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**A STUDY ON EFFECTIVENESS OF GRIEVANCE HANDLING
METHODS AT INDOSHELL MOULD, COIMBATORE**

by

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Reg. No. 0820400019

Of

**Department of Management Studies
Kumaraguru College of Technology
Coimbatore**

A PROJECT REPORT

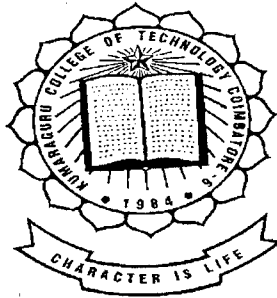
Submitted to the

FACULTY OF MANAGEMENT STUDIES

In partial fulfilment of the requirements
for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION



**DEPARTMENT OF MANAGEMENT STUDIES
KUMARA GURU COLLEGE OF TECHNOLOGY (AUTONOMOUS)
COIMBATORE**

BONAFIDE CERTIFICATE

Certified that this project titled **“A STUDY ON EFFECTIVENESS OF GRIEVANCE HANDLING METHODS AT INDOSHELL MOULD, COIMBATORE”** is the bonafide work of Ms. **K.KAVITHA** who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

C.Ganeshmoorthy

Senior Lecturer

Prof S.V.Devanathan

Director

Evaluated and viva-voce conducted on 14.06.2010

Examiner I
Examiner II



Indo Shell Mould Limited

A-9, SIDCO Industrial Estate, Coimbatore - 641 021. Tamil Nadu, India (South)

Ref :

Date :

Date : 08-June-2010

TO WHOM SOEVER IT MAY CONCERN

This is to certify that, Miss.Kavitha.K, IInd Year MBA Student – KCT Business School, umaraguru College of Technology,Coimbatore. She has Completed her project of Human Resource **“ A Study on Effectiveness of Grievances Handling Methods ”** in our Company from March 2010 to June 2010, during this period of training, her performance, conduct and character were found Good.

We wish all success in her future.

For Indo shell mould limited.,

Manjeeviraj.L

Head HR&Admin.

DECLARATION

I hereby declare that the dissertation entitled “**A STUDY ON EFFECTIVENESS OF GRIEVANCE HANDLING METHODS AT INDOSHELL MOULD, COIMBATORE**” 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.

Kavitha

K.KAVITHA

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EXECUTIVE SUMMARY

A grievance is when an employee raises an issue with their employer regarding their working environment. Good grievance management can improve employee relationships, improve communication and avoid problems escalating. Without effective grievance procedures, difficult situations may shoot up potentially resulting in employment tribunals that could have been avoided.

The project titled that “**A study on effectiveness of grievance handling methods at indoshell mould**“, Coimbatore has been carried out to determine the grievances of employees in their work. It helps the organization to know about the problems of employees in their work and the effectiveness of grievances has been studied on the basis of compensation, industrial relations, incentives, workload, safety and satisfaction in grievance handling method. The project has been done for a period of 90 days using interview schedule and questionnaire method. A sample of 100 was taken for the analysis. The analysis used for the study is percentage analysis, Chi Square and Weighted Average Method. Based on findings, Suggestions were given to the company.

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CHAPTER 1

INTRODUCTION

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INTRODUCTION

1.1 BACK GROUND OF THE STUDY

EMPLOYEE GRIEVANCE

Maintaining quality of work life for its employees is an important concern for the any organisation. The grievance handling procedure of the organisation can affect the harmonious environment of the organisation. The grievances of the employees are related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus, etc. Here, the attitude on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability to maintain a culture of high performance.

Grievances can primarily be divided into three categories:

1. Complaints of corrupt practices against officers
2. Delay in decision making by officers.
3. Grievances against merits of the decision taken by officers

Any grievance must be settled as quickly as is reasonably practicable and as near to its source as possible. However, it is acknowledged that there are sometimes reasons why the timescales as set out in this Policy may not be practicable, in which case they may be extended by mutual agreement of both parties

- employees are to be treated first and foremost as people with individual needs and expectations; and
- any individual's problems may be dealt with openly, promptly, fairly and frankly

The following procedure is designed to achieve the objectives referred to above in an effective and efficient manner. It should not be used until either the normal work place communications have been shown to be ineffective or unless the problem or issue is inappropriate to be dealt with through the normal communication channels.

A grievance should normally be raised within three months of the issue having arisen or the incident having taken place. It provides

- To understand the employees grievances in today's job market
- How far employees grievance affect the organization growth
- To know the factors influencing grievances in an organization

Handling Grievances Effectively

- Treat each case as important and get the grievances in writing.
- Talk to the employee directly. Encourage him to speak the truth. Give him a patience hearing.
- Discuss in a private place. Ensure confidentiality, if necessary.
- Handle each case within a time frame.
- Refer company Policy in each case. Inform your superior about all grievances.

- Get all relevant facts about the grievance; examine the personal records of the aggrieved worker. See whether any witnesses are available and visit the work area.
- Control your emotions, your remarks and behavior.
- Maintain proper records and follow up the action taken in each case.

For grievance procedures to be effective, both parties should view them as a positive force that facilitates the open discussion of issues. In some cases, the settling of grievances becomes a sort of scorecard that reinforces an "us versus them" mentality between labor and management. In other cases, employees are hesitant to use the grievance process out of fear of recrimination. Some studies have shown that employees who raise grievances tend to have lower performance evaluations, promotion rates, and work attendance afterwards. This suggests that some employers may retaliate against employees who raise complaints. It is vital that a company's grievance procedures include steps to prevent a backlash against those who choose to use them.

1.2 Review of literature

“Chalmer E. Labig and Charles R. Greer¹” (August 21, 2007) The correlates of grievance initiation are described within the context of categories of relevant factors suggested by the literature. The categories include environmental, management, union, union-management interaction, and employee factors. In the environmental category, the literature indicates that technology effects provide substantial promise for the explanation of grievances. Several important correlates of grievance activity are described in each of the other categories. Suggested methodological improvements for future research include expanded sets of control variables, multiple industry data sets, greater attention to grievance types, and the use of causal analytical techniques in longitudinal studies. Future research should provide a better understanding of the effects of several variables, including technology, methods of grievance resolution, workgroup cohesion.

“Douglas M. McCabe²” (October 25, 2004) The purpose of this paper is to integrate and analyze the research findings of previous studies dealing both directly and tangentially with the strategic ethical issues involved in alternative

-
1. Grievance initiation: A literature survey and suggestions for future research, Chalmer E. Labig¹ and Charles R. Greer¹, Journal of Labor Research, August 21, 2007
 2. An Ethical Analysis of Organizational Due Process Procedures and Mechanisms for grievance, Douglas M. McCabe, Journal of Business Ethics October 25, 2004

dispute resolution procedures and systems found in nonunion employment. Particular attention will be given to one of the most significant issues in this area at the operating and tactical level of individual companies: the procedural techniques with respect to the processing of the complaints and grievances of employees in nonunion companies and firms.

“Tung-Chun Huang ³” (October 1997) The aim of this study is to investigate the impact of participative management on the behaviour of employees and the financial effectiveness of the enterprise. The analytical data are based on the survey of 308 Taiwan enterprises. Multiple regression results show that both suggestion system and labour-management committee have a positive impact on employees' behaviour in terms of turnover and absenteeism rates. Likewise, the quality control circle (QCC) and profit sharing have a positive impact on organizational effectiveness as seen in profit and revenue growth rates. However, employee stock-ownership plans and grievance-handling systems have negative effects on both performance indicators - employee behaviour and organizational effectiveness. The practical implications are also discussed.

3. The effect of participative management on organizational performance:, Tung-Chun Huang, The International Journal of Human Resource Management, The International Journal of Human Resource Management, oct 1997

“Janice R. Foley ⁴” (Dec 1996) This review focuses on the grievance procedure research published in the past decade with specific attention on the application (or lack thereof) of social science theory to grievance research. The review concludes that the theoretical grounding of recent grievance research has improved over the earlier research, but remains quite inadequate. Recommendations on the direction that grievance research should take in the future to further improve on the theoretical content of grievance research are provided. It is argued that theory in grievance research should advance at two levels: the comprehensive systems approach, and the application of specific social science theories to narrower aspects of the grievance process.

“Derek Rollinson, Caroline Hook, Margaret Foot ⁵” (Jan 1996), Examines the relative influence of a number of factors that can affect the approach (handling style) of a supervisor or manager when dealing with a disciplinary or grievance incident. Uses the same data set as the earlier paper in the same series. Finds that, for discipline, the most influential factors are the

4. Grievance Procedure Research: A Review and Theoretical Recommendations, Janice R. Foley , Journal of Management, University of British Columbia, (Dec 1996)

5. Supervisor and manager styles in handling discipline and grievance, Derek Rollinson, Caroline Hook, Margaret Foot, Journal of Personnel Review, Jan 1996

inconvenience for the manager of particular employee transgression and the length of employee service, with additional but comparatively minor effects for employee gender and the manager's prior training and experience in handling issues. Identifies the most influential factors with grievance as the extent to which an issue challenges the authority of the manager, the length of employee service, the employee's gender and, to a lesser extent, the gender of the manager handling the issue. Outlines the implications of these results for future research and for the training of supervisors and managers.

1.3 Objective of the study

Primary objective

- To study on the effectiveness of grievance handling techniques @
INDOSHELL MOULD, Coimbatore

Secondary objective

- To study the effectiveness of the techniques used to handle the grievance
- To suggest suitable ways for improvement to overcome the grievances of the employees.

1.4 Scope of the study

The scope of the study is to enhance the employees job satisfaction, employee growth and development. This increases the employees morale and this will leads improve productivity of the organization. This develops good industrial relations and create well ambient conditions in the organization

Methods of data collection

Primary data

Information that has been collected through structured questionnaire.

Secondary data

Secondary data refers to information that has been collected by the grievance register for previous five years from the company.

Tools for analysis

- Percentage Analysis
- Chi-Square test
- Weighted Average Method

1.5 Limitations of the study

- The study is limited only to indoshell mould division
- The study was conducted amidst shop floor workers only

CHAPTER 2

ORGANIZATION PROFILE

CHAPTER 2

COMPANY PROFILE

Indo Shell Group

It was founded in 1973 by Mr.K.Jagedeesain, S.V.Jagadesan and Mr.K.Jayabal, who have around 35 years of experience in the filed of Castings management. The firm has been promoted by a team of well-experienced technocrats with engineering background. Their experience, expertise, professionalism, dynamism and quality conscious approach have been

2.1 History

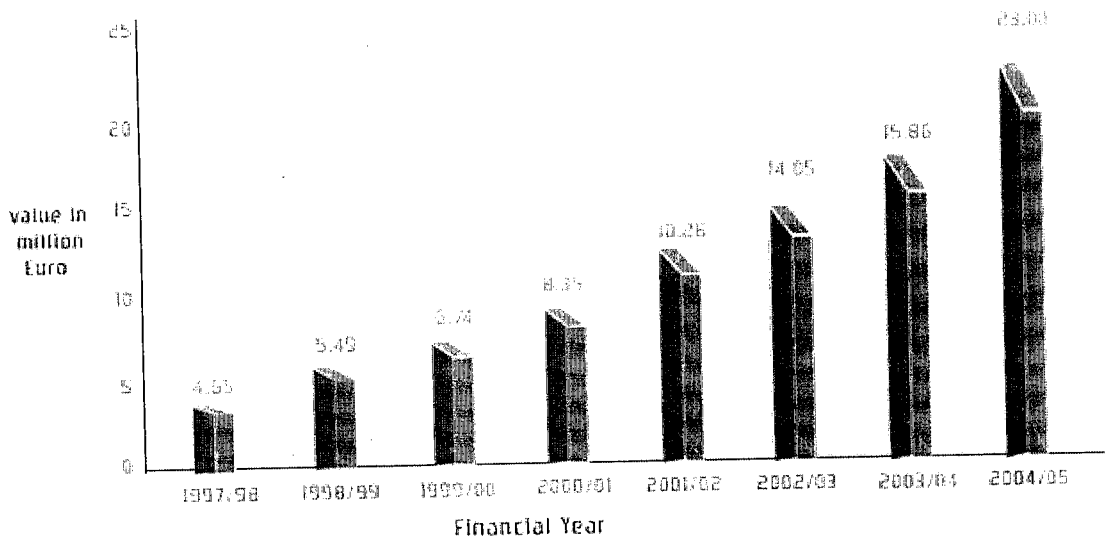
Aggressive marketing strategies, World class quality Castings, efficiency and technical capability have positioned them on a distinct slot today. A significant rise in the growth charts reflects their consistent, exemplary performance for the last years in the organization.

Indo shell has extended its marketing operations across the globe. Castings are exported to various countries in Europe and USA as per the customer specifications .

The customer is provided support at every stage in selection of the required Grades of metal conforming to quality standards of the company.

2.2 Growth

Total Sales for the Last eight years



Indo shell has carved a niche for itself in the global arena for its state-of-the-art products primarily due to its excellent infrastructure, innovative technology, technical capability, well trained manpower and 100 % efficiency.

2.3 PRODUCTS

Automobile Industry

for four wheelers - trucks/passenger
car

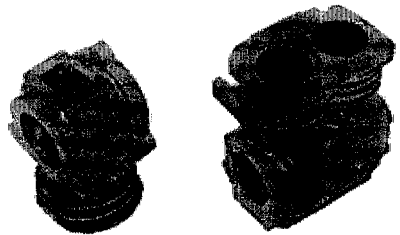
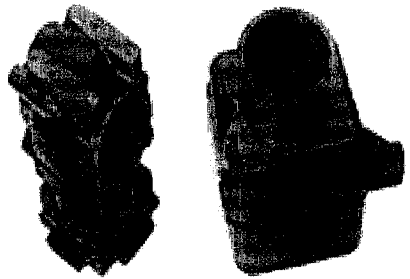
- o Break
- Compressor
- Cylinder



P-3183

(Single/Double Bore)

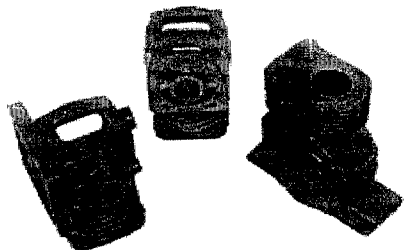
- Cylinder Head
- Wheel Cylinder
- Automatic Slag adjuster
- Vacuum Brake Housing & Center plate
- Bracket hanger for steering application
- CVJ Body
- Cast flange
- Manifold
- Crankshaft
- Water cooled bearing housing for turbo chargers



For Two Wheelers - Two Stroke

(Ported
Cylinder)

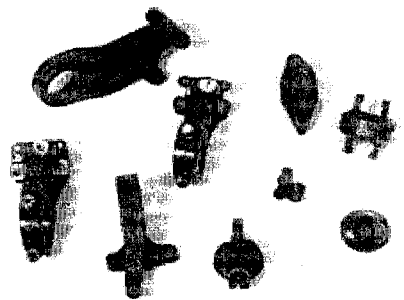
- Air Cooled Cylinder Block (50 CC-250 CC)
- Water Cooled Cylinder Block (50 CC – 250 CC)



- Sleeves for Al-Fin
- Cam shafts / Chilled Cam shafts
- Bearing Inserts – Grey Iron, Ductile Iron
- Housing Clutch
- Piston Outer
- Brake Drum
- Rear Wheel Hub in Austempered Ductile Iron

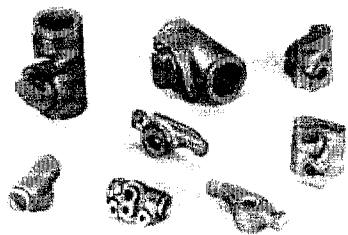
For Two Wheelers - Four Stroke

- Air Cooled Cylinder Block (75 CC-500 CC)
- Water Cooled Cylinder Block (75 CC-250 CC)
- Cam Shaft- Grey Iron, Ductile and Malleable Iron
- Drum Gear Shift
- Rotor Oil Filter

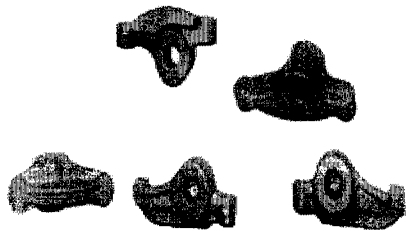


Automobile Components

- Water Cooled Cylinder
- Water Cooled Cylinder Head - Grey Iron
- Ductile Iron Pulleys
- Rocker Arm and Rocker Support
- Brake Cylinder (Single Bore /



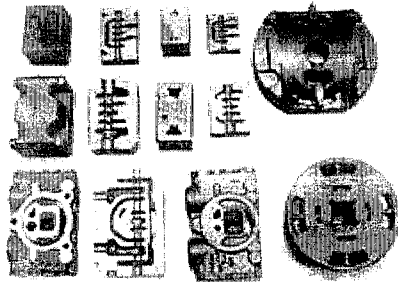
- Double Bore)
- Cylinder Head
- Gear shift fork , Wheel Cylinder
- Automatic Slag Adjuster
- Housing for Power Steering
- Plate Stiffener
- Bearing Housing for Turbochargers
- Suspension Bracket
- CVJ Body



⌘ Top

⇒ Hydraulic Industry

- ValveBody – NG6
NG10
- CeeTop
- Pressure Plate – Inlet Plate
Outlet Plate
- End Cover – Grey Iron,
Ductile Iron
- Cover Casting - Grey Iron,



⌘ Top

Home Appliances

- Piston for Refrigerator (Successfully converted to shell from Investment Castings)
- Support bracket for Refrigerator Compressor
- Swing Lever for Sewing Machines

2.4 Competitors

- Tata Metaliks
- Sesa Goa
- Neco
- Dempo
- KISCO (Kudremukh)
- SLR Steels
- Sathavahana
- Pigiron

2.5 Awards

The global distinction

ISO 16949:2002 was obtained in the year 2003. and ISO 9002 was obtained in the year 1996.

CHAPTER 3

DATA ANALYSIS & INTERPRETATION

CHAPTER 3

DATA ANALYSIS AND INTERPRETATION

Percentage Analysis

Table No 3.1. Level of Experience

Experience	Frequency in %
0-1	20
1-3	20
3-5	35
>5	25
Total	100

INFERENCE

From the table it is referred that 35 % of respondents are having 3-5 yrs experience, 25% of respondents are having more than 5yrs and 20% of respondents are having 0-1yr and 1-3 yrs experience. Majority of the employees are having experienced.

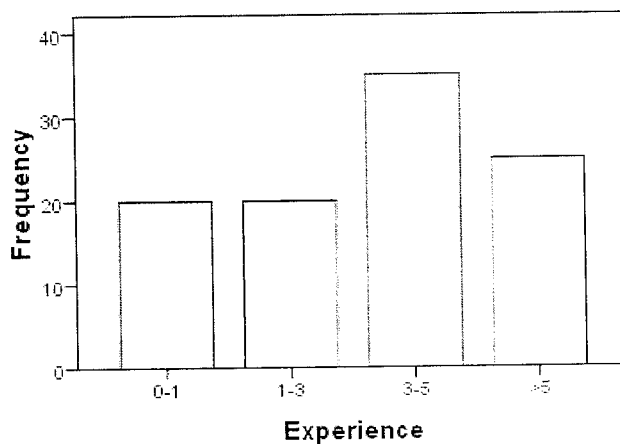


Fig 3.1. Level of Experience

Table No3.2 Level of Income

Income	Frequency in %
<5000	30
5000-10000	25
10000-15000	35
>20000	10
Total	100

INFERENCE

From the table it is inferred that 30% of respondents are receiving income less than 5000, 25% of respondents are receiving between 5000-10000, 35% of respondents are receiving between 10000-15000 and 10% of respondents are receiving between more than 20000. Majority of the employees earns salary between 10000 to 15000.

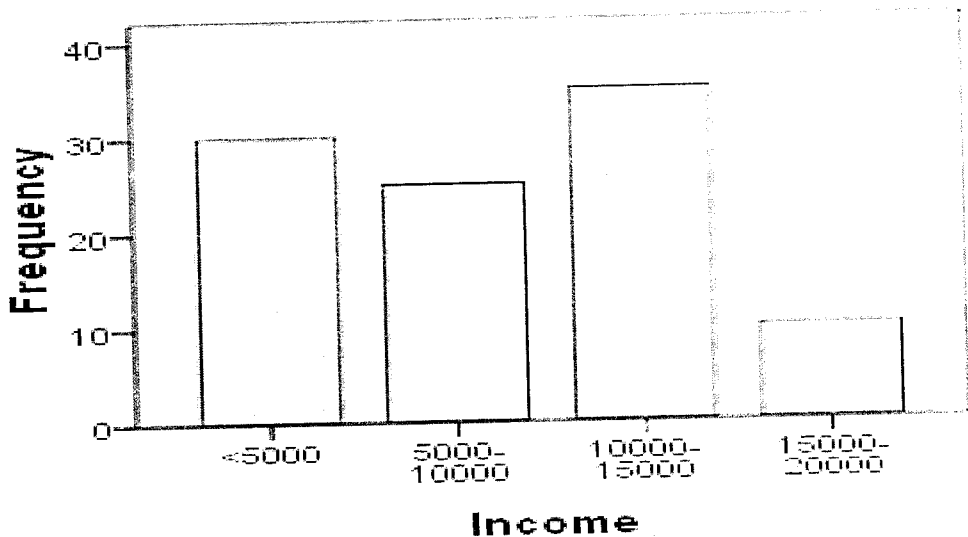


Fig 3.2.Level of Income

Table No 3.3 Level of awareness

Awareness	Frequency in %
Yes	100

INFERENCE

From the table it is inferred that 100% of respondents are aware of grievance handling method. So the company is effectively communicating the grievance procedures to the employees.

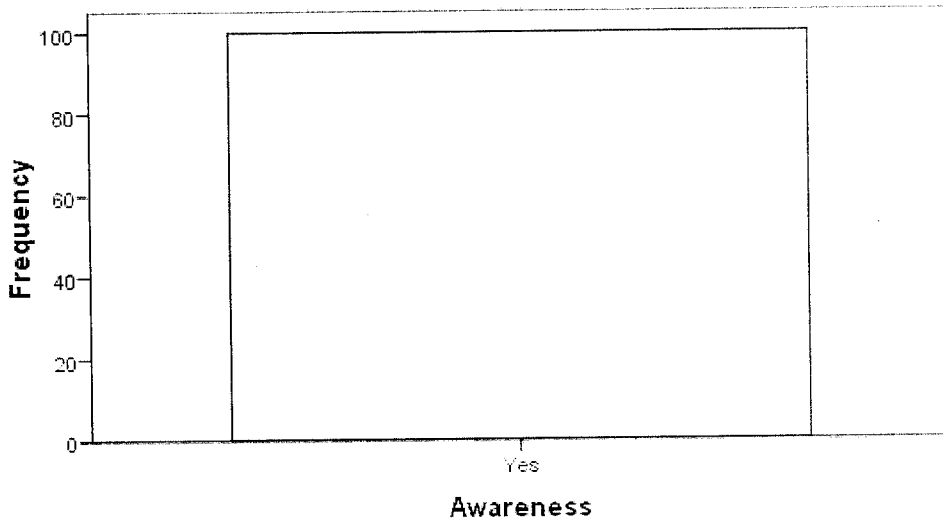


Fig 3.3 Level of Awareness

Table No 3.4. Frequency of problem occurrence

Problem occurrence	Frequency in %
problem occurs daily	20
Problems are often but not occurs daily	60
problems are rare	20
Total	100

INFERENCE

From the table it is inferred that 60% of respondents feel that the occurrence of problem is often, but not occurs daily. 20%,20% of respondents of the respondents feel that occurrence of problems are daily, rarely respectively. So most of the problems occur often in once two month.

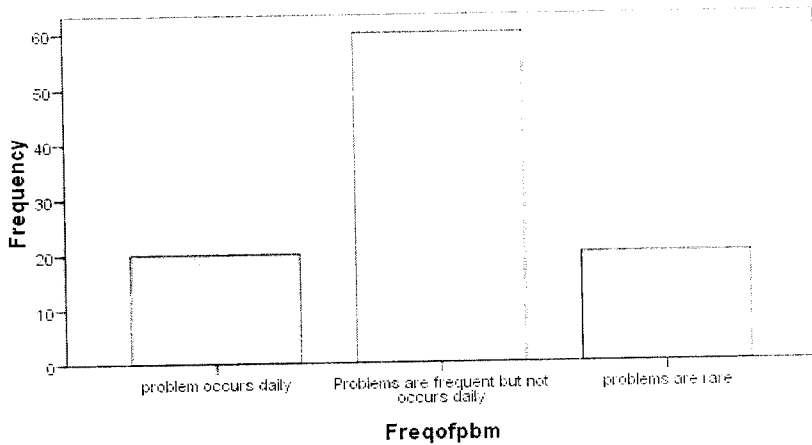


Fig 3.4 Frequency of problem occurrence

Table No 3.5. Main reason for the grievance

Reason	Frequency in %
Hierarchy	10
Compensation	25
Incentives	5
HR policy	10
Workload	50
Total	100

INFERENCE

From the table it is inferred that 50% of respondents feel that workload is main problem. 25% of respondents feel that compensation is the main problem and 10%,10%,5% of respondents feel that there is hierarchy problem, problem in HR policy and incentives problem respectively .So the company may conduct work norm study to understand the employees capacity. Based on that the work may be allocated

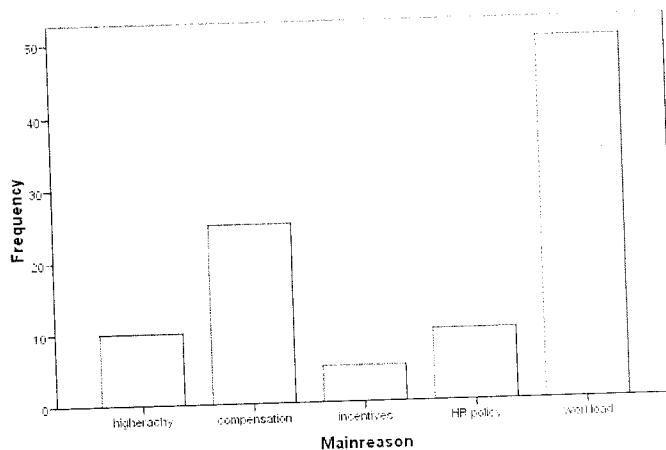


Fig 3.5. Main reason for grievance

Table No 3.6. Manager Listening to employees grievance

Listening grievance	Frequency in %
Strongly agree	45
Agree	45
Neutral	5
Disagree	5
Total	100

INFERENCE

From the table it is inferred that 90 % of respondents feel manager is listening to their grievance and only 5% of respondents are disagree to the statement. So it is appreciable work by the manager and the relationship is good.

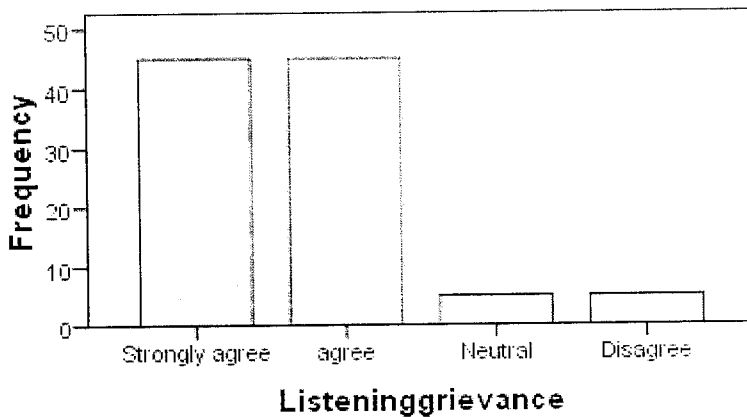


Fig 3.6 Manager is listening to to employees grievance

Table No 3.7. Level of Problem raised to higher authority

Problem raised to higher authority	Frequency in %
Always	15
Often	15
Usually	15
Rare	55
Total	100

INFERENCE

From the table it is inferred that 55 % of respondents feel that the problem has raised to higher authority is rare, 15%, 15% & 15% of respondents feel that problems has raised to to higher authority is usual, often and always respectively. Majority of the problems are solved by the manager itself. So the manager has taken necessary steps to solve their employees grievance.

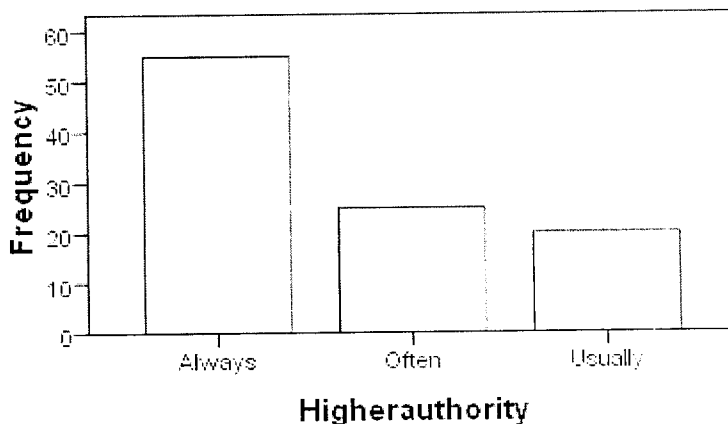


Fig 3.7. Level of Problem has reached to higher authority

Table No 3.8 Prompt attention for their grievances

Prompt attention	Frequency in %
Strongly agree	55
Agree	25
Neutral	5
Disagree	10
Strongly disagree	5
Total	100

INFERENCE

From the table it is inferred that 80% of respondents feel that the company is providing Prompt attention for their grievance, 15% of respondents disagree to the statement and 5% of respondents are indifferent to this statement respectively. So it is appreciable effort by the management for Prompt response.

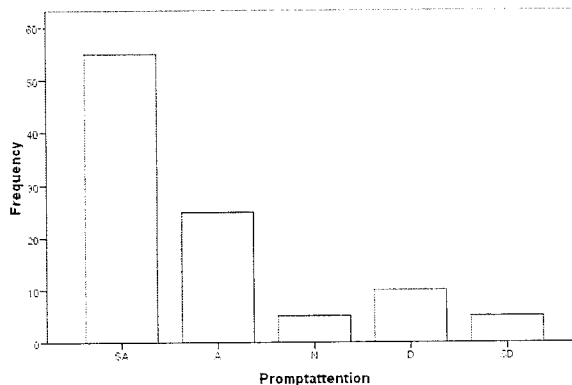


Fig 3.8 Prompt attention for employees grievance

Table 3.9 HR policies in the company

HR policy	Frequency in %
Safety & Welfare policy	10
All the above	90
Total	100

INFERENCE

From the table it is inferred that 90% of respondents are getting all the four HR policies and only 10% of respondents are getting safety and welfare policy. The company is providing all the HR policies to their experienced employees are having above 2 years.



Fig 3.9 HR policies in the company

Table No 3.10 Level of Satisfaction towards Workload

workload	Frequency in %
Highly satisfied	25
Satisfied	5
Dissatisfied	70
Total	100

INFERENCE

From the table it is inferred that 70% of respondents are dissatisfied with the work load, 30% of respondents are satisfied to this statement. So the company may concentrate in this statement by conducting work norm study.

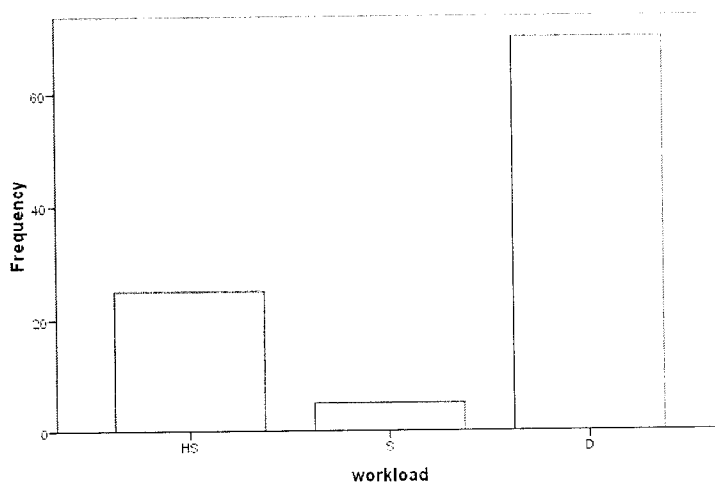


Fig 3.10 Level of satisfaction towards workload

Table No 3.11 Level of agreement towards Safety

Safety	Frequency
Strongly agree	45
Agree	35
Neutral	5
strongly Disagree	15
Total	100

INFERENCE

From the table it is inferred that 80% of respondents agree with safety , 15% of respondents are strongly disagree with the safety and 5% of respondents are indifferent to this statement. So the company has provided safety measures to their employees effectively

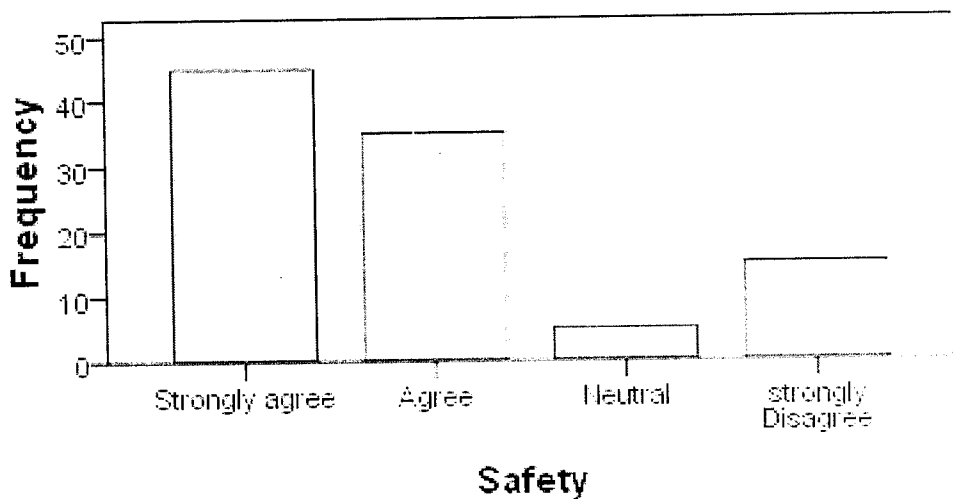


Fig 3.11. Level of agreement towards Safety

Fig 3.12. Changes in the grievance method

Changes	Frequency in %
Yes	90
Not aware	10
Total	100

INFERENCE

From the table it is inferred that 90% of respondents feel that there is a change in grievance methods comparing with previous methods. So the management has made some changes in the grievance methods for reducing the grievance and the employees are satisfied with this changes.

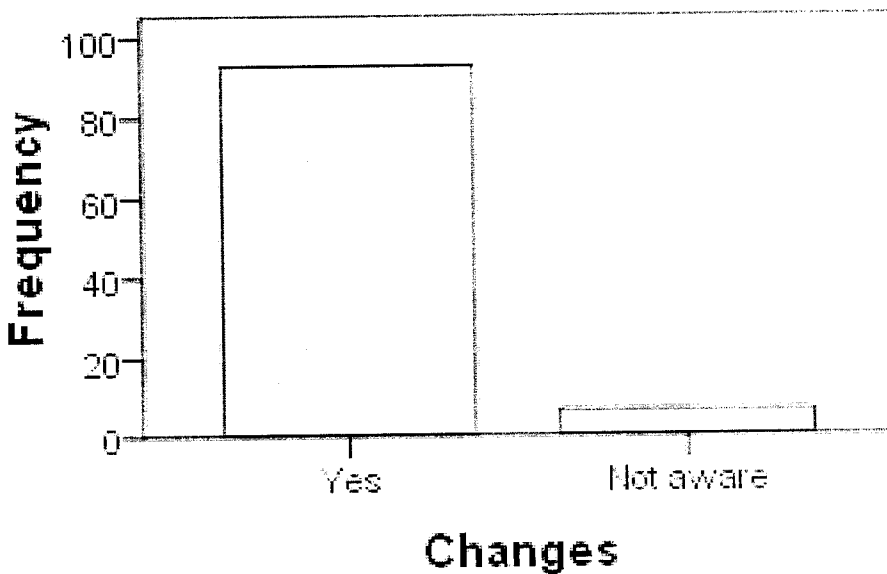


Fig 3.12 Changes in the grievance method

Table No 3.13 Reason for the grievance method change

Reason for changes	Frequency in %
Due to internal environment	20
Due to request on employees	70
As management decision	5
Any other	5
Total	100

INFERENCE

From the table it is inferred that 70% of respondents feel that the reason for changes due to the request of an employees ,20% of respondents feel due to the internal environment, 5% and 5% respondents feel due to the management decision and any other respectively. So the management is giving importance to their employees for solving their grievance

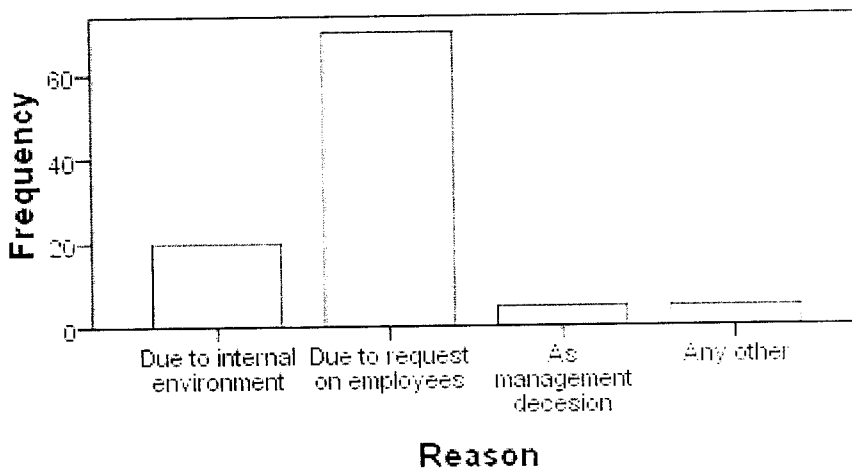


Fig 3.13. Reason for the grievance changes

Table No 3.14. Problem reduction after the change

Problem reduction	Frequency in %
Strongly agree	45
Agree	25
Neutral	15
Disagree	15
Total	100

INFERENCE

From the table it is inferred that 70% of respondents are strongly agree that there is a reduction in the problem, 15%, 15% of respondents feel indifferent and disagree to this statement. The problem has reduced now, comparing with the previous method. So the management has taken necessary steps for their employees development.

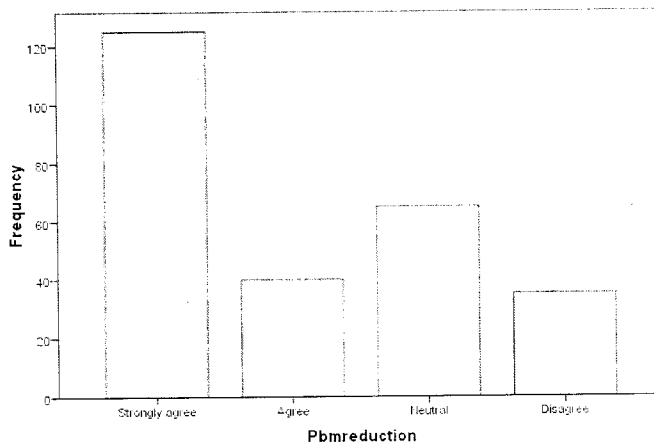


Fig 3.14. Problem reduction after the change

Table No 3.15. Level of Satisfaction in grievance handling method

Grievance satisfaction	Frequency in %
Highly Satisfied	55
Satisfied	30
Neutral	10
Highly dissatisfied	5
Total	100

INFERENCE

From the table it is inferred that 85% of respondents satisfied with the grievance handling methods, 10% of respondents are indifferent and 5 % of respondents are highly dissatisfied to this statement. The management is effectively participating and solve their employees grievance by taking Prompt action.



Fig 3.15 Level of satisfaction in grievance handling method

Table No 3.16. Grievance box

Grievance box	Frequency in %
Yes	100

INFERENCE

From the table it is inferred that 100% of respondents opinion, there is a grievance box in the company. The management has taking steps effectively through grievance box and giving cost assessment and rewards to employees for their complaints if it if resonable.

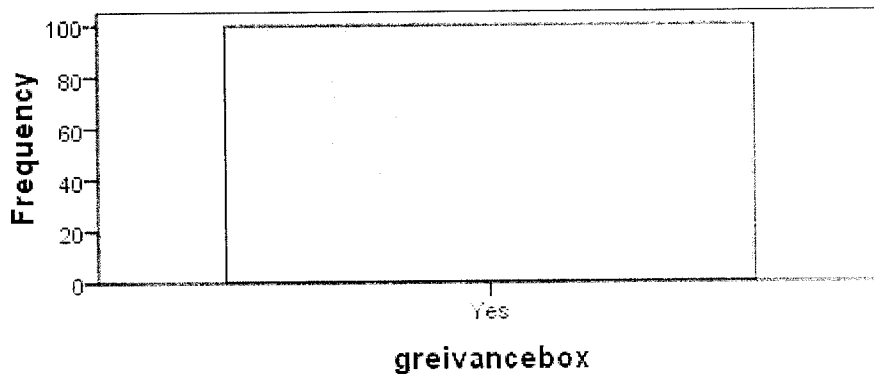


Fig no 3.16. Grievance box

CHI SQUARE TEST

Table No 3.17. Experience Vs HR policy

		HRpolicy		Total
		Safety	All	
Experience	0-1	10	10	20
	1-3	0	20	20
	3-5	0	35	35
	>5	0	25	25
Total		10	90	100

H0 : Tab val > Cal val. There is significant difference between the two variables

H1 : Tab val < Cal val. There is no significant difference between the two variables

Degree of freedom = 3

Significant = 5%

Table value = 7.81

Calculated value = 11.37

INFERENCE

H0 is rejected. There is some significant relation between the experience workers and HR policies. The company is giving all the HR policies to the permanent employees and they are satisfied with this policies.

Table No 3.18 Workload Vs Satisfaction on grievance handling

		Satisfaction				Total
		Hs	S	N	HD	
Workload	HighlySatisfied	20	0	0	0	20
	Satisfied	30	30	10	5	75
	Dissatisfied	5	0	0	0	5
Total		55	30	10	5	100

H0 : Tab val > Cal val. There is significant difference between the two variables

H1 : Tab val < Cal val. There is no significant difference between the two variables

Degree of Freedom = 6

Significant = 5%

Table Value = 15.5

Calculated Value = 1.3

INFERENCE

Ho is accepted. There is no significant relationship between workload and grievance handling method satisfaction. So the workload is not only the reason for satisfaction.

Table No 3.19 Weighted Average Method

S.No	Factors	Value	Ranking
1	Listening to employees grievances	2.8	II
2	Problem has not raised to higher authority	2.2	VI
3	Prompt attention	2.76	III
4	Workload	1.9	VII
5	Safety	2.61	IV
6	Problem reduction	2.6	V
7	Grievance Satisfaction	2.86	I

Weighted Average Method

- The more weightage is to satisfaction on grievance handling method. So most of the employees are satisfied.
- The second ranking is to manager is listening to their employees grievances.
- The third ranking is the company giving prompt attention.
- The fourth ranking is to safety. Most of the employees are satisfied with safety provided by the company.
- The fifth ranking is to problem reduction than the previous method.
- The sixth ranking is to the most of the problems has not reached to higher authority. Majority of the problems solved by the manager itself.
- Finally least ranking is to workload. Most of the employees are not satisfied with workload

CHAPTER 4

CONCLUSIONS

Chapter 4

Findings and Suggestions

Findings

- From the table it is inferred that 35% of respondents are having 3-5yrs experience, 25% of respondents are having more than 5 yrs experience and 20% of respondents are having 0-1 yr and 1-3 yrs experience. Majority of the employees are having experienced around 5 years. (Tab No 3.1)
- From the table it is inferred that 30% of respondents are receiving income less than 5000, 25% of respondents are receiving between 5000-10000, 35% of respondents are receiving between 10000-15000 and 10% of respondents are receiving between more than 20000. Majority of the employees earns salary between 10000 to 15000 (Tab No 3.2)
- From the table it is inferred that 100% of respondents are having aware of the grievance handling method. So the company is effectively communicating the grievance procedures to their employees. (Tab No 3.3)
- From the table it is inferred that 60% of respondents feel that problem occurs are often but not occurs daily. 20% of the respondents feel that the problems are occurring daily and rare. So most of the problems occurs often once in two month.(Tab No 3.4)
- From the table it is inferred that 50% of respondents feel that workload is main problem. 25% of respondents feel that compensation is the main problem and 10% of respondents feel that there is hierarchy problem and problem in HR policy. So the company may conduct work norm study to understand the employees capacity. Based on that the work may be allocated to employees (Tab No 3.5)
- From the table it is inferred that 90% of respondents feel that manager is listening to their grievances and 5% of respondents are disagree to the statement. So the relationship between the manager and employees is good. Manager is communicating with their employees effectively (Tab No 3.6)

- From the table it is inferred that 55% of respondents feel that the problem has raised to higher authority is rare, 15%, 15%, and 15% of respondents are feel the problems has raised to higher authority are usual, often and always respectively. Majority of the problems are solved by the manager itself. So the manager has taken necessary steps to their employees grievance
(Tab No 3.7)
- From the table it is inferred that 80% of respondents feel that the company is providing Prompt attention for their grievance, 15% of respondents disagree to the statement and 5% of respondents are indifferent to this statement respectively. So it is appreciable effort by the management for Prompt response (Tab No 3.8)
- From the table it is inferred that 90% of respondents are getting all the four HR policies and only 10% of respondents are getting safety and welfare policy. The company is providing all the HR policies to their experienced employees are having above 2 years (Tab No 3.9)
- From the table it is inferred that 70% of respondents are dissatisfied with workload, 30% of respondents satisfied with the work. So the company can concentrate in this statement and may decrease the employees problem by conducting work norm study.(Tab No 3.10)
- From the table it is inferred that 80% of respondents agree with safety provided by the company , 15% of respondents are strongly disagree and 5% of respondents are indifferent to the statement. The company is effectively providing safety measures to their employees and they are satisfied.
(Tab No 3.11)
- From the table it is inferred that 90% of respondents feel that there is a change in grievance methods comparing with previous methods. So the management has made some changes in the grievance methods for reducing the grievance and the employees are satisfied with this changes.
(Tab No 3.12)

- From the table it is inferred that 70% of respondents feel that the reason for changes due to the request of an employees ,20% of respondents feel due to the internal environment, 5% and 5% respondents feel due to the management decision and any other respectively. So the management is giving importance to their employees for solving their grievance (Tab No 3.13)
- From the table it is inferred that 70% of respondents are strongly agree that there is a reduction in the problem, 15%, 15% of respondents feel indifferent and disagree to this statement. The problem has reduced now, comparing with the previous method. So the management has taken necessary steps for their employees development (Tab No 3.14)
- From the table it is inferred that 85% of respondents satisfied with the grievance handling methods, 10% of respondents are indifferent and 5 % of respondents are highly dissatisfied to this statement. The management is effectively participating and solve their employees grievance by taking Prompt action (Tab No 3.15)
- From the table it is inferred that 100% of respondents opinion, there is a grievance box in the company. The management has taking steps effectively through grievance box and giving cost assessment and rewards to employees for their complaints if it if reasonable (Tab No 3.16)

Chi Square Test

H0 is rejected. There is some significant relation between the experience workers and HR policies. The company is giving all the HR policies to the permanent employees and they are satisfied with these policies.

(Tab No 3.17)

- H0 is accepted. There is no significant relationship between workload and grievance handling method. So the workload is not only the reason for grievance satisfaction. (Tab No 3.18)

Weighted Average Method

- Satisfaction on grievance handling method gets more weightage. So most of the employees are satisfied.
- Manager listening to their employees' grievances occupies the second position. There is no barrier in the communication between the higher authority and the first line workers. Therefore good relationship exists among different levels of hierarchy.
- The third ranking goes to the company giving prompt attention to the problems of the employees. This shows that the company is taking interest in the welfare of the employees.
- Safety comes in the fourth position. Most of the employees are satisfied with safety provided by the company.
- Problem reduction through current methods is better than the previous method occupies the fifth place. It can be inferred that the organization is taking efforts regularly to sort out the grievances of the employees.
- Most of the problems does not reach to higher authority occupies the next rank. This is because majority of the problems are solved by the manager himself.
- Finally least ranking is to workload. Most of the employees are not satisfied with workload. This problem has to be checked in order to improve productivity for the organization and comfort for the employees.

SUGGESTIONS

- To reduce the workload problem, production activity can be given at minimum level by conducting work norm study in the organization
- Through this study, the manager can identify the employee's capacity. Based on employees capacity, the work may be allocated and given to the employees. So workload can be decreased.
- Based on the performance, training may be given for the improvement, if adequate training has not been given.
- Job rotation may be given to the employees, so that employees will feel happy and can improve their satisfaction in the job.
- The suggestion box may be implemented by the company. So the manager will be able to identify and solve employees problems through suggestion box. For that the company can give rewards and cost effective assessment to the employees. So employees will feel as valued person in the company.
- Monthly meetings can be held where employees can openly express their grievances and immediate resolutions can be sought.
- The work timings can be adjusted to suit the employees and tough jobs can be done on a rotational basis.

CONCLUSION

- It is clear that the company's strength is human resources, for this company has to take care of employees and they should solve problems if any in their jobs
- The company is taking measures to improve the welfare of the employees by taking effective steps to overcome their grievances.
- The industrial relations prevailing in the company is appreciable.
- From the outset, compensation provided by the company, the HR policies, the concern of the management towards the employees and altered grievance handling methods are good
- But there is some problem in work load for employees. So the company has to take necessary steps to overcome this workload problem of employees by conducting work norm study.
- Though there are some bottle necks, there is scope for improvement by effective implementation of the above suggestions.

ANNEXURE

**Grievance Handling of employees in
INDOSHELL MOULD, Coimbatore**

Demographic Details

a) Name :

b) Gender :

1) Male

2) Female

c) Designation/Role in the industry

1) Manager

2) Supervisor

3) Driver

4) Labour

5) Others

d) Experience : (in years)

1) Below 2

2) 2 to 4

3) Above 4

e) Income

1) <50000

2) 5000-10000

3) 10000-15000

4) >20000

Information on Grievance

1. Are you aware of the grievance handling process/methods in the industry?

c) Yes

b) No

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

a) Problems occurs daily

b) Problem occurs often but do not occur daily

c) Problems occurs rare

3. What is the main reason for the problem in the organization?

a) Organizational hierarchy

b) Compensation

c) Incentives and perks

d) HR policies

e) Workload

4. Your manager spends a good deal of time listening to your grievances
a) Strongly agree b) Agree C) Neutral d) Disagree e) Strongly disagree
5. Whether the problem has risen to the higher authority due to the faults by
Manager
a) Yes b) No c) Not aware
6. Do you get Prompt attention for your grievance?
a) Strongly agree b) Agree C) Neutral d) Disagree e) Strongly disagree
7. What are the HR benefits provided by the organization
a) House Rent
b) Medical benefit
c) Educational benefit
d) Safety and Welfare benefit
e) All the above
8. Whether your workload and flexibility of work hours in the organization
a) Highly satisfied b) Satisfied c) Neutral
d) Dissatisfied e) Highly Dissatisfied
9. Whether you agree with safety of your work environment
a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

Information on changes in the grievance handling techniques

10. Has the Human Resource Department made any Changes in the Grievance?
Handling Technique employed
a) Yes b) No c) Not aware
11. 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 the Grievance Handling
c) Due to The Request On The Employees
d) As a Management Decision
e) Any Other (Please Specify)
12. There is any reduction in the problems now, than at the time of the Previous
technique
a) Yes b) No c) Not aware
13. How far you are satisfied on grievance handling method in the industry
a) Highly Satisfied b) Satisfied c) Neutral
d) Dissatisfied e) Highly Dissatisfied

14. Do you have any grievance box System for this grievance handling method?

a) Yes

b) No

15. Suggestion to diminish the grievance

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