



**A STUDY ON EFFECTIVENESS OF GRIEVANCE HANDLING MECHANISM**

**BONAFIDE CERTIFICATE**

By  
**T.APARNA**  
Reg. No. 1120400007  
Under the guidance of  
**Ms.M.DEEPA MANICKAM**

Certified that this project report titled,"A study on effectiveness of grievance handling mechanism" in Prachi Exports is the bonafide work of Ms.T.Aparna (1120400007) who carried out the 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.

Assistant Professor  
A PROJECT REPORT  
Submitted  
In partial fulfillment of the requirements  
for the award of the degree

Faculty Guide  
**Ms.M DEEPA MANICKAM**  
Assistant Professor  
KCT.BS

Director  
**Dr. Vijila Kennedy**  
KCT.BS

**MASTER OF BUSINESS ADMINISTRATION**

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(An autonomous institution affiliated to Anna University, Coimbatore)  
Coimbatore - 641 047  
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Submitted for the project Viva-Voce examination held on \_\_\_\_\_

Internal Examiner

External Examiner

**DECLARATION**

I, hereby declare that this project report entitled as "A STUDY ON EFFECTIVENESS OF GRIEVANCE HANDLING MECHANISM", has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Ms.M.DEEPAMANICKAM, Asst Prof during the academic year 2011-2012.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and behalf.

**ACKNOWLEDGEMENT**

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam and Management** for the prime guiding spirit of Kumaraguru college of technology.

I wish to express deep sense of obligation to **Ms.M.DEEPA MANICKAM**, Assistant Professor, KCT Business School, for her guidance and her moral support throughout the project from its inception to completion and made my project real success.

I whole heartily thank the **Mr. Satish.H.Nagda**, HR Manager at Prachi Exports, Tiruppur, and all other employees of the company for having permitted me and assisted me to collect the data for the study.

At the outset, I wish to submit heartfelt sincere, humble gratitude to my beloved parents, brother and friends, who lead, guide all through my life and give me the courage and strength for the successful completion of this major project.

**Place: Coimbatore**

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**Date:**

**(T.APARNA)**

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## SYNOPSIS

This project entitled "A Study on Effectiveness of Grievance Handling Mechanism" is done to understand the effectiveness of the grievance handling procedure followed by Prachi Exports, Tiruppur to resolve employees grievance.

The primary objective of this study is to find the effectiveness of grievance handling procedure of the company. The secondary objective of this study is to identify the awareness level of the employees about the grievance handling mechanism of the company and to know the level of satisfaction towards the grievance handling procedure of the company.

The research type used in this study is descriptive in nature, which helped in developing the concept and in decision making. Primary data is used for analysis, which is gathered using questionnaire. Secondary data is also used for the study, which is gathered from internet and already done project reports.

Simple random sampling is used while selecting samples for data collection. A sample size of 100 was taken out of 130, the population of the company. The gathered information is critically analyzed using percentage method and, statistical tools such as Correlation to arrive at a conclusion.

From the findings of this study, it is concluded that Grievance Handling Procedure followed by the company is effective and satisfactory and suggestions are given for the further improvement of the procedure so that all employees can be highly satisfied.

## CHAPTER 1 INTRODUCTION

### 1.1 INTRODUCTION TO THE STUDY

Employees differ as individuals, in their needs, expectations and behavior. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. It is not an easy task for the management to keep all the employees satisfied and motivated, all the time. There can be different reasons for an employee being dissatisfied.

The grievance mechanism acts as a foundation for a harmonious and healthy relationship between employee and employer. It ensures a fair and just treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.

This research is conducted to study the effectiveness of grievance handling mechanism of PRACHI EXPORTS, Tirupur. This report includes the various factors which are taken into consideration for measuring the job satisfaction among the employees.

The aim of the study is to find whether the grievance handling mechanism ensures that employee's problems are recognized and appropriately reviewed in a prompt and timely manner. The main focus of this study revolves around the lower level management of the organization.

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In the later half of the medieval period in the northern parts of Europe, cotton came to be regarded as an important fiber. During the later phases of the 16<sup>th</sup> century cotton was grown in the warmer climes of America and Asia. When the Romans ruled, wool leather and linen were the materials used for making clothing in Europe, while flax was the primary material used in the northern parts of Europe. During this era, excess cloth was bought by the merchants who visited various areas to procure these left-over pieces. A variety of processes and innovations were implemented for the purpose of making clothing during this time. These processes were dependent on the material being used, but there were three basic steps commonly employed in making clothing. These steps included preparing material fibers for the purpose of spinning, knitting and weaving.

There was textile trade in India during the early centuries. A block printed and resist-dyed fabrics, whose origin is from Gujarat is found in tombs of Fostat, Egypt. This proves that Indian export of cotton textiles to the Egypt or the Nile Civilization in medieval times were to a large extent. Large quantity of north Indian silk were traded through the silk route in China to the western countries. The Indian silk were often exchanged with the western countries for their spices in the barter system. During the late 17<sup>th</sup> and 18<sup>th</sup> century there were large export of the Indian cotton to the western countries to meet the need of the European industries during industrial revolution. Consequently there was development of nationalist movement like the famous Swadeshi movement which was headed by the Aurobindo Ghosh.

There was also export of Indian silk ,Muslin cloth of Bengal, Bihar and Orissa to other countries by the East Indian company. India is the second largest producer of fiber in the world and the major fiber produced is cotton. Other fibers produced in India include silk, jute, wool, and man-made fibers. 60% of the Indian textile Industry is cotton based.

## 1.2 INDUSTRY PROFILE

### 1.2.1 GENERAL INFORMATION

The Textile industry in India traditionally, after agriculture, the only industry that has generated huge employment for both skilled and unskilled labor in textiles. The textile industry continues to be the second largest employment generating sector in India. It offers direct employment to over 35 million in the country.

According to the Ministry of Textiles, the sector contributes about 14% to industrial production, 4% to the country's gross domestic product (GDP) and 17% to the country's export earnings. The share of textiles in total exports was 11.04% during April-July 2010, as per the Ministry of Textiles. It is estimated that India would increase its textile and apparel share in the world trade to 8% from the current level of 4.5% and reach US\$80 billion by 2020. During 2009-2010, Indian textiles industry was pegged at US\$55 billion, 64% of which services domestic demand.

The archaeological surveys and studies have found that the people Harappan civilization knew the weaving and the spinning of cotton four thousand years ago. Reference to weaving and spinning materials is found in the Vedic Literature also. There were various stages – from a historical perspective – where the textile industry evolved from being a domestic small – scale industry, to the status of supremacy it currently holds. The 'Cottage stage' was the first stage in its history where textiles were produced on a domestic basis. During this period, cloth was made from materials including wool, flax and cotton. The material depended on the area where the cloth was being produced, and the time they were being made.

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The strong domestic demand and the revival of the Economic markets by 2009 has led to huge growth of the Indian textile industry. In December 2010, the domestic cotton price was up by 50% as compared to the December 2009 prices. The causes behind high cotton price are due to the floods in Pakistan and China. India projected a high production of textile (325 lakh bales for 2010 -11) .There has been increase in India's share of global textile trading to seven percent in five years. The rising prices are the major concern of the domestic producers of the country.

**Man Made Fibers:** These includes manufacturing of clothes using fiber or filament synthetic yarns. It is produced in the large power loom factories. They account for the largest sector of the textile production in India. This sector has a share of 62% of the India's total production and provides employment to about 4.8 million people.

**The Cotton Sector:** It is the second most developed sector in the Indian Textile industries. It provides employment to huge amount of people but its productions and employment is seasonal depending upon the seasonal nature of the production.

The Indian cotton cultivation sector has not only been increasing its productivity, but also has been undergoing a drastic improvement in terms of quality of cotton. Cultivation of hybrids, Bt cotton varieties, latest production technology and plant protection technologies, adoption of scientific and agronomic practices by farmers, increase in area under irrigation seed, Government policies such as giving greater force to research and development in cotton, encouraging use of quality seeds and pesticides and price support, are all responsible for the present drastic changes in Indian cotton scenario. But India still has to go long way to catch up with the world average yield of 735 kg per hectare as of 2009 - 10. India's yield position as of today is only 505 kg per hectare.

Today both cotton exports and imports are under Open General License (OGL). In order to boost cotton exports, duty drawback incentive of 1% was in vogue. Again from 8th July, 2008 the Government of India has withdrawn the duty drawback incentive on cotton exports. Similarly, till 8th July, 2008 an import duty of 10% was in vogue. From 8th July, 2008 the Government of India has removed import duty of 10% along with special countervailing duty on imports of cotton.

### 1.3 ORGANISATION PROFILE

Company name	: Prachi Exports
company& products	: Manufacture and Export of Knitted Garments - Primarily Men's and Young Men's Polo's shirts, T-shirts etc.,
Business Role	: Manufacturer
Year Established	: 1989
Number of employees	: 101 – 500 people
Number of RD staff	: less than 5 people
Business Owner	: Mr. Deepak Chheda
Main markets	: North America
Total Annual sales volume	: US \$10 million – US \$50 million
Implemented standards	: SA 8000 & ISO 9002.

Prachi Exports has totally three units, among which the main unit is situated in Karumarampalayam, Tiruppur. It gets the Orders from European countries and exports the cloths according to their requirement at right time. It produces only high quality cloths. They export all the cloths and none of them are sold in India. It is specialized in heavy pique, interlock, engineered stripes, all types of jacquards and auto striper wrapper. It produces 5000+ polo shirts each day. It has in-house knitting& production facility. It is a government recognized exports house.

#### 1.3.1 Mission statement

It is our sincere desire and determination to produce and sell quality garments that fulfill customer's expectations and to constantly keep striving towards excellence.

#### 1.3.2 The path

We shall accomplish this, by giving highest importance to the human touch, ethical values and rational harnessing of the latest technology.

#### 1.3.3 The values: we shall

1. Provide a safe and healthy working environment.
2. Recognize and respect the right of employees to freely associate in accordance with existing laws.
3. Pay employees the minimum wages and benefits required by the local law.
4. Pay overtime charges if employed to do so.
5. Provide adequate periodic training for the employee's benefit.
6. Commit to comply with National and other applicable laws.
7. Respect the International instruments and interpretations as required by the social accountability standards.
8. Propagate the values to all our suppliers and shall evaluate and select them based on their ability to adhere to these requirements.

#### We shall not engage in

1. Use of child labor less than 18 years of age.
2. Use of forced labor.
3. Discrimination in employment on the basis of gender, race, religion, age, sex, nationality, political opinion, social or ethnic origin.
4. Physical, sexual or psychological harassment or abuse of any of our employees.
5. Compelling the workers to work excessive overtime hours.

### 1.4 NEED OF THE STUDY

Employees differ as individuals, in their needs, expectations and behavior. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. It is not an easy task for the management to keep all the employees satisfied and motivated, all the time.

If the dissatisfaction of employees' goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavorable attitude towards the management and unhealthy relations in the organization. Hence, handling the grievances of any person in any organization is of paramount importance.

This forms the need for the study of the grievance handling procedure of the organization and its effectiveness towards job satisfaction to maintain healthy and harmonious environment of the organization.

The main focus of this study revolves around the lower level management of the organization.

## 1.5 OBJECTIVES OF THE STUDY

### Primary objective:

To study the effectiveness of grievance handling mechanism.

### secondary objective:

- To identify whether the employees are aware of the grievance handling mechanism.
- To identify whether the grievance handling system leads to a favorable attitude towards the management
- To identify that the grievance handling system leads to a mutual understanding between workers and the management
- To know the level of satisfaction towards the grievance handling procedure of the organization
- To identify the factors influencing the effectiveness of the grievance handling in the organization

## 1.6 SCOPE OF THE STUDY

- The study throws light on need for Grievance handling procedure and this study facilitates the management for further improvement on the same.
- This study will be useful when similar kind of research is undertaken.

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**A study on effectiveness of grievance redressal procedure with respect to Rane Engine Valve Ltd, plant 3, ponneri, rane group, Nithya. D,** Employees differ as individuals, in their needs, expectations and behavior. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. It is not an easy task for the management to keep all the employees satisfied and motivated, all the time. There can be different reasons for an employee being dissatisfied. The grievance redressal procedure of an organization enables employees to air their dissatisfaction. It is important for an organization to have an effective grievance redressal system. This research also takes into consideration the methods adopted by the organization for handling and resolving the conflict. The main focus of this study revolves around the lower level management of the organization. The study reveals that the Grievance handling procedure is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Most of the surveyed employees are satisfied with the method adopted by the organization for redressing the grievances or complaints of the employees.

**Grievance, Ben Letham, www.amazines.com,** A grievance is a wrong or hardship suffered, which is the grounds of a complaint. In a labor union, a grievance is the subject of a complaint filed by an employee to be resolved by procedures provided in the union. Such a grievance may arise from an alleged violation of the collective bargaining agreement, or violations of law, such as workplace safety regulations. Ordinarily, unionized workers must ask their operations managers for time during work hours to meet with a shop steward in order to discuss the problem, which may or may not result in a grievance.

## CHAPTER 2

### REVIEW OF LITERATURE

#### **Human Resource Management, K Aswathappa, Tata McGraw Hill**

A grievance may be defined as any feeling of discontent or dissatisfaction, whether expressed or not and whether valid or not, arising out of anything connected with the company that an employee thinks, believes or even feels is unfair, unjust or inequitable. A grievance may be:

- Unvoiced or stated by the worker,
  - Written or unwritten, and
  - Valid or ridiculous, and may arise out of something connected with the company,
- The formal mechanism for dealing with such worker's dissatisfaction is called grievance procedure. There may be variations in the procedures followed for resolving employee grievances. Variations may result from such factors as organizational or decision making structures or size of the plant or company. Large organizations do tend to have formal grievance procedures involving succession of steps.

**Human Resource Management, V S P Rao, Excel Book,** Every employee has certain expectations which he thinks must be fulfilled by the organization he is working for. When the organization fails to do this, he develops a feeling of discontent or dissatisfaction. When an employee feels that something is unfair in the organization, he is said to have a grievance. A grievance may be factual, imaginary or disguised. If grievance are not identified and redressed properly, they may adversely affect the workers, managers and the organization. Grievances may be uncovered through observation, gripe boxes, an open door policy, exit interviews and opinion surveys.

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If the grievance cannot be resolved through negotiation between labor and management, mediation, arbitration or legal remedies may be employed. Typically, everyone involved with a grievance has strict time lines which must be met in the processing of this formal complaint, until it is resolved. Employers cannot legally treat an employee any differently whether he or she has filed a grievance or not. The difference between a grievance and a complaint, in the unionized workplace, is whether the subject matter relates to the collective bargaining agreement. A serious grievance may lead to a strike action.

#### **Grievance, IBS Center for Management Research, www.icmrindia.com**

A grievance is a sign of an employee's discontentment with his job or his relationship with his 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. 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.

**A study on effectiveness of grievance handling mechanism, R.GAYATHRI,** Grievance is any kind of dissatisfaction with regard to pay, promotion, suspension, working condition etc.

The objective of the study is to find the effectiveness of grievance handling mechanism being followed. The aim of the study is to find whether the grievance handling mechanism ensures that employee's problems are recognized and appropriately reviewed in a prompt and timely manner. The grievance mechanism acts as a foundation for a harmonious and healthy relationship between employee and employer. It ensures a fair and just treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance. The study infers that most of employees are highly satisfied with the mechanism being followed. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization.

**Grievance Procedure, Encyclopedia Britannica,** Industrial relations, process through which disagreements between individual workers and management may be settled is called as Grievance Handling Procedure. Typical grievances may include the promotion of one worker over another who has seniority, disputes over holiday pay, and problems related to worker discipline. Grievance procedures are a significant issue in collective bargaining agreements in much of Europe and the United States. They usually detail a series of steps open to the worker, beginning with discussion between the foreman and the union steward and going up the line until a settlement has been reached. The final step in the United States is usually arbitration; in some European countries the grievance case may finally be appealed to a labor court.

- To determine the frequency with which something occurs or with which it is associated with something else( usually , but not always ,with a specific initial hypothesis).

The descriptive method has certain limitation; one is that the research may make description itself an end itself. Research is essentially creative and demands the discovery of facts in order to lead a solution of the problem. A second limitation is associated whether the statistical techniques dominate. The desire to over emphasis central tendencies and to fact in terms of Average, Correlation, Means and dispersion may not always be either welcome. This limitation arises because statistics which is partly a descriptive tool of analysis can aid but not always explain causal relation.

### 3.2 DATA AND SOURCE OF DATA

Data was collected using Questionnaire. A questionnaire consists of a number of questions involving both specific and general question related to the study topic.

#### Primary data

Primary data are fresh data which are collected through survey from the employees using questionnaire.

#### Secondary data

Secondary data are those collected from books, internet, reports of already done project works, etc.

### 3.3 TIME PERIOD COVERED

The total time period taken to complete the project is 42 days from 26 June 2012 to 6 August 2012 in the Prachi Exports, Tiruppur. During this period the Apprentices Training

## CHAPTER 3

### RESEARCH METHODOLOGY

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as "A careful investigation or enquiry especially through search for new fact in any branch of knowledge".

#### RESEARCH METHODOLOGY

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

#### 3.1 RESEARCH DESIGN

The type of research used in this project is descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross sectional study of the current situation .The descriptive methods are extensively used in the physical and natural science, for instance when physics measures, biology classifies, zoology dissects and geology studies the rock. But its use in social science is more common, as in socio economic surveys and job and activity analysis.

#### Descriptive research aims

- To portray the characteristics of a particular individual situation or group(with or without specific initial hypothesis about the nature of this characteristics).

was undergone and the questionnaires were filled and collected from the employees of the company.

#### 3.4 POPULATION AND SAMPLE SIZE

The total population in the Head-quarters of Prachi Exports in Karumaraampalayam, Tiruppur is 130. The sample size selected for analyzing the effectiveness of grievance handling mechanism in the company is 100.

#### 3.5 SAMPLING TECHNIQUE

The sampling design used in this project is Simple Random Sampling. The sampling unit is limited to the employees of PRACHI EXPORTS (head- quarters) in Karumarampalayam-Tirupur.

#### 3.6 STATISTICAL TOOLS USED

- Percentage method
- Correlation

#### 3.7 LIMITATIONS TO THE STUDY

- The respondents of the questionnaire were very busy and could not afford more time to answer. The average time to response was 5-6 minutes only.
- Study restricted to Prachi Exports, Karumaarampalayam unit only
- There could be bias on the part of the respondents.

**CHAPTER 4  
ANALYSIS AND INTERPRETATION**

**4.1 PERCENTAGE ANALYSIS**

**4.1.1 Table showing the age wise distribution of the employees**

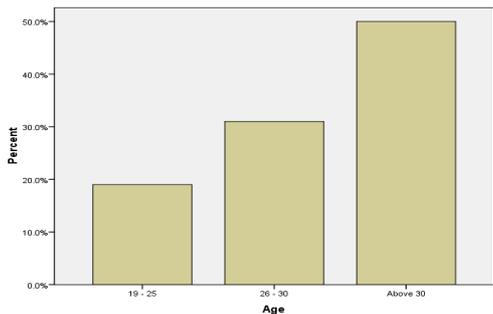
AGE	NO. OF EMPLOYEES	PERCENTAGE
19 – 25	19	19%
26 – 30	31	31%
Above 30	50	50%
TOTAL	100	100%

The above table shows that 19% of the employees belong to the age group of 19 – 25 years, 31% of the employees belong to the age group of 26 – 30 years and 50% of the employees are above 30 years.

**INFERENCE:**

Maximum (50%) of the employees are above 30 years.

**4.1.1 Graph showing the age wise group distribution of the employees**



**4.1.3 Table showing the Employees qualification**

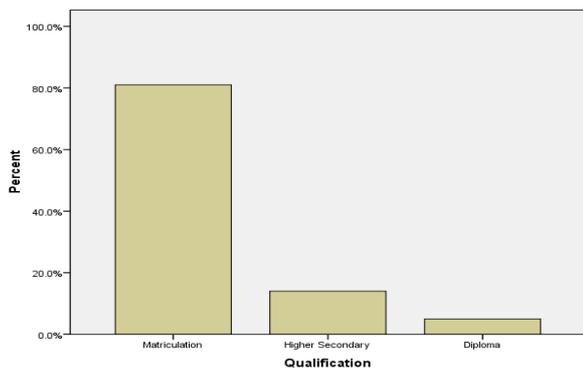
QUALIFICATION	NO. OF EMPLOYEES	PERCENTAGE
MATRICULATION	81	81%
HIGHER SECONDARY	14	14%
DIPLOMA	5	5%
TOTAL	100	100%

The above table shows that 81% of the employees has the educational qualification of matriculation, 14% of the employees has the educational qualification of higher secondary and 5% of the employees has the educational qualification of diploma.

**INFERENCE:**

Majority (81%) of the employees have the educational qualification of Matriculation.

**4.1.3 Graph showing the Qualification Distribution of the employees**



**4.1.2 Table showing the gender distribution of the employees**

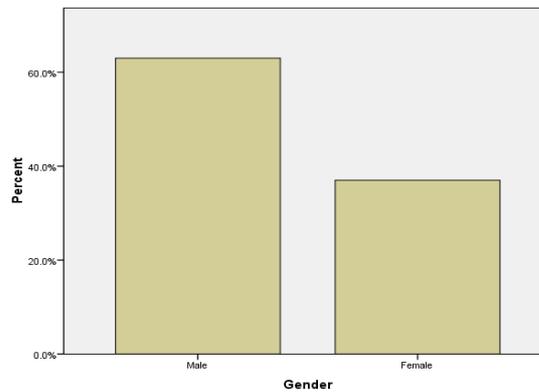
GENDER	NO. OF EMPLOYEES	PERCENTAGE
MALE	63	63%
FEMALE	37	37%
TOTAL	100	100%

The above table shows that 63% of the employees are Male and 37% of the employees are Female.

**INFERENCE:**

Majority (63%) of the employees are male.

**4.1.2 Graph showing the gender distribution of the employees**



**4.1.4 Table showing the marital status distribution of the employees**

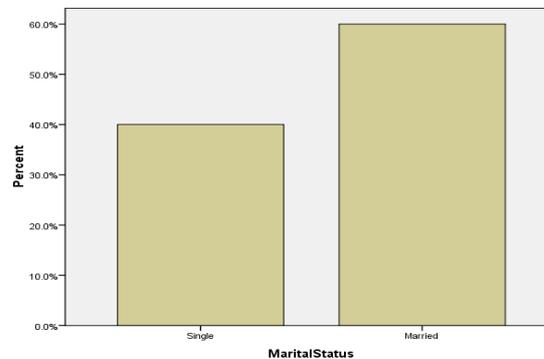
MARITAL STATUS	NO. OF EMPLOYEES	PERCENTAGE
SINGLE	40	40%
MARRIED	60	60%
TOTAL	100	100%

The above table shows that 40% of the employees are Single and 60% of the employees are Married.

**INFERENCE:**

Majority (60%) of the employees are married.

**4.1.4 Graph showing the marital status distribution of the employees**



**4.1.5 Table showing the experience of the employees**

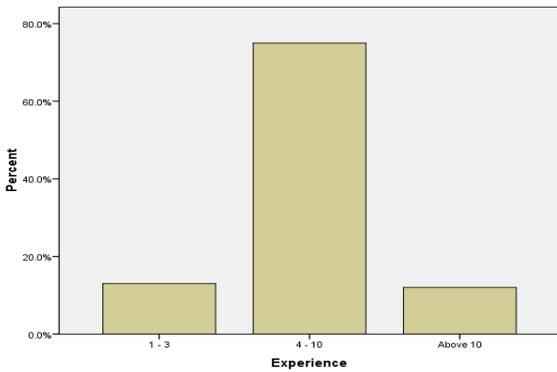
NO. OF YEARS	NO. OF EMPLOYEES	PERCENTAGE
1 – 3	13	13%
4 – 10	75	75%
Above 10	12	12%
TOTAL	100	100%

The above table shows that 13% of the employees have 1 – 3 years of experience, 75% of the employees have 4 – 10 years of experience and 12% of the employees have above 10 years of experience.

**INFERENCE:**

Majority (75%) of the employees have 4 – 10 years of experience.

**4.1.5 Graph showing the experience of the employees**



**4.1.6 Table showing the department of the employees**

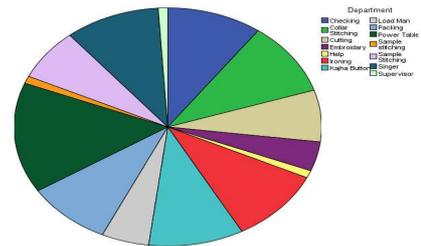
DEPARTMENT	NO. OF EMPLOYEES	PERCENTAGE
Cutting & sample stitching	15	15%
Collar stitching & embroidery	14	14%
Power table & singer	25	25%
Supervisor & help	2	2%
Kajha button & ironing	20	20%
Checking, packing & load man	24	24%
Total	100	100%

The above table shows that 15% of the employees are in cutting & sample stitching department, 14% of the employees are in collar stitching & embroidery department, 25% of the employees are in power table and singer department, 2% of the employees are in supervisor & help department, 20% of the employees are in kajha button & ironing department, 24% of the employees are in checking, packing & load man department.

**INFERENCE:**

Maximum (25%) of the employees belong to the power table & singer department.

**4.1.6 Graph showing the department of the employees**



**4.2 MEAN LEVEL OF INDIVIDUAL STATEMENTS**

**4.2.1 Chart showing the mean level for individual statements under the dimension Employee Awareness**



EA1 – Aware of the grievance handling committee of Prachi Exports

EA2 – Aware of the members of grievance handling committee

EA3 – Aware of the monthly meetings of the grievance handling committee

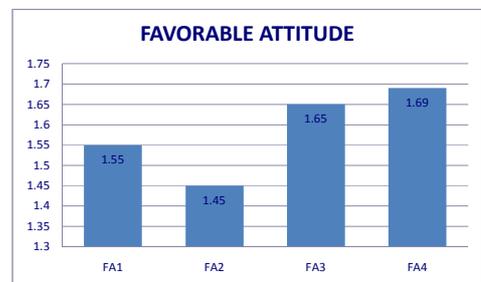
EA4 – Whom will you inform about the grievance

EA5 – Informal channel to redress the grievance

EA6 – How company identifies the grievance

The above chart shows the mean level for individual statements under the dimension "Employee Awareness about the grievance handling mechanism". It can be noted that the sixth statement 'How company identifies the grievance' has got the highest mean score of 3.48. The fifth statement 'Informal channel to redress the grievance' has got the lowest mean score of 1.11.

**4.2.2 Chart showing the mean level for individual statements under the dimension Favorable Attitude**



FA1 – Is the real basis of the problem identified

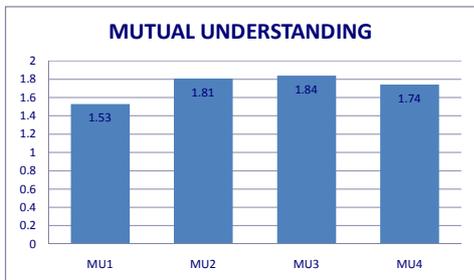
FA2 – Does higher authority listen when grievance is presented

FA3 – Is importance given to what is right rather than who is right

FA4 – Are you constantly informed on what is being done about the grievance

The above chart shows the mean level for individual statements under the dimension "Favorable Attitude of the management towards the employees". It can be noted that the fourth statement 'Are you constantly informed on what is being done about the grievance' has got the highest mean score of 1.69. The second statement 'Does higher authority listen when grievance is presented' has got the lowest mean score of 1.45.

**4.2.3 Chart showing the mean level for individual statements under the dimension Mutual Understanding**



MU1 – Is an atmosphere of cordiality and co-operation facilitated through mutual discussion and conference

MU2 – Is there a positive and friendly approach during grievance handling

LS3 – Is there regular follow up to ensure that the right decision has ended up in satisfaction

LS4 – Is there any temporary relief provided until proper decision is made

LS5 – Do various committee members actively engage in resolving the problem

LS6 – If the decision is not satisfactory are you given the opportunity to take it to higher officials

LS7 – Is the corrective measurements taken immediately after the grievance is communicated

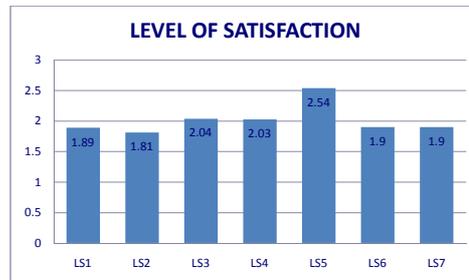
The above chart shows the mean level for individual statements under the dimension "The level of satisfaction towards the grievance handling procedure of the organization". It can be noted that the fifth statement 'Do various committee members actively engage in resolving the problem' has got the highest mean score of 2.54. The second statement 'Is the decision given corresponding to the grievance satisfactory' has got the lowest mean score of 1.81.

MU3 – Discussion and conference is given more importance rather than executive authority

MU4 – Is there a spirit of give and take and sharing and working together

The above chart shows the mean level for individual statements under the dimension "Mutual understanding between the workers and the management". It can be noted that the third statement 'Discussion and conference is given more importance rather than executive authority' has got the highest mean score of 1.84. The first statement 'Is an atmosphere of cordiality and co-operation facilitated through mutual discussion and conference' has got the lowest mean score of 1.53.

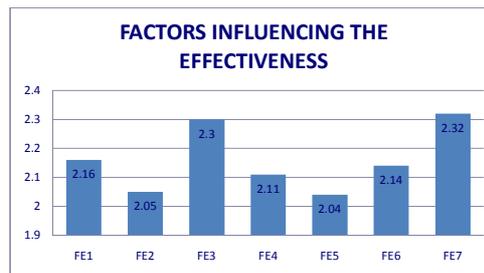
**4.2.4 Chart showing the mean level for individual statements under the dimension Level of Satisfaction**



LS1 – Has the mechanism being followed resolves the grievance

LS2 – Is the decision given corresponding to the grievance satisfactory

**4.2.5 Chart showing the mean level for individual statements under the dimension Factors influencing the effectiveness of grievance handling mechanism**



FE1 – Do you feel open to share the grievance

FE2 – Supervisor possesses necessary human relation skills in terms of understanding problem

FE3 – Are the matters relevant to the grievance kept confidential

FE4 – The procedures for conveying grievance is simple and easy to utilize

FE5 – Supervisor is given authority to take action necessary to resolve the problem

FE6 – Proper records maintained on each grievance

FE7 – The disciplinary action to sort out grievance in the company

The above chart shows the mean level for individual statements under the dimension "The Factors influencing the effectiveness of grievance handling in the organization". It can be noted that the seventh statement 'The disciplinary action to sort out grievance in the company' has got the highest mean score of 2.32. The fifth statement 'Supervisor is given authority to take action necessary to resolve the problem' has got the lowest mean score of 2.04.

#### 4.3 CORRELATION

In probability theory and statistics, correlation, also called correlation coefficient, indicates the strength and direction of a linear relationship between two random variables. In general statistical usage, correlation or co-relation refers to the departure of two variables from independence. In this broad sense there are several coefficients, measuring the degree of correlation, adapted to the nature of data. A number of different coefficients are used for different situations. The best known is the Pearson product-moment correlation coefficient, which is obtained by dividing the covariance of the two variables by the product of their standard deviations. Despite its name, it was first introduced by Francis Galton.

#### 4.2.1 Table showing the result of correlation of all variables

VARIABLES	EA	FA	MU	LS	FE
EA	1	0.406	0.360	0.405	0.336
FA	0.406	1	0.475	0.677	0.553
MU	0.360	0.475	1	0.675	0.575
LS	0.405	0.667	0.675	1	0.654
FE	0.336	0.553	0.575	0.654	1

Correlation is significant at 0.01 level (2-tailed)

EA - Employees awareness about the grievance handling mechanism

FA - Favorable attitude of the management towards the employees

MU - Mutual understanding between the workers and the management

LS - The level of satisfaction towards the grievance handling procedure of the organization

FE - The factors influencing the effectiveness of the grievance handling in the organization

#### INFERENCE:

In the above table, Employee Awareness is the dependent variable and all the remaining are independent variables. In case of Employee awareness, the favorable attitude of the management towards the employees have the highest correlation of 0.406, when compared with others. Hence Favorable attitude has more impact on the employee awareness. When the favorable attitude increases, the employee awareness will also increase.

## CHAPTER 5

### FINDINGS, SUGGESTIONS AND CONCLUSION

#### 5.1 FINDINGS

1. Maximum (50%) of the employees are above 30 years.
2. Majority (63%) of the employees are male.
3. Majority (81%) of the employees have the educational qualification of Matriculation.
4. Majority (60%) of the employees are married.
5. Majority (75%) of the employees have 4 – 10 years of experience.
6. Maximum (25%) of the employees belong to the power table & singer department.
7. 'How company identifies the grievance' has got the highest mean score of 3.48. 'Informal channel to redress the grievance' has got the lowest mean score of 1.11
8. 'Are you constantly informed on what is being done about the grievance' has got the highest mean score of 1.69. 'Does higher authority listen when grievance is presented' has got the lowest mean score of 1.45.
9. 'Discussion and conference is given more importance rather than executive authority' has got the highest mean score of 1.84. 'Is an atmosphere of cordiality and co-operation facilitated through mutual discussion and conference' has got the lowest mean score of 1.53.
10. 'Do various committee members actively engage in resolving the problem' has got the highest mean score of 2.54. 'Is the decision given corresponding to the grievance satisfactory' has got the lowest mean score of 1.81.

11. 'The disciplinary action to sort out grievance in the company' has got the highest mean score of 2.32. 'Supervisor is given authority to take action necessary to resolve the problem' has got the lowest mean score of 2.04.

12. In case of Employee awareness, the favorable attitude of the management towards the employees have the highest correlation of 0.406, when compared with others. Hence Favorable attitude has more impact on the employee awareness.

#### 5.2 SUGGESTIONS

- Job descriptions, responsibilities should be as clear as possible. Everyone should be informed of company's goals and expectation including what is expected from each individual.
- Informal counseling helps to address and manage grievances in the workplace.
- Conflict management in the organization will be helpful to reduce the number of grievance rates.
- Suggestion boxes can be installed. This brings the problem or conflict of interest to light.
- Accident rates, Requests for transfers, Resignations, and disciplinary cases should be analyzed since they reveal the general patterns that are not apparent.
- Temporary relief can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his / her morale and productivity.
- Grievance could be solved effectively through mutual discussion and conference.
- The solution given for solving the grievance must be analyzed again to make sure that it is effective and the concerned employee is satisfied.

### 5.3 CONCLUSION

The study reveals that the Grievance handling procedure is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Most of the surveyed employees are satisfied with the method adopted by the organization for redressing the grievances or complaints of the employees.

### 5.4 SCOPE OF THE STUDY

- The study throws light on need for Grievance handling procedure and this study facilitates the management for further improvement on the same.
- This study will be useful when similar kind of research is undertaken.

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## APPENDIX

### QUESTIONNAIRE

#### A STUDY ON EFFECTIVENESS OF GRIEVANCE HANDLING MECHANISM

#### PERSONAL INFORMATION:

Name:  
 Gender: [ ] Male [ ] Female  
 Age: [ ] 19 – 25 [ ] 26 – 30 [ ] Above 30  
 Educational Qualification:  
 [ ] Matriculation [ ] Higher Secondary [ ] Diploma [ ] Under Graduate  
 Marital status: [ ] Single [ ] Married  
 Department:  
 Designation:  
 Experience:  
 Monthly Income:

#### QUESTIONS:

##### EMPLOYEES AWARENESS ABOUT THE GRIEVANCE HANDLING MECHANISM:

1. Are you aware of the grievance handling committee of your company?  
 i) Always ii) Often iii) Moderate iv) Rare v) Never
2. Are you aware of the members of the grievance handling committee?  
 i) Always ii) Often iii) Moderate iv) Rare v) Never
3. Are you aware of the monthly meetings of the grievance handling committee which are being held?  
 i) Always ii) Often iii) Moderate iv) Rare v) Never

#### 4. To whom will you inform about the grievance?

i) Sub ordinate ii) Superiors iii) HOD iv) Manager v) Directly to top management

#### 5. Is there any informal channel to redress your grievance such as

i) Co-worker ii) Peer iii) If others, please specify( )

#### 6. How does the company identify the Grievances?

i) Direct observation ii) Gripe boxes iii) Grievance procedure iv) Open door policy v) Exit interview

#### FAVORABLE ATTITUDE OF THE MANAGEMENT TOWARDS THE EMPLOYEES

##### 7. Is the real basis of your problem identified?

i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

##### 8. Does your higher authority listen when your grievance is presented?

i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

##### 9. Is importance given to what is right rather than who is right?

i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

##### 10. Are you constantly informed on what is being done about your grievance?

i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

#### MUTUAL UNDERSTANDING BETWEEN THE WORKERS AND THE MANAGEMENT

11. Is an atmosphere of cordiality and co-operation facilitated through mutual discussion and conference?

i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

##### 12. Is there a positive and friendly approach during grievance handling?

i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

13. Do you feel that discussion and conference is given more importance rather than executive authority?  
i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree
14. Is there a spirit of give and take and sharing and working together?  
i) Strongly agree ii).Agree iii) Disagree iv) Strongly disagree

**THE LEVEL OF SATISFACTION TOWARDS THE GRIEVANCE HANDLING PROCEDURE OF THE ORGANIZATION**

15. Has the mechanism being followed resolves your grievance?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
16. How do you feel about the decision given corresponding to your grievance? Is it satisfactory?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
17. Is there regular follow up to ensure that the right decision has ended up in satisfaction?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
18. Is there any temporary relief provided until proper decision is made so that it does not raise any adverse effects within the organization?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
19. Do the various committee members actively engage in resolving your problem?  
i) Always ii) Often iii) Moderate iv) Rare v) Never

20. If the decision is not satisfactory are you given opportunity to take it to higher officials?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
21. Is the corrective measurements taken immediately after the grievance is communicated?  
i) Always ii) Often iii) Moderate iv) Rare v) Never

**THE FACTORS INFLUENCING THE EFFECTIVENESS OF THE GRIEVANCE HANDLING IN THE ORGANIZATION**

22. Do you feel open to share your grievances?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
23. Do you feel that the supervisor possesses necessary human relation skills in terms of understanding your problem?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
24. Are the matters relevant to the grievance kept confidential?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
25. Are the procedures for conveying grievance simple and easy to utilize?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
26. Is the supervisor given authority to take action necessary to resolve the problem?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
27. Are proper records maintained on each grievance?  
i) Always ii) Often iii) Moderate iv) Rare v) Never
28. What will be the disciplinary action to sort out grievance in the company?  
i) Counseling ii) A Written Apology iii) An official warning iv) Loss of promotion v) Dismissal