

**“A STUDY ON THE EFFECTIVENESS OF GRIEVANCE HANDLING  
TECHNIQUE AT VST BLUE METALS, KARUR”**

**A PROJECT REPORT**

Submitted

By

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P-2529



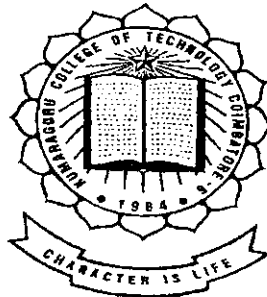
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**MASTER OF BUSINESS ADMINISTRATION**

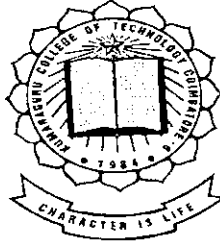


**DEPARTMENT OF MANAGEMENT STUDIES**

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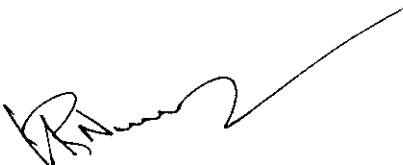
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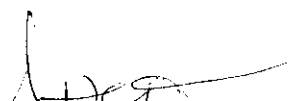
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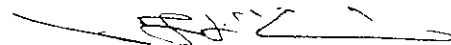




Punnam Chattiram, (P.O.) **KARUR - 639 139.**Date ... 20.08.2008**PROJECT COMPLETION CERTIFICATE**

This is to certify that Ms.S.Suganya, final year MBA student of KCT Business School, Kumaraguru College of Technology, coimbatore has done project work on the topic "A study on effectiveness of grievance handling technique in VST Blue Metals Karur" in our organisation during the period from january, 2008. During the above period, her performance, conduct and character were found to be very good.

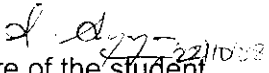
We wish all success in her life.

**For V.S.T. Blue Metals,****Proprietor.**

DECLARATION

## DECLARATION

I hereby declare that the dissertation entitled "**A STUDY ON THE EFFECTIVENESS OF GRIEVANCE HANDLING TECHNIQUE AT VST BLUE METALS, KARUR**" Submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my Original work and the dissertation has not formed The basis for the reward of any Degree, Associate ship, Fellowship or any other similar titles. I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

  
Signature of the student

With date

ABSTRACT

## EXECUTIVE SUMMARY

For a harmonious industrial environment it is essential that the management of the organization have keen interest in understanding the grievance of their employee and takes steps to solve the grievance. For a deep understanding of the grievance of the employee, an effective feedback system should be practiced by every organization.

Improper grievance system will lead to unsolved grievance and thus can hamper the harmonious environment in the organization. For an effective grievance handling, there should be a deep understanding of the grievance and an efficient handling system.

The efficiency of the grievance handling technique will not only give a complete solution to the grievance but also it will increase the efficiency level of the supervisor. Thus the researcher presents the study with hope that it will draw the attention of the policy makers the implementation of an effective and efficient technique for grievance handling in the future.

The research design adopted for this study is Descriptive Research. In the study the sample size selected from the population of 350 workers 70 is taken by using simple random sampling method at vst blue metals. The study will help in taking decision whether to maintain or improve the current technique.

Overall, the research was indeed an enlightening process in terms of the abundant opportunities, rather than just an academic pursuit.



# ACKNOWLEDGEMENT

## ACKNOWLEDGEMENT

I am indebted to the powerful **Almighty God** for all the blessings he showered on me and for being with me throughout the study.

At the Outset I am grateful to our honourable Correspondent **Mr.Balasubramaniam.M**, and other college trust members for allowing me to develop the project in their institution.

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I specially thank **Mrs. R.Hemanalini**, faculty of KCT Business School, for her kind co-operation, extensive guidance, valued advice and support as well, which enabled me to complete my project and also i thank all my department staffs for the kind support.

I express my sincere gratitude to **Mr. V.SUBRAMANIAM**, Manageing Director, **VST blue metals, Karur** for giving me the opportunity to carry out the project at his concern and for his valuable guidance all through.

I express my profound gratitude to my **Family Members & Friends** for their help and encouragement. I also take this opportunity to thank all those creative minds and helpful hearts for their assistance in making this project work.

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# INTRODUCTION



## CHAPTER 1

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

A grievance is a formal charge by an employee, that a certain right has been violated. A complaint is not always grievance; however a complaint usually becomes a grievance only if there has been a violation of the collective bargaining agreement or of some law.

Non-union organisations have informal grievance procedure and techniques. A supervisor should attempt to avoid grievance, but still some will occurs in every department. Once it does the supervisor must every effort to head off the grievance at the first level- 1<sup>st</sup> step.

Usually the further the grievance process goes the more rigid each side becomes. Thus it is the duty of the supervisor to handle the grievance in the most efficient manner so as to settle it in the initial stage and should take steps not to let such grievance recur in the organisation.

Unsolved grievance may cause frustration among the employees and may result in strike and other unproductive activities and labour unrest in the organisation. Thus it becomes necessary to have an efficient and effective grievance handling technique and a very efficient and responsible supervisor in the organization.

## 1.2 REVIEW OF LITERATURE

**Julie Cogin**<sup>1</sup> have conducted a study on despite the growing prevalence of sexual harassment across industries, the majority of research has focused on the frequency of harassment and the associated outcomes. While this situation provides strong justification for strategies such as policy development, grievance handling procedures and training to be implemented within organizations, it does not help business leaders adopt a strategic orientation to eradicating the problem. A shift away from a reactive response once a claim is made towards initiatives geared at prevention is required. Operationalizing this argument requires an understanding of what heightens a person's vulnerability to being harassed. This paper reports the results of a project on the environmental factors that contribute to incidents of sexual harassment. Data for this study was collected from 538 nurses working in a sample of Australian hospitals. A model is introduced that examines organizational variables and correlations to sexual harassment. The model was tested via SEM and revealed that an unbalanced job gender ratio, a nurses' negative perception of their manager's leadership style and no prior socialization are all positively associated with sexual harassment.

**Olliffe, Bronwyn et.al.**,<sup>2</sup> have conducted a study on Complaints made to external agencies about Australian universities are rising in both number and complexity. Recent debate has therefore focused upon how to improve grievance handling in the Australian higher education sector. One suggested 'solution' is the creation of a national Australian university ombudsman.

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<sup>1</sup> Julie Cogin, Managing sexual harassment more strategically: An analysis of environmental causes, *Asia Pacific Journal of Human Resources*; Dec2007, Vol. 45 Issue 3, p333-352, 20p.

<sup>2</sup> Olliffe, Bronwyn, Stuhmcke, Anita, *Journal of Higher Education Policy & Management*; Jul2007, Vol. 29 Issue 3, p203-215, 12p, 4 charts

The UK has recently introduced such a national student complaint body - the Office of the Independent Adjudicator for Higher Education (OIA), a 'world first'. This paper examines the structure and operation of the OIA and highlights the advantages and pitfalls of introducing an equivalent office into the Australian higher education sector. It argues that, on balance, there are advantages in a national university ombudsman.

**Massachusetts Nurse**<sup>3</sup>, have conducted a study on the successes of its first labor school grads, The article reports on the first certified graduates of the Massachusetts Nurse Association's (MNA) Track I: Responsibilities of the Floor Representative and Grievance Handling program at its new labor school. Most of the students are said to be continuing with the second-track class which is about collective bargaining. MNA labor educator Joe Twarong was appointed to handle the class.

**WILLMAN, PAUL**<sup>4</sup>, has conducted a study on union membership and density in Britain has experienced substantial decline since 1979. The fall in private sector membership and density has been much greater than in the public sector. The size of the union sector, measured by employer recognition, has shrunk. Membership decline has been accompanied by financial decline. Much of the decline occurred before 1997, under Conservative governments. Since 1997 and the return of a Labour government, the position has in some respects stabilized. Currently, unions have a substantially reduced economic impact, but a continued, if limited, role in workplace communication and grievance handling, often as part of a voice regime including nonunion elements.

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<sup>3</sup> Article, MNA celebrates the successes of its first labor school grads, Massachusetts Nurse, Apr2007, Vol. 78 Issue 4, p7-7, 0p

<sup>4</sup> WILLMAN,PAUL, BRYSON, ALEX, union Organization in Great Britain, Journal of Labor Research; Winter2007, Vol. 28 Issue 1, p93-115, 23p.

**Yehudah, Yisrael B.**<sup>5</sup> have conducted a study on the Perceptions of Representatives of Unions and Employers, Compensation & Benefits Review and the primary purpose of this study is to determine how representatives of unions and employers differ in their perceptions of some major issues in Nigerian labor-management relations in the public service. A sample of 758 union and 763 employer representatives completed a 20-item Liker-type scale questionnaire. Analysis of the retrieved percentages and frequencies showed that the relationship between unions and employers and unions and various levels of government are not very satisfactory. There is, however, a general agreement between union and employer representatives that labor legislation promotes industrial harmony. Representatives of unions and employers strongly agreed that mediation was the most preferred medium of impasse resolution by a third party and that the most important issue in collective bargaining was grievance handling. Public service employees were rated to be highly dissatisfied with their jobs. The study concludes that there are some areas of agreement and disagreement between management on major issues in Nigerian labor-management relations.

**Shukla, Archana Srinivasan, R.**<sup>6</sup> have Commented on the article "The Uttar Pradesh Lokayukta: Efficient Redressal of Citizen Grievances," by Archana Shukla and R Srinivasan, published in the July-September 2005 issue of "Vikalpa." Initiatives undertaken by the ombudsman to give credibility to the Lokayukta; Manner by which the ombudsman carried out the automation of the grievance handling system; Suggestions on how to maintain the effectiveness and efficient of the grievance handling system.

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<sup>5</sup> Yehudah, Yisrael B. , Major Issues in Nigerian Labor-Management Relations: Perceptions of Representatives of Unions and Employers, Compensation & Benefits Review; Nov/Dec2006, Vol. 38 Issue 6, p42-48, 7p, 6 graphs.

<sup>6</sup> Shukla, Archana Srinivasan, R., Case Analysis III, Vikalpa: The Journal for Decision

**Shukla, Archana Srinivasan, R.**<sup>7</sup> has commented on the article "The Uttar Pradesh Lokayukta: Efficient Redressal of Citizen Grievances," by Archana Shukla and R Srinivasan, published in the July-September 2005 issue of "Vikalpa." Purpose of establishing the institution of the Lokayukta; Activities of the Lokayukta; Grievance-handling process at the Lokayukta office.

**Akuratiyagamage, Vathsala M.**<sup>8</sup> has conducted a study on Management Research by considering branch managers of commercial banks as middle managers, the paper explores grievances suffered by commercial bank branch managers in the Colombo district, Sri Lanka, in fulfilling their organisational roles. Although the main emphasis was given to the identification of causes of grievances, other related factors such as grievance handling procedures banks resort to and branch managers' contentment regarding the current practices of grievance handling by the banks were also investigated. By drawing upon research evidence from 100 branch managers from five commercial banks (two solely state sector owned and three local private sector owned) in Colombo district, we identified five major causes and 21 causes of grievance. In the analysis, we found that the major cause "job itself" created the highest degree of grievances out of the five major causes. Further, two causes -- number of duties and number of targets that were comprised in the major cause "Job itself" were highlighted as giving the highest degree of grievance to all respondents irrespective of sector and gender.

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<sup>7</sup> **Shukla, Archana Srinivasan. R.** Case Analysis IV, *Vikalpa: The Journal for Decision Makers*; Jan-Mar2006, Vol. 31 Issue 1, p153-154, 3p

<sup>8</sup> **Akuratiyagamage, Vathsala M.**<sup>1</sup>, Opatha, H. H. D. N. P.<sup>2</sup>, *Journal of Management Research* (09725814); Aug2004, Vol. 4 Issue 2, p99-112, 14p, 10 charts

**Sonia Hunter**<sup>9</sup>, has conducted a study on Effective grievance handling procedures. A grievance may be defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1982:12). The validity of a grievance depends upon whether or not there is "just cause" or reason for such complaint. Certain tests are used in determining whether a company had just cause for disciplining an employee (BNA Editorial Staff, 1959-1987:1). Anyone having an affiliation with an organisation can file a grievance on behalf of or against that organisation. Some of the most common complaints by employees include unfair treatment by the employer, broken employment agreement, and employer communications and defamation. The most common employers' complaints are absenteeism, insubordination, misconduct, substance abuse, unsatisfactory performance, and safety and health violations. For grievance handling to be effective, the employer has to follow certain guidelines. In disciplining employees, management should mainly use penalties such as warnings, suspensions, and discharge (BNA Editorial Staff, 1959-1987:11).

**Dobson, Ian R.**<sup>10</sup> has discusses the articles featured in the November 2001 issue of the periodical 'Journal of Higher Education Policy and Management.' Higher education financing in China; Survey of performance-based funding arrangements in 11 OECD countries; Grievance handling in Australian universities; Student admissions in England; England's research assessment exercise.

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<sup>9</sup> **Sonia Hunter, Brian H Kleiner**, Effective grievance handling procedures, Management Research News; 2004, Vol. 27 Issue 1/2, p85-94, 10p.

<sup>10</sup> **Dobson, Ian R.**, Letter from the Editors, Journal of Higher Education Policy & Management; Nov2001, Vol. 23 Issue 2, p125-125, 1p.

### **1.3 OBJECTIVES OF THE STUDY**

- To study the various kinds of grievance present the industry.
- To analyse the effectiveness of the technique used to handle the grievance and its grievances among its customers.
- To submit a report based on the analysis with findings and suggestion.

### **1.4 STATEMENT OF PROBLEM**

!mproved handlings of the grievance or using ineffective technique for solving the grievance may not only leave the grievance unsolved but has the capacity to intensify the same.

Hence a study on the effectiveness of the technique is essential.

### **1.5 SCOPE OF THE STUDY**

To the organization:

The study will provide a deep insight on the present techniques, the awareness level about the technique among the employee its effectiveness. The study will help in taking decision whether to maintain or improve the current technique.

To the employee:

The study will help in improving the current technique and provide the employees with improved technique of grievance handling. It will help in increasing the employee morale.

To the society:

It will help in creating a harmonious industrial environment.

## **1.6 RESEARCH METHODOLOGY**

### **1.6.1 Research design**

The research design adopted for this study is Descriptive Research. The descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. The studies concerned with specific predictions, with narration of facts & characteristics concerning individual, group or situation are all examples of descriptive research studies.

### **1.6.2 Sampling design**

#### **Non-Probability sampling**

Sample design is the framework within which the sampling has to be carried out. Sampling is the method of selecting a group from population to represent the population. Sample is the part of the population, which acts as a representative of the population through its character and nature.

In the study the sample size selected from the population of 350 workers 70 is taken by using simple random sampling method at vst blue metals.

### **1.6.3 Method of data collection**

Both primary data and secondary data are collected.

Primary data was collected through questionnaire and personal interview and observation method. Secondary data was collected by referring company brochures, other article about the company, websites and magazines.

### **1.6.4 Sample size and area of data collection**

From the population size of 350 a sample of 70 has been selected for the study. The



### **1.6.5 Tools of analysis**

Data is tabulated by means of simple Percentages, cross tabulation analysis.

### **1.7 LIMITATIONS**

The study suffers from the following limitations:

The study is confined to VST Blue Metals karur thus the findings cannot be generalized.

As the industry has some unique characteristics, the organisation cannot be a representative of all industry across the country.

As the grievance is time and situation bound the suggestion may not be applicable at all times and situations.

The suggestions may be applicable only to VST Blue Metals and not to any other organisation.

### **1.8 CHAPTER SCHEME**

This project is divided into 5 chapters.

Chapter 1-Deals with background of the study, review of literature, objective & scope of the study, methodology and limitations.

Chapter 2-History of the organization, management and various functional areas.

Chapter 3- Covers all macro analysis and micro analysis of the study.

Chapter 4- Covers data analysis & interpretation through representation of various tables and graphs.

Chapter 5- Deals with result, discussion and recommendation provided for the study.

# ORGANIZATIONAL PROFILE

## CHAPTER 2

### ORGANISATION PROFILE

#### 2.1 History of the organisation

The founder Mr.V.Subramaniam started the factory in the year 1990 with the name “VST BLUE METALS” in karur. His sincerity and hard work made success in his business.

He started the factory with 25 employees working and there was 250 employees working in the factory. It was placed in two other places in the town. Around 50 employees on permanent basis both skilled and unskilled and up to 200 employees on temporary basis are working in the organisation.

They use both own vehicles and vehicles on hire. They satisfy their customer’s requirements in time. They have about 20 Lorries and 8 trucks. The company also provides medical and other kind of welfare facilities for its employees. Their company has a good name among the customers.

The plant is located 15 kms. away from city which also concentrates on the pollution control measures. It occupies 100 acres of land for plant. It contains fences around the machines and factory. They also contain many plants to control pollution. The labours are provided with proper safety measures like helmets, gloves, etc.

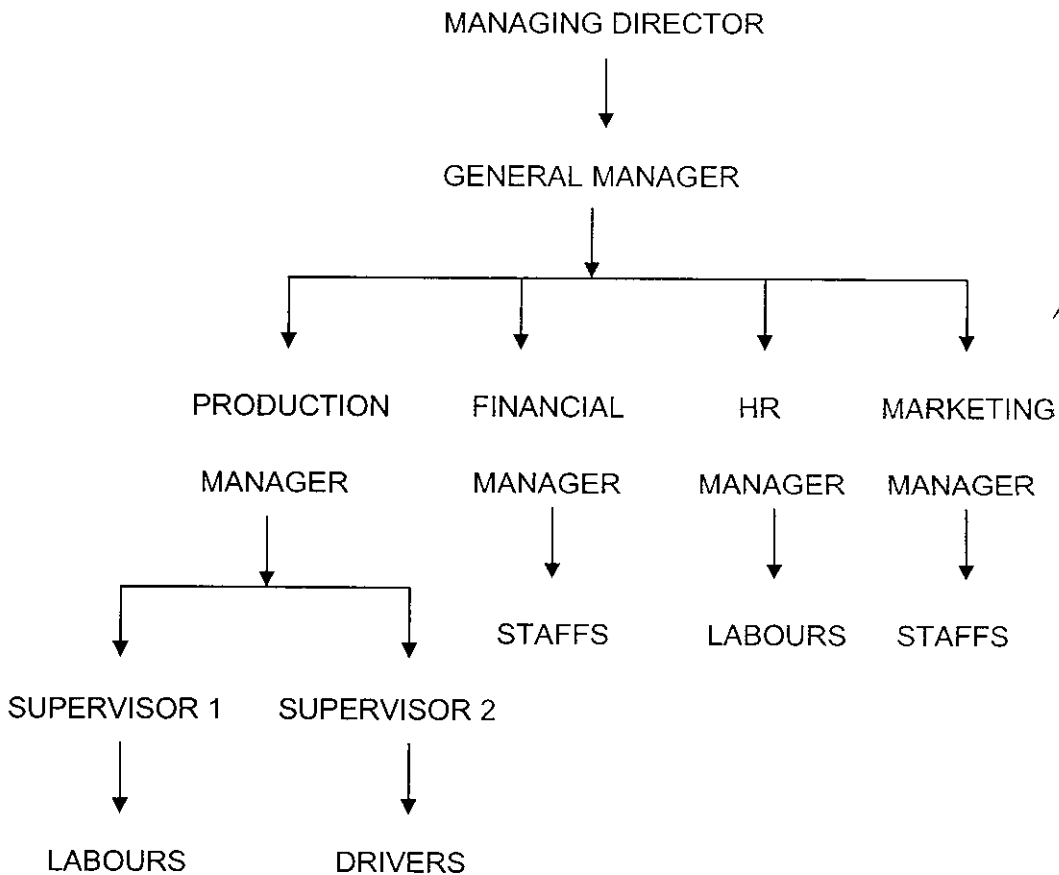
Mr.R.Gunasekaran, the general manager and the HR manager, Mr.C.Periyasamy of VST blue metals helps in handling grievance in the industry.

The VST blue metal is being the first and the best suppliers in the Trichy district declared by the blue metals association. It also acts as the best customer service provider by supplying the goods in time and also have good network with the major constructors.

## 2.2 Management

Managing director	Mr. V.Subramaniam
General manager	Mr.R.Gunasekaran
HR manager	Mr.C.Periyasamy
Financial manager	Mr.P.Sugumar
Production manager	Mr.P.G.Kirthik
Marketing manager	Mr.S.Ramesh

## 2.3 Organisation structure



*P-2529*

## **2.4 products profile**

The products are available according to the stone size

- 40mm
- 20mm
- 12mm
- 6mm
- Other Boulders quantity

## **2.5 Competitive strength of the company**

The great strength of the company is its product quality and relationship with the customers.

The way they deal with employee's problem.

## **2.6 Future plans**

The organisation has planned for the expansion of the business and tries to stand first in the markets in other districts.

It also planned to start the construction area.

## **2.7 Description of the functional areas**

The management contains the following functional areas:

- Human resources department
- Finance department
- Marketing department

MACRO MICRO  
ANALYSIS

## CHAPTER 3

### MACRO MICRO ANALYSIS

#### MACRO ANALYSIS

The vst bluemetals concerned with both production and marketing. They have their own quarries, the production unit. They are being the best suppliers. The industry now focuses on construction area. There has been an increased demand for bluestone has led to a boom to these industries.

The industry focus on the blue stones which is in all size needed for the construction purpose and its business type is mining. Its targeted market is only in south of tamil nadu therefore in local market. The total number of employees in vst blue metals is from 101 – 350 people. The Annual Sales Range of vst blue metals is below 1 crore. The vst blue metals were established in 1990. The legal representative of vst blue metals is Mr.V.Subramaniam. The place in the minds of customers for their quality.

#### About indian mining sector

Manufacturing sector is the backbone of any economy. It fuels growth, productivity, employment, and strengthens agriculture and service sectors. Growth of vst blue metals takes the advantage of low-waged yet efficient work force. Indian Manufacturing sector is broadly divided into Capital Goods & Engineering, Chemicals, Petroleum, Chemicals & Fertilizers, Packaging, Consumer non-Durables, Electronics , IT Hardware & peripherals, Gems & Jewellery, Leather & Leather Products, Mining, Steel & non-Ferrous Metals, Textiles & Apparels, Water Equipment.

In India workers are blamed for low productivity, which has lead to the introduction of the concept of productivity-linked wages. Whenever productivity went up the management

takes the credit attributing such increase in productivity to new technology, new machinery, and improved quality of raw materials and efficient management of all the physical resources including money. But whenever productivity is low, labour is blamed as if it were solely responsible for the decline.

Instead of antagonistic attitude, management should develop more cooperative endeavour to manage the unions and develop peace harmony within the organization. It is necessary to make them understand the importance of existence of industry more for the betterment and improvement of employees and give a better standard of living to them. To ensure it the management has to make them understand the importance of business advancement, productivity and customer relations. A work culture, which ensures strong union management relation, is the fine solution. A culture of high performance is a symbiosis of workers, trade unions and the management; they equally work towards organisational goal attainment.

Scores of new mines have been opened in the last six years, and many old ones have been reactivated. Bluestone, which had shrunk to little more than memories, is now a \$100 million-a-year industry. At the same time, the state hoped that by issuing permits it could assert some control over the bluestone industry, rein in renegade miners from out of state, and change the habits of the fiercely independent quarrymen.

Employer's and Worker's Organisations exist to express represent and defend the interest of their members. These interests will frequently diverge and unless a compromise can be found that is satisfactory to the parties and some time to the government as well, the results may be a labour dispute. Strike is the weapon of employees and lockout is the counter weapon of management.



## MICRO ANALYSIS

The major customers for vst blue metals are L&T and other major constructors. Now, the company focuses on the construction area too. The company now sell the product through this website with showing their trade offers and concession for the given product throughout the state due to that the future sales and growth of the company definitely will increased enormously.

Human resource managers of the firms have spent most of their time and energies to contain union power. Collective labour disputes happen in organisation based on two reasons. The prior one is that which based on conflicts of law, and later one is based on conflicts of interests. Conflicts of interests are on the wages, hours of work etc. The later is sbased on collective agreements or labour laws. The conflict of interest is more interest is rapidly increasing in recent days because of rapid globalization and liberalization of interests. The changing labour laws are part of this change process and invites greater resistance from the labourers. It would be possible to develop we-ness if policies and practices install among employees the feeling of acceptance and belonging. Both management unions would have to make the effort to perceive their roles differently, keeping in mind that the enterprise is unlikely to survive without an exercise of this nature.

Trade union should develop credibility by developing good image within the organization. Management should develop better relationship with the workers and develop good image within the organization. Avoid blind confrontations and believe in rationale cooperation between members and management within the organisation. Both management and trade union should share the responsibilities to lead the organization towards goal attainment. The union and management should develop mutual trust and confidence between two parties. Encourage open communication between the two parties. Ensure participative decision-making. Arrive at medium and long-term agreements.

The company also having good policies such that avoid decisions that affect employee's stability of employment, avoid practice of victimization and marginalization of employees, never manipulate rewards to deserving employees, enhance functioning of the Joint Management Committees and Quality Circles.

The other hr policies are Arrive at settlement of disputes through mediation than arbitration. Arrive at common objective programs between two parties. Ensure transparency in information sharing and communication process. Give freedom to point out mistakes of each other.

HRD department have to develop adequate strategies to develop strong relation with trade unions within the organization. Many studies related to trade union and industrial relation pointed out that many policies and approaches existing in Indian organisations are not supportive to develop a culture of cooperation and cohesiveness between union and management.

The vst blue metals used to treat workers as one of the partners. They used to behave with dignity. They were taken into consideration giving them rights to establish their ideas to support our policies and practices. The unions be taken into confidence and the workers were treated with dignity mutual trust would have developed and industrial climate would have been congenial for the growth of the industry. But the employer's community preferred to remain critical about trade unions and maintained a safe distance from the trade unions. Both management and union should concern towards customer relations and customer services.

A work culture, which ensures strong union management relation, is the fine solution. A culture of high performance is a symbiosis of workers, trade unions and the management; they equally work towards organisational goal attainment in any organisations.

ANALYSIS AND  
INTERPRETATIONS

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

Research is a research endeavour, research is the use of scientific method in the search of knowledge of alternate practice and intervention techniques, which would be of direct use to the progression and thus enhance the practice of their methods. Here the research methodology consists of steps, observation, comparison and experiment.

Research refers to systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the factors or data, analysing the factors and researching certain conclusion. It is necessary to know the methodology used in this research.

The investigator has made it clear about the methodology in the first chapter. In this chapter the investigator has presented the collected data and its interpretation by using statistical calculations with the help of Statistical Package for Social Science (SPSS) computer software and Microsoft Excel are used to compute. Each hypothesis was tested as we mentioned earlier in the research methodology on chapter first.

#### PERCENTAGE ANALYSIS

Percentage is the most widely used method of analysis. The analysis provides the researcher with the percentage of the required responses of the respondents so that an inference is made based on the percentage figures. The percentage analysis is the simplest and the most common method of analysis.

## 4.1 Age of the respondents

The table below indicates the age of the respondents.

**Table 1. Distribution of respondents on the basis of age**

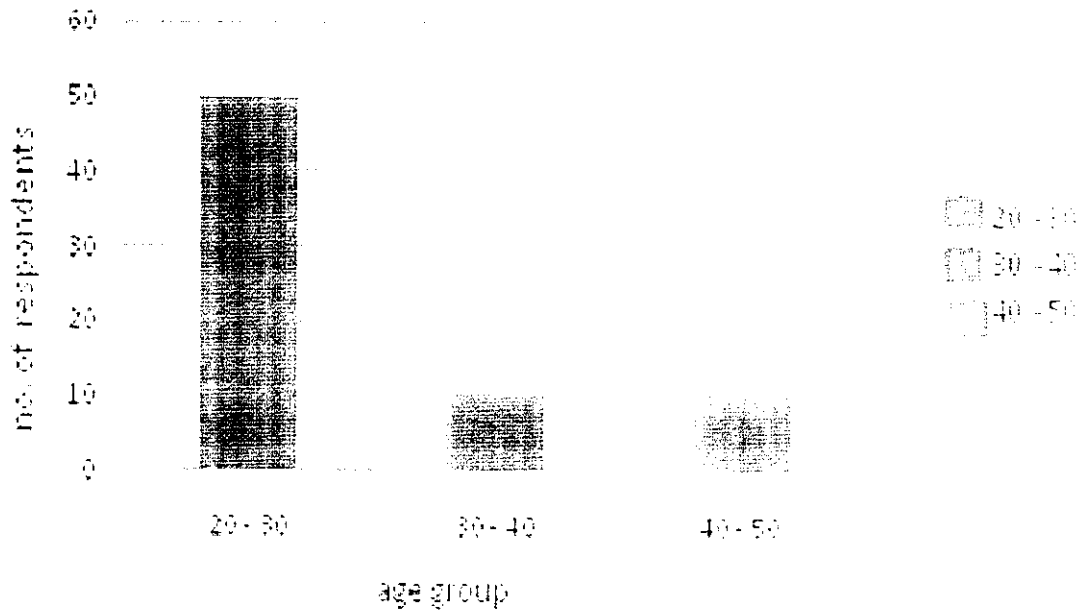
S No.	Particulars	No. of respondents	Percentage of respondents
1	20-30	50	71.4
2	30-40	10	14.3
3	40-50	10	14.3
	Total	70	100.0

### Interpretation

From the frequency table, it is clear that 71.4% of the respondents are of the age group of 20-30 and 14.3% respondents are of the age group of 30-40 and 14.3% are of the age group of 40-50 respectively. Thus we can infer that the majority of the respondents are belonging to the 20-30 age group respectively because of the modern machinery are brought into the the factory which can be operated only by this age group. Eligibility of using these machinery is applicable only to this age group.

**Chart 4.1**

## Age Distribution of Respondents



## 4.2 Experience Of The Respondents

The table below indicates the experience of the respondents and percentage of these respondents.

**Table 2. Distribution of respondents on the basis of experience**

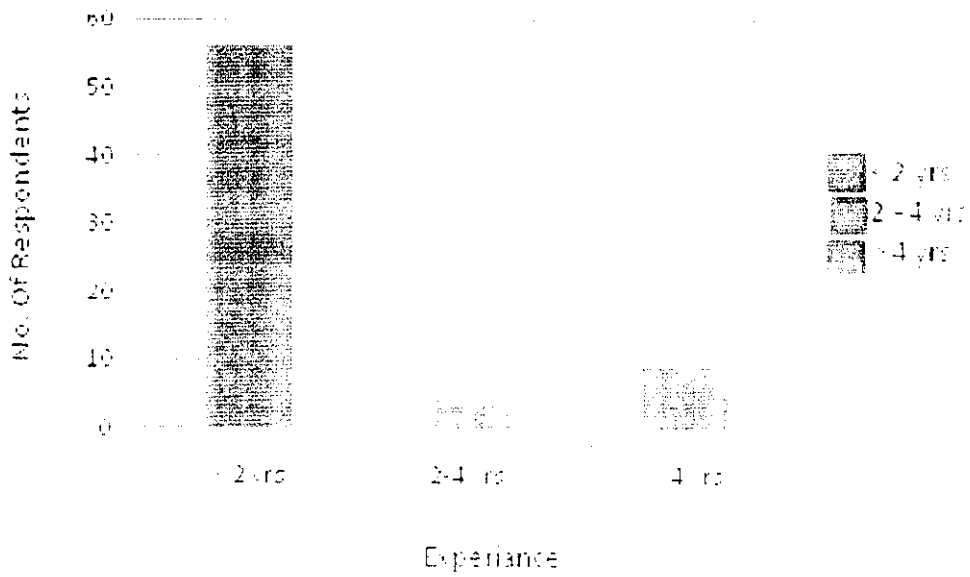
S No	Particulars	No of respondents	Percentage of respondents
1	<2 yrs	56	80.0
2	2-4 yrs	5	7.1
3	>4 yrs	9	12.9
	Total	70	100.0

### Interpretation

From the table, we can infer that 80%, 7.1% and 12.9% of the respondents possess the experience below 2 yrs, between 2-4 years and above 4 years respectively. Thus we infer that the majority of the respondents are new to the industry because the work is done near heavy machines. The employees will stay in the job only for few years because the work is heavy in the industry.

Chart 4.2

### Experiance Of Respondents





### 4.3 Awareness Of The Technique

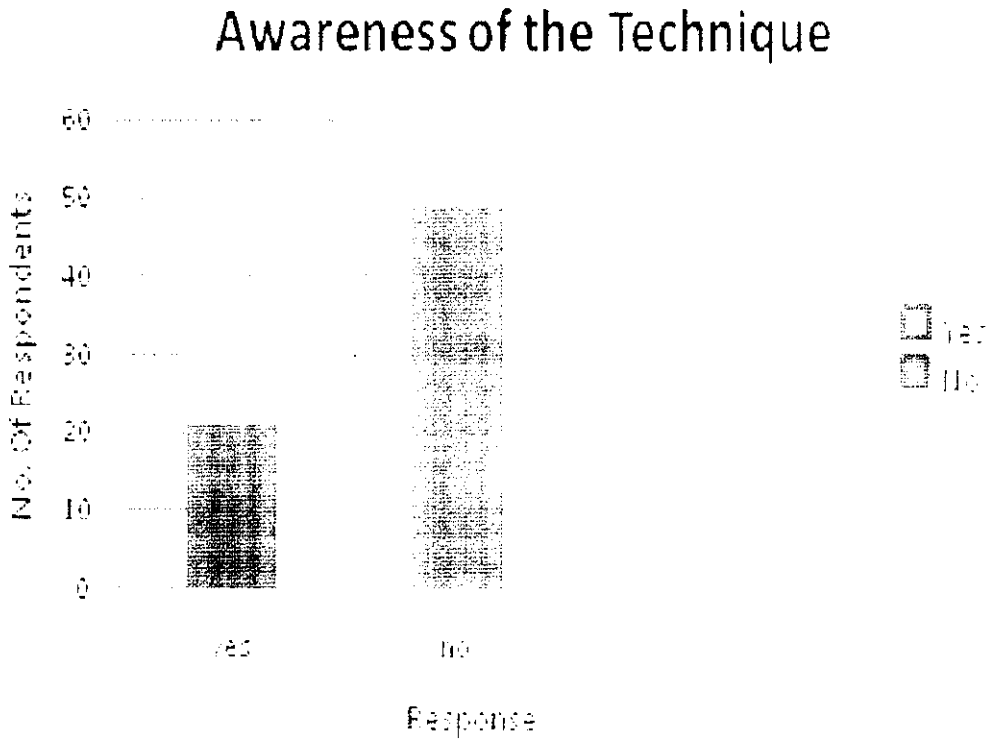
The table below indicates the awareness of the technique and the percentage of these respondents.

**Table 3. Distribution of respondents on the basis of awareness of the technique**

S No	Particulars	No of respondents	Percentage of respondents
1	Yes	21	30
2	No	49	70
	Total	70	100

### Interpretation

From the table, we can infer that 70% of the respondents are not aware of the grievances handling technique and 30% (approx.) had knowledge about the technique. Thus we infer that the awareness levels among the employees are very low because the technique handled by the management is not made aware to the employees. The management does not make employees to interfere in the solving of some problems with this technique. The training given in this industry may not be effective.

**Chart 4.3**

#### 4.4 Effectiveness Of The Technique

The table below indicates the effectiveness of the technique and percentage of the respondents is analysed.

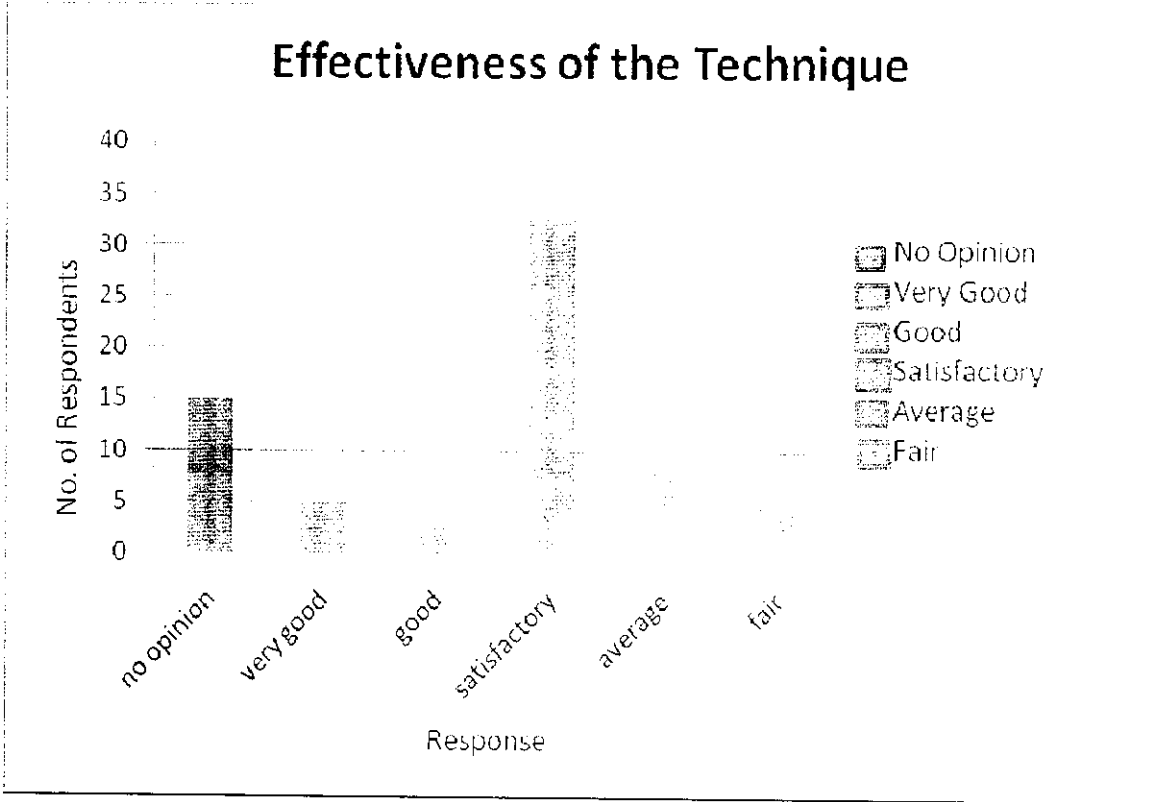
**Table 4. Distribution of respondents on the basis of effectiveness of the technique**

S No	Particulars	No of respondents	Percentage of respondents
1	No Opinion	15	21.4
2	Very Good	5	7.1
3	Good	3	4.3
4	Satisfactory	34	48.6
5	Average	8	11.4
6	Fair	5	7.1
	Total	70	100.

#### Interpretation

From the table, that 49% (approx.) of the respondents replied that the technique was satisfactorily effective and 21% (approx.) of the respondents had no opinion on the effectiveness. Thus we infer that the effectiveness of the technique is satisfactory according to majority of the employees because of the technique gives out positive results. The outcome of the technique gives out the result that most of the problems are solved.

Chart 4.4



#### 4.5 Times Of Complete Solution For The Problems

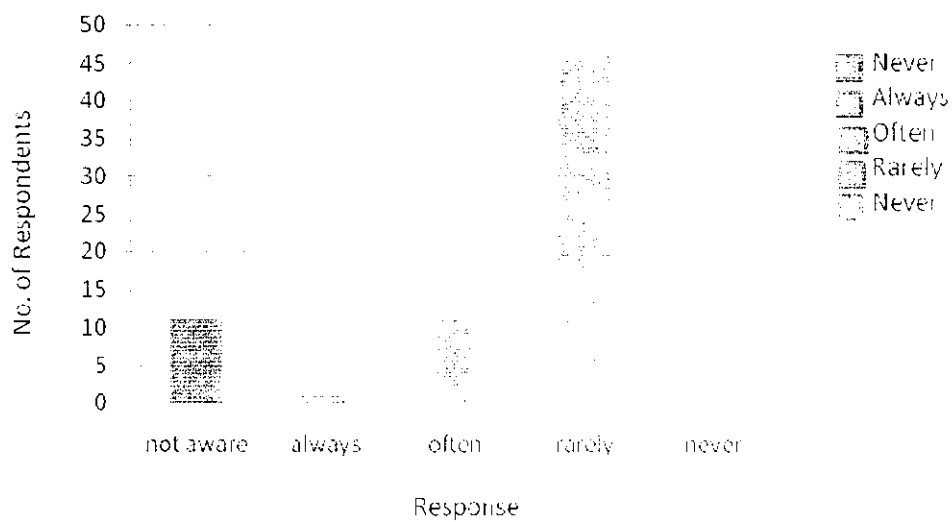
The table below indicates the times of complete solution for the problems with the technique.

**Table 5. Distribution of respondents on the basis of Times of Complete Solution for the Problems**

S No	Particulars	No of respondents	Percentage of respondents
1	No Opinion	11	15.7
2	Always	1	1.4
3	Often	11	15.7
4	Rarely	46	65.7
5	Never	1	1.4
	Total	70	100.0

#### Interpretation

From the above table, it is clear that 66% (approx.) of the respondents replied that rarely the grievances had a complete solution and 16% (approx.) of the respondents replied that a complete solution was arrived at often and an equal number of the respondents replied that only rarely did the grievance have a complete solution and 16% (approx.) of the respondents had no opinion in the matter. Thus we infer that the majority of the respondents believed that the problems had solution only sometimes because some are not aware of the technique. Some do not have the knowledge about the technique and the problems which are solved using this technique.

**Chart 4.5****Times of the Complete Solution of the Problem**

## 4.6 Recurrence Of The Problem

The table below indicates the times of recurrence of the problem and percentage analysis of these respondents.

**Table 6. Distribution of respondents on the basis of Recurrence of the Problem**

S No	Particulars	No of respondents	Percentage of respondents
1	Never	19	27.1
2	Only Once	6	8.6
3	Rarely	1	1.4
4	More than once	25	35.7
5	Not aware	19	27.1
	Total	70	100.0

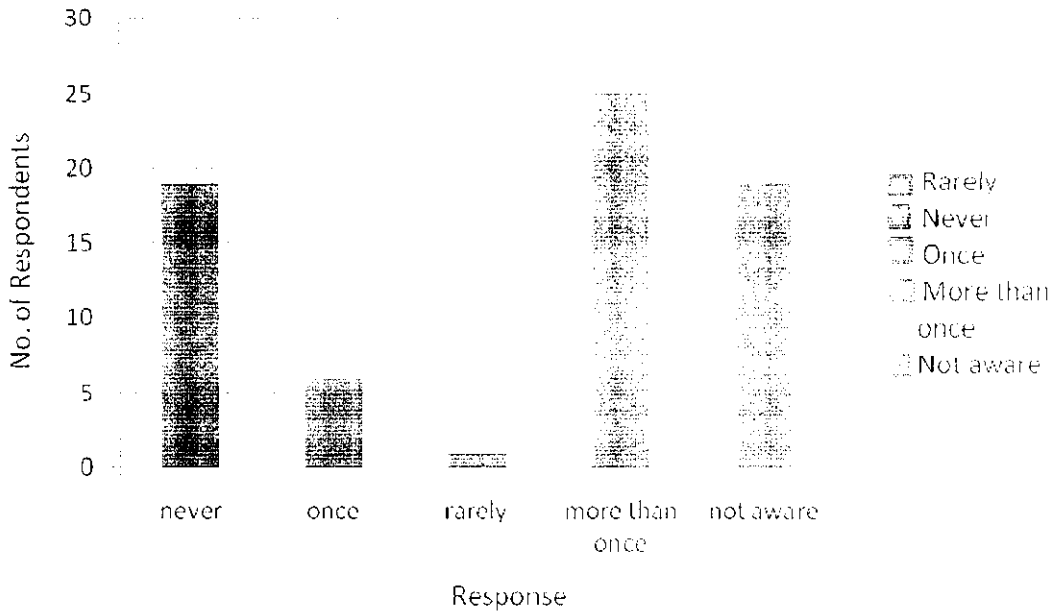
### Interpretation

From the table, we see that 36% (approx.) of the respondents said that more than once the authorities had involved in the grievance handling technique and 27% of the respondents said that the involvement was most of the times and an equal number of respondents said that the involvement was most of the times and an equal number of respondents had no opinion on the matter.

Thus we infer that the involvement in the process of solving the grievance, by the authority is moderate because the hr manager had taken the responsibility in solving the problem and most of the times the problems occurs by the conflicts between the employees.

**Chart 4.6**

### Recurrence Of The Problem





## 4.7 Problems Reached To Higher Authority

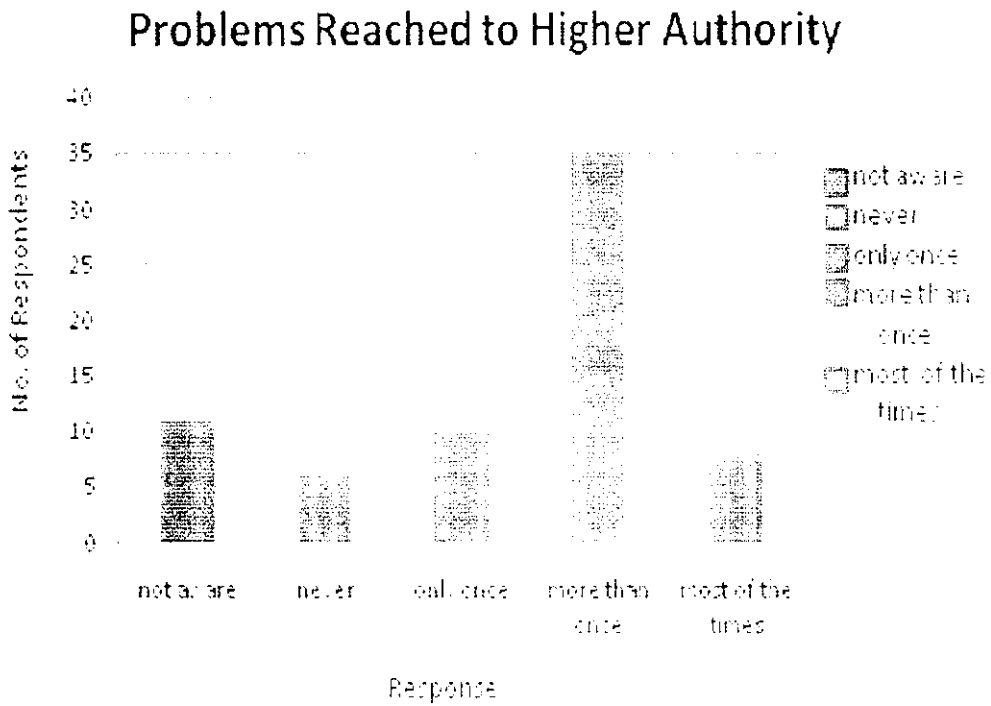
The table below indicates the times of problems reached to higher authority which cannot be solved by the immediatories.

**Table 7. Distribution of respondents on the basis of Problems Reached to Higher Authority**

S No	Particulars	No of respondents	Percentage of respondents
1	Not aware	11	15.7
2	Never	6	8.6
3	Only once	10	14.3
4	More than once	35	50.0
5	Most of the times	8	11.4
	Total	70	100.0

### Interpretation

From the table, we note that 50% (approx.) of the respondents have replied that the grievance did have a recurring nature and more than 5% of the respondents have that the grievance had never recurred. Thus we infer that the majority of the problems did have reoccurring nature. The problems arise in the industry are in the same reasons such as occupational difference, compensation and incentives.

**Chart 4.7**

## CROSS TABULATION

The technique of cross tabulation is applied to data in which both the dependent and independent variables appear in categorical form. It provides an indication to the degree of the relationship of one dependent variable to another independent variable.

Cross tabulation is the widely used method of analysis of multivariate data, which are in categorical form. The method reveals the relation between a dependent variable and independent variable.

### 4.8 AGE AND AWARENESS OF TECHNIQUE

The table below indicates the times of age and awareness of technique

**Table 8. Distribution of respondents on the basis of Age and Awareness of Technique**

**Count**

	AWARENESS OF THE TECHNIQUE		Total
	Yes	No	
Age			
20 – 30	11	44	55
30 – 40	5	5	10
40 – 50	5		5
Total	21	49	70

#### **Interpretation**

From the cross table, it could be seen that from the age group of 20 – 30 years, 44 employees have answered that they were unaware of the technique and 5 employees from the age group of 30 – 40 responded that they were not aware of the technique and from the age group of 40 - 50 respondent, 5 are aware of the technique. Hence it could be inferred that the awareness level is low as it is said that the method of technique is not made aware

#### 4.9 Age And Effectiveness Of The Technique

The table below indicates the Distribution of respondents on the basis of age and effectiveness of technique.

**Table 9. Ages and Effectiveness of Technique**

**Count**

Age	EFFECTIVENESS OF THE PRESENT TECHNIQUE							Total
	No opinion	Excellent	Very good	Good	Satisfactory	Average	Fair	
20 – 30	1	5	1	1	2	8	5	23
30 – 40					1			1
40 – 50		1						1
Total	1	6	1	1	3	8	5	25

#### Interpretation

From the cross tabulation, it is clear that 32 response from the total of 70 respondents said that they were satisfied with the present technique because with the outcome of the technique is giving solution to most of the problems. The management also found that many problems are solved with the technique. As the occurrence of the problems are similar in this industries so the technique solves many problems.

#### 4.10 Age And Reason For The Problem

The table below indicates the Distribution of respondents on the basis of age and reason for the problem

**Table 10. Age and Reason for the Problem**

**Count**

Age	EFFECTIVENESS OF THE PRESENT TECHNIQUE					Total
	Superior subordinate relationship	Compensation	Incentive	Clash of responsibility	Shift	
20 - 30	30	15	7	2	5	59
30 – 40	5	1	2		2	10
40 – 50	1					1
Total	36	16	9	2	7	70

#### Interpretation

From the cross tabulation, it is clear that 36 respondents from the total of 70 respondents said that the major reason for the grievance is superior subordinate relations. The next major reason for the grievance is compensation since 16 of the respondents answered so because these types of problems are common in this type of industry.

Thus we infer that the major reason is the superior subordinate relationship and since it has been so responded by the employees of the age group of 20 – 30 it is due to the age factor.

#### 4.11 CHI-SQUARE TEST TO FIND OUT THE RELATIONSHIP BETWEEN THE DESIGNATION AND PROBLEM

The table showing the relationship between the designation and problem.

**Table 4.11 Relationship between the Designation and Problem**

designation	Problem	Occupational difference	Organisation hierarchy	Compensation	Incentives and perks	Total
Manager		3	2	2	3	10
Supervisor		5	5	2	3	15
Driver		4	3	5	3	15
Labour		3	2	4	1	10
Other		5	3	2	10	20
Total		20	15	15	20	70

H0: Null hypothesis

There is no significant relationship between the designation and the problem.

H1: Alternative hypothesis

There is significant relationship between the designation and the problem.

Degrees of freedom =12

Level of significance = 0.5

Calculated chi square value: 69

Total value : 11.340

#### Interpretation

The calculated value 69 is greater than the table value, which is 11.340 at 5 degree of freedom and 5% level of significance. Hence we accept the alternative hypothesis and

# CONCLUSION AND SUGGESTIONS

## CHAPTER 5

### CONCLUSION

#### 5.1 FINDINGS

- 86% of respondents belong to age group of 20 – 30.
- 80% of respondents have less than 2 years of experience.
- 70% of respondents are not aware of grievance handling techniques adopted.
- 49% of respondents are satisfied with the techniques adopted.
- 54% of respondents partly rely on grievance handling techniques.
- 36% of respondents had more than once involved in grievance handling techniques.
- 50% of respondents replied that grievance has solve the problem

#### 5.2 SUGGESTION & RECOMMENDATIONS

- Since the major grievance is superior subordinate relationship the management may carry out a survey so as to understand the reason for the friction.
- The present communication level has to be maintained.
- The management may introduce the suggestion box system so as to receive any suggestion or grievance of the employees also it will improve the feedback system of the industry.
- Some of the suggestion put forth by the employees, (on considering the improvement of the employees) through the questionnaire can be put in to consideration by the management.



- Superior and the subordinate relation should be improved and monitored by the management as the best as possible.
- Since compensation incentives and workload are also major cause of grievance it could be put into consideration by the management.
- Maintain the level of the efficiency of the present technique of the grievance handling technique and some improvement such as trying to solve the grievance by discussion between the superior and superior and the subordinate can be done.
- Since the awareness level of the technique is low, steps may be taken to increase the awareness level, by giving the new employees those who are unaware of the techniques, an orientation on the technique.

# APPENDIX

## A study on grievance handling procedure

In VST Blue Metals, Karur.

### QUESTIONNAIRE

1. Name:

2. Age: (in years)

a) 20 To 30

b) 30 To 40

c) 40 to 50

d) above 50

3. Gender:

a) Male

b) Female

4. Designation / Role in the industry:

a) Manager

b) Supervisor

c) Driver

d) Labour

e) Others

5. Experience: (in years)

a) Below 2

b) 2 To 4

c) Above 5

### **Information on Grievance:**

1. What is the frequency at which, problems occurs in the industry.

a) problems occur daily

b) problems are frequent but do not occur daily

c) problems are frequent

2. What were the reason for the problem
  - a) Occupational difference
  - b) Organization hierarchy
  - c) Compensation
  - d) Incentives and perks
3. How many kinds of problem have been treated under the grievance technique?
  - a) Only one
  - b) More than one
  - c) All problems
  - d) Not aware/sure
4. Are you aware of the grievance handling process /methods/procedures in the industry?
  - a) Yes
  - b) No
5. If yes, have counseling been used as a technique in grievance technique?
  - a) Always
  - b) Often
  - c) Usually
  - d) rarely
  - e) Never
6. How often has the problem ended up having a complete solution?
  - a) Always
  - b) Often
  - c) Rarely
  - d) Never
  - e) Not aware

7. How often had the problems ended up in confusion and chaos?

- a) Always
- b) Often
- c) Rarely
- d) Never
- f) Not aware

8. How often has the problems reached to the higher authority due to faults in the technique?

- a) Only once
- b) More than once
- c) Most of the times
- d) Never
- e) Not aware

9. How often has the problems reoccurred?

- a) Only once
- b) More than once
- c) Rarely
- d) Never
- e) Not aware

10. Has any employee been fired or has any employee left their job due to the above reason?

- a) Yes
- b) No
- c) Not aware

### **Information on Changes in the Grievance Handling Technique**

11. Has The Human Resource Department Made Any In The Grievance Handling Technique Employed

12. If Yes, What Was the Reason for the Changes to be employed

- a) Due To Changes In The Internal Environment
- b) Due To Resulting Methods Of Grievance Handling
- c) Due To The Request On The Employees
- d) As A Management Decision
- e) Any Other (Please Specify)

13. Is There Any Reduction in the Problems Now, Than At the Time of the Previous Technique

- a) Yes
- b) No
- c) Not Aware

14. Is There Any Positive Changes Due To the Employment of the Current Technique

- a) Yes
- b) No
- c) Not Aware

15. What Is Your Opinion on the Effectiveness of Present Technique

- a) Very Good
- b) Good
- c) Average
- d) Fair
- e) No Opinion

16. Do You Agree To the Statement That "Grievance Handling Is an Integral Part of Any Human Resource Department"

- a) Completely Agree
- b) Partially Agree
- c) No Opinion
- d) Partially Disagree
- e) Completely Disagree

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