

**A Study on Grievance Redressal System and Its Impact on Stress  
Level Of Employees In Sungard Solutions**

By

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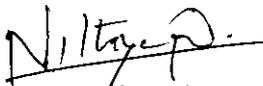
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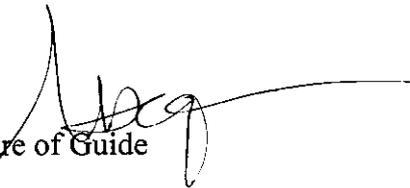
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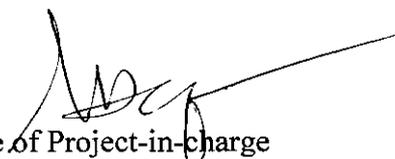
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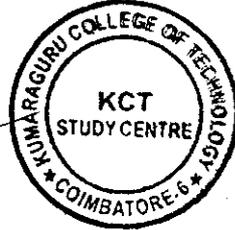
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# INTRODUCTION

## CHAPTER 1

### INTRODUCTION

#### 1.1 RESEARCH BACKGROUND:

A grievance is a sign of an employee's discontentment with his/her job or relationship with their colleagues. Grievances generally arise out of the day-to-day working relations in an organization. An employee or a trade union protests against an act or policy of the management that they consider as violating employee's rights.

One of the effective ways of minimizing and eliminating the source of an employee's grievance is by having an 'open door policy'. An 'open door policy' facilitates upward communication in the organization where employees can walk into a superiors' cabin at any time and express their grievances. The National Commission on Labor suggested a Model Grievance Procedure, which lays down the sequence of steps to be taken whenever a grievance is expressed.

Conflict occurs when two or more people or parties perceive an incompatibility in their goals or expectations. There are seven methods for achieving reconciliation of conflict. These methods are win-lose, withdrawal and retreat from argument, smoothing and playing down the difference, arbitration, mediation, compromise and problem solving. Of all these methods 'problem-solving' method is most likely to bring about a win-win situation.

##### 1.1.1 GRIEVANCES AND GRIEVANCE HANDLING

1. Grievances or conflicting thoughts are part of industrial life.
2. It is essential to bring this conflict to the surface.
3. All conflicts cannot be eliminated but their exposure will contribute towards their reduction.
4. Such exposures lead to adjustments and further improved organizational effectiveness.

##### 1.1.2 METHODS OF BRINGING CONFLICT TO SURFACE

1. Grievance procedure
2. Direct observation
3. Suggestion boxes
4. Personal counselor
5. Exit interviews
6. Miscellaneous channels

## GRIEVANCE

- (A) Dissatisfaction is any state or feeling of discontent
- (B) Dissatisfaction orally made known by one employee to another is a complaint.
- (C) A complaint becomes a grievance when brought to the notice of the management.

According to Fillipo. "The term would include any discontent and dissatisfaction that affects organizational performance. It can either stated or unvoiced, written or oral, legitimate or ridiculous.

- (a) A complaint is a discontent that has not assumed importance.
- (b) A complaint becomes grievance when the employee feels that injustice has been committed.

### 1.1.3 TYPES OF GRIEVANCES

- (a) Visible grievances
- (b) Hidden grievances

An employee may feel that there has been an infringement of his rights; Grievances exist in the minds of individuals. Grievances may be concerning employment, working conditions, change of service conditions, biased approach, non-application of principle of natural justice, work loads and work norms.

### 1.1.4 NEED FOR GRIEVANCE PROCEDURE

- (i) Identification and analysis of grievances.
- (ii) Helps at formulating and implementing the policies and programmes.
- (iii) It is problem solving, dispute-settling mechanism.
- (iv) Strengthens the industrial relationship.
- (v) It detects the flaws in working conditions and helps to take corrective measures.
- (vi) Build good morale, maintains code of discipline.
- (vii) Brings uniformity in handling grievances.
- (viii) It develops faith of employees.
- (ix) Reduces personality conflicts.
- (x) It acts as a pressure valve.
- (xi) Provides judicial protection to the employees.
- (xii) Provides avenues to present the problems.

### 1.1.5 GRIEVANCE REDRESSAL SYSTEM

Enables the parties to resolve differences in peaceful, orderly and expeditious manner. Enables the parties to investigate and discuss the problem

- (i) Open-door policy
- (ii) Step ladder type
- (iii) Grievance handling committee

### 1.1.6 BASIC ELEMENT OF GRIEVANCE PROCEDURE

1. Existence of sound channel.
2. The procedure should be simple, definite and prompt.
3. It should be clearly defined.
4. Helpful attitude of management.
5. Fact-oriented system.
6. Respect for decisions.
7. Adequate publicity.
8. Periodic Review.

### 1.1.7 GRIEVANCE HANDLING GRIEVANCE REGISTER

All grievances received must be recorded in writing in the grievances register maintained by the academic administrator. The register will include the following.

- Grievance identification number
- Date the grievance was received
- Business area
- Grievance level
- Nature of grievance
- Grievance received by
- expected resolution time
- Actual resolution time
- Resolution

Records of grievances will be maintained for at least five years. Parties to the grievance may access these records on request during this time. In search will ensure that all records relating to grievance resolution are kept confidential and all requirements under relevant privacy legislation will be adhered to.

### 1.1.8 STEPS IN HANDLING GRIEVANCES

1. Receive and define the nature of dissatisfaction.
  - (a) Manner and attitude when complaint is received
  - (b) Assessment must be made that the complaint is presented fairly.
  - (c) Statement and issues must not be pre-judged.
  - (d) Proper time and attention is given.
2. Get the facts
  - (a) Facts be separated from impressions and opinions.
  - (b) Consult the policies.
  - (c) Consult the records.
3. Analyze and decide.
4. Apply the answer.
5. Follow-up

## 1.2 OBJECTIVE OF THE STUDY

### PRIMARY OBJECTIVE:

- To identify the employees perception and impact of the grievance handling system.
- To analyze and study the existing grievance handling procedure.

### SECONDARY OBJECTIVE:

- To identify the stress level of employees due to the above.
- To analyze the effectiveness of the grievance handling system and to suggest suitable measures for its improvement

### 1.3 NEED FOR THE STUDY

- The grievance handling system enables the employees to express formally their complaints over the management policies and practices.
- A sound grievance handling procedure is needed to improve the efficiency of employees in the organization. It also reduces the employee turn over in the organization.
- The need for the study arises mainly to understand the perception of the employees at their present grievance handling system.
- The company can solve the grievances very effectively thereby reducing the employee dissatisfaction by identifying the employee's attitude towards the grievance handling system.
- Another reason for conducting this study is to analyze the prevailing grievance handling system and to find its effectiveness through this study.
- Some of the valuable suggestions may be provided for the improvement of the grievance handling system in the company.

## 1.4 SCOPE - LIMITATIONS OF THE STUDY

The scope of the study is as follows

- This study deals with the analysis of the effectiveness of the grievance handling system of SunGard Solutions - Bangalore.
- It also identifies the employee's opinion towards the existing grievance handling system in the company.
- The effectiveness of the present grievance handling system will be analyzed and suitable measures to improve the same may be suggested.

The study has the following constraints,

- The sample size is restricted to 109 employees due to time constraints.
- The time of study is limited for conducting the survey.
- The company's policies may not allow it to disclose some vital information needed for the study.
- It depends upon the employee mentality at the time of survey.
- Some of the employees were reluctant to express their grievances.

## 1.5 DELIVERABLES

The study helps

- The employees to share their views and the management can get a clear view on the satisfaction level about the existing Grievance redressal system.
- To analyse the perception towards the grievance redressal system and the impact on mental stress due to unsolved grievances.
- To suggest any new tools or method to improve the system for the effectiveness of the organisation

## 1.6 PROFILE

### COMPANY PROFILE:

SunGard is one of the world's leading software and IT services companies. SunGard serves more than 25,000 customers in more than 70 countries, including the world's 25 largest financial services companies. It is also the youngest company in the world to combine Level 5 in both CMMi and PCMM

SunGard provides software and processing solutions for financial services, higher education and the public sector. SunGard also provides disaster recovery services, managed IT services, information availability consulting services and business continuity management software.

With annual revenue exceeding \$5 billion, SunGard is ranked 435 on the Fortune 500 and is the largest privately held business software and services company on the Forbes list of private businesses. Based on information compiled by Datamonitor\*, SunGard is the third largest provider of business applications software after Oracle and SAP. Continuity, Insurance & Risk has recognized SunGard as service provider of the year an unprecedented five times.

Headquartered in Wayne, Pennsylvania, SunGard has 20,000 employees in more than 200 cities and 30 countries and branches in Bangalore and Pune in India.

SunGard is comprised of four businesses - Availability Services, Financial Systems, Higher Education and Public Sector - that provide IT services and infrastructure, and software and processing solutions.

### BUSINESS :

SunGard has industry leading positions and strong customer relationships in all four of its businesses. It has also used acquisitions to expand its product and service offerings, customer base and geographic footprint, which have contributed significantly to its long-term growth and success.

- SunGard Availability Services has more than 4 million sq ft of operations space and 25,000 miles of dedicated networks
- SunGard Financial Systems supports the accounting and management of more than \$25 trillion in investment assets and process more than 5 million trades each day

- More than 1,600 institutions, serving more than 10 million students, rely on SunGard Higher Education to support their digital campus
- SunGard Public Sector products impact more than 100 million citizens in North America and 50 million citizens in the UK

## Mission

Our mission statement reinforces that our two most important stakeholders are our customers and our people. There is also a correlation between all three elements as we believe that Happy People lead to Happy Customers and also Innovative Solutions are a means of contributing to the success of our customers.

## CORPORATE RESPONSIBILITY

At SunGard ,they believe that the critical mandate of any company is to maximize its value. They do that by adhering to our ethical values, by pursuing profitable growth opportunities, by investing in their future and by serving their customers as effectively as possible. They have a corporate responsibility to our investors, employees and to the communities and environment in which we work. As a company they also had a great interest to spastic society which supports the physically challenged kids and also voluntarily participate in educating the rural school kids on week ends once in every month.

REVIEW OF  
LITERATURE

## CHAPTER 2

### REVIEW OF LITERATURE

A **literature review** is a body of text that aims to review the critical points of current knowledge on a particular topic.

Most often associated with science-oriented literature, such as a thesis, the literature review usually precedes a research proposal, methodology and results section. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area.

A good literature review is characterized by: a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic.

According to **Cooper (1988)** "a literature review uses as its database reports of primary or original scholarship, and does not report new primary scholarship itself. The primary reports used in the literature may be verbal, but in the vast majority of cases reports are written documents. The types of scholarship may be empirical, theoretical, critical/analytic, or methodological in nature. Second a literature review seeks to describe, summarize, evaluate, clarify and/or integrate the content of primary reports".

#### Chalmer grievance procedure

The term 'grievance procedure' refers to the system established by parties in an organization for processing and settling grievances - **Lewin & Peterson (1988)**. In the US, with its absence of arbitration tribunals, GPs have a well documented history in unionized firms aimed at stemming workplace litigation by keeping dispute resolution in-house - **McDermott & Berkeley 1996; Schlichter et al (1960)**. There has also been an expansion of GPs to cover the growing non-unionized sector - **Lewin (1987)**. Research has highlighted that GPs have the function of controlling conflict in the sense that they aim to allow employees to make complaints without fear or retribution. They serve as a method of communication between management and employees - **Davy et al. (1992)** and also provide a systematic and orderly way to handle grievances - **Bohlander & Behringer (1990)**. It has been argued that GPs foster an expeditious, equitable and inexpensive resolution of employee complaints - **Davy et al. (1992)**.

For an employee, the GP represents a mechanism that presumably legitimises the filing of complaints about the employment relationship -**Lewin & Peterson (1988)**. In Australia, GPs emerged as a requirement of consent awards under s91 of the Industrial Relations Act 1988 and later became a mechanism to attempt resolution in the workplace in certified agreements and enterprise flexibility agreements (ss 170 MC(1) and 170 NC respectively).

The current Workplace Relations Act 1996 requires the mandatory inclusion of a GP in all certified collective and individual agreements.

### Grievance Procedure Design

There is a general belief amongst researchers that GPs must be formal written policies rather than adhoc processes. **Trudeau (2002)** advised that GPs need to be formally written down to be most effective. The degree of formality of GPs varies but can include specifications for written grievances such as the time limits for response at each step, and the types of representation an employee can have -**Lewin & Peterson 1988; (Trudeau 2002)**. For example, there can be strict time limits for response and appeals -**Trudeau (2002)**. As well as documenting the procedure, the formality of written policies extends to documenting each grievance as it is filed and moves through the process. Davy et al. (1992) found that grievances written down at the first step, as opposed to being presented orally, were related to higher rates of resolution. He argued that this indicated greater levels of procedural justice were being afforded to the disputants. GP design has been described as a conscious and deliberate attempt by an organization to formulate a policy and practice to control conflict - **Bingham (2003)**. The creation of a GP is influenced by a number of factors, which include union and management relationships, the bargaining relationships between parties, and organizational characteristics, such as structure, size and industry. In the US, GPs are often contractual, which means they are written into the terms and conditions of work (Hayford & Peggnetter 1980). Therefore, they can potentially be in any form that employers, employees and unions negotiate. This is important because key to the success of a GP is that it has been properly tailored to the organization. In their work on GP design, **Costantino and Merchant (1996)** identified four distinct stages of design: diagnosis, design, implementation and review. They pointed to the importance of utilizing workplace stakeholders in the diagnostic stage of the development so that disputes are classified according to their nature, source and frequency so that appropriate measures are designed to deal with them. Similarly, **Bendersky (1998)** noted that the beneficiaries of the policy need to be involved in its design so that important elements such as local culture are incorporated. **Bohlander and Behringer (1990)** suggested that GPs should have the following main sections: the purpose of the procedure, a definition of what constitutes a grievable issue, the structure and operation of the procedure, a statement on employee representation rights, an explanation of how employees can file a grievance, a stipulation of management response times and an outline of the methods for initiating the complaint.

## Grievance Procedure Steps

The design of GPs has received considerable attention in the research literature. When considering their structure, it has been suggested that the goal is to create efficiency by promoting a rapid resolution -**Gordon & Miller 1984; Briggs 1981**. This will often mean obtaining an optimal balance between the number of steps in the process and

the duration of those steps. The role of a GP is to process allegations from lower to higher levels of management (Lo Bosco 1985). This allows employees to appeal decisions to higher levels when they believe decisions made by lower level managers to be unjust (Stieber 1986). The steps in a procedure usually follow the levels of management in an organization (**Loewenberg 1984**). Thus, there are no 'right' numbers of steps and the literature is clearly divided on this issue. Peterson and McCabe (1994) found that three and four step systems were the most popular. **Thomson and Murray (1976)** advised three steps as a minimum, comprising supervisory, middle and senior management levels. Other researchers such as Slichter et al. (1960) suggested four step, five-step, and six-step procedures, dependent on the chain of command.

**Stewart and Davy (1992)** found an inverse relationship between the number of steps in a procedure and the incidence of early resolution. It is an important finding in the light of the general consensus that the lower the step the grievance is resolved, the more beneficial the results are to the aggrieved party (Loewenberg, 1984; Graham & Heshizer 1979; Gordon and Bowlby 1988). These beneficial results largely emanate from the greater opportunity for discussion and negotiation between the parties and their supervisor (**Costantino and Merchant 1996**). This means that disputants are given an opportunity to find an interest-based solution (Bingham 2003). In practice too, most grievances are found to reach resolution at lower levels of the organization. Lewin and Peterson's (1988) US research found 55 per cent of employees they investigated who filed a grievance reached resolution at the first step of the process.

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**Abstract** 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, and fair representation requirements. It should also identify relationships that are specific to different issues.

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**RESEARCH  
METHODOLOGY**

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 MEANING OF RESEARCH

According to Clifford Woody research is “defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and researching conclusions; and at last carefully testing the conclusions; and to determine whether they fit the formulating”.

#### 3.2 RESEARCH DESIGN

Research methodology is a systematic approach to solve the research problem. It can be considered as a new research is done scientifically. For conducting for the first time and thus are original in character. Secondary data is collected by some, which already have through to statistical process. It is necessary for the researcher to know not only the research methods/techniques but also the methodology.

A research design is an arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design used in this study is descriptive research, which include surveys and fact-findings enquires of different kinds. A research design is purely and simply the frame work and plan for the study that guides the collection and analysis of data. It is a blue print that is followed in completing a study.

#### 3.3 RESEARCH INSTRUMENT

The research instrument used in this study is a ‘structured questionnaire’. In which there are definite, concrete and predetermined questions relating to the aspect, for which the researcher collects data. The questions are presented with exactly the same wording and in the same order to all the respondents.

#### 3.4 SAMPLING METHODS

##### 3.4.1 SAMPLING DESIGN

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design may as well lay down the number of items to be included in the sample. Sample design is determined before data are collected. The sampling is limited to the employees of the specified company at branch in Bangalore. The sampling design applied for this project is Stratified random sampling.

### 3.4.2 SAMPLING SIZE

Sample size refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. The sample size taken for the research is 109 respondents. The Total size of the population was 173 for Consultants and Engineers department. Hence more than 80% of the population is selected as sample.

### 3.4.3 DATA COLLECTION METHOD

The researcher has used various ways to collect the data. It includes numerical figures, qualitative and quantitative information. By directly through the questionnaire method, by interviewing the respondents and through survey methods. It is often found that data at hand are inadequate, and hence, it becomes necessary to collect data that are appropriate. There are several ways of collecting the appropriate data which differ considerably in context of money costs, time and other resources at the disposal of the researcher. The Primary instrument used in the study was the "questionnaire".

### 3.4.4 PRIMARY DATA COLLECTION

The primary data are those that are collected for the first time and thus happen to be the original questionnaire. The information was collected from the employees through personal contacts, interviews and by observation. Good decision requires good data; great care must be taken during collection of primary data so that it will be relevant, accurate, current and unbiased information.

In order to get a first hand primary data, a detailed questionnaire was constructed based on the objective of the research. The questionnaire was prepared in three parts; the first part covered all the demographic profile of the respondent. The second part was based on the core questions which are required for the study based on requirements. The third part of the questionnaire covered the suggestions of the respondents.

### 3.4.6 SECONDARY DATA

Secondary data is the data collecting from past records, reports, and database etc. In this study the secondary data is collected from the past records of the grievance handling system in the company and through the magazines and newspapers. In detail, the company conducts a survey every year about the satisfaction level and Grievance satisfaction newsletters. These questions and results of that were considered as secondary data.

### 3.5 STATISTICAL TOOLS & TECHNIQUES USED FOR ANALYSIS

The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. The role of statistics in research is to function as a tool in designing research, analyzing its data and drawing conclusions there from. The statistical tools used for data analysis for the project are as follows:

#### 3.5.1 PERCENTAGE METHOD

This is the earliest and best method to analyze a given data. The percentage wise distribution of the data gives an idea of which factor is more and which is less. This method has been extensively used in this project. The expression of data in terms of percentage is one of the simplest statistical devices used in economic statistics, the percentage of aiding comparison. Percentage refers to a special kind or ratio; it is used to make comparison between two or more series of data. They can be used to compare the relative items, the distribution of two or more series of data. The algebraic notation is used for calculation.

The notation is as follows,

$$\text{Percentage (\%)} = \frac{\text{Number of Respondents}}{\text{Sample Size}}$$

#### 3.5.2 CHI-SQUARE TEST

Chi-Square test is one of the simplest and widely used non-parametric tests in statistical work. The quantity of chi-square describes the magnitude of discrepancy between theory and observations. It enables us to conclude whether more than two population proportions can be equal or not. In order to get the relation between two variables the chi square test has been selected. This helps in easy interpretation and conclusion.

#### Formula

$$X^2 = \sum n \frac{(O_i - E_i)^2}{E^2}$$

With Degree of freedom= (n-1) or (r-1) (c-1)

“O<sub>i</sub>” refers

to the observed frequencies.

“Ei” refers to the expected frequencies.

### 3.5.3 SPSS

#### ***Introduction:***

SPSS stands for Statistical Package For Social Science. SPSS provides powerful statistical analysis and data management system in a graphical environment using descriptive analysis menus and simple dialog boxes to do most of the work for us. Most tasks can be done easily by pointing and clicking the mouse.

#### ***SPSS FOR WINDOWS:***

##### **Data Editor:**

A versatile spread sheet like system for defining, entering, editing and displaying data.

##### **Viewer:**

The viewer makes it easy to browse your result, selectively show and hide the output, change display order.

##### **Multidimensional Pilot Table:**

The result comes along with multidimensional pilot table. Explore the table by rearranging rows, columns, and layers. Uncover important findings that can get lost in the standard report.

##### **High Resolution Graphics:**

High resolution, bulk colour pie charts, bar charts, histograms, scatter plots, 3D graphs and more are included as standard factors in SPSS.

##### **Database Access:**

Retrieve information from database by using the database wizard instead of complicated SQL Queries.

##### **Data Transformation:**

Transformation of data features help get your data ready for analysis. We can easily subset data, combine categories and aggregate, merge and split.

***APPLICATION OF SPSS:***

- |                            |                       |
|----------------------------|-----------------------|
| ➤ Tables and graphics      | Sampling distribution |
| ➤ Descriptive analysis     | Hypothesis testing    |
| ➤ Probability distribution | Analysis of variance  |
| ➤ Forecasting              | Regression analysis   |
| ➤ Non parametric test      | Chisquare analysis    |

- As above mentioned , SPSS here is used to find the relation between the Gender and Stress level due to unsolved Grievances and to find the relation between the satisfaction level of Grievance solving system and Number of years of experience and so on.
- The detail analysis id depicted in tables and charts in the next section.

**DATA ANALYSIS  
AND  
INTERPRETATION**

CHAPTER 4  
DATA ANALYSIS AND INTERPRETATION

TABLE 4.1

PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Yes	95	87%
B	No	14	13%
	TOTAL	109	100%

**Awareness about the Grievance Handling System**

**Interpretation**

**Here 87% of employees have awareness about the grievance system and remaining 13% of them are not aware of the grievance system.**

**Chart 4.1: Awareness about Grievance Handling System**

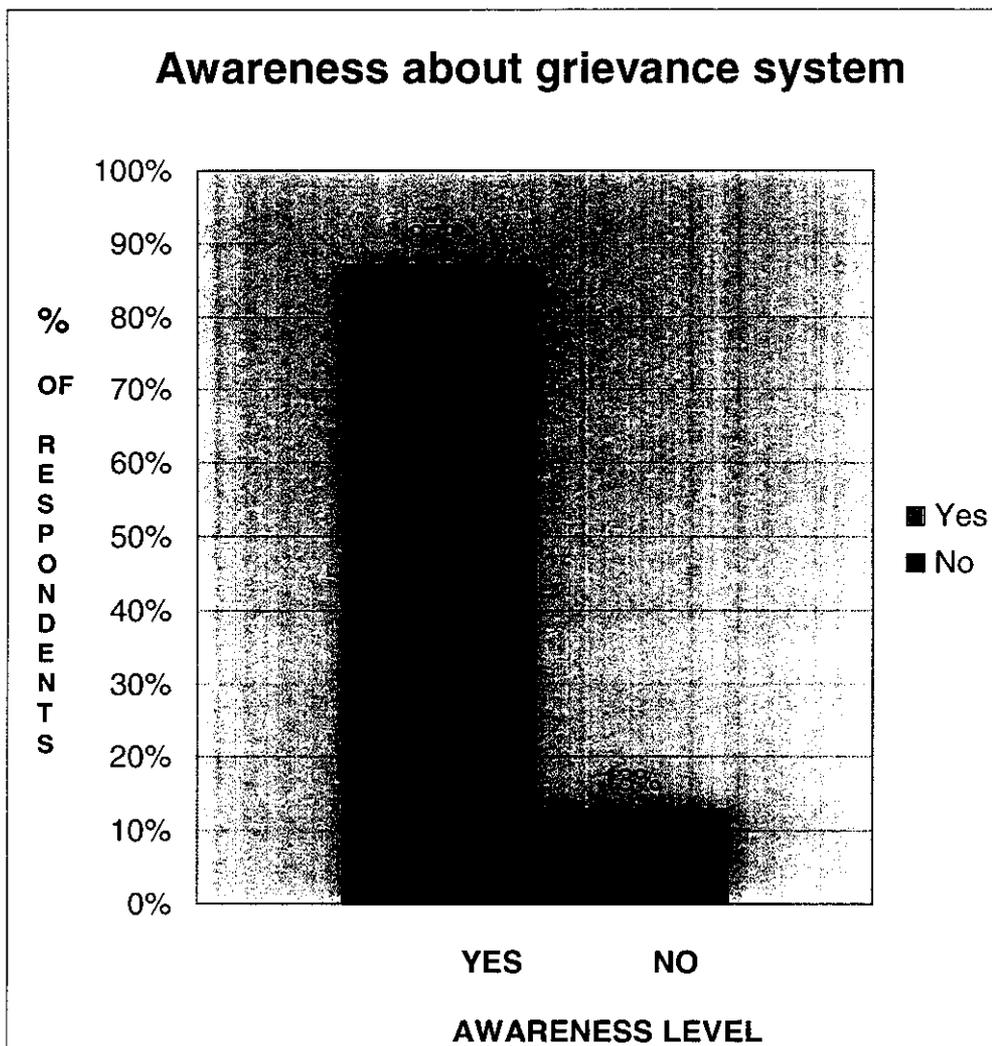


Table 4.2

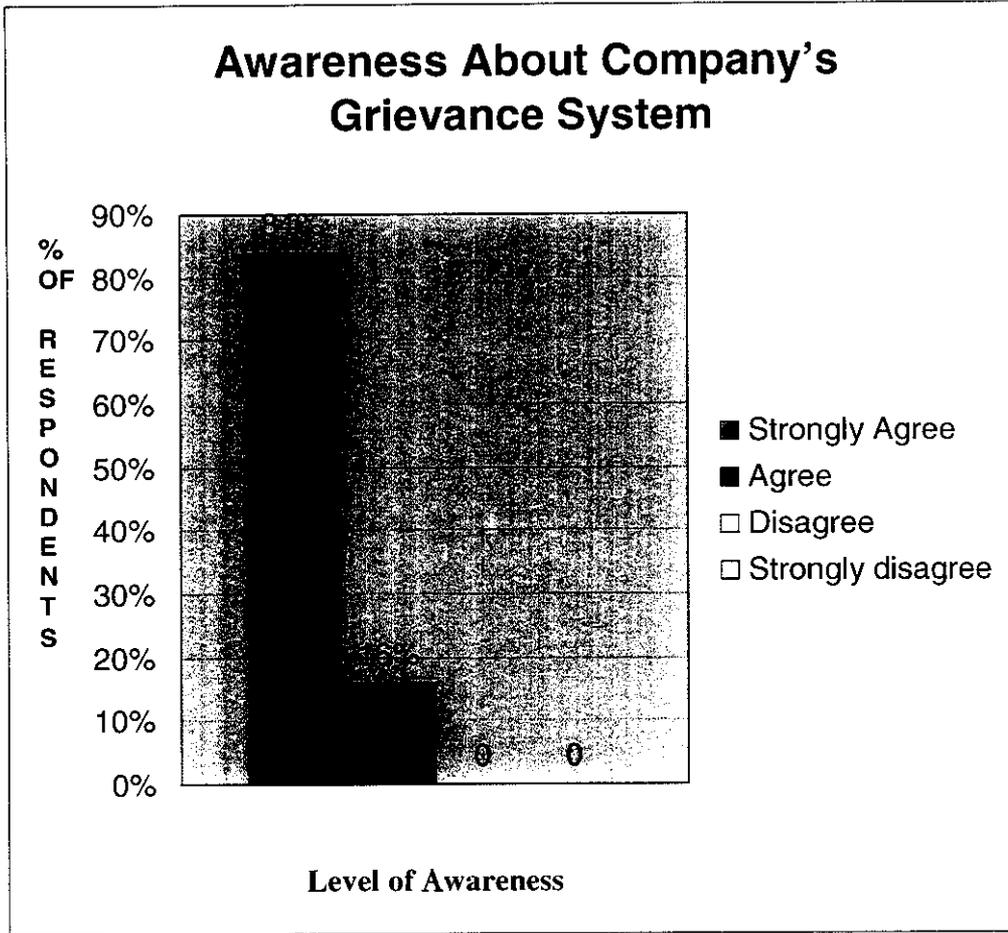
PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Strongly Agree	92	84%
B	Agree	17	16%
C	Disagree	0	0
D	Strongly disagree	0	0
	TOTAL	109	100%

**Awareness about Company's Grievance System**

**Interpretation**

About 84% of the employees are well aware of the grievance system in their company and rest of the employees has a moderate awareness.

**Chart 4.2:**  
**Awareness About Company's Grievance System**



**Table 4.3**  
**The grievance handling system is satisfactory**

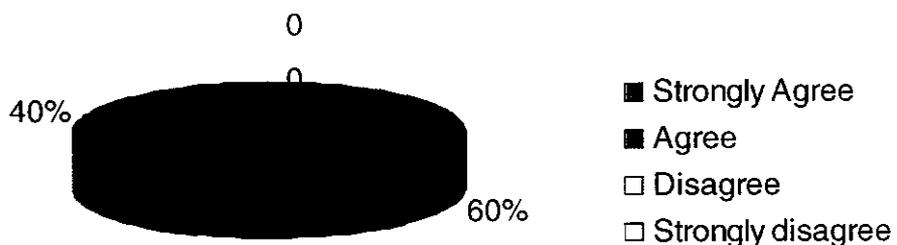
<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Strongly Agree</b>	<b>65</b>	<b>60%</b>
<b>B</b>	<b>Agree</b>	<b>44</b>	<b>40%</b>
<b>C</b>	<b>Disagree</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Strongly disagree</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

From the chart it is inferred that 60% of employees are highly satisfied with their company's grievance system, 40% are satisfied.

Chart 4.3

### PRESENT GRIEVANCE SYSTEM IS SATISFACTORY



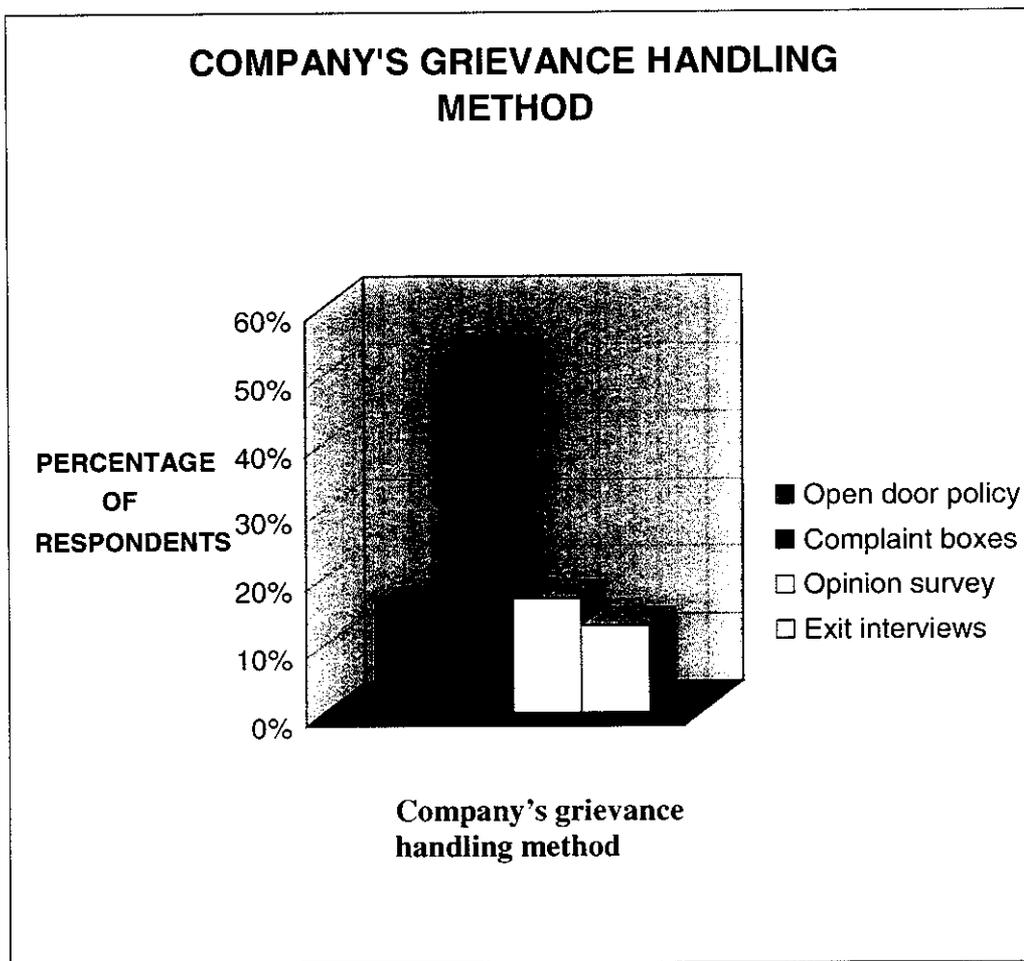
**Table 4.4**  
**Method of grievance handling followed in the organization**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Open door policy</b>	<b>18</b>	<b>16%</b>
<b>B</b>	<b>Complaint boxes</b>	<b>58</b>	<b>53%</b>
<b>C</b>	<b>Opinion survey</b>	<b>19</b>	<b>17%</b>
<b>D</b>	<b>Exit interviews</b>	<b>14</b>	<b>13%</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

It is inferred from the chart that the company follows mostly the complaint box method for knowing the grievances of employees, followed by open-door method, opinion surveys and exit interviews in the consecutive order.

Chart 4.4



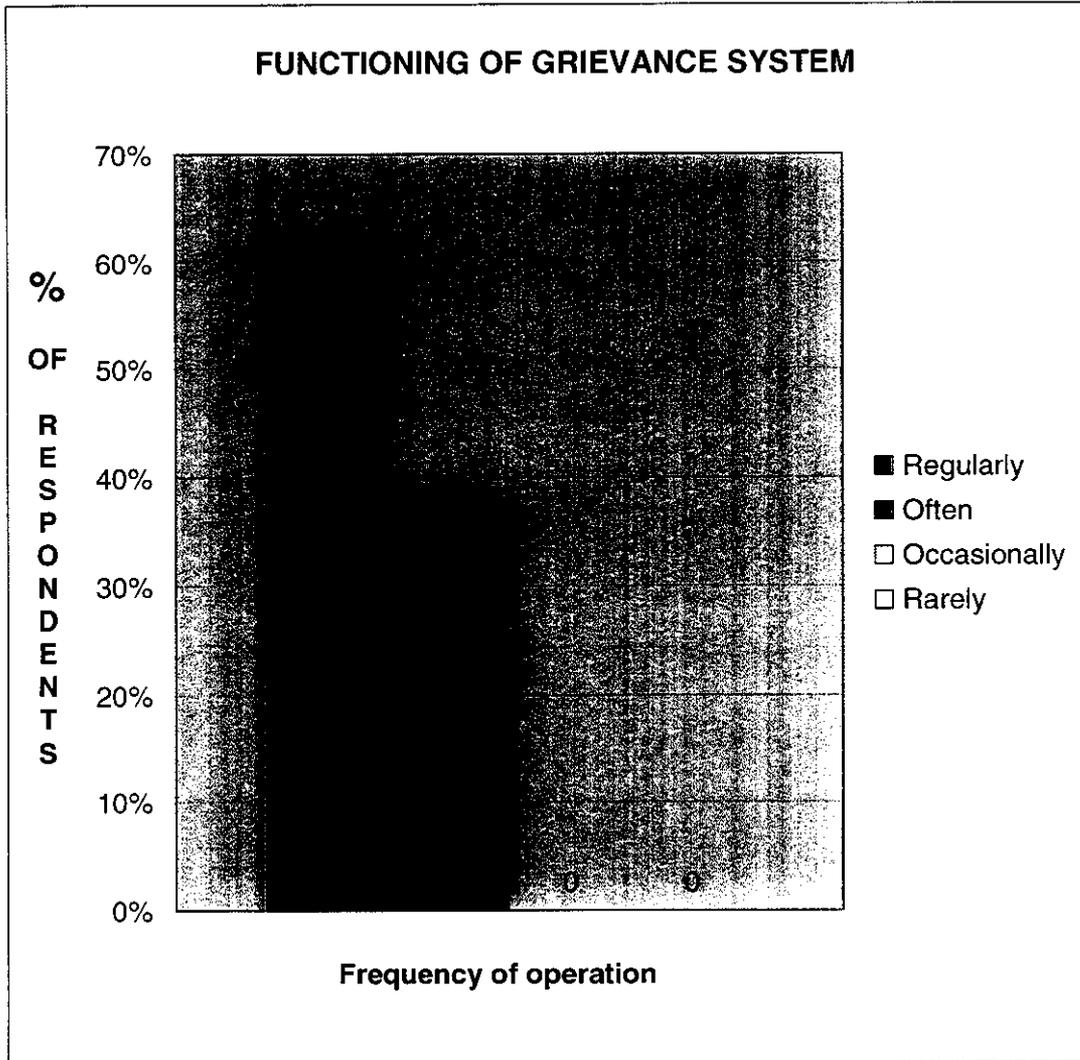
**Table 4.5**  
**Functioning of Grievance Handling System**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Regularly</b>	<b>68</b>	<b>62%</b>
<b>B</b>	<b>Often</b>	<b>41</b>	<b>38%</b>
<b>C</b>	<b>Occasionally</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Rarely</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

From the chart it is known that the grievance system in the company is functioning regularly.

Chart 4.5



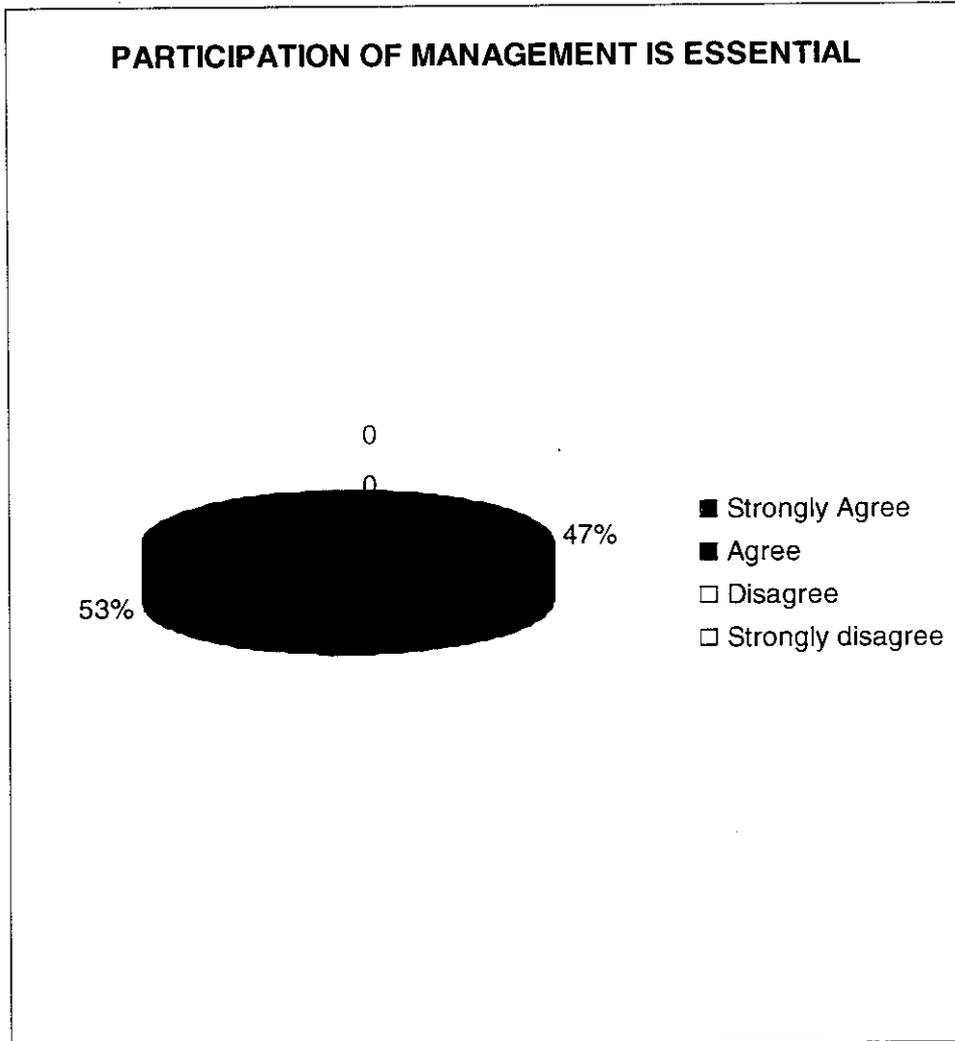
**Table 4.6**  
**Management Participation Is Essential In Grievance Handling**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Strongly Agree</b>	<b>51</b>	<b>47%</b>
<b>B</b>	<b>Agree</b>	<b>58</b>	<b>53%</b>
<b>C</b>	<b>Disagree</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Strongly disagree</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

From the chart it is inferred that most of the employees feel that the participation of management in the grievance system of the company is mandatory.

Chart 4.6



**Table 4.7**  
**Rating on the prevailing grievance handling system**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Excellent</b>	<b>39</b>	<b>36%</b>
<b>B</b>	<b>Good</b>	<b>70</b>	<b>64%</b>
<b>C</b>	<b>Average</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Poor</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

**Majority of employees (nearly 64%) have rated the present grievance system in their organization as good, 36% of them feel it as excellent.**

Chart 4.7

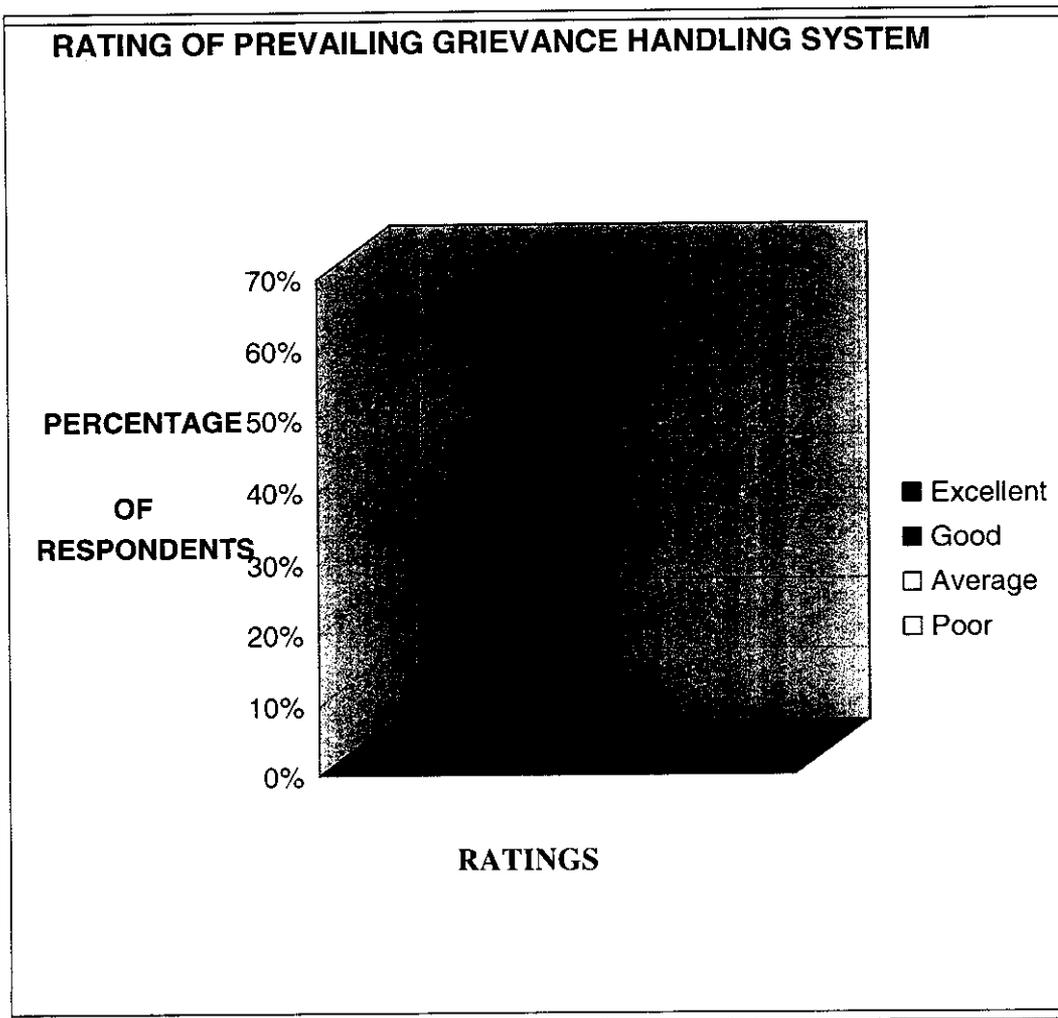


Table 4.8

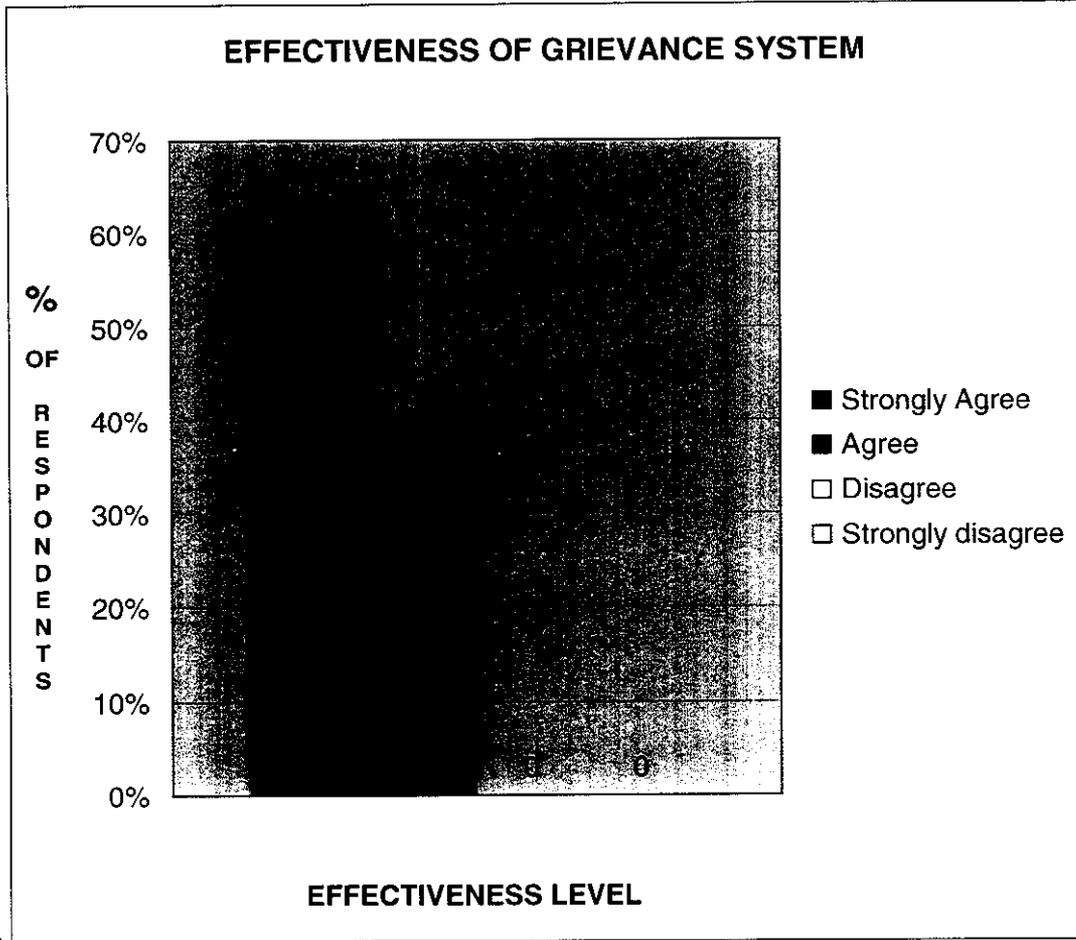
PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Strongly Agree	66	61%
B	Agree	43	39%
C	Disagree	0	0
D	Strongly disagree	0	0
	Total	109	100%

**Effectiveness Of Grievance Handling System**

**Interpretation**

It is inferred that majority of the employees feel that their grievances are solved effectively through their system.

Chart 4.8



z

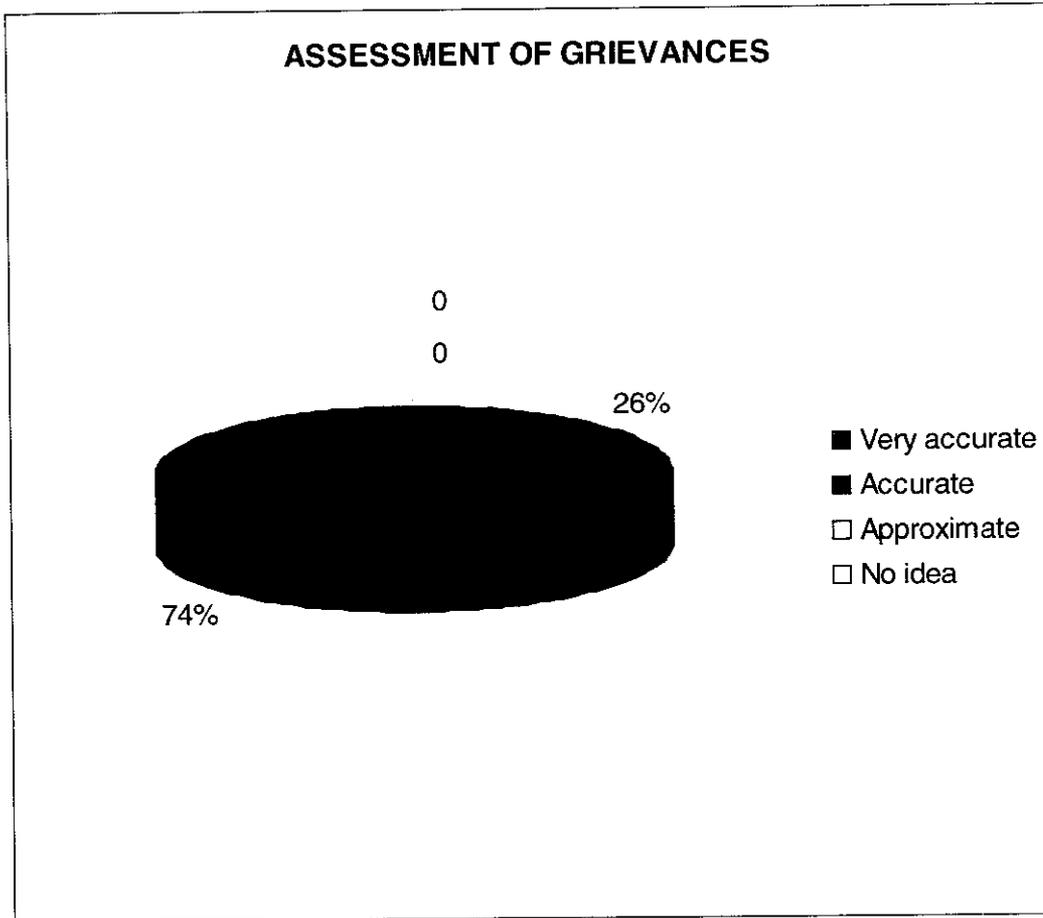
**Table 4.9**  
**Assessment of employee grievances**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Very accurate</b>	<b>28</b>	<b>26%</b>
<b>B</b>	<b>Accurate</b>	<b>81</b>	<b>74%</b>
<b>C</b>	<b>Approximate</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>No idea</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

Through the chart it can be known that the assessment of the grievances by the grievance system is accurate.

Chart 4.9



**Table 4.10**  
**First Person To Express The Grievance**

**Table 4.10**  
**First Person To Express The Grievance**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Manager</b>	<b>15</b>	<b>14%</b>
<b>B</b>	<b>Supervisor</b>	<b>19</b>	<b>18%</b>
<b>C</b>	<b>Peers</b>	<b>72</b>	<b>66%</b>
<b>D</b>	<b>None</b>	<b>03</b>	<b>2%</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

**Majority of the employees first express their grievances to their colleagues, some of them to their immediate supervisors and managers and 3% of the employees keep it within themselves.**

Chart 4.10

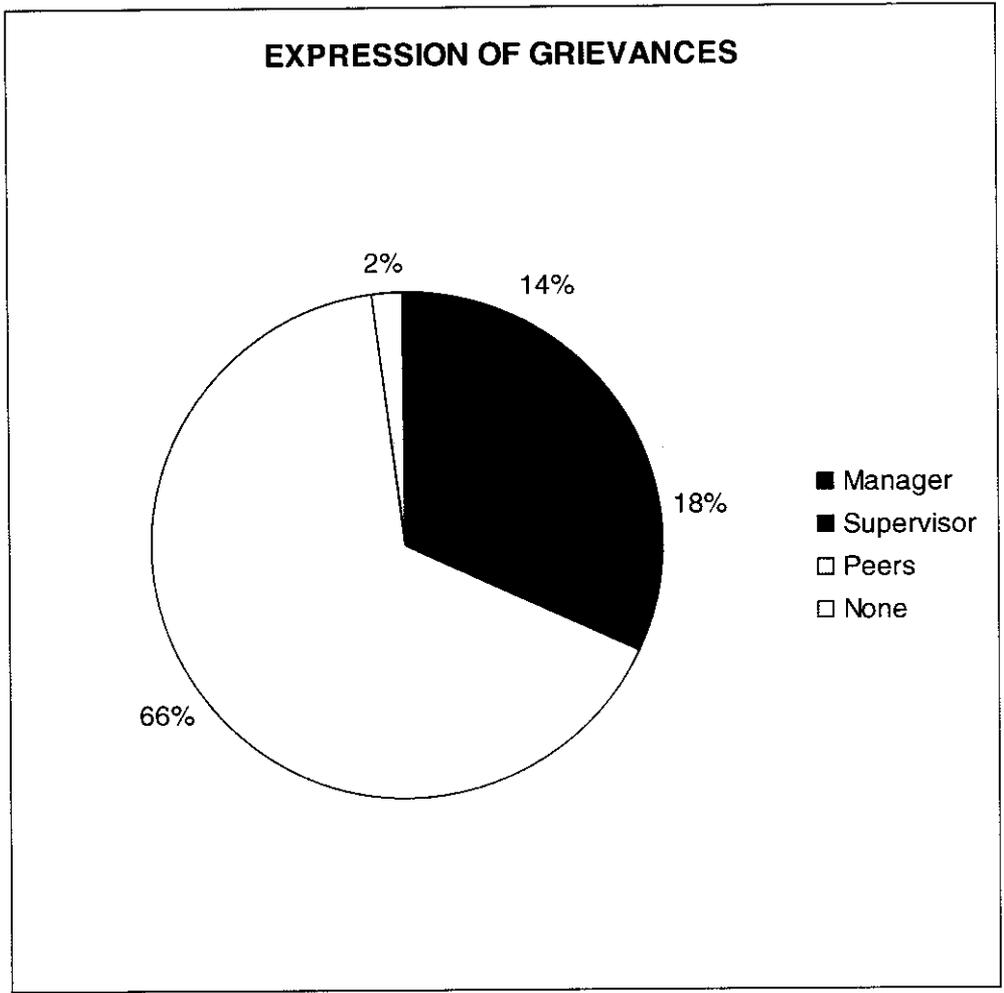


Table 4.11

Table 4.11

PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Strongly Agree	37	34%
B	Agree	72	66%
C	Disagree	0	0
D	Strongly disagree	0	0
	TOTAL	109	100%

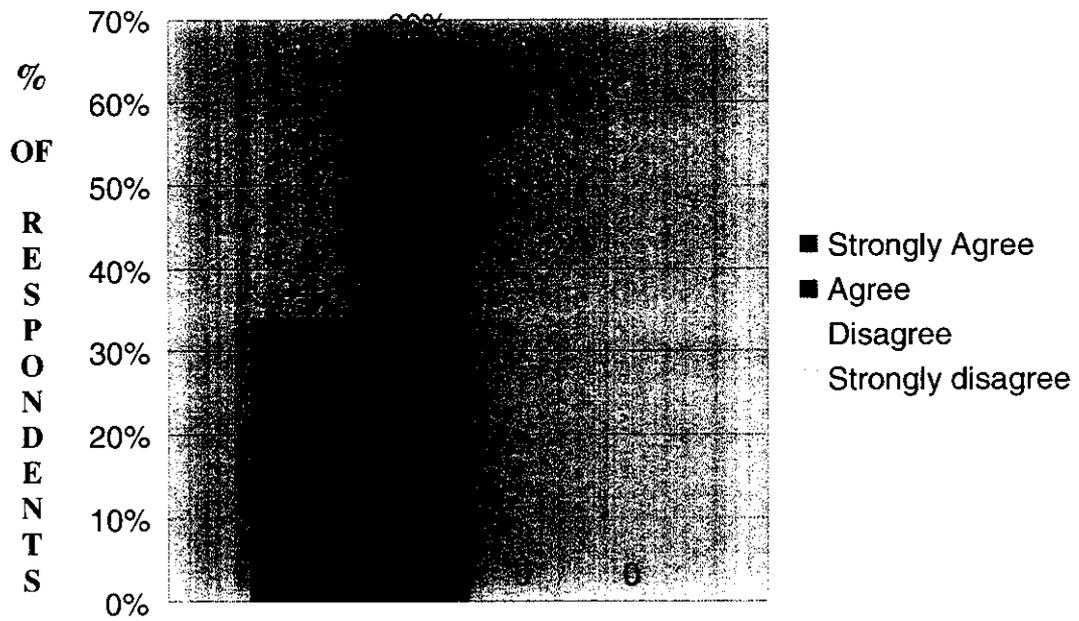
**Maintenance of the time frame in the grievance system**

**Interpretation**

It is inferred that the time frame is maintained in a good manner in the company, 66% of employees has agreed and 34% has strongly agreed

Chart 4.11

**TIME FRAME IS MAINTAINED**



**Time frame maintained**

Table 4.12

PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Excellent	45	41%
B	Good	64	59%
C	Average	0	0
D	Poor	0	0
	TOTAL	109	100%

**Participation of your management in the present grievance system**

**Interpretation**

The management participation is good in solving the grievances this is inferred from the feedback of the employees given above.

Chart 4.12

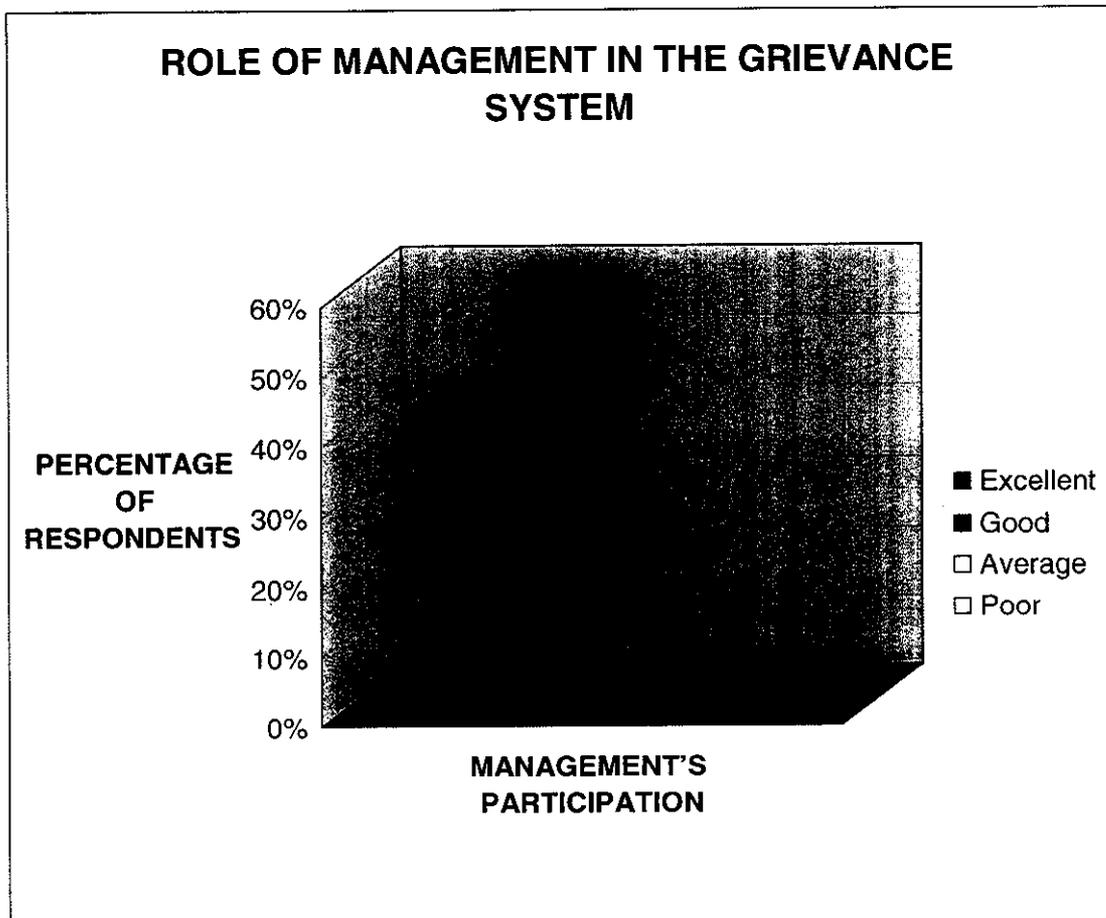


Table 4.13

PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Strongly Agree	28	25%
B	Agree	81	75%
C	Disagree	0	0
D	Strongly disagree	0	0
	TOTAL	109	100%

The prevailing grievance system is impartial (unbiased)

### Interpretation

From this table it is inferred that most of the respondents feel that the grievance system is unbiased.

Chart 4.13

### The prevailing grievance system is Unbiased

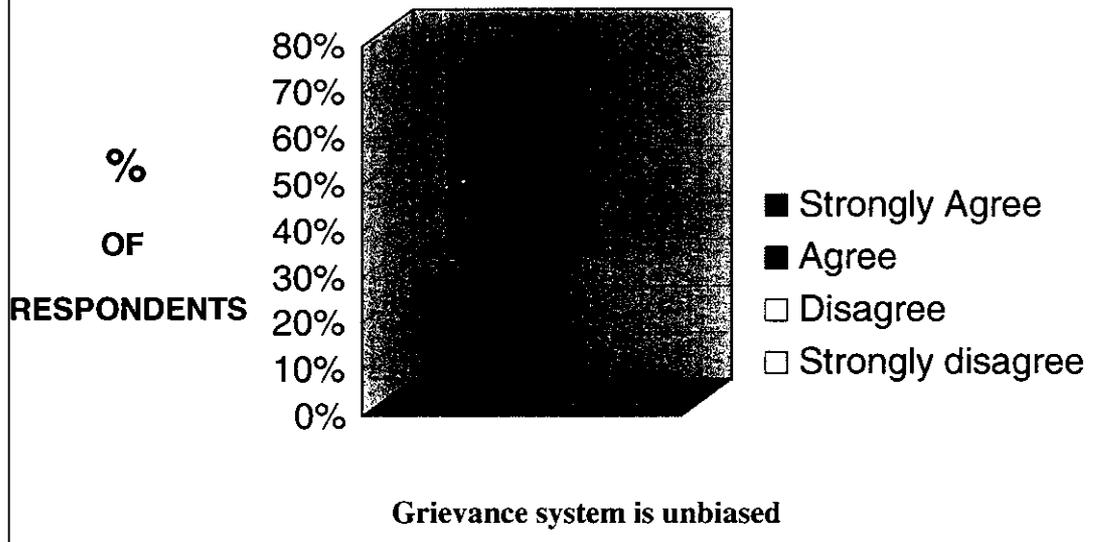


Table 4.14

Table 4.14

PARTICULARS	OPTIONS	NO. OF RESPONDENTS	PERCENTAGE
A	Strongly Agree	45	41%
B	Agree	64	59%
C	Disagree	0	0
D	Strongly disagree	0	0
	TOTAL	109	100%

**Our organization grievance system is ethically bound**

**Interpretation**

**59% of the employees strongly feel that the grievance system is ethically bound and 41% of them have agreed this shows that the grievance system is much secured.**

Chart 4.14

### COMPANY'S GRIEVANCE SYSTEM IS ETHICALLY BOUND

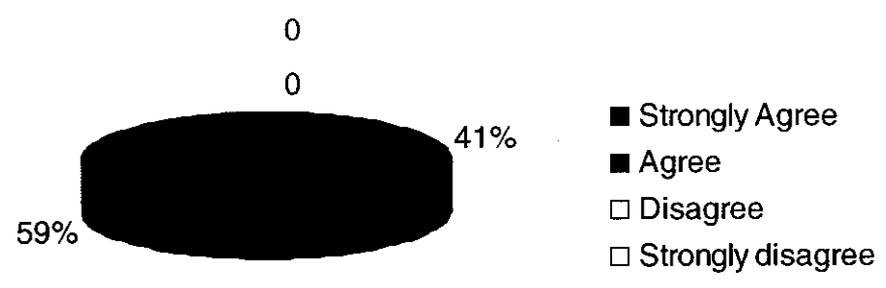


Table 4.15

**Table 4.15**  
**Grievance system is much secured**

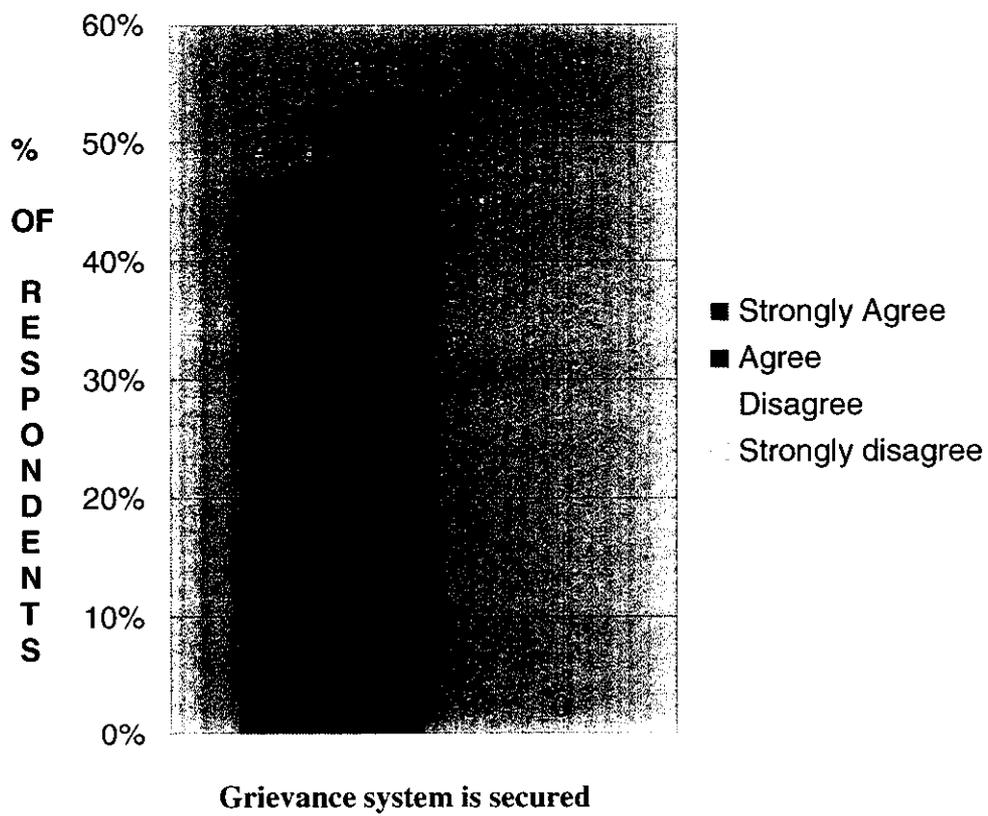
<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Strongly Agree</b>	<b>51</b>	<b>47%</b>
<b>B</b>	<b>Agree</b>	<b>58</b>	<b>53%</b>
<b>C</b>	<b>Disagree</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Strongly disagree</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

**The grievance system in their company is much secured this is found through the employees feedback.**

Chart 4.15

### Grievance system is much secured



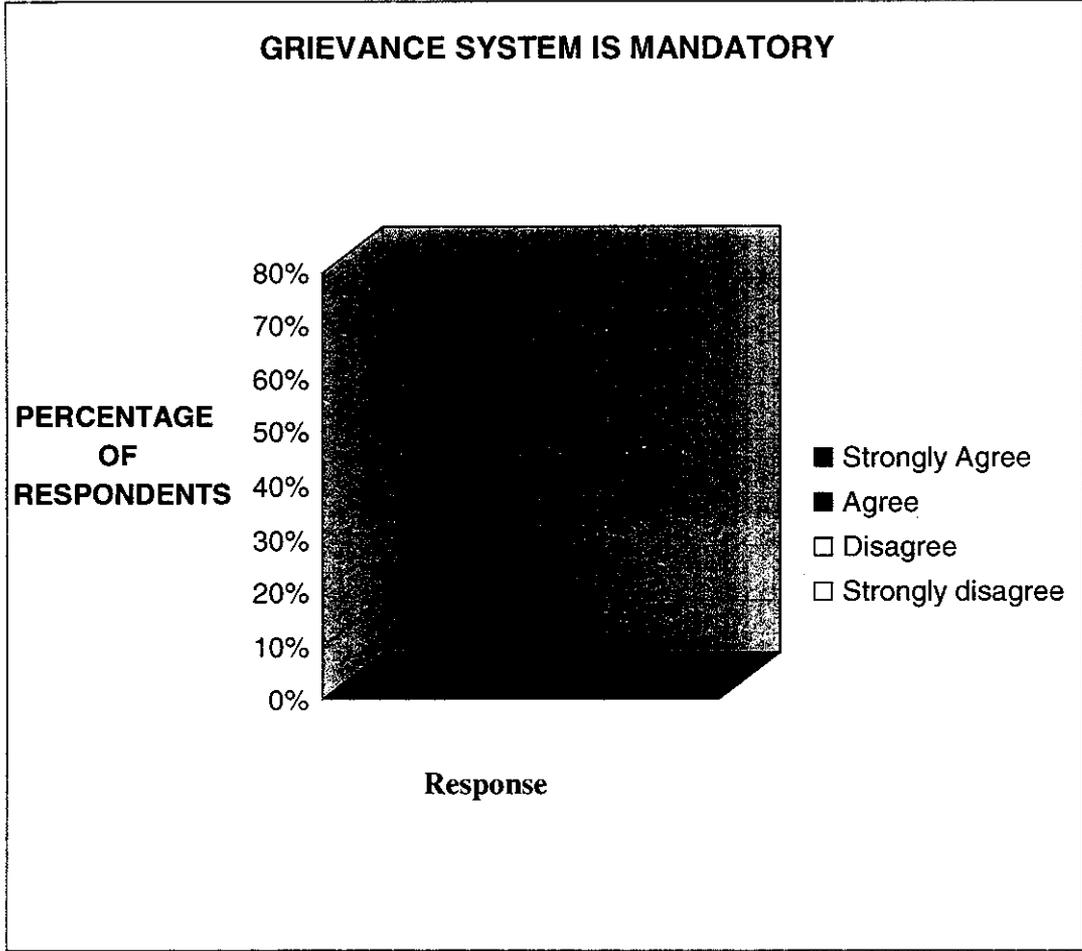
**Table 4.16**  
**It is mandatory for an organization to have a grievance system**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Strongly Agree</b>	<b>84</b>	<b>77%</b>
<b>B</b>	<b>Agree</b>	<b>25</b>	<b>23%</b>
<b>C</b>	<b>Disagree</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Strongly disagree</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

The above chart infers that the employees feel that it is very essential to have a grievance redressal system in the organization.

Chart 4.16



**Table 4.17**  
**Type of grievance methodology that you would prefer**

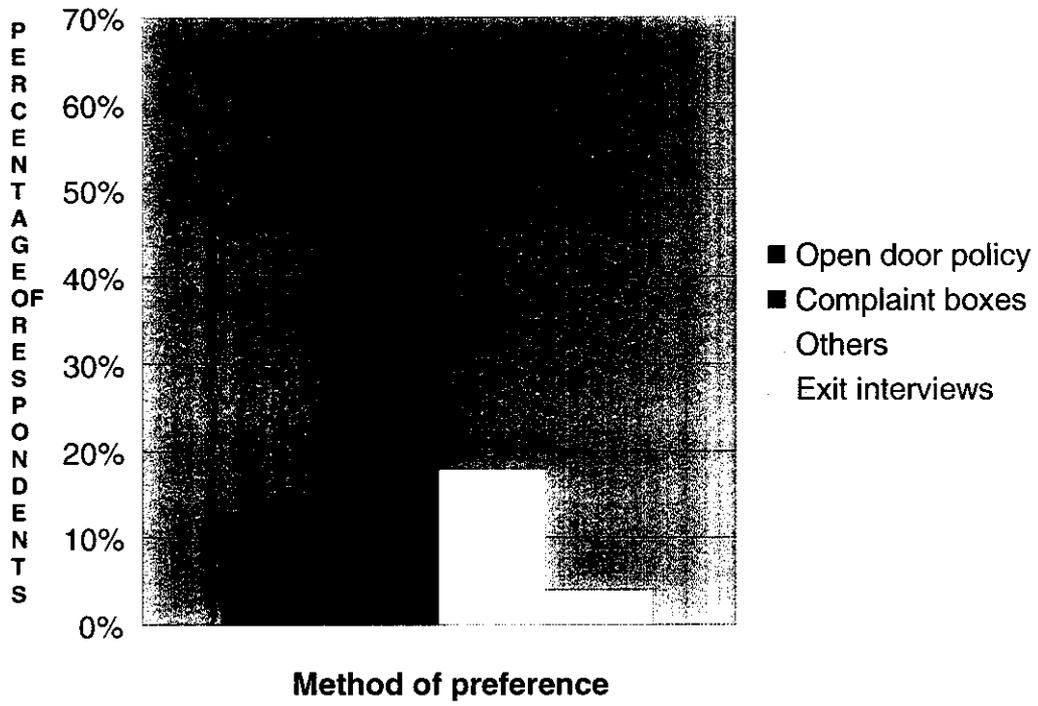
<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Open door policy</b>	<b>14</b>	<b>13%</b>
<b>B</b>	<b>Complaint boxes</b>	<b>71</b>	<b>65%</b>
<b>C</b>	<b>Opinion survey</b>	<b>05</b>	<b>4%</b>
<b>D</b>	<b>Others</b>	<b>19</b>	<b>18%</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

From the above data, it is inferred that 65% of employees prefer complaint boxes as a convenient tool for expressing their grievances. Approximately 18% prefer Other methods; nearly 13% prefer open door method.

Chart 4.17

EMPLOYEE PREFERENCE OF GRIEVANCE METHOD



**Table 4.18**  
**Compared with the previous employer your current grievance system**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Strongly Agree</b>	<b>41</b>	<b>38%</b>
<b>B</b>	<b>Agree</b>	<b>68</b>	<b>62%</b>
<b>C</b>	<b>Disagree</b>	<b>0</b>	<b>0</b>
<b>D</b>	<b>Strongly disagree</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

The results show that majority of the employees feel that their present employer grievance system is better when compared with their previous employer's system.

Chart 4.18

**COMPARISON OF PREVIOUS EMPLOYER  
GRIEVANCE SYSTEM WITH PRESENT SYSTEM**



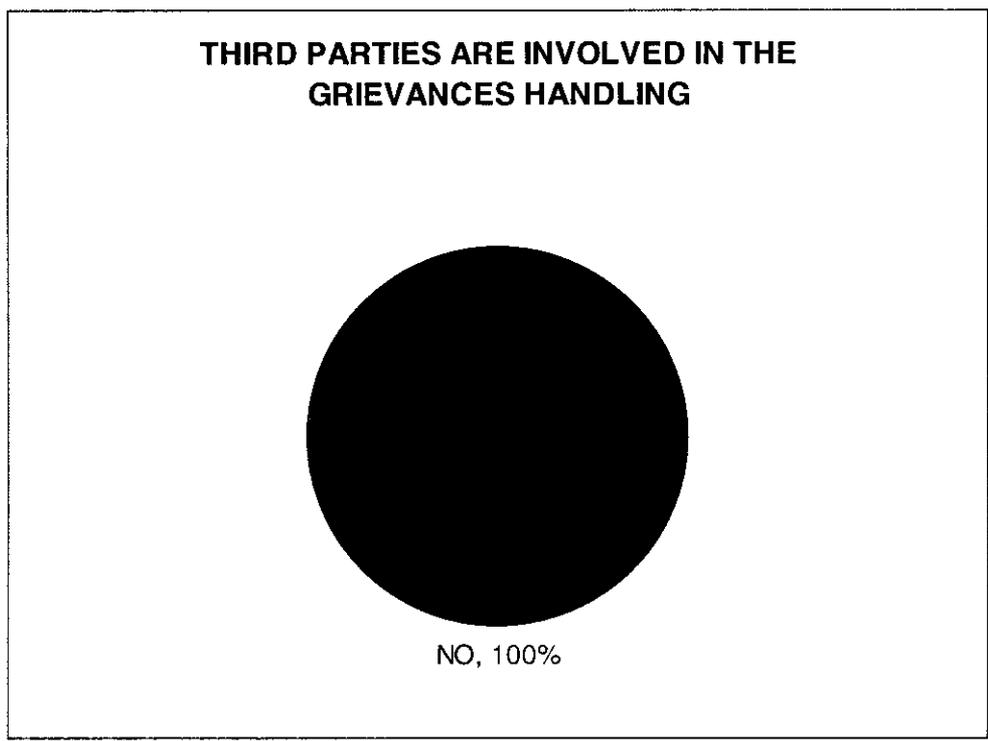
**Table 4.19**  
**Whether the third parties are handling your grievance system**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Yes</b>	<b>0</b>	<b>0</b>
<b>B</b>	<b>No</b>	<b>109</b>	<b>100%</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

**Here it is known that majority of the respondents are not aware of the third parties which are involved in conducting the opinion surveys on behalf of the company.**

Chart 4.19



**Table 4.20 Whether the impact of unsolved Grievances impacts the stress level of employees**

<b>PARTICULARS</b>	<b>OPTIONS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
<b>A</b>	<b>Extremely stressed</b>	<b>37</b>	<b>36</b>
<b>B</b>	<b>Moderately stressed</b>	<b>72</b>	<b>64</b>
<b>C</b>	<b>Not at all stressed</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>109</b>	<b>100%</b>

**Interpretation**

It is known that majority of the respondents are moderately stressed due to unsolved grievances.

## CHI-SQUARE TEST:

Table 4.21: Chi Square Test to find out the relationship between Gender and awareness of GHS .

Gender	Yes	No	Total
Aware			
Male	61	4	65
Female	34	10	44
Total	95	14	109

## HYPOTHESIS:

$H_0$  – There is no significant influence of gender on the awareness of the Grievances redressal system in the company

$H_1$  – There is significant influence of gender on the Grievance redressal system in the company

Table 4.22 Chi Square Tabulation

Observed Frequency(O)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$\frac{(O-E)^2}{E}$
61	56.65	4.35	18.92	0.33
04	8.34	-4.34	18.83	0.576
34	38.34	-4.34	18.83	0.491
10	5.65	4.35	18.92	1.18
			$\chi^2 = \sum \frac{(O-E)^2}{E}$	2.577

Degree of freedom =  $(r-1)(c-1) = 1$

At 5% level of significance, the tabulated value = 3.841

CONCLUSION: Since the calculated value 2.58 is less than the table value 3.841 at 5 % level of significance and at 1 degree of freedom we accept null hypothesis.

It also reveals that there is no significant relationship between Gender and awareness of the Grievance Redressal system existing in the Company.

OPINION REGARDING THE SATISFACTION OF THE GRIEVANCE REDRESSAL SYSTEM

Table 4.23: Chi Square Test to find out the relationship between Years of Experience and Satisfaction level of grievance redressal system.

Opinion	Yes	No	Total
Experience(in yrs)			
Less than 1	11	12	23
2 to 5	10	14	24
6 to 15	12	09	21
15 to 20	10	10	20
Above 20	11	10	21
Total	54	55	109

YPOTHESIS:

$I_0$  – There is no significant influence of experience on the satisfaction level.

$I_1$  – There is significant influence of experience on the satisfaction level.

Table 4.24 Chi square distribution

Observed Frequency(o)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$\frac{(O-E)^2}{E}$
11	11.39	-0.39	0.15	0.013
12	11.60	0.40	0.16	0.013
10	11.88	-1.88	3.53	0.297
14	12.11	1.89	3.57	0.294
12	10.40	1.6	2.56	0.246
09	10.59	-1.59	2.52	0.237
10	09.90	0.10	0.01	0.001
10	10.09	-0.09	0.08	0.001
11	10.40	0.60	0.36	0.034
10	10.59	-0.59	0.34	0.032
			$\chi^2 = \sum \frac{(O-E)^2}{E}$	1.168

Degree organization of freedom =  $(r-1)(c-1) = 4$

At 5% level of significance, the tabulated value = 9.488

INFERENCE: Since the calculated value 1.168 is less than the table value 9.488 at 5 % level of significance and at 4 degrees of freedom we accept null hypothesis.

We also infer that there is no significant relationship between Years of Experience and Satisfaction level of Grievance redressal system.

#### OPINION REGARDING THE MENTAL STRESS :

Table 4.25: Chi Square Test to find out the relationship between Mental Stress due to unsolved Grievances and Gender.

<b>Gender</b>			
<b>Opinion</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Highly stressed</b>	25	12	37
<b>Moderately Stressed</b>	40	32	72
<b>Not at all</b>	00	00	0
<b>Total</b>	<b>65</b>	<b>44</b>	<b>109</b>

#### HYPOTHESIS:

$H_0$  – There is no significant influence of Gender on Mental stress.

$H_1$  -- There is significant influence of Gender on Mental stress.

Table 4.26 Chi square - Tabulation

Observed Frequency(o)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$\frac{(O-E)^2}{E}$
25	22.06	2.94	8.64	0.39
12	14.93	-2.93	8.58	0.57
40	42.93	-2.93	8.58	0.199
32	29.06	2.94	8.64	0.297
00	00	00	0	0
00	00	00	0	0
			$\chi^2 = \sum \frac{(O-E)^2}{E}$	1.456

Degree organization of freedom =  $(r-1)(c-1) = 3$

At 5% level of significance, the tabulated value = 7.815

INFERENCE: Since the calculated value 1.456 is less than the table value 7.815 at 5 % level of significance and at 3 degrees of freedom we accept null hypothesis.

We infer that there is no significant relationship between Gender and Mental stress level of employees.

# CONCLUSIONS

## CHAPTER 5

### 5.1 FINDINGS OF THE STUDY

- From the Chi square test, calculated value 2.58 is less than the table value 3.841 at 5 % level of significance and at 1 degree of freedom. so we accepted null hypothesis. we find that there is no significant relation between Gender and awareness about the Grievance redressal policy existing in the system.
- The calculated value 1.168 is less than the table value 9.488 at 5 % level of significance and at 4 degrees of freedom we accept null hypothesis of table no 4.25. The Chi Square test proves that there is also no significant relation between the satisfaction level of the Grievance redressal system and experience in years.
- The test states that the calculated value 1.456 is less than the table value 7.815 at 5 % level of significance and at 3 degrees of freedom we accept null hypothesis . This finds that the Gender has no significant relation on Mental stress of the employees.
- The employees of the organization are aware of the Grievance Redressal policy. From the analysis we see that around 87% of them are aware about the policy and they are satisfied with the existing system.
- The analysis finds that complaint box is the most used tool to solve the grievances and the employees strongly feel that management participation is essentially required and hence forth is in the existing system.
- The first person to share the grievance's of an employee is his/her peers. Around 64% of the employees share their grievances with their peers at early times.
- The findings say that the time frame is maintained, the policy is secured and accurate and the employees are not aware that the third party is involved in the Grievance solving system.
- The findings reveals that 65% of the employees prefer complaint box as their Grievance solving tool but also around 20% feels that a new tool can be in place with serves better.

## 5.2 RECOMMENDATIONS AND SUGGESTIONS

- Most of the employees are aware of the company' policy but still there is still few percent left to be unaware. Hence it is suggested that it is necessary to have all the employees aware about the policy to be more effective. In detail a "Policy Quiz " can be initiated to make sure that all the employees are aware about the policies.
- Around 20% of the employees prefer to have a new and a innovative tool to be more accurate.Hence it is recommended to introduce any online portals or "Genie Instant solution Providers". This online portals can be made more attractive and trustworthy so that the employee feels his\her Grievances will more secured and accurate.
- The most of the employee share their grievances first with their peers and not to their managers/reporting person as per policy. Hence it is advised to analyze in detail so that it does not affect the existing system.

### 5.3 CONCLUSION

- The present study on A Study on Grievance Redressal System and its impact on Stress Level Of Employees in Sungard Solutions - Bangalore has been done by the researcher with the objective of finding the to identify the employees perception and impact of the grievance handling system and to analyze and study the existing grievance handling procedure. And its impact on their mental stress.

As a result of the study conducted, it has been found that the employees are highly satisfied with the existing Grievance handling procedure and they also feels that the existing procedure functions regularly, timely and accurately. Apart from this, we can also conclude that there is no significant relation between Gender and awareness about the Grievance redressal policy existing in the system. It also concludes that no significant relation exists between the satisfaction level of the Grievance redressal system and experience in years following Gender has no significant relation on Mental stress of the employees. Few suggestions were also given in the areas like

Introducing a new tool like online portals and “Genie Instant solving Provider” to easy the procedures to log and solve the grievances. It has been a wonderful experience for the researcher to do the study on employee’s perception towards Grievance redressal system in such a great company.

#### **5.4 DIRECTIONS FOR FUTURE RESEARCH**

- This research can be taken forward with a motive to find various ways to bring awareness about the company's all policies to all employees.
- Apparently the study can be further extended to find out the various tools to be used as a grievance solving tool as few percent of the employees needed a change.

# APPENDIX

## Annexure

**Survey on Employee Grievance System**

The survey is conducted as a part of my academic curriculum, to study and to analyze the employee perception on the prevailing grievance system of your company

Please respond candidly to the questions. Confidentiality of your opinions / views would be maintained. This is purely of research value and is not a criticism on any individual or company

**Please Fill in the Following Details (mark ✓ in the relevant box)**

- A. Employee age (in years) :  18 – 25  25 – 35  35- 45  above 45
- B. Experience (in years) :  less than 1  1 – 5  5 – 10  10 – 15  above 15
- C. Gender :  male  female
- D. Marital status :  Single  Married  Divorced

The following questions are designed to obtain your opinion on the grievance system of your company.

**Please answer by ticking ✓ the appropriate box)**

1. Are you aware of grievance handling system.
  - a.  Yes b.  No
  
2. I know that my organization is using a grievance system
  - a.  Strongly agree b.  Agree c.  Disagree d.  Strongly disagree
  
3. The present grievance system is systematic in my company
  - a.  Strongly agree b.  Agree c.  Disagree d.  Strongly disagree
  
4. Method of grievances handling procedure followed in your organization
  - a.  Open door policy b.  Complaint boxes c.  Opinion surveys
  - d.  Exit interviews e.  Complaint register
  
5. How often your grievance system helps you ?
  - a.  Regularly b.  Often c.  Occasionally d.  Rarely

6. The management participation is essential in the grievance system
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree
  
7. Your rating on the prevailing grievance system of the company.
  - a.  Excellent
  - b.  Good
  - c.  Average
  - d.  Poor
  
8. The company's grievance system is effective to solve the grievances
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree
  
9. How far is your grievances are correctly assessed
  - a.  Very accurate
  - b.  Accurate
  - c.  Approximate
  - d.  No idea
  
10. To whom you will first express your grievance
  - a.  Manager
  - b.  Supervisor
  - c.  Peers
  - d.  None
  
11. In your grievance system ,is the time frame maintained properly ?
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree
  
12. Response of your management in the present grievance system
  - a.  Excellent
  - b.  Good
  - c.  Average
  - d.  Poor
  
13. The prevailing grievance system is impartial (unbiased)
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree
  
14. Our organization grievance system is ethically bound
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree
  
15. My grievance system is much secured
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree
  
16. It is mandatory for an organization to have a grievance system
  - a.  Strongly agree
  - b.  Agree
  - c.  Disagree
  - d.  Strongly disagree

17. Type of grievance methodology that you would prefer

- a.  Open door policy b.  Complaint boxes c.  Opinion surveys d.  Others specify

18. If you have been already employed in some other organization, then comparatively your current employer's grievance system is good against previous. Rate it accordingly.

- a.  Strongly agree b.  Agree c.  Disagree d.  Strongly disagree

19. Whether the third parties are handling your grievance system

- a.  Yes b.  No

20. How much is your stress level because of unsolved grievances.

- a.  Extremely stressed b.  Moderately stressed c.  Not at all stressed

21. Are you satisfied with the Grievance Redressal policy of your organization..

- a.  Yes b.  No

Thank you, for your time and participation.

Date \_\_\_\_\_

Location \_\_\_\_\_

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