

# A Study on Grievance Handling Mechanism With Reference To Subajeyam Turners Private Limited

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**Abstract-** *This study on grievance handling mechanism at Subajeyam Turners Private Limited. Grievance means “any discontent or dissatisfaction, whether or not expressed or now no longer and whether or not legitimate or now no longer, arriving out of something linked with the organization that the worker thinks, ideals or even feels is unfair and unjust or inequitable”. Grievance is any kind of dissatisfaction with regret to pay promotion, working condition, time management etc.*

*A study on Grievance handling was conducted at Subajeyam Turners Private Limited which is located in Ambattur, Chennai. The objective of study is to determine the grievance handling mechanism activities with ref to Subajeyam Turners Private Limited and determined the level of satisfaction towards the grievance handling mechanism of the organization*

*To evaluate the objective of the study the researcher has used both primary and secondary data I collected from the respondents by structured questionnaire and secondary data is collected from the company database, textbooks and internet the data were collected from 200 respondents using questionnaire. The type of research design that has been used descriptive research design*

*The sampling layout used withinside the look at is simple random sampling. The Data has been analysis using percentage method and various statistical tools have been used. The study infers that most of the employers is satisfied with the grievance handling mechanism being followed.*

**Keywords-** Grievance, dissatisfaction, grievance handling mechanism.

## I. INTRODUCTION

In the present , especially in democratic systems, it is accepted that employees should be able to express their dissatisfaction, whether it be a minor irritation, a serious problem, or A distinction of opinion with the manager over

phrases and situations of employment. In respect of the latter, it could stem either from the interpretation of the contract, or in the absence of a negotiable collective contract between management and union.

The grievance is the complaint lodged by any employee or group of employees working in an organization due to the feeling of business or disrespect or any other reason which is unfair for them in the workplace. Its shows the dissatisfaction of employees toward organization affects the productivity and performance of the organization or might cause industrial dispute.

## INDUSTRY PROFILE

The vehicle enterprise in India is the third-biggest via way of means of manufacturing within side the international as in line with 2023 statistics. As of 2024, India is the third biggest vehicle marketplace withinside the international in phrases of sales. By 2028, India will become the fourth largest country in the world by the valuation of its automotive industry. As of April 2024, India's auto industry is worth more than USAs of April 2024, India's auto industry is worth more than US\$100 billion and accounts for 8% of the country's total exports and 7.1% of India's GDP. 00 billion and accounts for 8% of the country's total exports and 7.1% of India's GDP. According to the 2023 National Family Health Survey, barely 8% of Indian households own an automobile.

## COMPANY PROFILE

Incepted in the year 1982 we, ‘Subajeyam Turners private limited’, are a renowned organization, engaged in manufacturing, supplying, trading and exporting Automobile Components. Backing on our great revel in of 28 years in Automobile industry, today, we're capable of carve a gap for ourselves withinside the industry. We provide the extensive variety to our massive clientele. Our products are manufactured from the quality raw materials procured from reliable vendors, like SAIL, MUKUND & SUNFLAG. Thereafter, this extraordinary raw material is processed in our

state- of- the- artwork facility, wherein each operation is performed below strict first-class manage measures and the very last product isMade to be had at an low priced rate variety to our clientele, hailing from diverse industries such as coal, chemical, thermal and strength industries.

### NEED OF THE STUDY

Employees differ as individuals, in their needs, expectations and behaviour.It isn't always an smooth mission for the control to hold all of the personnel happy and motivated, all of the time.If the dissatisfaction of employees' is going unattended or the situations inflicting it aren't corrected, the infection is possibly to growth and cause detrimental mindset in the direction of the management and unhealthy relations in the organization. This bureaucracy the want for the examine of the complaint redressal technique of the corporation and its effectiveness in the direction of activity pleasure to preserve healthful and harmonious surroundings of the corporation.The main focus of this study revolves around the lower-level management of the organization.The satisfaction level of the employees can be measured and each dissatisfaction can be avoided or minimise

### OBJECTIVE OF THE STUDY

Primary objective: • To study the effectiveness of grievance handling mechanism with reference to Subajeyam turners private limited.

Secondary objectives:

- To identify whether the employees are aware of the grievance handling mechanism.
- To know the level of satisfaction towards the grievance handling mechanism of the organization. • To suggest better measurement of improving the grievance handling mechanism in Subajeyam turners private limited. .

### SCOPE OF THE STUDY

This have a look at offers with the evaluation of the effectiveness of the complaint dealing with machine of the company.It additionally identifies the employee's opinion toward the prevailing complaint managing gadget withinside the company.The effectiveness of the present grievance handling system will be analysed and suitable measures to improve the same may be suggested.Understanding the effectiveness of grievance handling mechanisms is crucial for enhancing employee morale, productivity, and retention rates within organization.

## II. LITERATURE REVIEW

**Dr. V. Mohana Sundaram and N Saranya, (2023)**, in his article “employee Grievance” organizations are made up of people and functions through people without people organization cannot exist.The resource of men, money, material, and machinery are collected, coordinated and utilized through people in the organization.It is through the combined efforts of the attainment of common objectives and goals without united human efforts no organization can achieve.Sonika Sharma and

**Niti Sharma, (2023)**, in his working paper entitled “Grievance management and its links to workplace justice” the purpose of this paper is to explore the influenceof workers demographics characteristics on their perceptions of procedural justice form grievance management.A associated purpose is to decide whether or not procedural justice perceptions have an effect on perceptions of distributive justice. its goals.

**Zulkiffee bin daud and khulidakirana Yahya, (2023)**, in his research paper “The influence of heads of departments personalities on the selection of the grievance handling styles” Grievance management isAn critical subject matter withinside the location of commercial relations.Research on grievance management is burgeoning, and yet the understanding of its ante cents and consequences remains rather unclear.This research discusses the styles in handling grievance among heads of departments at a telecommunication headquarters and branches located in peninsular Malaysia and the determinants of personalities in selecting the appropriate style.

**Anita stuhmcke, (2022)**, says that “there is a variety of ways a university may provide an effective compliant- handling procedure for solving student grievances.Commonly a college could have a couple of criticism coping with unit to help resolving such grievances.The paper discusses the existing and future role of the grievance handling unit titled the university ombudsman and its equivalent, the dean of student.

**Brain bemmels and Janice R. Foley,(2022)**, explain that “this review focuses on the grievance procedure research published in the past decade with specific attention on the application (or lack thereof) of social science theory to grievance research. The overview concludes that the theoretical grounding of latest complaint studies has stepped forward over the sooner studies, however stays pretty inadequate.Recommendations at the path that criticism studies have to take withinside the destiny to in addition enhance at the theoretical content material of criticism studies are provided.it is argued that theory in grievance research should

advance at two levels; the comprehensive systems approach and the application of specific social sciences theories to narrower aspects of the grievance process”

### III. RESEARCH METHODOLOGY

**Research Methodology:** Research method is a manner to systematically clear up the studies problem. It can be understood as a technology of reading how studies is carried out scientifically. In this have a look at the numerous steps which might be typically followed via way of means of a researcher in analyzing the studies hassle at the side of the common sense at the back of him.

**Research Design:** Research Design is defined as the “arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose economy in procedure”. The research design followed in the study is descriptive research design. Sample size: Number of the sampling units selected from the population is called the size of the sample. A sample of 2 hundred respondents had been received from the population.

**STATISTICAL TOOLS: SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):** Statistical package deal for social sciences (SPSS) is supposed for statistical evaluation of data. It has got tools to obtain accurate results. SPSS is a computer program used for survey authoring and deployment, data mining, text analytics, statistical analysis, and collaboration & deployment. The following statistical tools were used in this study:

- 1) Simple Percentage
- 2) Chi-square
- 3) Correlation analysis
- 4) Regression analysis
- 5) Anova

**Percentage analysis:** In case Percentage refers to a unique form of ratio. Percentage is utilized in making assessment among or greater collection of data. In this study, the range of folks who spoke back in a selected way is interpreted within the shape of percentages. Chi-square Test: The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population. Or whilst the researcher is not able to estimate the population’s parameters. The main advantages of using non parametric test is that, the researcher can analyse qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

**Correlation analysis:** Correlation analysis is made to determine the degree of relationship between two or more variables. It does not now no longer inform approximately purpose and impact relationship. The values of coefficient of correlation lie between +1 to –1. When  $r = +1$ , it means there is a perfect positive correlation between the variables. When  $r = -1$ , it means there is a perfect negative correlation between the variables. When  $r = 0$ , it means no relationship between the two variables.

**Regression analysis:** Regression linear regression is a statistical procedure for calculating the value of a dependent variable from an independent variable. Linear regression measures the affiliation among variables. It is a modelling method wherein an established variable is anticipated primarily based totally on one or extra unbiased variables. Linear regression evaluation is the maximum extensively used of all statistical techniques.

**ANOVA:** Analysis of variance (ANOVA), Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic elements have a statistical impact at the given records set, whilst the random elements do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.  $F = \text{MSE} / \text{MST}$

### LIMITATIONS OF THE STUDY

- The primary data collected through personal interaction with the employees may have an element of bias from the point of view of individual employee’s perspective
- Some of the records and information cannot be shared and it is not available because of the confidentiality

### IV. DATA ANALYSIS AND INTERPRETATION

#### PERCENTAGE ANALYSIS

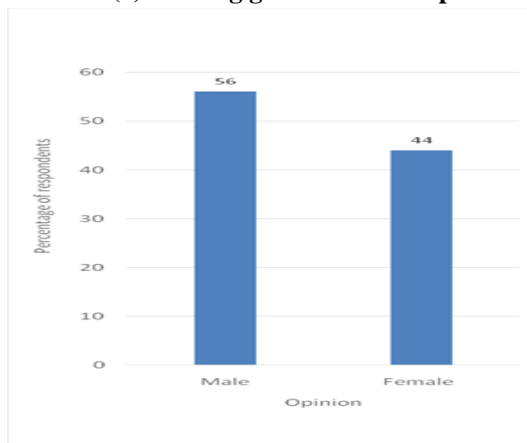
**Table 2.1 showing gender of the respondents**

S.no	Opinion	No of respondents	Percentage of respondents (%)
1	Male	112	56
2	Female	88	44
	Total	200	100

#### Interpretation:

From the table it is found that nearly 56% of the respondents are male and remaining 44% of the respondents are female.

**Chart 2.1(a) showing gender of the respondents**



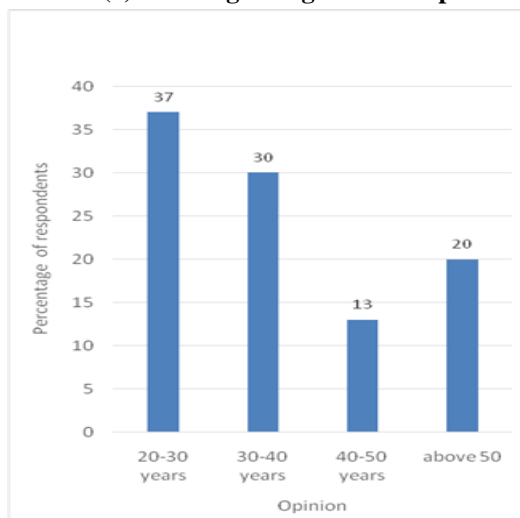
**Table 2.2 showing the age of the respondents**

S.no	Opinion	No of respondents	Percentage of respondents (%)
1	20-30 years	74	37
2	30-40 years	60	30
3	40-50 years	26	13
4	Above 50	40	20
	Total	200	100

**Interpretation:**

From the table it is found that 37% of the respondents belongs to the age group 20-30 and 30% of the respondents are 30-40 and 20% of the respondents are above 50 and 13% of the respondents belongs to the age group 40-50 years.

**Chart 2.2(a) showing the age of the respondents**



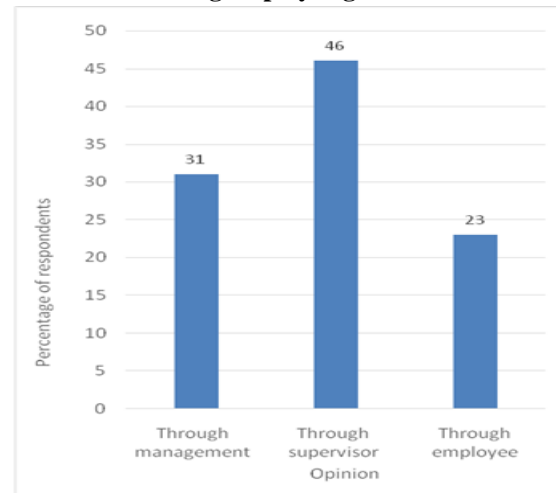
**Table 2.3 showing respondents opinion for trade union handling employee grievance**

S.no	Opinion	No of respondents	Percentage of respondents (%)
1	Through management	62	31
2	Through supervisor	92	46
3	Through employee	46	23
	Total	200	100

**Interpretation:**

From the table it is found that 46% of the respondents says that trade union handle employee grievance through supervisor and 31% of them says through management and 23% of the respondents says that trade union handle employee grievance through employee.

**Chart 2.3 (a) showing respondents opinion for trade union handling employee grievance**



**Table 2.4 showing satisfaction with promotion and transfer scheme in the organisation**

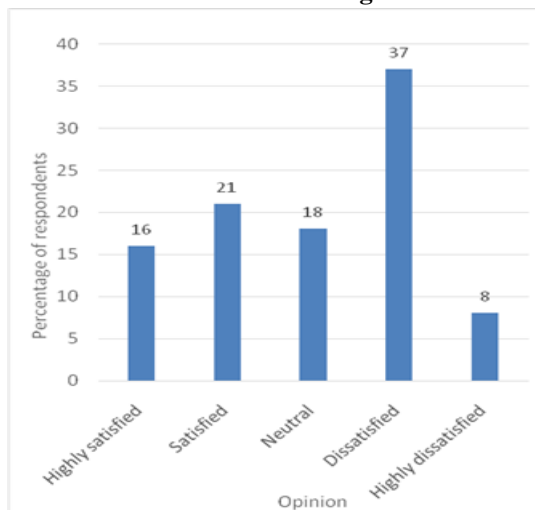
S.no	Opinion	No of respondents	Percentage of respondents (%)
1	Highly satisfied	32	16
2	Satisfied	42	21
3	Neutral	36	18

4	Dissatisfied	74	37
5	Highly dissatisfied	16	8
	Total	200	100

**Interpretation:**

From the table it is found that 37% of the respondents are dissatisfied with the promotion and transfer scheme in the organisation and 21% of them are satisfied and 18% of them are neutral and 16% of them are highly satisfied and 8% of the respondents are highly dissatisfied with the promotion and transfer scheme followed in the organization

**Chart 2.4 (a) showing satisfaction with promotion and transfer scheme in the organisation**



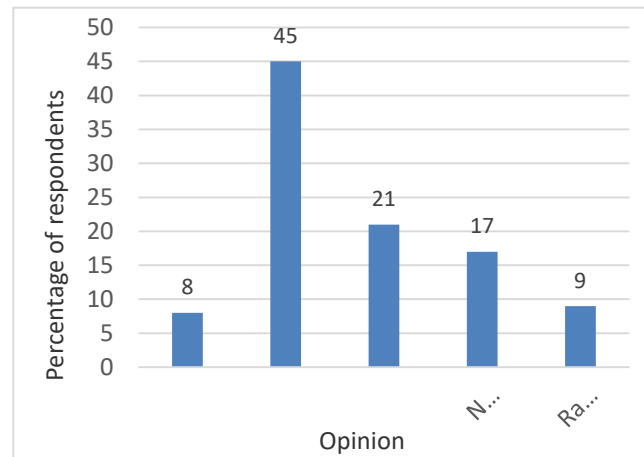
**Table 2.5 showing respondents opinion about organization finding fault in the work.**

S.no	Opinion	No of respondents	Percentage of respondents (%)
1	Always	16	8
2	Sometimes	90	45
3	Often	42	21
4	Never	34	17
5	Rarely	18	9
	Total	200	100

**Interpretation:**

From the table it is found that 45% of the respondents says that organization sometimes finds fault in the work and 21% of them says often and 17% of them says never and 9% of them says rarely and 8% pf the respondents says that the organisation always finds fault in the work.

**Chart 2.5(a) showing respondents opinion about organization finding fault in the work.**



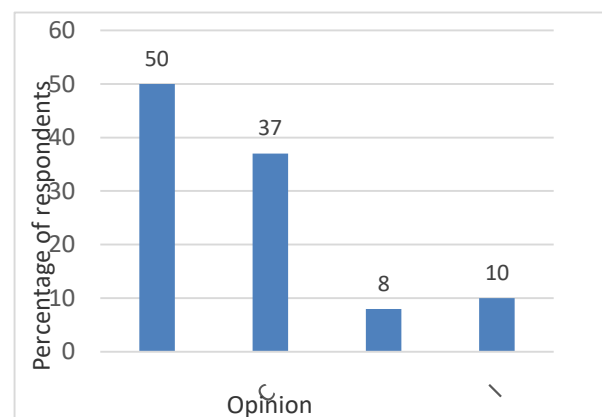
**Table 2.6 showing respondents opinion about major grievance in the organisation**

S.no	Opinion	No of respondents	Percentage of respondents (%)
1	Supervisor	100	50
2	Co-worker	74	37
3	Salary, wages, incentives	16	8
4	Injustice behavior	10	5
	Total	200	100

**Interpretation:**

From the table it is observed that 50% of the respondents says that major grievance is related with the supervisor and 37% of them says co-worker and 8% of them says salary ,wage and incentive and 5% pf the respondents of them says major grievance occur due to injustice behaviour.

**Chart 2.6(a) showing respondents opinion about major grievance in the organisation**



**COEFFICIENT OF CORRELATION ANALYSIS**

**Null hypothesis(H0):** There is no Inter relationship between trade union handling employee grievance and management’s effectiveness in the grievance settlement.

**Alternate hypothesis(H1):** There is aInter relationship between trade union handling employee grievance and management’s effectiveness in the grievance settlement.

**Formula:**

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}$$

**2.7 Table showing relationship between trade union handling employee grievance and management’s effectiveness in the grievance settlement.**

		Trade union handling employee grievance	Management effectiveness in grievance settlement
Trade union handling employee grievance	Pearson correlation	1	.043
	Sig.(2-tailed)		.548
	N	200	200
Management effectiveness in grievance settlement	Pearson correlation	.043	1
	Sig.(2-tailed)	.548	
	N	200	200

**Correlation(r)=0.043**

**Result:**The correlation coefficient of 0.043 indicates a Positive correlation trade union handling employee grievances and management effectiveness in grievance settlement. Therefore, we fail to reject the null hypothesis, which states that there is no significant correlation between the two variables. Ho is reject and H1 is accepted.

**REGRESSION ANALYSIS**

**NULL HYPOTHESIS(Ho)**

There is no effect of experience on satisfaction with the promotion and transfer scheme.

**ALTERNATE HYPOTHESIS(H1)**

There is effect of experience on satisfaction with the promotion and transfer scheme.

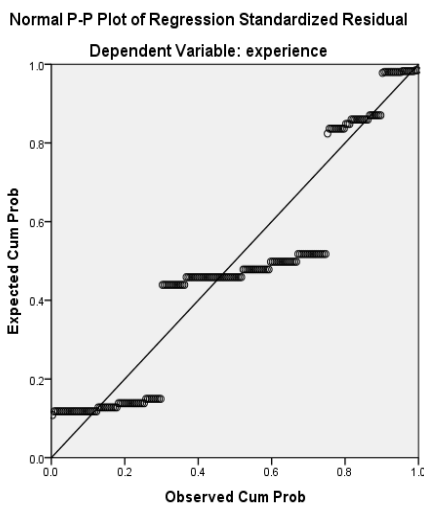
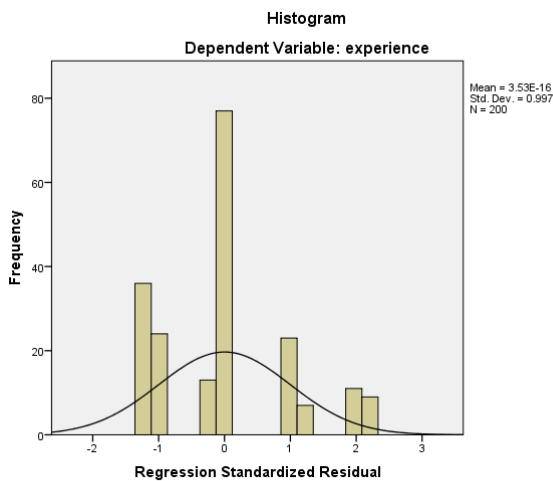
**Formula:**  $Y=a+bX$

**Table 28 sowing the work experience and satisfaction with the promotion and transfer scheme.**

ANOVA					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	.636	1	.636	.746
	Residual	168.864	198	.853	
	Total	169.500	199		
a. Dependent Variable: experience					
b. Predictors: (Constant), what is your satisfaction with promotion and transfer scheme					

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.914	.171		11.202	.000
	Satisfaction with promotion and transfer scheme	.045	.053	.061	.864	.389
a. Dependent Variable: experience						

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.96	2.14	2.05	.057	200
Residual	-1.141	1.995	.000	.921	200
Std. Predicted Value	-1.608	1.608	.000	1.000	200
Std. Residual	-1.235	2.161	.000	.997	200
a. Dependent Variable: experience					



**V. RESULT**

Based on the provided regression statistics and the hypothesis.  $P=0.745$  which is greater than the 0.05. thus the alternate hypothesis  $H_1$  is Accepted. Stating that there is a statistically significant association between work experience and satisfaction with the promotion and transfer scheme.

**VI. FINDINGS**

- It is found that nearby 56% of the respondents are male.
- It is found that 37% of the respondents belongs to the age group 20-30
- It is found that 46% of the respondents says that trade union handle employee grievance through supervisor
- It is found that 37% of the respondents are dissatisfied with the promotion and transfer scheme in the organisation
- It is found that 45% of the respondents says that organization sometimes finds fault in the work.

- It is observed that 50% of the respondents says that major grievance is related with the supervisor
- The correlation coefficient of 0.043 indicates a Positive correlation trade union handling employee grievances and management effectiveness in grievance settlement. Therefore, we fail to reject the null hypothesis, which states that there is no significant correlation between the two variables.  $H_0$  is reject and  $H_1$  is accepted.
- $P=0.745$  which is greater than the 0.05. thus the alternate hypothesis  $H_1$  is Accepted. Stating that there is a statistically significant association between work experience and satisfaction with the promotion and transfer scheme.

**VII. SUGGESTIONS**

- More number of interaction programmers may be conducted among the superior and subordinate so as to improve a healthy relationship among them.
- Employees are satisfied with the workplace, availability of tools, machines and equipment. So, organization tries to maintain the same level of satisfaction
- Employees say that there is no effective promotion and transfer, so organization tries to give promotion and transfer to employees.
- Employees are being given extra pay for overtime. This improves employee’s morale.

**VIII. CONCLUSION**

The research tells that the grievance handling procedure is satisfactory. The organisation is spotting the significance of pleasurable the personnel and keeping them. Further enhancements may be made so that every one contributors are happy with the procedure. The tips and tips while carried out with nevertheless extra advantage the organization.

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