-25	77	50%
26-30	29	19%
31-35	17	11%
36-40	15	10%
41and above	16	10%
Total	150	100%

Sources: Primary Data

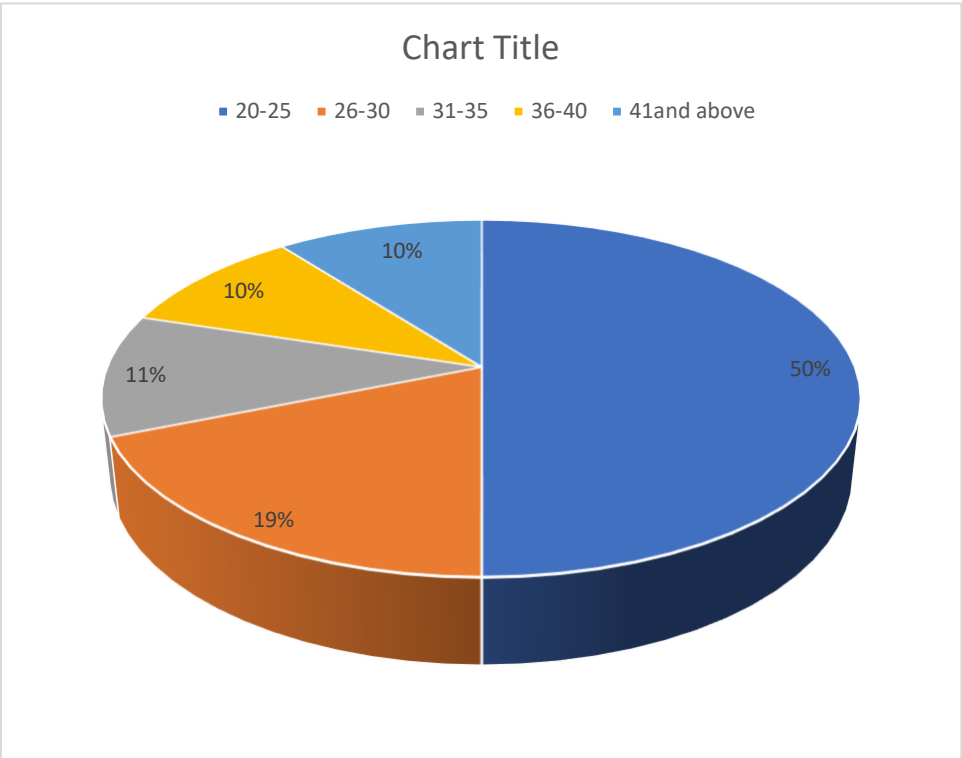


CHART 4.1.2 CHART SHOWING AGE WISE CALCULATION

INTERPRETATION:

From the above table it is interpreted that 51% of respondents of 20-25 category, 19% of respondents of 26-30 category, 11% of respondents of 31-35 category, 10.% of respondents of 36-40 category, 10% of respondents of 41 and above category

INFERENCE:

Majority of the respondents are 20-25

TABLE 4.1.3 TABLE SHOWING MARITAL STATUS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Unmarried	101	29%
Married	44	67%
Prefer not to say	5	4%
Total	150	100%

Sources: Primary Data

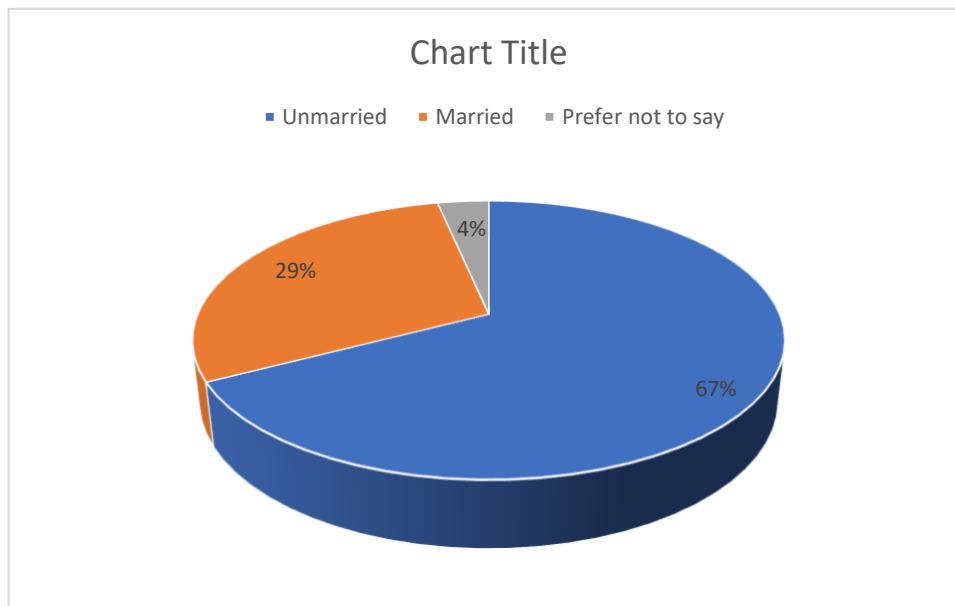


CHART 4.1.3 CHART SHOWING MARITAL STATUS WISE CALCULATION

INTERPRETATION:

From the above table it is interpreted that 29% of respondents of Married category. 67% of respondents of Unmarried category, 4% of respondents of prefer not to say category.

INFERENCE

Majority of the respondents are unmarried

TABLE 4.1.4 TABLE SHOWING EDUCATION STATUS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Primary education	7	5%
Secondary	7	5%
Diploma	31	21%
University	97	65%
Others	8	5%
Total	150	100%

Sources: Primary Data

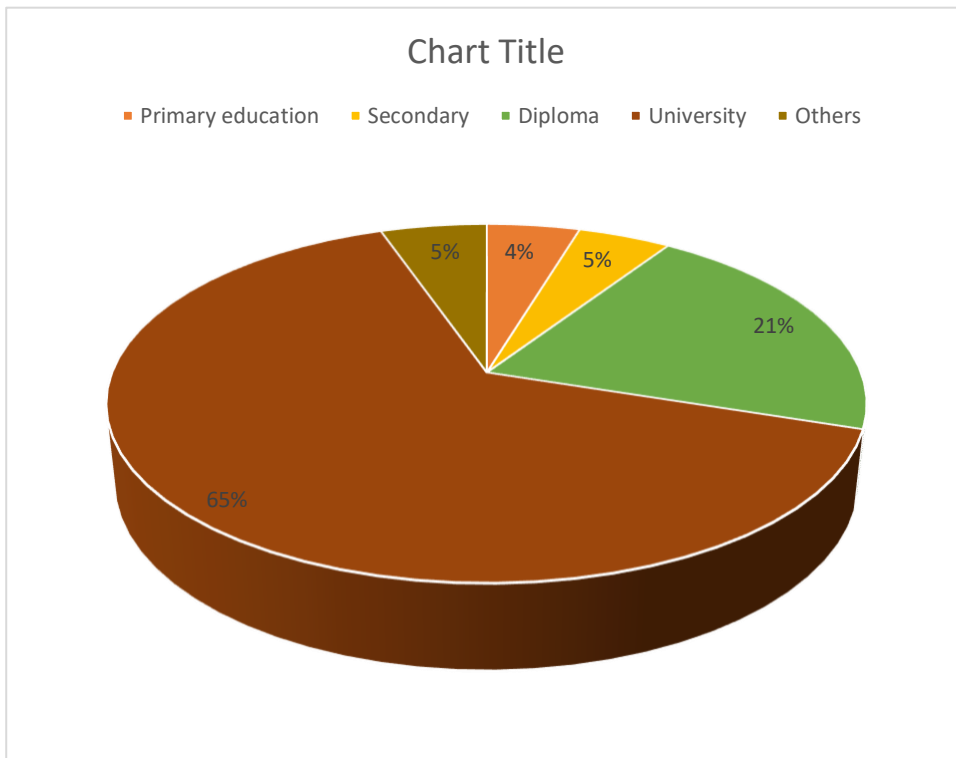


CHART 4.1.4 CHART SHOWING EDUCATION STATUS WISE CALCULATION

INTERPRETATION:

From the above table it is interpreted that 5% of respondents of Primary education category, 5% of respondents of Secondary category, 21% of respondents of Diploma category, 65% of respondents of University category, 5% of respondents of Others category.

INFERENCE

Majority of the respondents are University

TABLE 4.1.5 TABLE SHOWING WORK EXPERIENCE WISE CALCULATION

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1-5 months	28	19%
6-12months	25	17%
1-5 years	65	43%
6-10years	18	12%
11 years above	14	9%
Total	150	100%

Sources: Primary Data

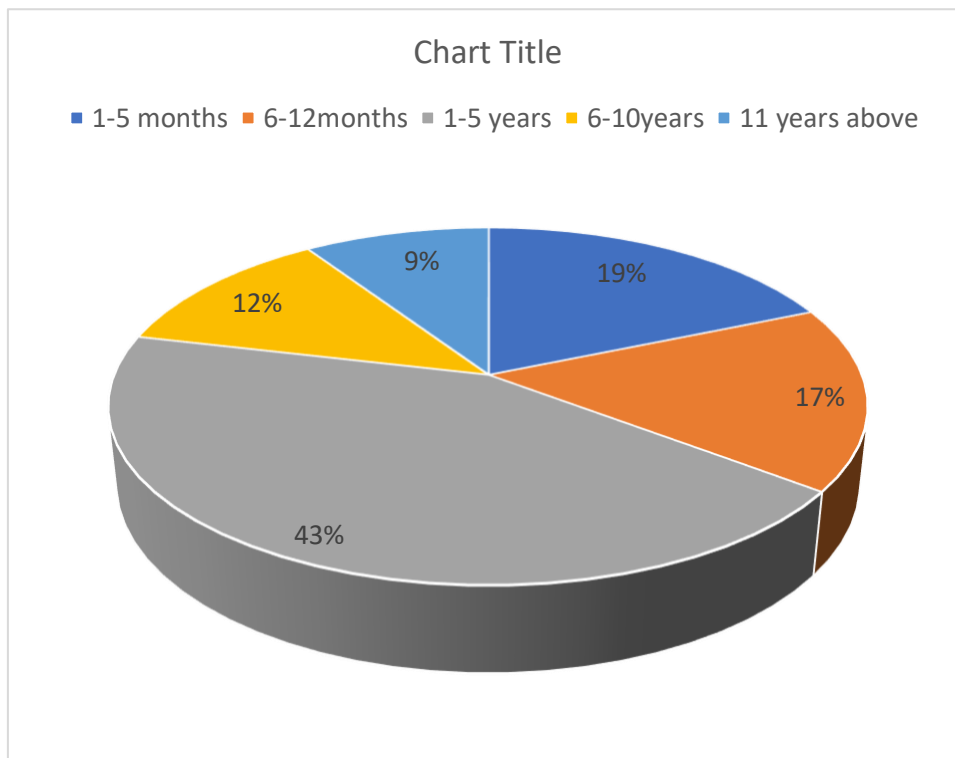


CHART 4.1.5 CHART WORK EXPERIENCE WISE CALCULATION

INTERPRETATION:

From the above table it is interpreted that 19% of respondents of 1-5 months category, 17% of respondents of 6-12months category, 43% of respondents of 1-5 years category, 12% of respondents of 6-10years category, 9% of respondents of 11 years above category.

INFERENCE

Majority of the respondents are 1-5 years

TABLE 4.1.6 TABLE SHOWING MEASURES TAKEN TO ADDRESS EMPLOYEE GRIEVANCES

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Yes	108	72%
No	30	20%
Maybe	12	8%
Total	150	100%

Sources: Primary Data

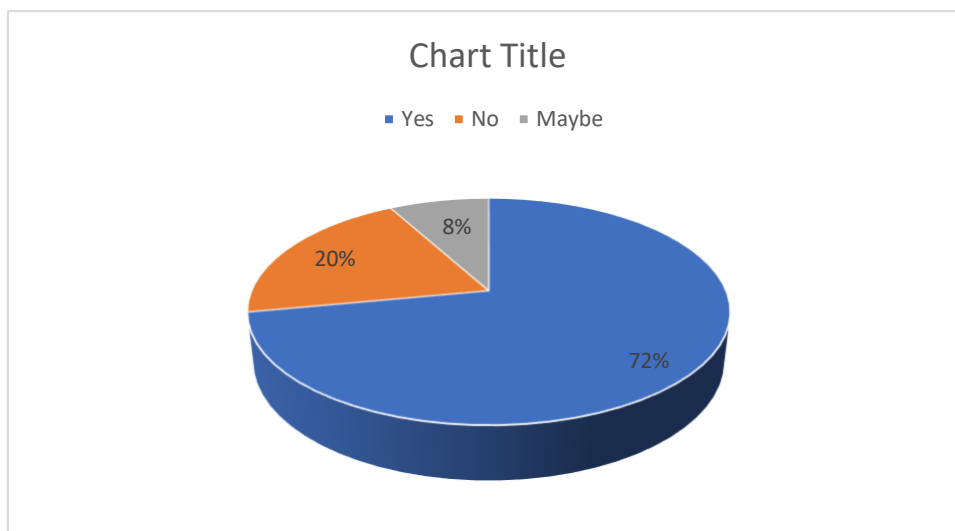


CHART 4.1.6 CHART SHOWING MEASURES TAKEN TO ADDRESS EMPLOYEE GRIEVANCES

INTERPRETATION:

From the above table it is interpreted that 72% of respondents of Yes category, 20% of respondents of No category, 8% of respondents of Maybe category.

INFERENCE

Majority of the respondents are Yes

TABLE 4.1.7 TABLE SHOWING STYLES OF GRIEVANCE HANDLING IN YOUR ORGANISATION

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Integrating	11	7%
Compromising	94	63%
Avoiding	22	7%
Intimidating	21	14%
Others	2	1%
Total	150	100%

Sources: Primary Data

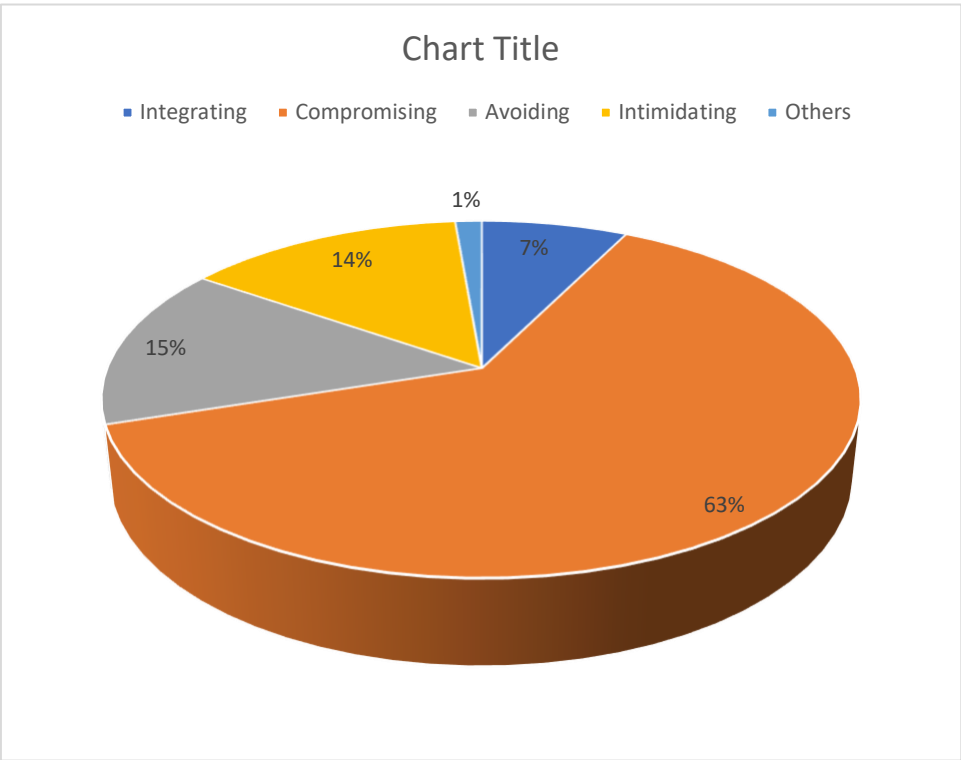


CHART 4.1.7 CHART SHOWING STYLES OF GRIEVANCE HANDLING IN YOUR ORGANISATION

INTERPRETATION:

From the above table it is interpreted that 7% of respondents of Integrating category, 63% of respondents of Compromising category, 15% of respondents of Avoiding category, 14% of respondents of Intimidating category, 1% of respondents of Others category.

INFERENCE

Majority of the respondents are Compromising

TABLE 4.1.8 TABLE SHOWING SATISFIED TO MEET YOUR ORGANISATION GOAL

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	24	16%
Satisfied	85	56%
Neutral	28	19%
Not satisfied	12	8%
Highly not satisfied	1	1%
Total	150	100%

Sources: Primary Data

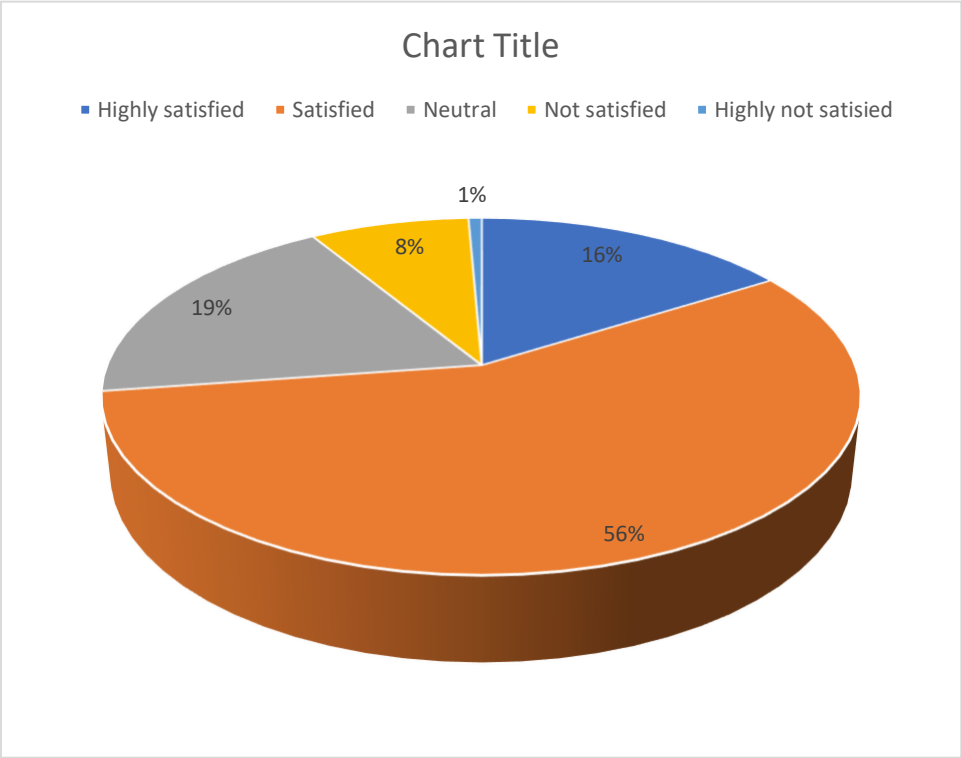


CHART 4.1.8 CHART SHOWING SATISFIED TO MEET YOUR ORGANISATION GOAL

INTERPRETATION:

From the above table it is interpreted that 18% of respondents of Highly satisfied category,56% of respondents of Satisfied category,19% of respondents of Neutral category,8% of respondents of Not satisfied category,1% of respondents of Highly not satisfied category.

INFERENCE;

Majority of the respondents are Satisfied

TABLE 4.1.9 TABLE SHOWING HOW OFTEN YOU FACE GRIEVANCE

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Most often	19	13%
often	24	16%
Rarely	53	35%
Sometimes	46	31%
Not at all	8	5%
Total	150	100%

Sources: Primary Data

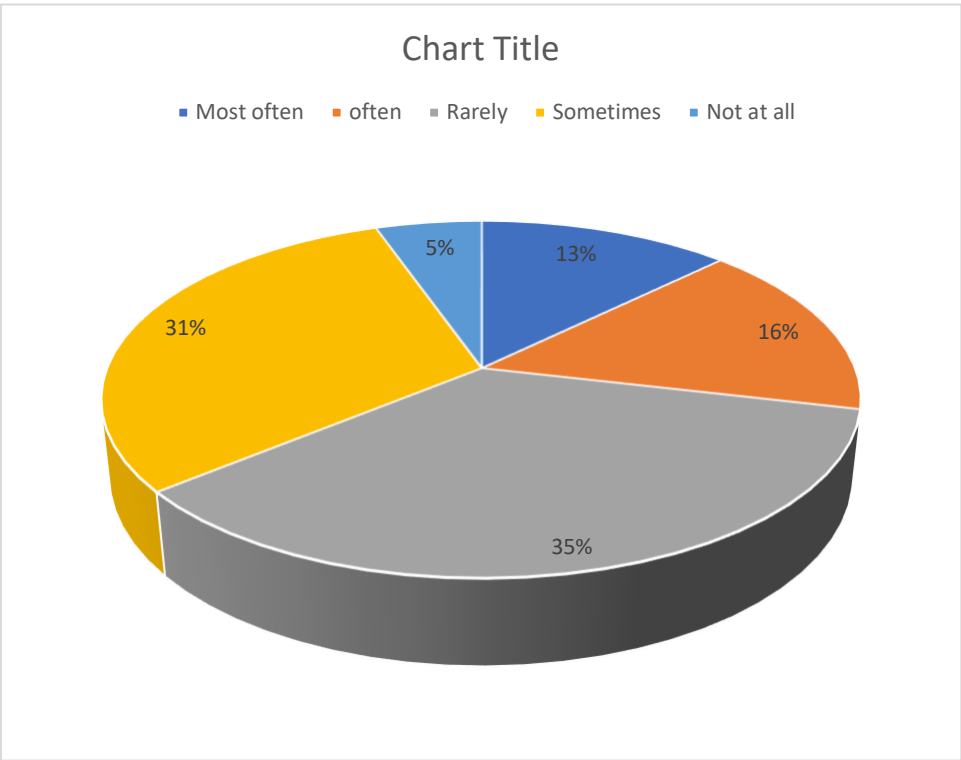


CHART 4.1.9 CHART SHOWING HOW OFTEN YOU FACE GRIEVANCE

INTERPRETATION:

From the above table it is interpreted that 13% of respondents of Most often category, 16% of respondents of Often category, 35% of respondents of Rarely category, 31% of respondents of Sometimes category, 5% of respondents of Not at all category.

INFERENCE

Majority of the respondents are Rarely

TABLE 4.1.10 TABLE SHOWING GRIEVANCE ARE RELATED TO

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Work Environment	38	25%
Supervision	35	23%
Workgroup	34	23%
Economic(Salary, Reward, Incentives)	35	23%
Social Injustice	8	6%
Total	150	100%

Sources: Primary Data

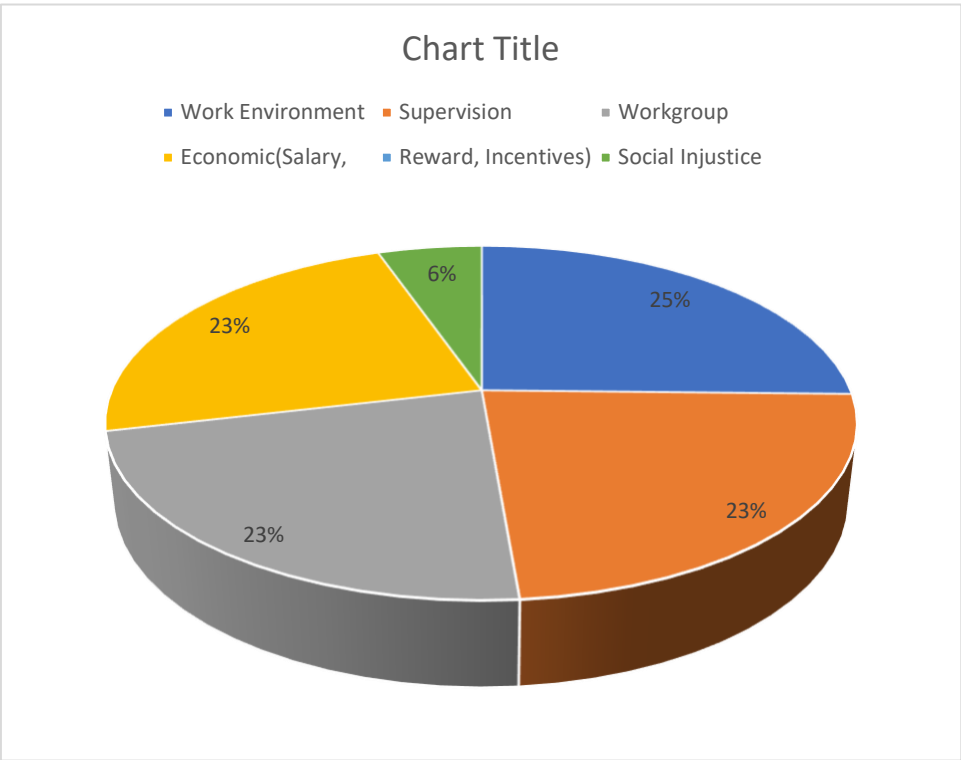


CHART 4.1.10 CHART SHOWING GRIEVANCE ARE RELATED TO

INTERPRETATION:

From the above table it is interpreted that 25% of respondents of Work Environment category, 23% of respondents of Supervision category, 23% of respondents of Workgroup category, 23% of respondents of Economic(Salary, Reward, Incentives) category, 6% of respondents of Social Injustice category.

INFERENCE

Majority of the respondents are Work Environment

TABLE 4.1.11 TABLE SHOWING HOW OFTEN YOUR GRIEVANCE BEING TAKEN CARE OFF

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Most often	43	29%
often	46	31%
Rarely	37	25%
Sometimes	19	12%
Not at all	5	3%
Total	150	100%

Sources: Primary Data

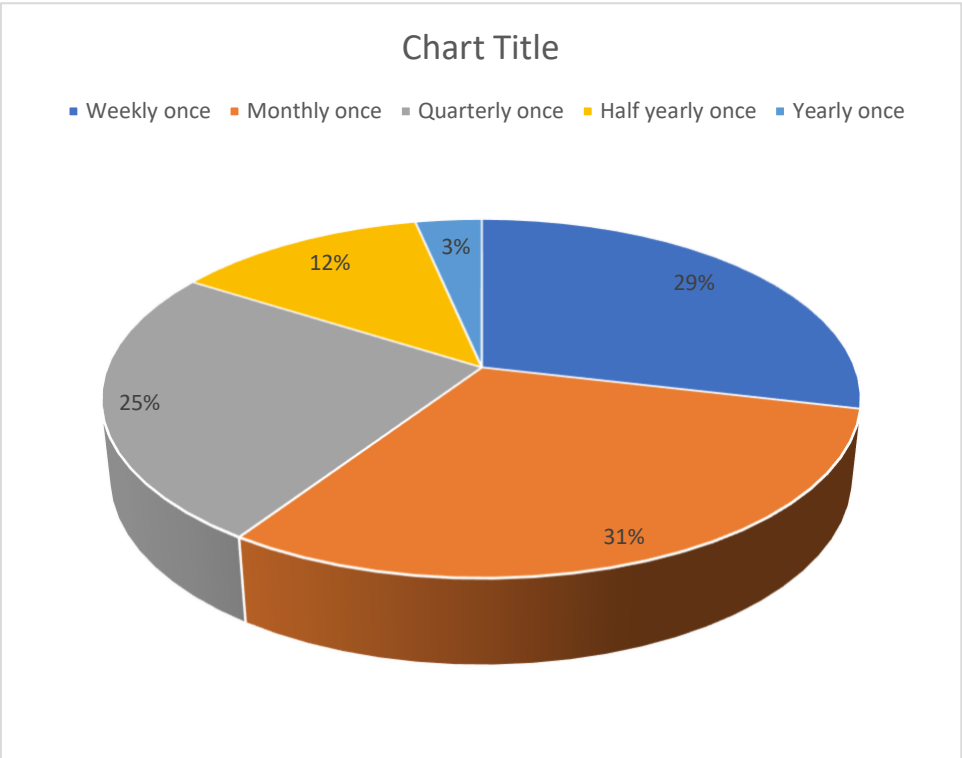


CHART 4.1.11 CHART SHOWING HOW OFTEN YOUR GRIEVANCE BEING TAKEN CARE OFF

INTERPRETATION:

From the above table it is interpreted that 29% of respondents of Weekly once category,31% of respondents of Monthly once category, 25% of respondents of Quarterly once category, 12% of respondents of Half yearly once category, 3% of respondents of Yearly once category.

INFERENCE:

Majority of the respondents are often

TABLE 4.1.12 TABLE SHOWING DURATION OF HANDLING PROCESS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
2 Weeks	64	42%
1 month	44	29%
2 month	16	11%
3 month	19	13%
6 month	7	5%
Total	150	100%

Sources: Primary Data

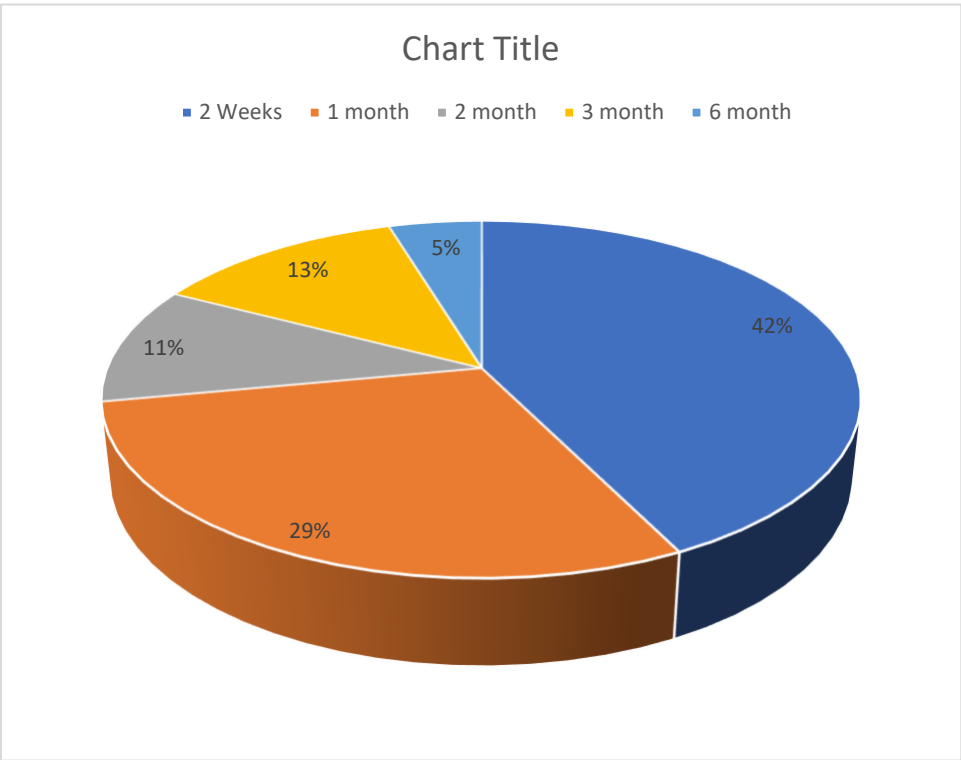


CHART 4.1.12 CHART SHOWING DURATION OF HANDLING PROCESS

INTERPRETATION:

From the above table it is interpreted that 42% of respondents of 2 Weeks category, 29% of respondents of 1 month category, 11% of respondents of 2 month category, 13% of respondents of 3 month category, 5% of respondents of 6 month category.

INFERENCE

Majority of the respondents are 2 Weeks

TABLE 4.1.13 TABLE SHOWING SATISFIED WITH THE EXISTING GRIEVANCE HANDLING SYSTEM

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	21	14%
Satisfied	60	40%
Neutral	41	27%
Not satisfied	25	17%
Highly not satisfied	3	2%
Total	150	100%

Sources: Primary Data

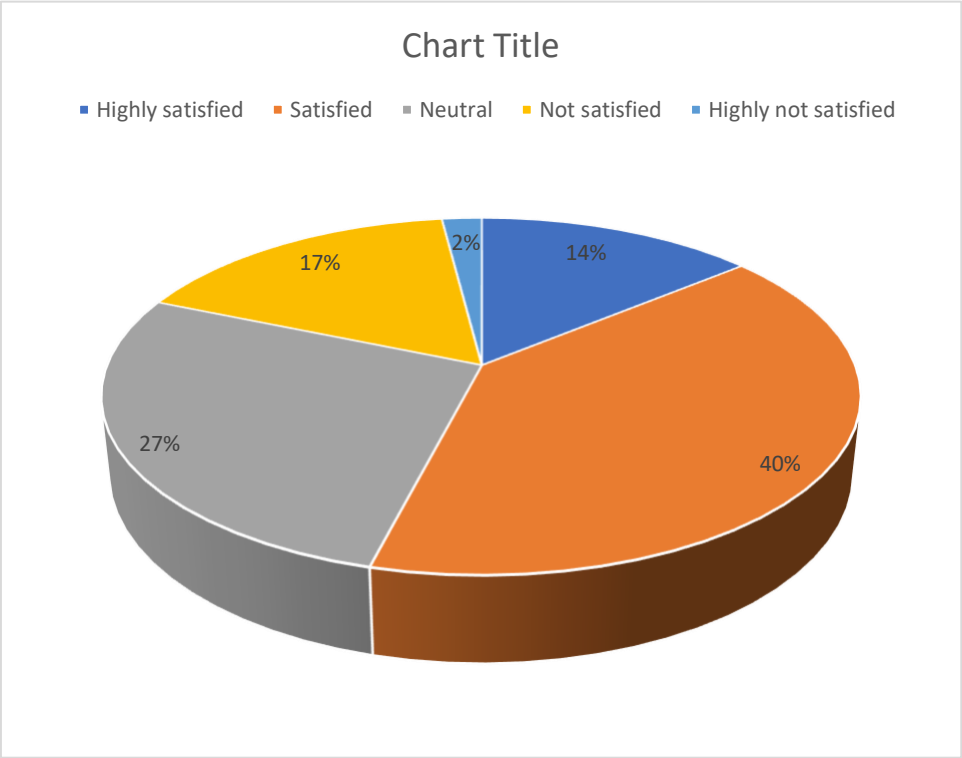


CHART 4.1.13 CHART SHOWING SATISFIED WITH THE EXISTING GRIEVANCE HANDLING SYSTEM

INTERPRETATION:

From the above table it is interpreted that 14% of respondents of Highly satisfied category, 40% of respondents of Satisfied category, 27% of respondents of Neutral category, 17% of respondents of Not satisfied category, 2% of respondents of Highly not satisfied category.

INFERENCE

Majority of the respondents are Satisfied

**TABLE 4.1.14 TABLE SHOWING TAKEN BY THE TOP MANAGEMENT
RELATED TO YOUR GRIEVANCE IS SATISFACTORY**

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	24	16%
Satisfied	57	38%
Neutral	44	29%
Not satisfied	21	14%
Highly not satisfied	4	3%
Total	150	100%

Sources: Primary Data

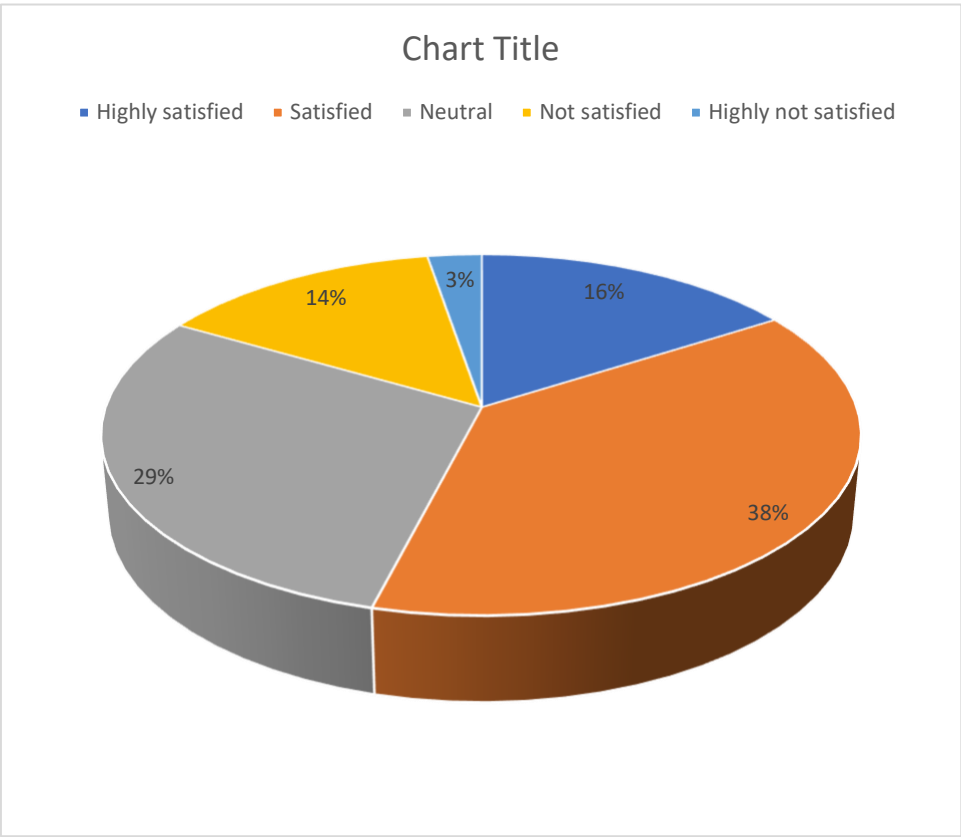


CHART 4.1.14 CHART SHOWING TAKEN BY THE TOP MANAGEMENT RELATED TO YOUR GRIEVANCE IS SATISFACTORY

INTERPRETATION:

From the above table it is interpreted that 16% of respondents of Highly satisfied category, 38% of respondents of Satisfied category, 29% of respondents of Neutral category, 14% of respondents of Not satisfied category, 3% of respondents of Highly not satisfied category.

INFERENCE

Majority of the respondents are Satisfied

TABLE 4.1.15 TABLE SHOWING LEVEL THE MANAGEMENT IS EFFECTIVE IN GRIEVANCE SETTLEMENT

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly Effective	26	17%
Effective	68	46%
Moderate	33	22%
Not effective	21	14%
Highly Not effective	2	1%
Total	150	100%

Sources: Primary Data

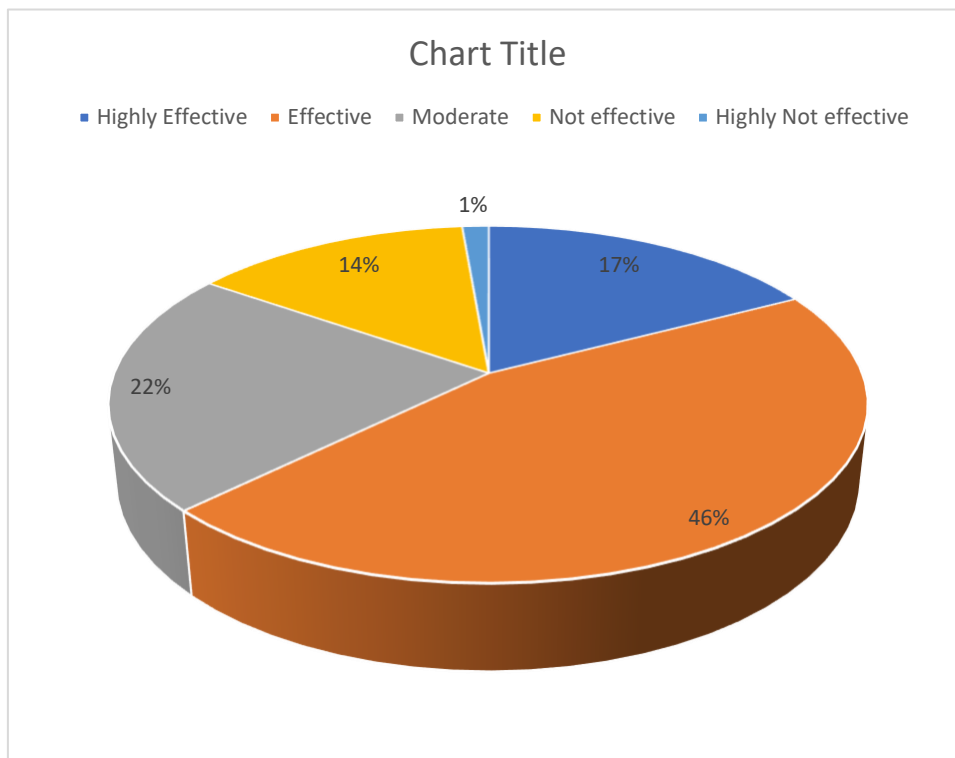


CHART 4.1.15 CHART SHOWING LEVEL THE MANAGEMENT IS EFFECTIVE IN GRIEVANCE SETTLEMENT

INTERPRETATION:

From the above table it is interpreted that 17% of respondents of Highly Effective category, 46% of respondents of Effective category, 22% of respondents of Moderate category, 14% of respondents of Not effective category, 1% of respondents of Highly Not effective category.

INFERENCE

Majority of the respondents are Effective

TABLE 4.1.16 TABLE SHOWING MEASURES BEEN EFFECTIVE IN ADDRESSING EMPLOYEE GRIEVANCE

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly Effective	28	19%
Effective	35	23%
Moderate	60	40%
Not effective	22	15%
Highly Not effective	5	3%
Total	150	100%

Sources: Primary Data

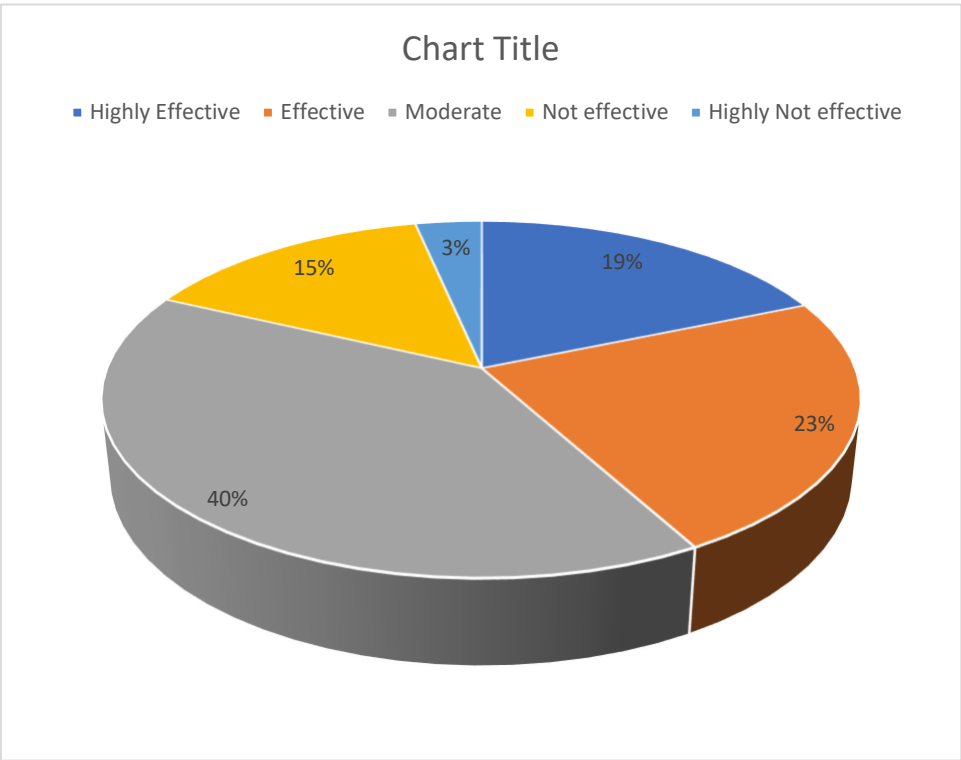


CHART 4.1.16 CHART SHOWING MEASURES BEEN EFFECTIVE IN ADDRESSING EMPLOYEE GRIEVANCE

INTERPRETATION:

From the above table it is interpreted that 19% of respondents of Highly Effective category, 23% of respondents of Effective category, 40% of respondents of Moderate category, 15% of respondents of Not effective category, 13% Highly Not effective.

INFERENCE

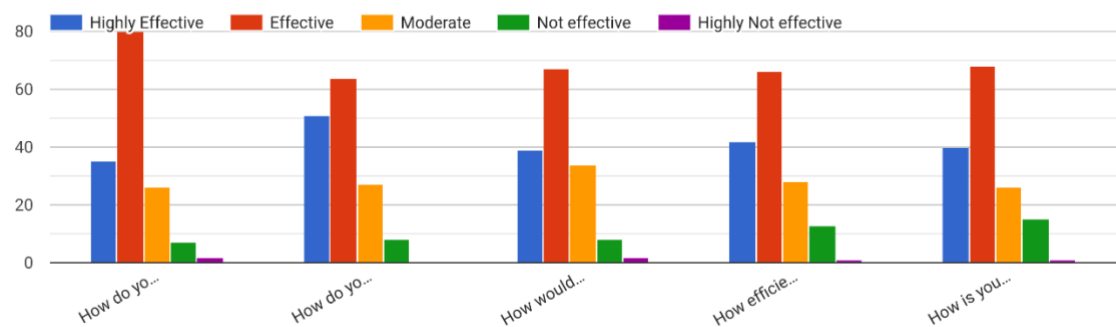
Majority of the respondents are Moderate.

TABLE 4.1.17 TABLE

	NO.OF RESPONDENTS					
Particular	Highly Effective	Effective	Moderate	Not effective	Highly not effective	Total
How your management response to your grievance	35	80	26	7	2	150
How supervisors strive to minimize the rate of employee grievances	51	64	27	8	-	150
How would you generally characterize the management responds to employee grievance	39	67	34	8	2	150
How efficiently organisation handle your grievances	42	66	28	13	1	150
How is your management take care of your grievance	40	68	26	15	1	150
PERCENTAGE	26%	45%	23%	5%	1%	

Sources: Primary Data

CHART 4.1.17 CHART



INTERPRETATION:

From the above table it is interpreted that 26% of respondents of Highly Effective category, 45% of respondents of Effective category, 23% of respondents of Moderate category, 5% of respondents of Not effective category, 1% of respondents of Highly Not Effective category.

INFERENCE

Majority of the respondents are Effective

4.2 ONE WAY ANNOVA

Age of respondents and their opinion about present organizational environment

H0 (Null Hypothesis) = There is no significant relationship between age of respondents and their opinion about present organizational environment.

H1 (Alternate Hypothesis) = There is a significance relationship between age of respondents and their opinion about present organizational environment

Descriptive

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Min	Max
existing grievance handling system	20-25	77	3.58	.991	.113	3.36	3.81	1	5
	26-30	29	3.28	1.099	.204	2.86	3.69	1	5
	31-35	17	3.53	.717	.174	3.16	3.90	2	4
	36-40	15	3.33	1.113	.287	2.72	3.95	2	5
	41and above	12	3.33	.985	.284	2.71	3.96	2	5
	Total	150	3.47	.995	.081	3.31	3.63	1	5
The decision taken by the top management	20-25	77	3.45	.953	.109	3.24	3.67	1	5
	26-30	29	3.66	.936	.174	3.30	4.01	1	5
	31-35	17	3.59	1.064	.258	3.04	4.14	2	5
	36-40	15	3.27	1.223	.316	2.59	3.94	1	5
	41and above	12	3.67	1.231	.355	2.88	4.45	1	5
	Total	150	3.51	1.008	.082	3.34	3.67	1	5

ANOVA

		Sum of Square	df	Mean Square	F	Sig.
existing grievance handling system	Between Groups	2.664	4	.666	.667	.616
	Within Groups	144.730	145	.998		
	Total	147.393	149			
The decision taken by the top management	Between Groups	2.133	4	.533	.518	.723
	Within Groups	149.360	145	1.030		
	Total	151.493	149			

HO > H1: H0 is accepted.

Interpretation

- From the table it is known that The p value is greater than 0.05 for both the factors. Hence accept H0. The employees are not satisfied with the existing grievance system & decisions by top management

4.3 CHI-SQUARE TEST

The Chi-Square test is a fairly, simple and definitely the most popular of all the other tools, the Chi-Square test is most widely used non-parametric test in Statistical work. It makes no assumption about being sampled, The Chi-Square describes the magnitude of discrepancy between theory and observation.

Crosstab

Age * To what level the Management is effective in grievance settlement?

Age	Highly Effective	Effective	Moderate	Not effective	Highly Not effective	Total
20-25	14	34	21	8	0	77
26-30	4	14	5	5	1	29
31-35	2	7	4	3	1	17
36-40	2	8	1	4	0	15
41and above	4	5	2	1	0	12
Total	26	68	33	21	2	150

CHI-SQUARE TESTS

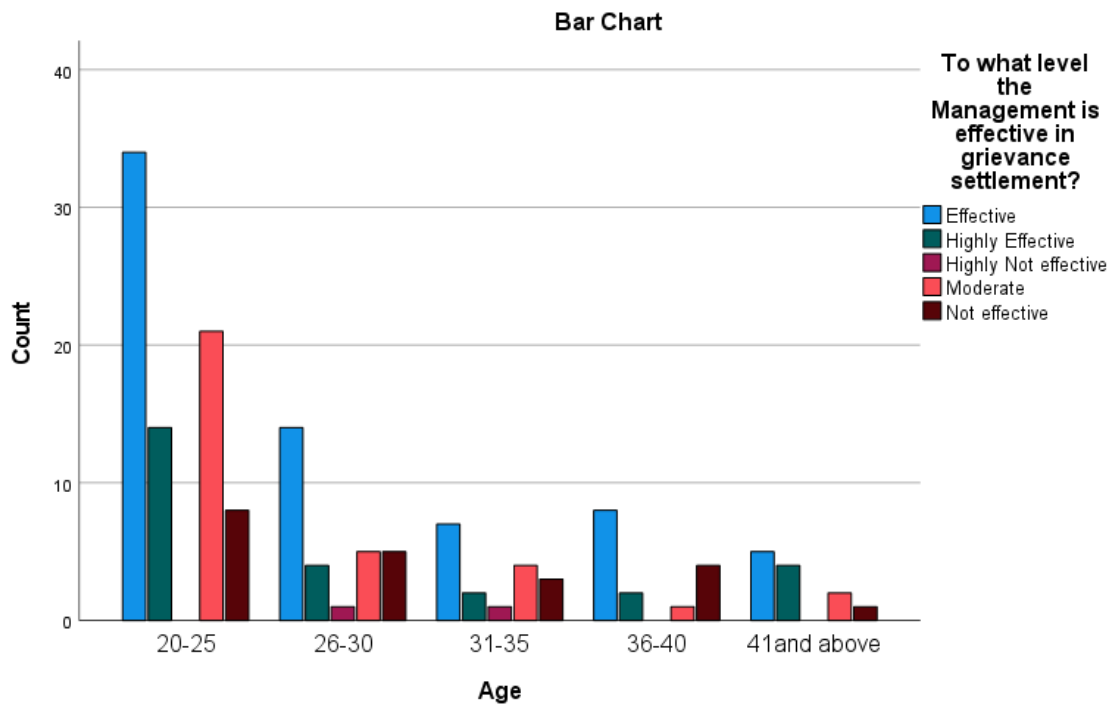
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.984 ^a	16	.600
Likelihood Ratio	13.835	16	.611
N of Valid Cases	150		

- a. 15 cells (60.0%) have expected count less than 5.
The minimum expected count is .16.

INTERPRETATION

From the table it is known that The p value is greater than 0.05 the factors. Hence accept H0. The employees are not satisfied grievance settlement

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4.3.1 CHI-SQUARE BAR CHART

INTERPRETATION:

From the above bar chart it is interpreted that Majority of the respondents are Effective in all age groups

CHAPTER-5

5.1 FINDINGS:

- 64% respondents are male
- 50% respondents are from age group 20-25
- 67% respondents to unmarried
- 65% respondents are University for education status
- 43% respondents are work experience 1-5 years
- 72% respondents are Yes for ADDRESS EMPLOYEE GRIEVANCES
- 63% respondents are Compromising for GRIEVANCE HANDLING IN YOUR ORGANISATION
- 36% of the respondents are Satisfied for MEET YOUR ORGANISATION GOAL
- 35% of the respondents are Rarely for HOW OFTEN YOU FACE GRIEVANCE
- 25% of the respondents are Work Environment for GRIEVANCE ARE RELATED TO
- 31% of the respondents are often for HOW OFTEN YOUR GRIEVANCE BEING TAKEN CARE OFF
- 42% of the respondents are 2 Weeks For DURATION OF HANDLING PROCESS
- 40% of the respondents are Satisfied for SATISFIED WITH THE EXISTING GRIEVANCE HANDLING SYSTEM
- 38% of the respondents are Satisfied for TAKEN BY THE TOP MANAGEMENT RELATED TO YOUR GRIEVANCE IS SATISFACTORY
- 46% of the respondents are for Effective for LEVEL THE MANAGEMENT IS EFFECTIVE IN GRIEVANCE SETTLEMENT
- 40% of the respondents are Moderate for MEASURES BEEN EFFECTIVE IN ADDRESSING EMPLOYEE GRIEVANCE
- According to my study existing grievance handling method are satisfied so continue the same environment in work place

- According to my study decision taken by management are satisfied so continue the same environment
- According to my study settlement of grievance handling is effective so I suggest that improve the settlement level
- According to my study supervisor has to spend time with employees

5.2 SUGGESTIONS

- Based on this research most employees are satisfied with the job position, so management should maintain the same position in the company.
- The Company should inform everyone about the company's objectives and expectations including what is expected from each person.
- Informal counselling helps to address and manage grievances in the work environment.
- Conflict management in the company can help reduce the number of grievance redressal rates.
- The top level management has to take care about of grievance.
- According to my study existing grievance handling method are satisfied so continue the same environment in work place
- According to my study decision taken by management are satisfied so continue the same environment
- According to my study settlement of grievance handling is effective so I suggest that improve the settlement level
- According to my study most of the employees suggested to have a suggestion box
- According to my study supervisor has to spend time with employees

5.3 CONCLUSION

The study was about employee grievance handling mechanism which has been conducted in manufacturing industry. Then I which helps to understand that employees are aware about the grievance handling mechanism done in the organisation. The study reveals that the grievance handling mechanism is satisfactory. The organisation is recognizing the importance of satisfying the employees and retaining them. Further improvement can be made so that all members are highly satisfied with the procedure. The suggestion and recommendations when implemented will still more benefit the organisation.

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APPENDIX – I

QUESTIONNAIRE:

1) Name

.....

2) Gender

Male ☐

Female ☐

Prefer not to say ☐

3) Age

20-25 ☐

26-30 ☐

31-35 ☐

36-40 ☐

41and above☐

4) Marital Status

Married ☐

Unmarried ☐

Prefer not to say☐

5) Education Status

Primary education ☐

Secondary ☐

Diploma ☐

University ☐

Other ☐

6) Are there any measures taken to address employee grievances in your department ?

Yes ☐

No ☐

Maybe ☐

7) Would you please tick the appropriate styles of grievance handling in your organisation given below ?

Integrating ☐

Compromising ☐

Avoiding ☐

Intimidating ☐

Others ☐

8) Are you satisfied to meet your organisation goal work?

Highly satisfied ☐

Satisfied ☐

Neutral ☐

Not satisfied ☐

Highly not satisfied ☐

9) How often you face grievance in your organization?

Most often ☐

Often ☐

Rarely ☐

Sometimes ☐

Not at all ☐

10)Most of your grievance are related to ?

Work Environment ☐

Supervision ☐

Workgroup ☐

Economic(Salary, Reward, Incentives) ☐

Social Injustice ☐

11)Whom does you report your grievances ?

Superior ☐

Colleagues (discussion) ☐

Function Head ☐

Head of HR department ☐

None of the given option☐

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

Most often ☐

Often ☐

Rarely ☐

Sometimes ☐

Not at all ☐

13)How much times your superior takes on a complaint (duration of handling process) ?

2 Weeks☐

1 month ☐

2 month ☐

3 month ☐

6 month☐

14) Are you satisfied with the existing grievance handling system ?

Highly satisfied ☐

Satisfied ☐

Neutral ☐

Not satisfied ☐

Highly not satisfied ☐

15) The decision taken by the top management related to your grievance is satisfactory?

Highly satisfied ☐

Satisfied ☐

Neutral ☐

Not satisfied ☐

Highly not satisfied ☐

16) To what level the Management is effective in grievance settlement?

Highly Effective ☐

Effective ☐

Moderate ☐

Not effective ☐

Highly Not effective ☐

17) To what extent have those measures been effective in addressing employee grievance?

Highly Effective ☐

Effective ☐

Moderate ☐

Not effective ☐

Highly Not effective ☐

Particular	Highly Effective	Effective	Moderate	Not effective	Highly not effective
18)How your management response to your grievance					
19)How supervisors strive to minimize the rate of employee grievances					
20)How would you generally characterize the management responds to employee grievance					
21)How efficiently organization handle your grievances					
22)How is your management take care of your grievance					

23)What would you suggest to improve the measures taken to address employee grievances ?

.....
.....

APPENDIX II

**A STUDY ON SIGNIFICANCE OF GRIEVANCE HANDLING
SYSTEM TOWARDS EMPLOYEE MOTIVATION IN
MANUFACTURING INDUSTRY**

1Mr.Sam Ashwin S R and 2Mr. John Paul M.

1 Student, School of Business Administration 2 Assistant Professor, School of
Business Administration Sathyabama Institute of science and Technology.
Chennai 600119, Tamil Nadu, India.

ABSTRACT:

The primary objective of this Study on significance of grievance handling system towards employee motivation in manufacturing industry. The secondary objective of this to know satisfaction level in the existing grievance handling system in manufacturing industry .To know decision taken by the top management are satisfied in manufacturing industry . To know the effectiveness of grievance handling settlement in manufacturing industry The research type used in this study is descriptive . Primary data is used for analysis using questionnaire. Secondary data from internet. I have use two data tools using spss namely anova and chi square for analysis and also use percentage analysis . The study is for 3 months. Used raw data for analysis that collected from the response

Key word: Grievance, existing grievance handle, grievance settlement

INTRODUCTION

Complaints are related to problems of explanation or failure to meet one's expectations from the company. A grievance is a complaint by one or more workers regarding the organization. It may be related to wages, working conditions, leave, relocation, overtime, promotion, seniority, assignment and termination of service.

The knowledge worker has to deal with the growing competition survival care company, so staff shortages in that regard is an issue that management should take

care of. Grievance is the feeling of resentment or dissatisfaction with something that is believed to be wrong or unreasonable, especially in the context of an employee's grievances in the workplace. Previous causes for grievances among employees are common in nature, but as competition grows and companies operate globally it leads to a war for talent in the labour market, so the causes of grievances also vary in nature. Many researchers have found a strong link between employee shortages and employee performance, as well as employee earnings goals and job satisfaction. If grievances are not managed properly it can directly or indirectly affect the productivity and performance of the company. Therefore, the company must properly address or prevent survival and market excellence.

OBJECTIVES OF THE STUDY

The primary objective of this Study on significance of grievance handling system towards employee motivation in manufacturing industry and the secondary objective is to know satisfaction level in the existing grievance handling system in manufacturing industry. To know decision taken by the top management are satisfied in manufacturing industry. To know the effectiveness of grievance handling settlement in manufacturing industry

Review of literature

Grievance

According to Rose (2004) Lack of any dissatisfaction related to work and workplace Revealed in a formal way by the employee to his immediate supervisor. Grievance is just a dissatisfaction in the world place .

Organization goals

Brian S. Klass (1989) Has identified some of the impacts of defects such as attendance, low productivity, turnover, and distribution behaviour. Mostly the target are making the employee dissatisfied some goals are very hard to achieve for identify the grievance.

Work place

Freeman and Medoff (1984), Their study revealed that the motive for leaving rates is less in unionized appearances than in non-unionized workplaces. In workplace employee to employees relationships has to be good and also employee to supervise relationship has to be more than satisfied. Maintain the work place with the good environment.

Supervisor handling

Bemmels and Reshef (1991) Mentioned that the supervisor's behaviour and personal attitudes may affect their style of dealing with grievances. Every supervisor has to be know about employees and pic the correct style of grievance handle process . Make sure that grievance handled by supervisor has to be effective to the employees.

Expression

Kaufman and Taras (1999), His study shows that non-union workers are less capable of resolving grievances and receive less benefits because they are unable to express it. Most of the employee will not express the feeling how the feel about organisation. Every employees has to express their feelings to supervisor.

Adopt the challenge

Joshua C. Polster (2011) Over the past fifty years, non-union employers have increasingly adopted systematic grievance redressal procedures that allow employees to challenge a company's decision or policy and provide appellate manager judgments on the challenge.

RESEARCH METHODOLOGY

Based on my study I use descriptive research . And also I take 150 respondent for my study . I use questionnaire as a Primary data and Secondary data from books. This is only article of my full research

RESULT

TABLE SHOWING AGE

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
20-25	77	50%
26-30	29	19%
31-35	17	11%
36-40	15	10%
41and above	16	10%
Total	150	100%

INFERENCE:

Majority of the respondents are 20-25

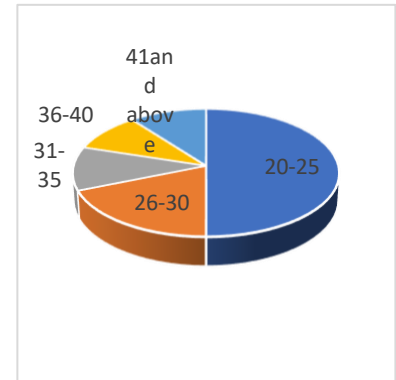


TABLE SHOWING SATISFIED LEVEL WITH THE EXISTING GRIEVANCE HANDLING SYSTEM

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	21	14%
Satisfied	60	40%
Neutral	41	27%
Not satisfied	25	17%
Highly not satisfied	3	2%
Total	150	100%

INFERENCE

Majority of the respondents are Satisfied

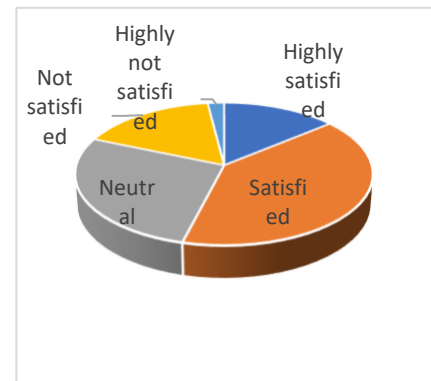


TABLE SHOWING DECISION TAKEN BY THE TOP MANAGEMENT GRIEVANCE IS SATISFACTORY LEVEL

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	24	16%
Satisfied	57	38%
Neutral	44	29%
Not satisfied	21	14%
Highly not satisfied	4	3%
Total	150	100%

INFERENCE

Majority of the respondents are Satisfied

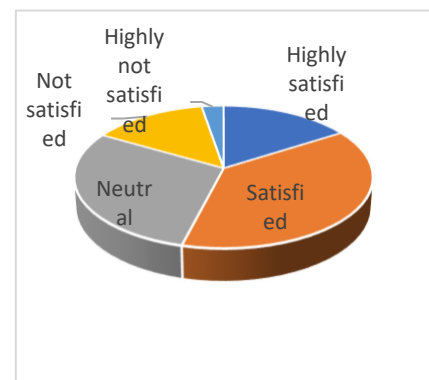
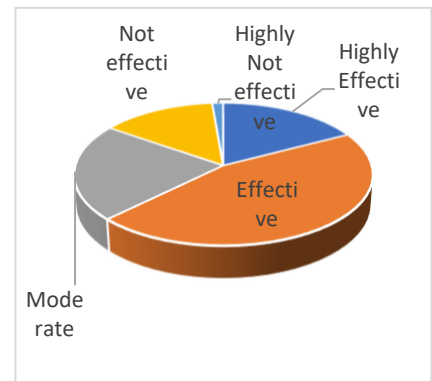


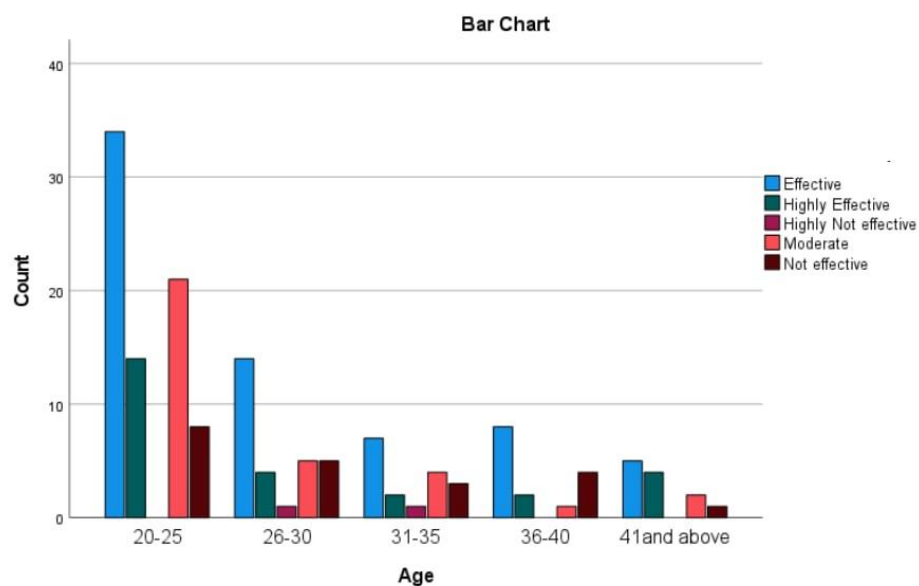
TABLE SHOWING LEVEL THE MANAGEMENT IS EFFECTIVE IN GRIEVANCE SETTLEMENT

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
Highly Effective	26	17%
Effective	68	46%
Moderate	33	22%
Not effective	21	14%
Highly Not effective	2	1%
Total	150	100%



INFERENCE

Majority of the respondents are effective



INTERPRETATION:

From the above bar chart it is interpreted that Majority of the respondents are Effective in all age groups.

Anova data analysis

	Age	N	Mean	Std. Deviation	Std. Error
existing grievance handling system	20-25	77	3.58	.991	.113
	26-30	29	3.28	1.099	.204
	31-35	17	3.53	.717	.174
	36-40	15	3.33	1.113	.287
	41and above	12	3.33	.985	.284
	Total	150	3.47	.995	.081
The decision taken by the top management	20-25	77	3.45	.953	.109
	26-30	29	3.66	.936	.174
	31-35	17	3.59	1.064	.258
	36-40	15	3.27	1.223	.316
	41and above	12	3.67	1.231	.355
	Total	150	3.51	1.008	.082

ANOVA

		Sum of Square	df	Mean Square	F	Sig.
existing grievance handling system	Between Groups	2.664	4	.666	.667	.616
	Within Groups	144.730	145	.998		
	Total	147.393	149			
The decision taken by the top management	Between Groups	2.133	4	.533	.518	.723
	Within Groups	149.360	145	1.030		
	Total	151.493	149			

INFERENCE

Majority of the respondents are Satisfied and Sig value for existing grievance handling system is .616 . Sig value for The decision taken by the top management is .723 sig value is more than 0.5 so hypothesis accepted

CHI-SQUARE TESTS

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.984 ^a	16	.600
Likelihood Ratio	13.835	16	.611
N of Valid Cases	150		

b. 15 cells (60.0%) have expected count less than 5.

The minimum expected count is .16.

INFERENCE

Majority of the respondents are effective. Sig value. 600 sig value is more than 0.5 so hypothesis accepted

FINDINGS:

- 50% respondents are from age group 20-25
- 40% of the respondents are Satisfied for SATISFIED LEVEL WITH THE EXISTING GRIEVANCE HANDLING SYSTEM
- 38% of the respondents are Satisfied for DECISION TAKEN BY THE TOP MANAGEMENT GRIEVANCE IS SATISFACTORY LEVEL
- 46% of the respondents are for Effective for LEVEL THE MANAGEMENT IS EFFECTIVE IN GRIEVANCE SETTLEMENT
- Supervisors has a good relationship with the employees
- Most of the employees are not involved in organization goals
- And also I find that most of the employees are under employees

SUGGESTIONS

- According to my study existing grievance handling method are satisfied so continue the same environment in work place
- According to my study decision taken by management are satisfied so continue the same environment
- According to my study settlement of grievance handling is effective so I suggest that improve the settlement level
- According to my study most of the employees suggested to have a suggestion box
- According to my study supervisor has to spend time with employees

CONCLUSION

The study was about employee grievance handling mechanism which has been conducted in manufacturing industry. Then I which helps to understand that employees are aware about the grievance handling mechanism done in the organisation. The study reveals that the grievance handling mechanism is satisfactory. The organisation is recognizing the importance of satisfying the employees and retaining them. Further improvement can be made so that all members are highly satisfied with the procedure. The suggestion and recommendations when implemented will still more benefit the organisation.

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